



FINAT

Linking the Label Community

GENERAL ASSEMBLY 2021 – part 1

Online FINAT ELF 2021, 31 May 2021

The association for the European self-adhesive labelling and adjacent industries

- We are here to discuss relevant issues for FINAT members. For this purpose we have put together an agenda. We will stick to the agenda and limit our conversation and the exchange of information to what is strictly necessary to achieve the scope mentioned in the agenda.
- We remind you that companies that have attended this meeting remain competitors in the broader scheme of things and operate independently. Attendance here is conditioned on your assurance and ongoing compliance with the requirement that none of you discuss with each other your commercial terms with any of your customers or with your own suppliers (including, without limitation: prices, rebates, freight, volumes, territories, or any other competitive or potentially competitive terms).
- We need to avoid and prevent the exchange of information or the entering into (formal or informal) agreements on matters such as (but not limited to): prices in the current market place (including any component of price, price levels, rates, discounts, rebates, costs etc.), allocating markets (by geography, product, customers), coordinating (pending or future) bid opportunities, jointly boycotting any customers or suppliers or distributors, current or future marketing plans or strategies (including production volumes), manufacturing or sales costs, R&D plans, sales forecasts, plans for territorial expansion or capital investment plans, or customer-specific detailed sales information or terms of contracts.
- The most important competition law do's and don'ts are also available at <https://www.finat.com/documents/690/finat-antitrust-guidelines-2020.pdf>
- Further please always follow your company's internal antitrust and competition policies. We expect you to consult with, and follow, your own company's policies and any guidance you may have received.

1. Opening
2. Minutes General Assembly 2020 part 2
3. President's Report 2021
4. Financial Matters
5. Board discharge 2020
6. Elections
7. Other Matters
8. Closure



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1. OPENING

The association for the European self-adhesive labelling and adjacent industries

- Due to Covid19 uncertainties, the General Assembly 2021 will again:
 - Be held online
 - Split in two parts:
 - ❑ TODAY: Part 1 – closure books 2020, Presidential election
 - ❑ OCTOBER/NOVEMBER: Part 2 – remaining matters, including projection 2021, and planning/budget 2022

Members - Article 4

4.1. The Association comprises the following member types:

Ordinary Members

4.1.1. **Category A:** label and narrow-web converters

4.1.2. **Category B:** manufacturers of self-adhesive and other narrow web substrates, presses, inks, dies, application machinery, auxiliary equipment and materials

Extraordinary Members

4.1.3. **Category C:** manufacturers of papers, films, foils, adhesives, silicones, release liners, coating equipment, service providers

4.1.4. **Category D:** national associations of label manufacturers, institutes, information media

4.1.5. **Category E:** Honorary Members, elected by the General Assembly, following a Board proposal. Election is for an indefinite period. Honorary Members are exempted from paying the FINAT membership fee.

4.2. All members are entitled to attend the General Assembly.

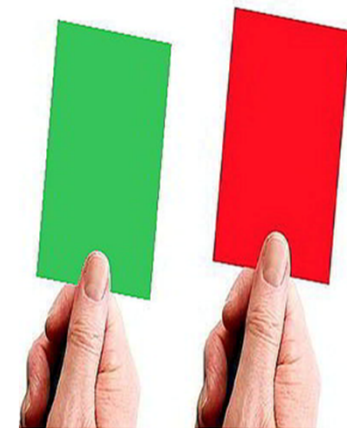
4.3. Only Ordinary Members (categories A and B), as well as category C members active in one or more of FINAT's permanent committees exercise voting right and are eligible to Board membership.

- 12.8. At the General Assembly member firms may be represented by persons belonging to their management, or by persons who carry an authorisation of their management.
- 12.9. The General Assembly takes decisions by a simple majority of the voting members present or represented as per 4.3. of these articles.
- 12.10. Every member has the right to submit proposals for discussion at the General Assembly. Such proposals are to be addressed to the Secretariat at least 40 days prior to the meeting.
- 12.11. A Member may be authorised to vote on behalf of another Member via a written proxy submitted to the secretariat prior to the General Assembly. The requirement of a written proxy is considered to have been met in case the proxy has been submitted electronically.
- 12.12. A Member entitled to vote but unable to attend the General Assembly personally may cast his vote via electronic means of communication in case this medium allows the identification of the Member, the ability to take notice of the proceedings real-time as well as the ability to cast votes electronically.
- 12.13. Votes that have been cast electronically prior to but less than 30 days before the General Assembly are considered to equal votes cast at the time of the General Assembly.
- 12.14. The use of electronic means of communication for voting during the General Assembly may be subject to conditions as laid down in separate House Rules.

Voting system: guidelines

- One voting member company, one vote
- Main contacts voting member companies have received Mentimeter voting link on 27 May
- In case of absence, link can be forwarded to designated internal colleague
- Or proxy can be sent to FINAT office.

Maximum 260 voting companies





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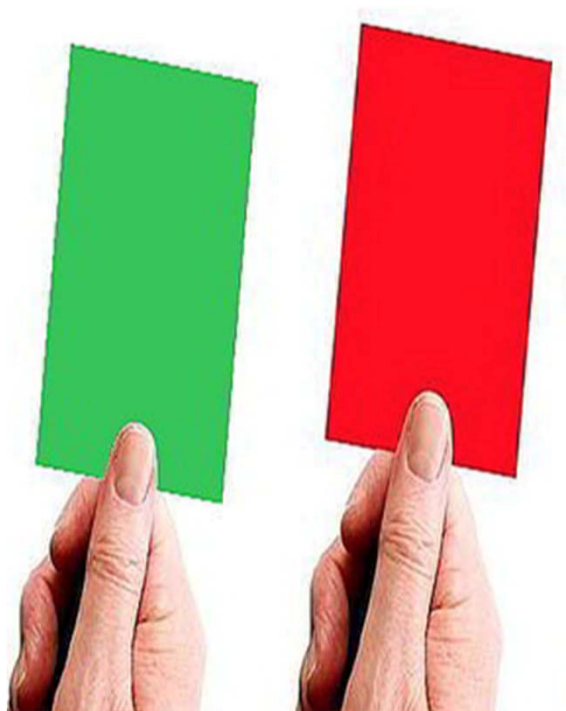
2. MINUTES GA 2020 PART 2

The association for the European self-adhesive labelling and adjacent industries

Minutes 2020 part 2

- Held 26 November 2020 via Zoom
- Posted on the [Members-Only Workspace](#)

