

Minutes EMPHA General Assembly

12 June 2026 | BHS Corrugated FutureLab, Weiherhammer (DE)

Present:	Axxor	Danny	Klasens
	Axxor	Matthijs	van Hunen
	Axxor	Niels	van Stijn
	DS Smith	Nina	Jung-Vogelsgesang
	Dufaylite Developments Ltd	Tom	Bewley
	Dufaylite Developments Ltd	Tony	Moscrop
	Dufaylite Developments Ltd	Ashley	Moscrop
	Emballages LM Packaging inc	Guillaume	Jean
	Emballages LM Packaging inc	Frederic	Jean
	EMPHA Secretariat	Elke	Verbaarschot
	EOC Belgium	Milos	Mares
	EOC Belgium	Wald	Weyme
	EUROPAL	Patrick	Dejager
	EUROPAL	Valentine	Dejager
	Fastweld	Lionel	Junique
	Forlit Proxxis GmbH	Elmar	Schätzlein
	FORLIT, a.s.	Martin	Juraščík
	FORLIT, a.s.	Roman	Markech
	Gatner Packaging	Marcin	Gnacy
	Gatner Packaging	Rafał	Sosnowski
	Karl Marbach GmbH & Co. KG	Jan	Brunner
	L'HEXAGONE	Gilles	Latil
	Marbach Polska sp. z o.o.	Lukasz	Gersztyn
	NOA	Mandy	Beckett
	NOA	Neil	Osment
	SWAP (Sachsen) GmbH Verbundwerkstoffe	Udo	Gassner
	TanTan Corp.	Jaroslav	Pogorzelski
	Tonelli SpA	Massimo	Bottesella
	Tonelli SpA	Gian Luca	Giovanardi
	Tonelli SpA	Piero	Tonelli
	Universal Corrugated	Yorben	Boksem
	Universal Corrugated	Stefano	Ganassin
	Universal Corrugated	Johan	Oude Wesselink
	Universal Corrugated	Marco	Lichtenberg
Minutes:	EMPHA Secretariat	Elke	Verbaarschot

1. Opening

President Tony Moscrop opened the meeting and welcomed the members to the 17th EMPHA General Assembly. He sincerely thanked BHS Corrugated, in particular Yorben Boksem and Johan Oude Wesselink, for their hospitality these two days. Also a special welcome to new EMPHA members Wetropa, Fastweld, EOC Group, Gatner, and TanTan, who joined the General Meeting for the first time.

2. EMPHA Antitrust Reminder

The proceedings of this meeting will be in accordance with the EMPHA Antitrust Guidelines. A statement summarizing these Guidelines was handed out and shown on the screen. All members were requested to read these guidelines and to comply with the statement both in the meeting and during the breaks.

All members present agreed to comply with the EMPHA Antitrust Guidelines.

3. Minutes General Assembly 13 June 2025

The minutes of the last meeting were adopted as a true reflection of the proceedings, and can be found on the EMPHA website members area.

4. President's Report

The President reported that since the last General Assembly in 2025, the Board had met eight times and had continued with the tasks that were set. Mr. Patrick Dejager of Europol (Belgium) was elected and welcomed as new Board member.

The following tasks were followed up:

- A Marketing Group was set up and had met several times to establish a marketing strategy which was currently being executed.
- The Board had worked on establishing a Technical/Innovation Group. More information on that later.
- Significant growth was needed to reach the break-through phase. EMPHA grew with 5 new members in the last year.
- The quarterly market flash reports had been issued. Last time, only 6 members replied to the survey. With 23 members, it would be good to receive more information from the membership. All provided information is handled confidentially by the Secretariat and it takes less than a few minutes to complete so all were encouraged to complete the upcoming surveys.
- At the last AGM, it was decided to increase the Board from 3 to 5 members. Today new Board members would be (re-)elected.

Tony Moscrop was on his second term as EMPHA President. He had been presenting a roadmap that went back and looked forward through several stages. His message was to grow a pie, but this pie was segmented differently, e.g. core producers are supplying honeycomb for automotive parts, other were producing packaging for automotive industry. NOA had done a market report in 2024 and would present an update today. Going forward, the industry was in the driving phase and almost reaching breakthrough with entrepreneurial companies and their innovative teams. Sustainability and legislation were also key drivers in all sectors. The industry and the association were building on those things, seeing that the association went from 11 to 23 members and big companies moving in to honeycomb. Regarding the dynamics in the market,

interacting market forced EPS customers to move to other sectors and some were coming to the honeycomb sector, others moved to corrugated or moulding fibre. EMPHA's effort was to bring people in to paper honeycomb. With the gained momentum, the President was motivated to speed up with an extended Board capacity.

5. EMPHA Working group reports

Marketing Committee