POLL 1
Minutes 2020 part 2





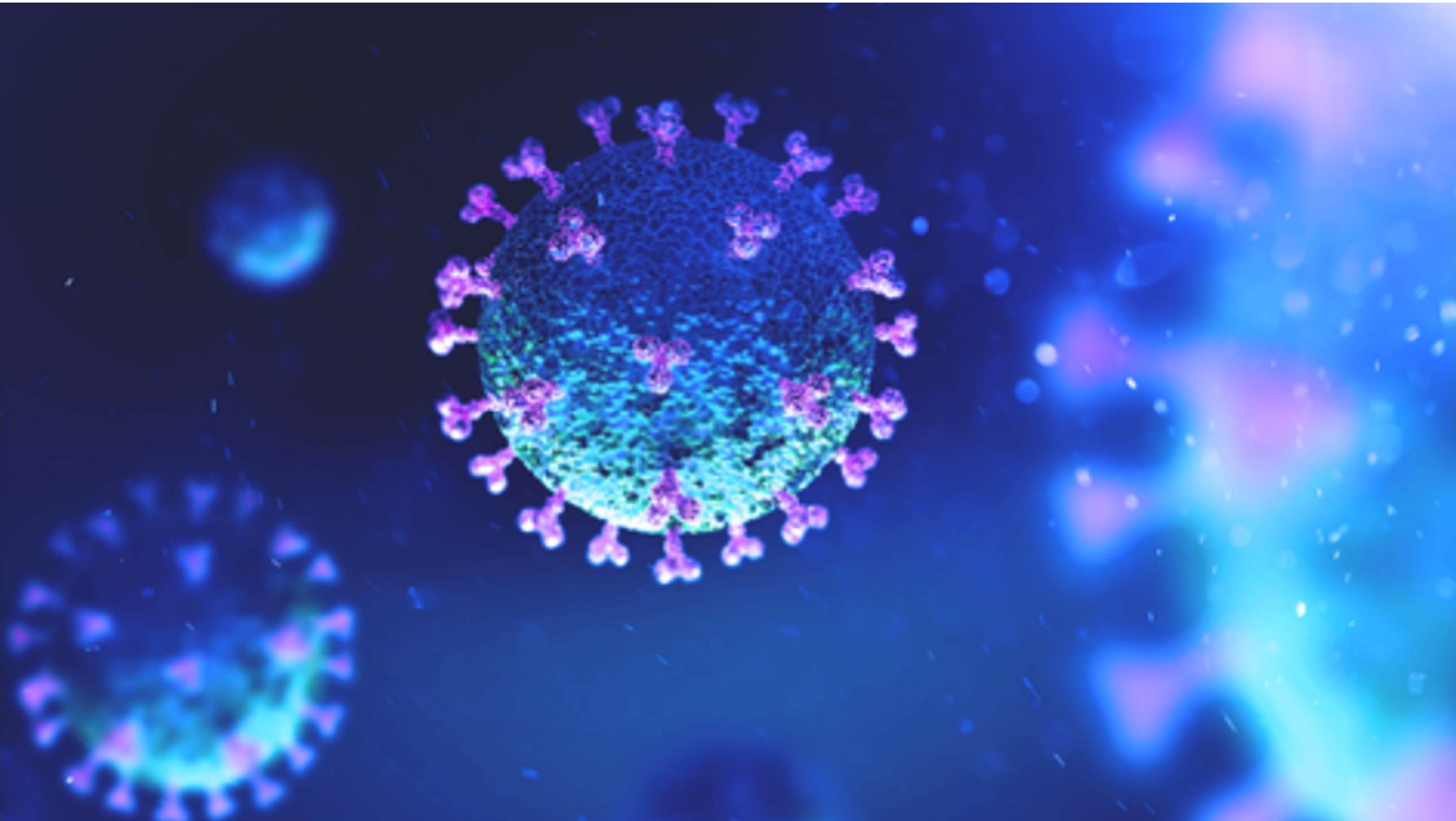
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3. PRESIDENT'S REPORT

The association for the European self-adhesive labelling and adjacent industries





President's Report 2021

AGENDA

1. Review 6-star Strategy 2020
2. Achievements 2020 - 2021
3. Scenarios Going Forward



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STRATEGY REVIEW

The association for the European self-adhesive labelling and adjacent industries

FINAT'S 6 ★

PROPOSITION TOWARDS 2020

LINKING THE LABEL COMMUNITY

LEADING THE WAY TO FUTURE SUCCESS FOR INTERNATIONAL LABEL BUSINESSES



KNOWLEDGE LEADERSHIP

- European Label Forum
- FINAT RADAR
- International resource
- Management education
- Leadership dialogue



STRONG POSITIONING

- Recruiting new volunteer leaders
- Strengthen professional partnership
- Streamlining association
- Embracing new technology
- Consolidate collaboration with local associations



MEMBER FOCUS

- Creating new member value
- Expanding FINAT membership
- Enhancing online community
- Reaching out towards Eastern Europe
- Embracing new generation of future leaders



TECHNOLOGY AWARENESS

- Your guide in adopting new technology
- Embracing 'narrow web' converting
- Monitoring new technology trends
- Promoting technical competence
- Expanding test methods library
- Introducing Technology Webinar Series



WORKFORCE DEVELOPMENT

- Promoting industry image
- Reaching out to students and young professionals
- Supporting recruitment and retention of talent
- Promoting education and training
- Stimulating international collaboration



SUSTAINABLE PRACTICE

- Promoting recycling
- Encouraging LCA and Food Safety best practice
- Guidance on regulatory developments
- Influencing legislation and standards





Review FINAT's 6 Star Strategy

Successful Transformation of the Congress into the ELF

FINAT 2015
The European Label Forum
Mövenpick Hotel
Amsterdam • The Netherlands
11 - 13 June

FINAT 2016
The European Label Forum
Mövenpick Hotel
Amsterdam • The Netherlands
16 - 18 June

FINAT 2017
The European Label Forum
Hilton Berlin
Berlin • Germany
Programme 7 - 9 June

FINAT 2018
The European Label Forum
Citywest
Dublin • Ireland
Programme 6 - 8 June

FINAT 2019
The European Label Forum
Scandic Coopenhagen
Copenhagen • Denmark
Programme 5 - 7 June

FINAT 2021
The European Label Forum
31 May - 4 June 2021
The Online European Label Forum 2021
RECONNECTING THE EUROPEAN LABEL COMMUNITY
YOUR RECIPE FOR SUCCESS BEYOND THE PANDEMIC
See also www.europeanlabelforum.com/register



Review FINAT's 6 Star Strategy

FINAT RADAR introduced



Review FINAT's 6 Star Strategy

Enhanced channels for technical communications



Click on the topics below to view the recording. First, you have to register (after clicking the link) to get access to the recording.

2021	Powerdrop - enabling non-contact coating with difficult materials (password: 8ayXx@9) Download slides only
2021	Impact of inks on plastic container recycling (password: 54IU.4w\$)
2021	Active label technologies for food packaging and PPE (password: %5r^M@4L)
2021	Sustainable metallization for the Graphic Arts (password: q4ggj@I3)
2020	Recyclclass Testing Procedures
2020	Recording: Digital Watermarking Technology PDF: https://digimarc.box.com/s/0209egjd000dqjh5gnaaq8stkdoqoi9 AIM opening video: https://www.youtube.com/watch?v=OXKOuxSeirk
2020	What is YPN about? (password: iuI4=ejA)
2020	Machine learning Human learning
2020	UVFoodSafe
2020	Active and intelligent packaging
2020	Direct digital printing
2019	Design for recycling
2019	Application of sleeves
2019	Holy Grail in the use of tracers/markers on labels and PET bottles
2019	Pouch converting and lamination for flexible packaging
2018	Recyclclass - Guidance tool for design of packaging
2018	Dispensing of self-adhesive labels
2018	PDF for packaging: The missing piece?
2018	Intelligent packaging 'if packaging could talk'
2018	Introduction to shrink sleeve converting
2018	Systemic innovation towards a circular economy for plastics
2017	Succession Planning (YMC)
2016	LED inks, the basics and recent developments
2016	ISO TS-18614 Packaging - Label material
2016	Arc and LED UV systems, an unbiased view of the facts
2016	Introduction to the Label Academy
2015	Colour Measurement
2014	Great CRM, how to master your sales and deliver quality (YPN)

Review FINAT's 6 Star Strategy

Redefining (social media) communication



Website (2021 so far)

- 20,240 users (+15%)
- 26,068 sessions (+11,9%)
- 62,800 pageviews (+1,66%)
- 00:01:37 average session duration

Back to 'normal'

Social media



- **Twitter** followers increased to 2,072 (2,045 begin 2021)
- **LinkedIn** followers increased to 977 (827 begin 2021) - invited contacts to follow
- **LinkedIn** group has 4,104 members (3,911 begin 2021)



PR

- Monthly press releases
- Bi-weekly FINAT LNO (circulation > 6000)
- Blog posts
- Syndicated articles and interviews
- Next is sustainability awards

Planning/in progress



- ELF2021 video content, blogs by speakers
- New YPN bimonthly newsletter
- Work with new agency that supports press outing with social media posts (graphics)
- General campaign on membership



Review FINAT's 6 Star Strategy

Hosting of collaborative project





Review FINAT's 6 Star Strategy

Enhanced role as industry advocate



Review FINAT's 6 Star Strategy

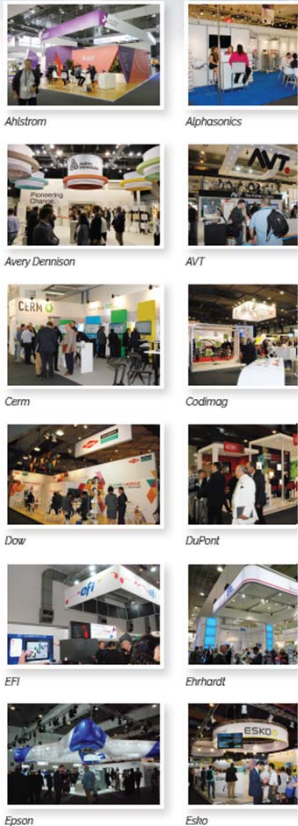
Successful addition of workforce development





Review FINAT's 6 Star Strategy

Continued and enhanced partnership FINAT - Tarsus



- VISITOR
- EXHIBITOR
- MEDIA
- VENUE / TRAVEL
- SPONSORS
- ENGLISH

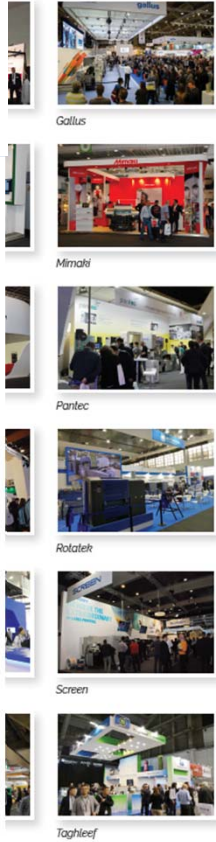
26 - 29 APRIL 2022, BRUSSELS EXPO

LABELLEXP EUROPE 2022

Labelexpo Europe is the world's largest event for the label and package printing industry.

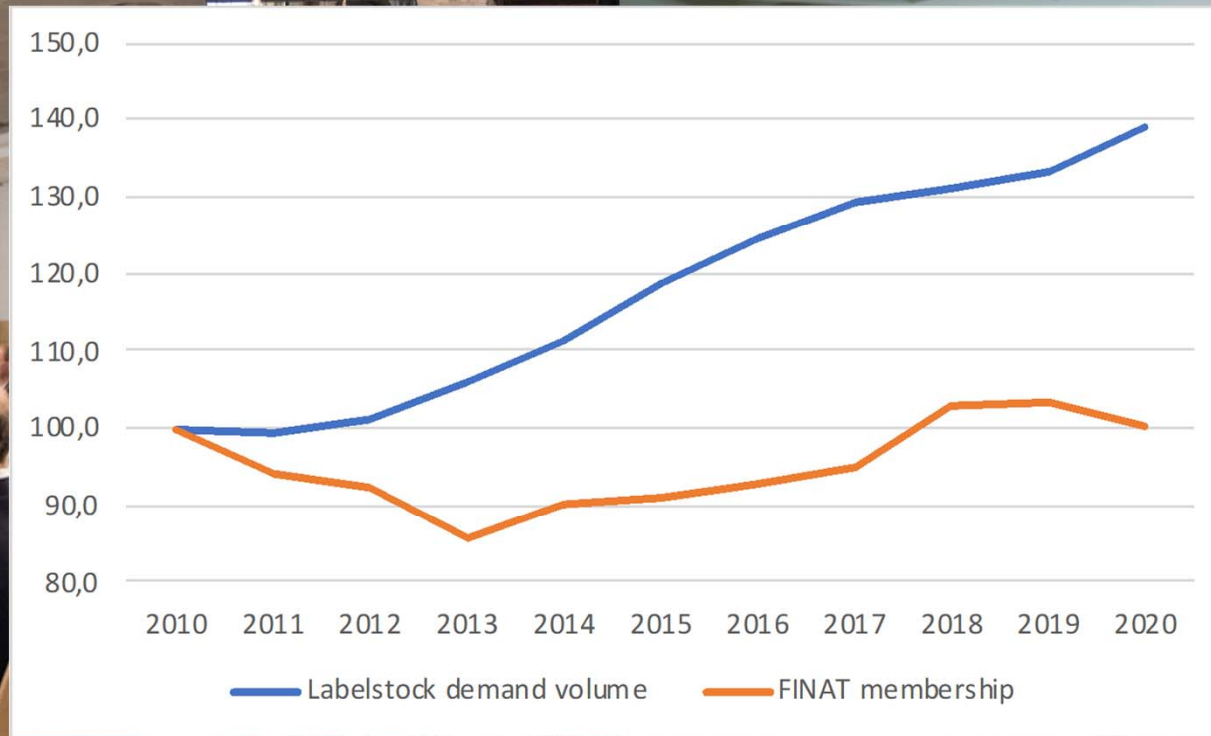
EXHIBITOR LIST

FLOOR PLAN



Review FINAT's 6 Star Strategy

Rethinking the membership model in view of consolidation





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ACHIEVEMENTS 2020 - 2021

The association for the European self-adhesive labelling and adjacent industries



Achievements 2020 - 2021

Events risk management



The association for the European self-adhesive labelling and adjacent industries



Achievements 2020 - 2021

Events risk management



The association for the European self-adhesive labelling and adjacent industries



Home > FINAT Technical Webinar Series Recordings

FINAT Technical Webinar Series Recordings

FINAT is hosting webinars for its members on a regular basis. The webinars are designed to present the latest independent label industry knowledge and focus on topics relevant to the future of the industry. They offer a convenient tool at members' fingertips to brief them on management, technology and sustainability developments that may impact their business in the near future. For more information about upcoming webinars click [here](#).

FINAT briefing webinars:

Following on the COVID-19 webinars, FINAT will continue to host regular webinars to share updates on the current situation. Below you may download the recordings of the previously held webinars:

- [FINAT briefing 9 June: Legislative initiatives brought forward in the Green Deal](#) - password: 6A*c*1.Y
- [FINAT briefing 23 June: Design for Recycling: Impact of labels in recycling of plastic containers](#) - password: 7z*8r536
 - [Go to slides to access links](#)
- [FINAT briefing 23 June: Design for Recycling: Follow-up discussion with panel members](#): <https://youtu.be/fzXj0teSFQw>
 - [Go to slides follow-up session.](#)
- [FINAT briefing 16 July: Market statistics and business outlook 2020](#) - password: 0A**4x3.
 - [Go to slides to access links](#)
- [FINAT briefing 21 July: Regulatory update and market statistics panel \(part 2\)](#) - password: @hj8==2!
 - [Go to slides](#)
- [FINAT briefing 15 December: Regulatory Affairs update](#) - password: 1L5xwj@.

Special COVID-19 webinars:

FINAT monitors all developments around COVID-19 which are affecting the label industry and hosted regular webinars for its members to share experiences. Below you may download the recordings of previously held webinars:

- [Webinar held on 12 May 2020](#) - password: 9Q&c8r1G
- [Webinar held on 28 April 2020](#) - password: 3L+*0Cl8
- [Webinar held on 16 April 2020](#)
- [Webinar held on 31 March 2020](#)

Click on the topics below to view the recording. First, you have to register (after clicking the link) to get access to the recording.



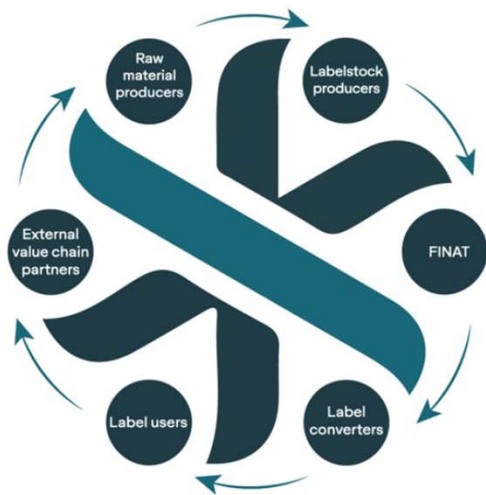
Suggested guidelines on the role of labels in the essential supply chain during the Coronavirus pandemic

Compiled by the Label Academy and FINAT

Of interest to all those involved directly or indirectly in the front line of fighting the spread and treatment of the Coronavirus virus – including label materials suppliers, ink and toner manufacturers, printing plate and sundries suppliers, thermal ribbons producers, label converters and overprinting equipment manufacturers.

The CELAB-Europe collaborators

27 companies have already confirmed their participation to the CELAB-Europe project



Label users, recyclers, waste collectors are invited to join us!

Founding members



Members

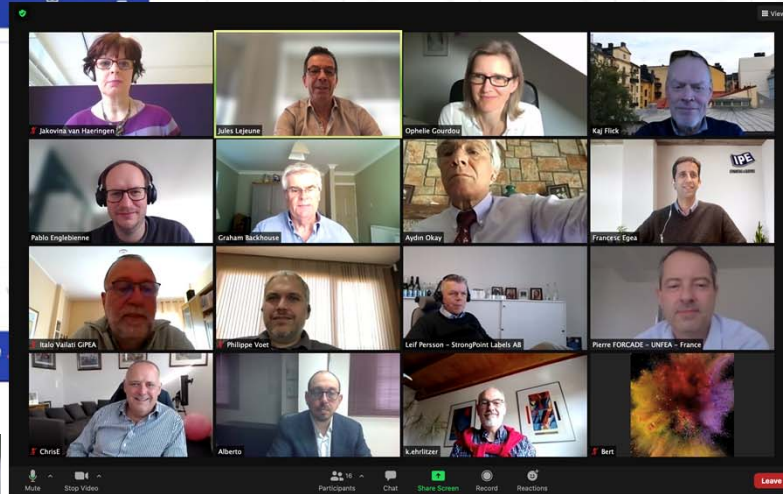


* FINAT acts as the legal entity of the initiative



Achievements 2020 - 2021

Enhanced online meetings and events





Achievements 2020 - 2021

Lobbying and stakeholder management



International Confederation of Paper and Board Converters in Europe





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SCENARIOS GOING FORWARD

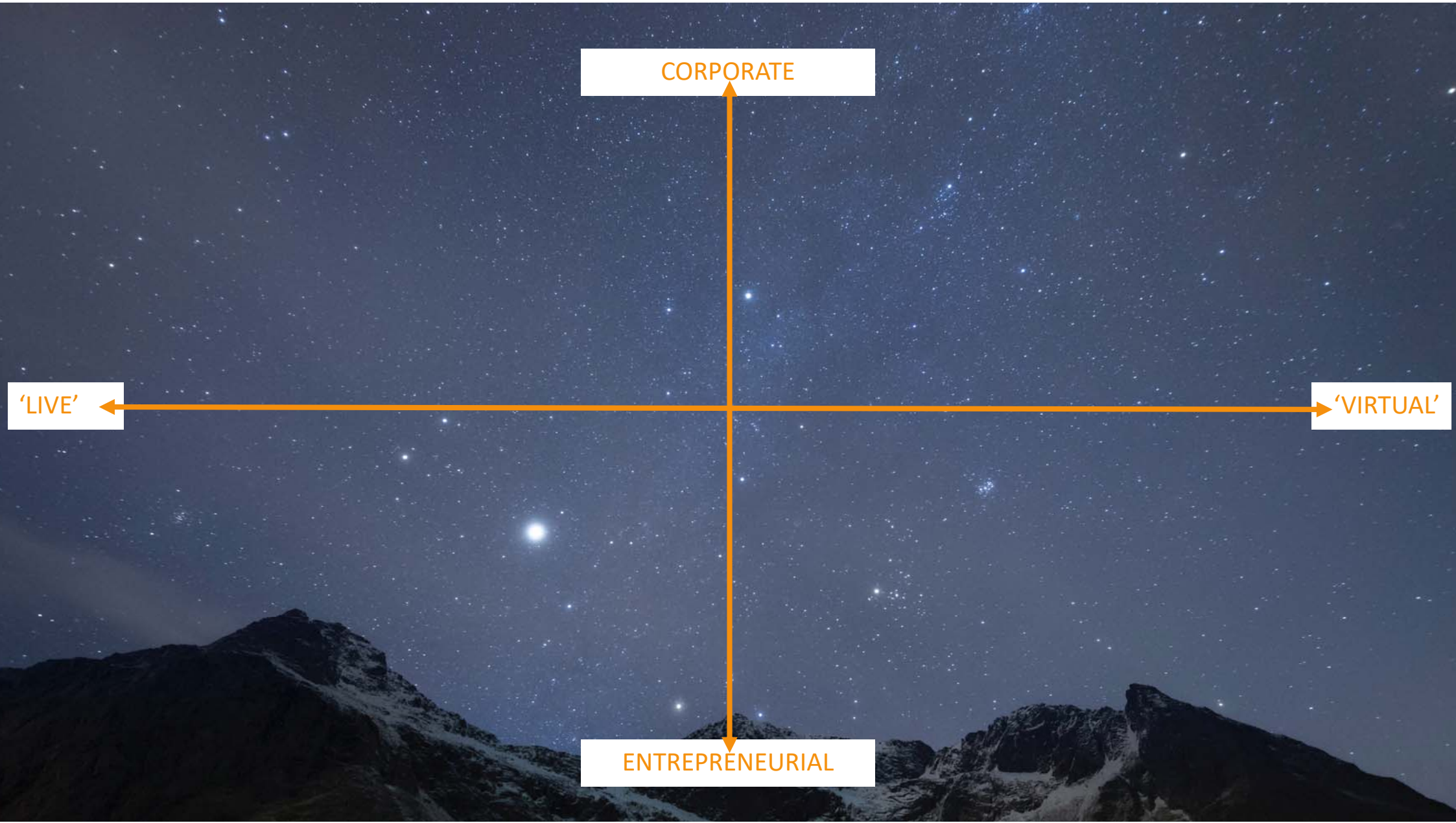
The association for the European self-adhesive labelling and adjacent industries





CORPORATE

ENTREPRENEURIAL

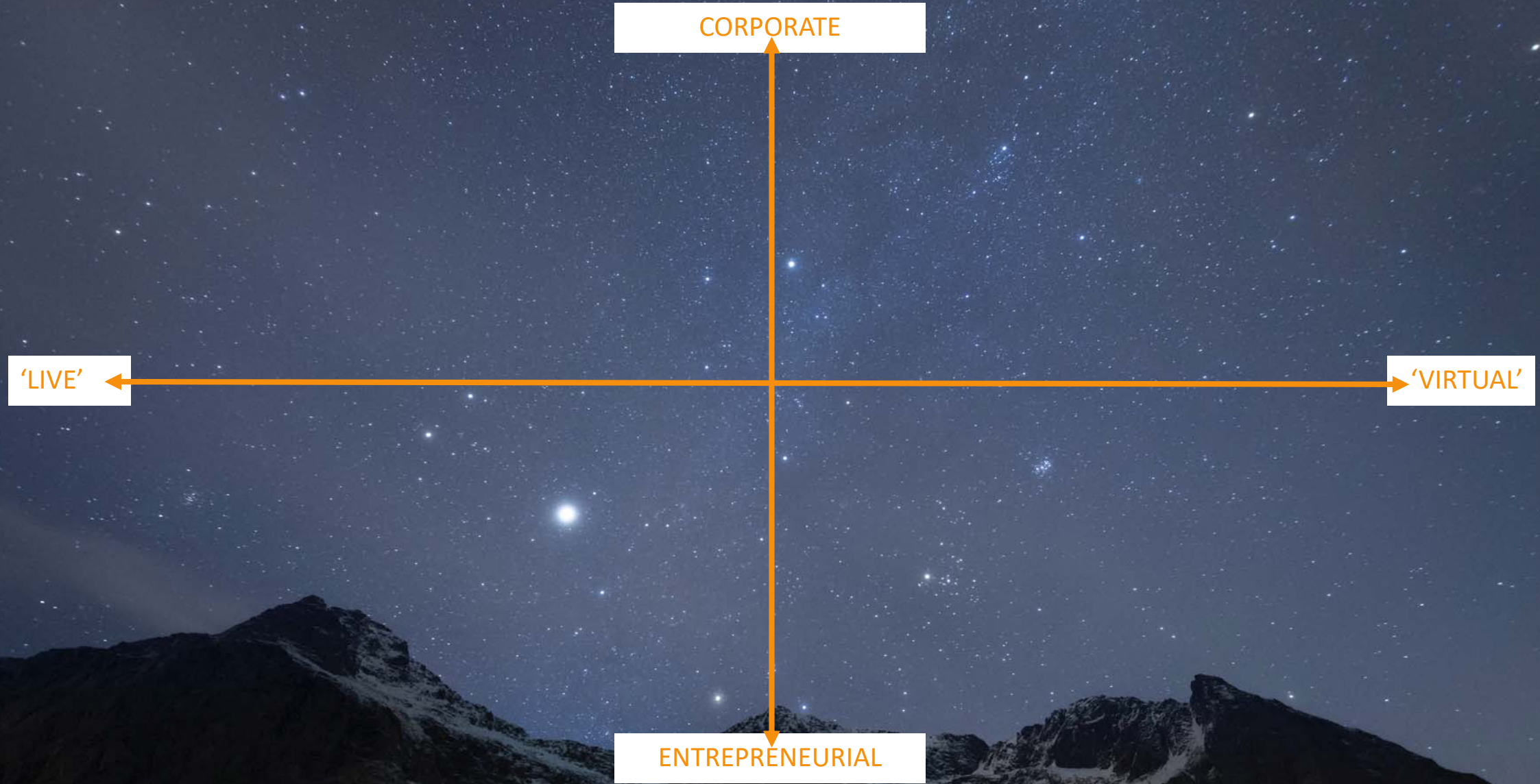


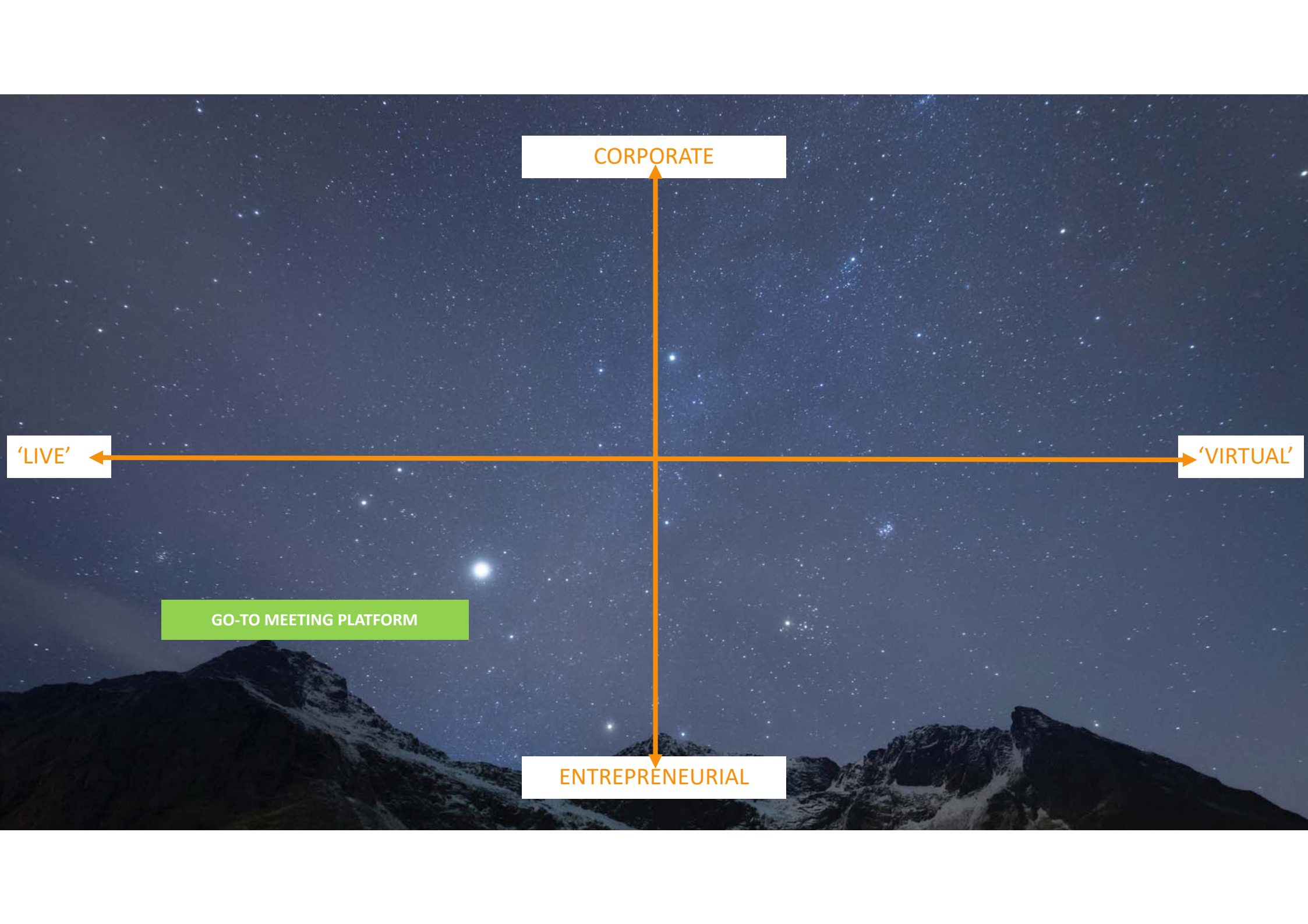
CORPORATE

ENTREPRENEURIAL

'LIVE'

'VIRTUAL'





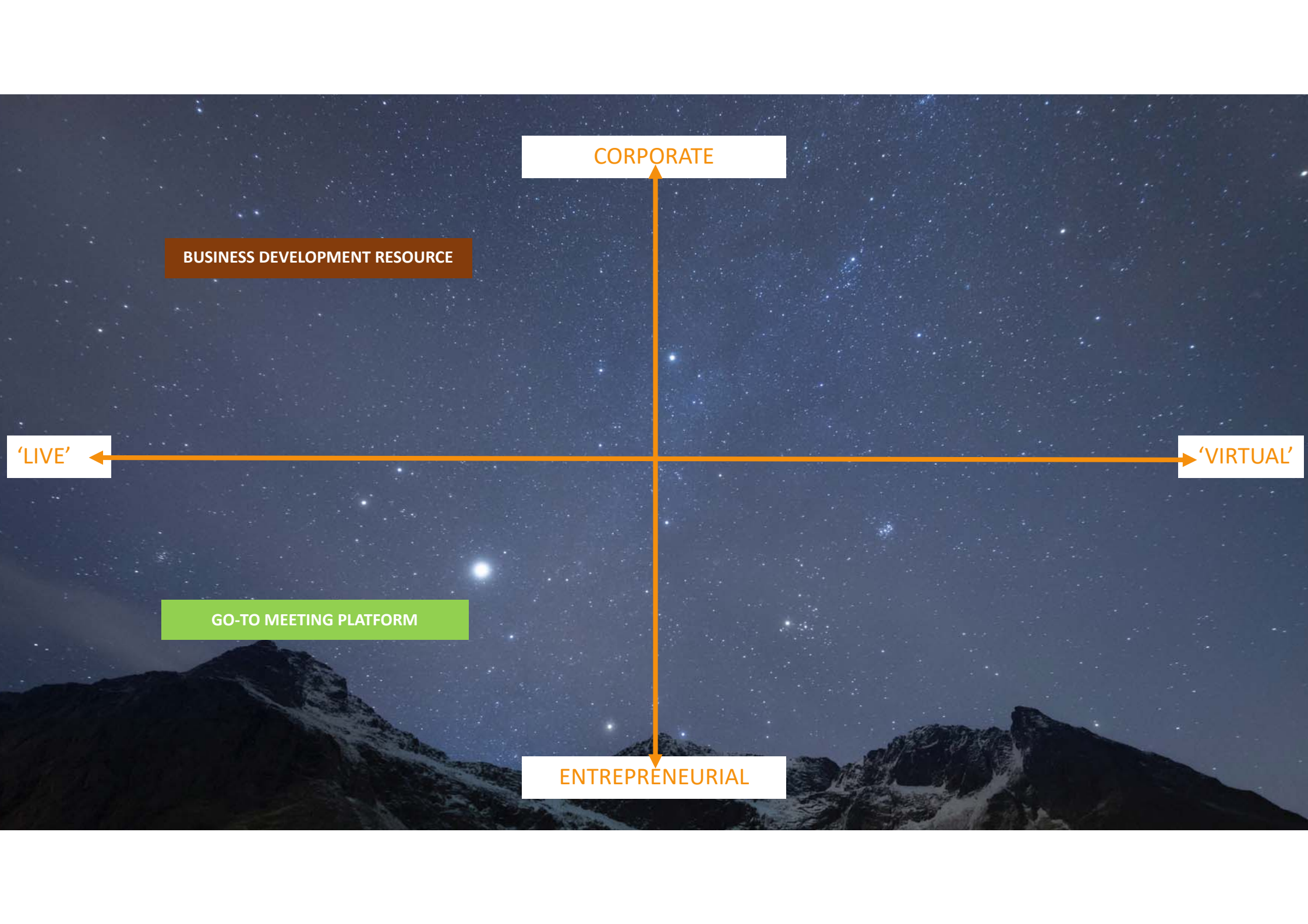
CORPORATE

'LIVE'

'VIRTUAL'

GO-TO MEETING PLATFORM

ENTREPRENEURIAL



CORPORATE

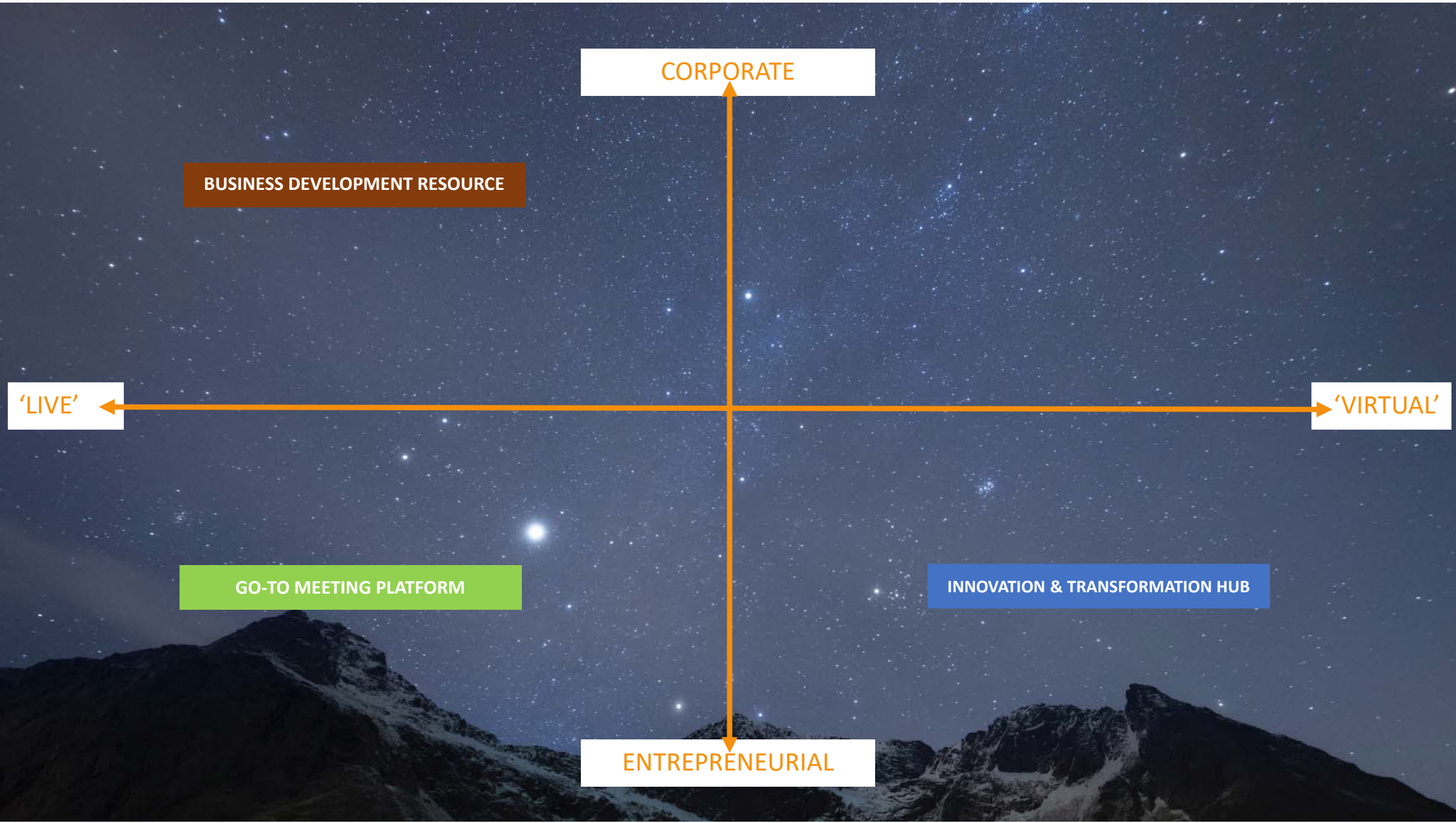
BUSINESS DEVELOPMENT RESOURCE

'LIVE'

'VIRTUAL'

GO-TO MEETING PLATFORM

ENTREPRENEURIAL



CORPORATE

BUSINESS DEVELOPMENT RESOURCE

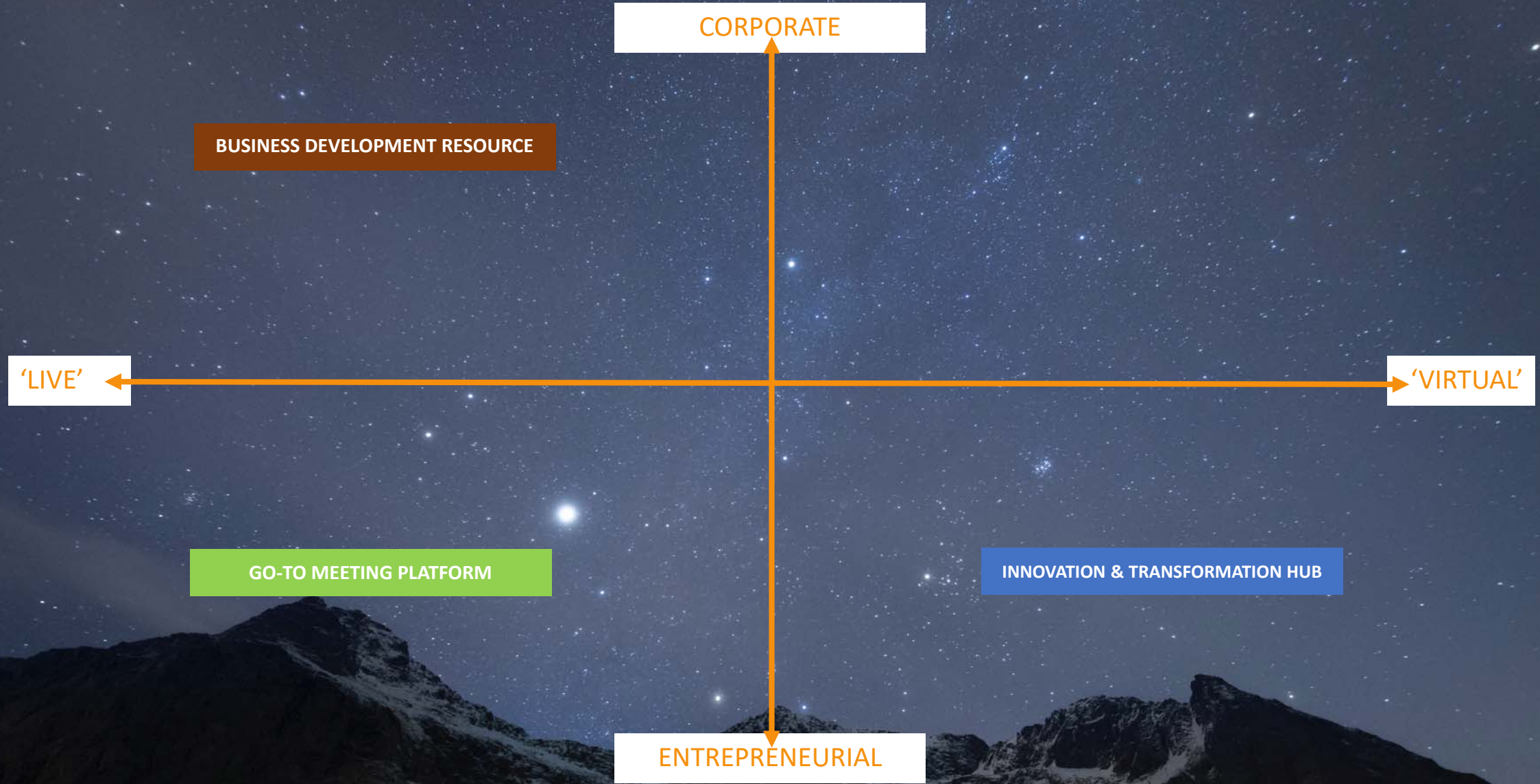
'LIVE'

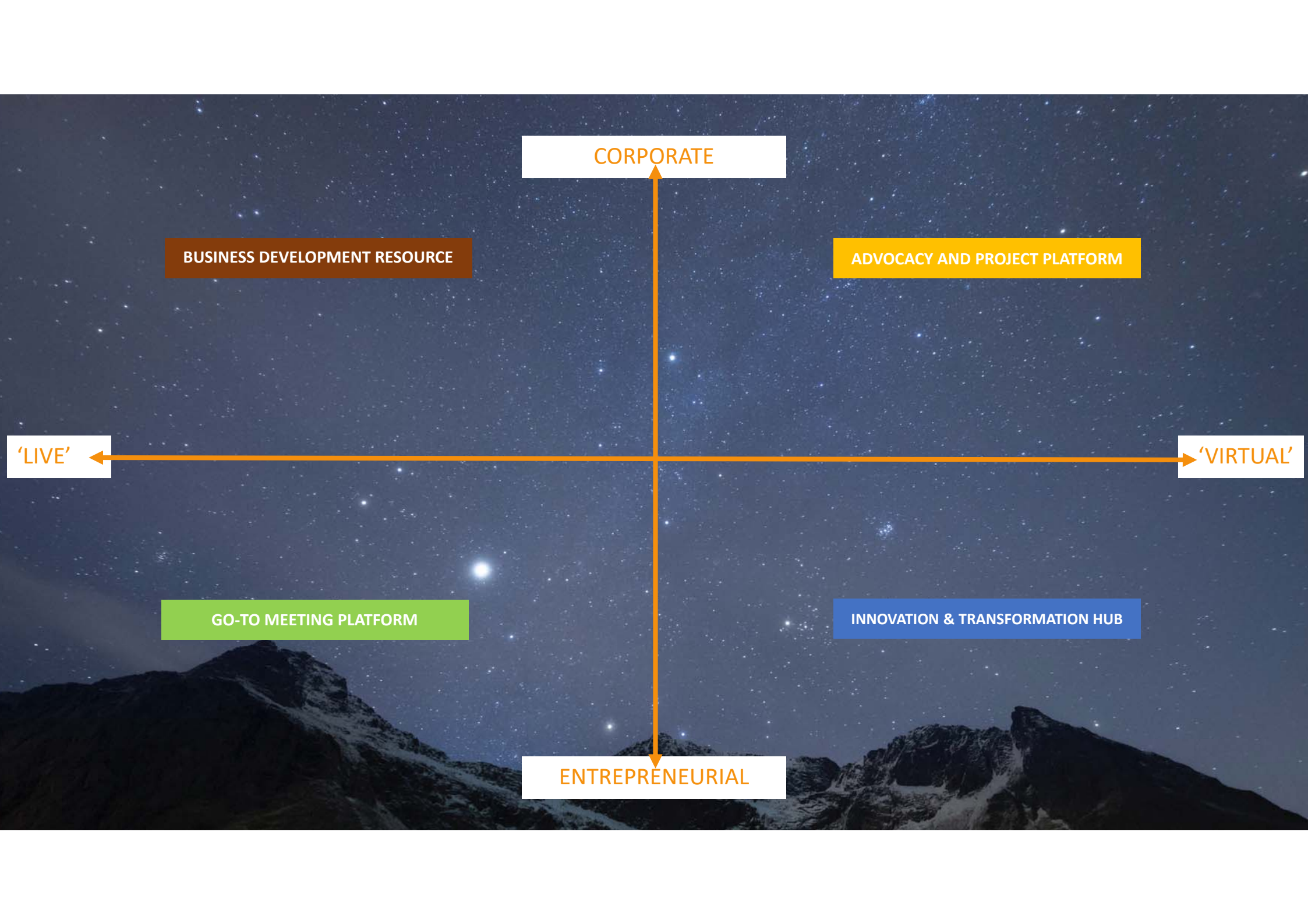
'VIRTUAL'

GO-TO MEETING PLATFORM

INNOVATION & TRANSFORMATION HUB

ENTREPRENEURIAL





CORPORATE

BUSINESS DEVELOPMENT RESOURCE

ADVOCACY AND PROJECT PLATFORM

'LIVE'

'VIRTUAL'

GO-TO MEETING PLATFORM

INNOVATION & TRANSFORMATION HUB

ENTREPRENEURIAL



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4. FINANCIAL MATTERS

The association for the European self-adhesive labelling and adjacent industries

		2019			2020		
		Budget	Actual	Difference	Budget	Actual	Difference
x € 1,000							
Revenues							
	Membership fees	500	492	-8	501	471	-29
	Events	306	321	15	376	48	-328
	Labelexpo	400	414	14	0	0	0
	Other	65	59	-6	58	21	-37
	Total	1.270	1.285	15	935	540	-395
Expenses							
	Ordinary Activities	966	973	-8	977	484	494
	Strategic Projects	151	108	43	104	79	26
	Total	1.117	1.082	35	1.082	563	519
Result before tax		153	203	50	-147	-23	124
Capital at year-end		557	607	50	460	584	124

- Drop in membership fee revenues € 29K
- No live events in 2020 resulting in NET savings of € 45K but with lower cashflows
 - Technical Seminar postponed, part of € 60K advance payment hotel carried forward to future event
 - ELF 2020 Rome cancelled and advance payment hotel fully refunded
 - YPN no activities
 - Non-Labelexpo year
- No live committee meetings, net savings € 60K
- Strategic spending € 26K lower due to lower PR and education (no #L 2020), but higher spending on recycling (CELAB)
- Included in the above: 15% NET reduction in association management cost
- Net result: -/- € 23K instead of planned -/- € 147K in a non-Labelexpo year.
- Capital at year-end 2020 of € 584K to serve as buffer for postponement Labelexpo 2021

No live ELF, no Labelexpo

		2019			2020			2021	2021
		Budget	Actual	Difference	Budget	Actual	Difference	Baseline	Scenario 2
		x € 1,000							
		Budget GA	Update						
Revenues									
	Membership fees	500	492	-8	501	471	-29	470	470
	Events	306	321	15	376	48	-328	61	61
	Labelexpo	400	414	14	0	0	0	350	0
	Other	65	59	-6	58	21	-37	69	69
	Total	1.270	1.285	15	935	540	-395	950	600
Expenses									
	Ordinary Activities	966	973	-8	977	484	494	731	635
	Strategic Projects	151	108	43	104	79	26	113	113
	Total	1.117	1.082	35	1.082	563	519	844	748
Result before tax		153	203	50	-147	-23	124	106	-148
Capital at year-end		557	607	50	460	584	124	690	436

- Budget 2021 was based on assumption of Labelexpo Europe, but no live ELF
- Recent announcement of postponement Labelexpo Europe till April 2022 > Fallback scenario (column 2)
- Status so far:
 - Membership stable despite Corona
 - Development business model for online events starting with ELF '21
- Deliverable 2021: amended, value based financial business model going forward beyond Covid

Membership development 2016-2021

... Consolidation also distorting numbers

Categories	Fee	2016	2017	2018	2019	2020	2021	% change 2016-2021
Converter (0-2.5 mln)	€ 350	77	81	68	63	63	61	-20,8%
Converter (2,5-12,5 mio)	€ 695	104	99	97	98	89	85	-18,3%
Converter (12,5-50 mio)	€ 1.380	28	31	27	28	26	28	0,0%
Converter (> 50 mio)	€ 2.300	9	9	8	8	6	6	-33,3%
<i>Non-paying subsidiaries of paying legal entities</i>	€ 0	72	72	90	101	111	112	55,6%
Total Converter including subsidiaries		290	292	290	298	295	292	0,7%
Direct Supplier (0 – 5 mio)	€ 1.030	41	44	41	41	42	41	0,0%
Direct Supplier (5 -25 mio)	€ 2.065	32	31	30	30	28	27	-15,6%
Direct Supplier (25-50 mio)	€ 4.125	10	10	10	10	10	11	10,0%
Direct Supplier (> 50 mio)	€ 6.875	16	16	14	12	12	12	-25,0%
<i>Non-paying subsidiaries of paying legal entities</i>	€ 0	58	53	68	92	98	97	67,2%
Total Direct Suppliers including subsidiaries		157	154	163	185	190	188	19,7%
Indirect Supplier	€ 2.065	60	61	61	59	55	54	-10,0%
<i>Non-paying subsidiaries of paying legal entities</i>	€ 0	7	7	9	20	23	24	242,9%
Total Indirect Suppliers including subsidiaries		67	68	70	79	78	78	16,4%
Affiliated members (associations, institutes etc)	€ 0	10	12	16	20	23	23	130,0%
Total paying legal entities		377	382	356	349	331	325	-13,8%
Total including subsidiaries (excl. affiliated)		514	514	523	562	563	558	8,6%
Total 'non paying' subsidiaries (excl. affiliated)		137	132	167	213	232	233	70,1%

		2016	2017	2018	2019	2020	2021	% 2016-2021
Converters:	Total units	290	292	290	298	295	292	0,7%
	Paying units	218	220	200	197	184	180	-17,4%
Suppliers:	Total units	224	222	233	264	268	266	18,8%
	Paying units	159	162	156	152	147	145	-8,8%
Total:	Total units	514	514	523	562	563	558	8,6%
	Paying units	377	382	356	349	331	325	-13,8%

- Numbers per year as per measurement on 1 January
- Industry growing by 30% during 2010-2020, but membership numbers have not grown proportionately
- Consolidation is increasing number of (non-paying) subsidiaries (see red lines)
- Whereas total membership units *grew* 8.6% during 2016-21, the number of paying entities *declined* by almost 14%!
- By contrast: subsidiaries grew by > 70% and now represent 42% of total # of companies (29% in 2016).
 - For converters: 38% (28.5%)
 - For suppliers 45% (30%)
- Smaller and medium sized converter companies decreasing but still the largest fraction in the FINAT membership base. Larger converter segment static, but more populated with subsidiaries.
- Review of membership fee structure as part of strategy review to take into account effect of industry consolidation and growing company scales...

Votes please

POLL 1
Approval accounts 2020





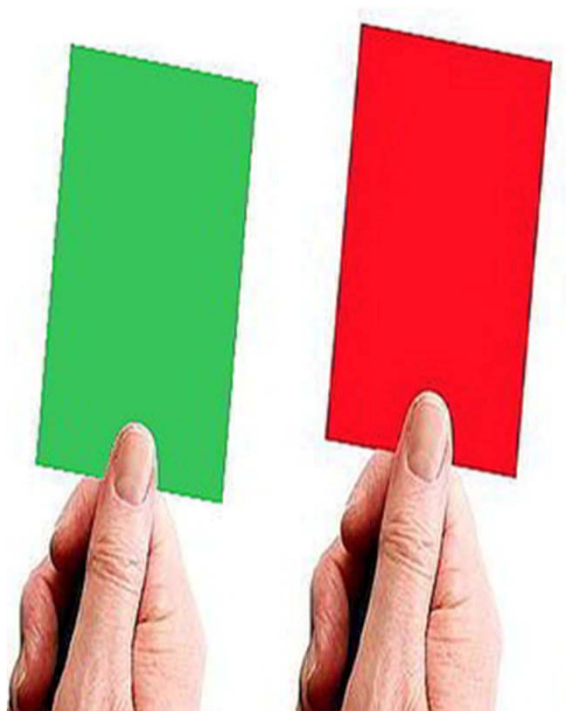
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5. APPROVAL OF THE BOARD ACTIVITIES

The association for the European self-adhesive labelling and adjacent industries

POLL 2
Board discharge





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6. ELECTION OF THE NEW PRESIDENT

The association for the European self-adhesive labelling and adjacent industries

Gone into retirement

A BIG THANK YOU TO



Günther Dieroff
Benelli

Presidency change



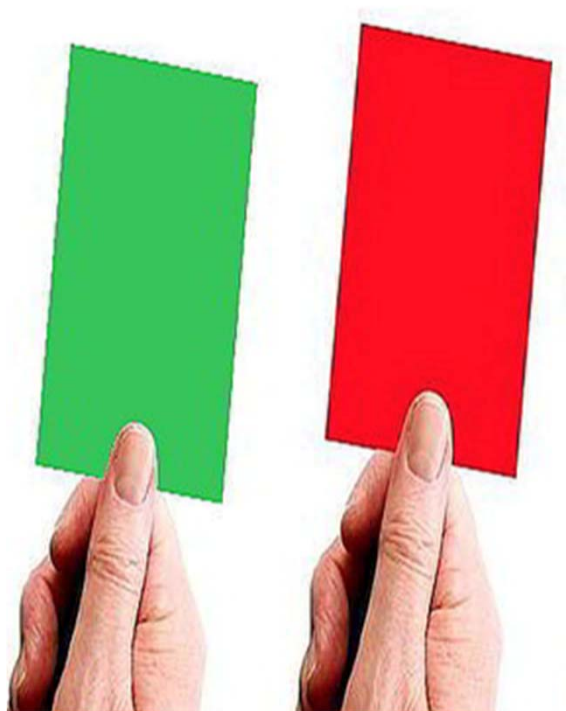
Chris Ellison
OPM Group (UK)
Immediate Past President



Philippe Voet
Etivoet (B)
President

All other elections postponed till post-Covid

POLL 3
Election of the new president





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7. OTHER MATTERS

The association for the European self-adhesive labelling and adjacent industries



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8. CLOSURE

The association for the European self-adhesive labelling and adjacent industries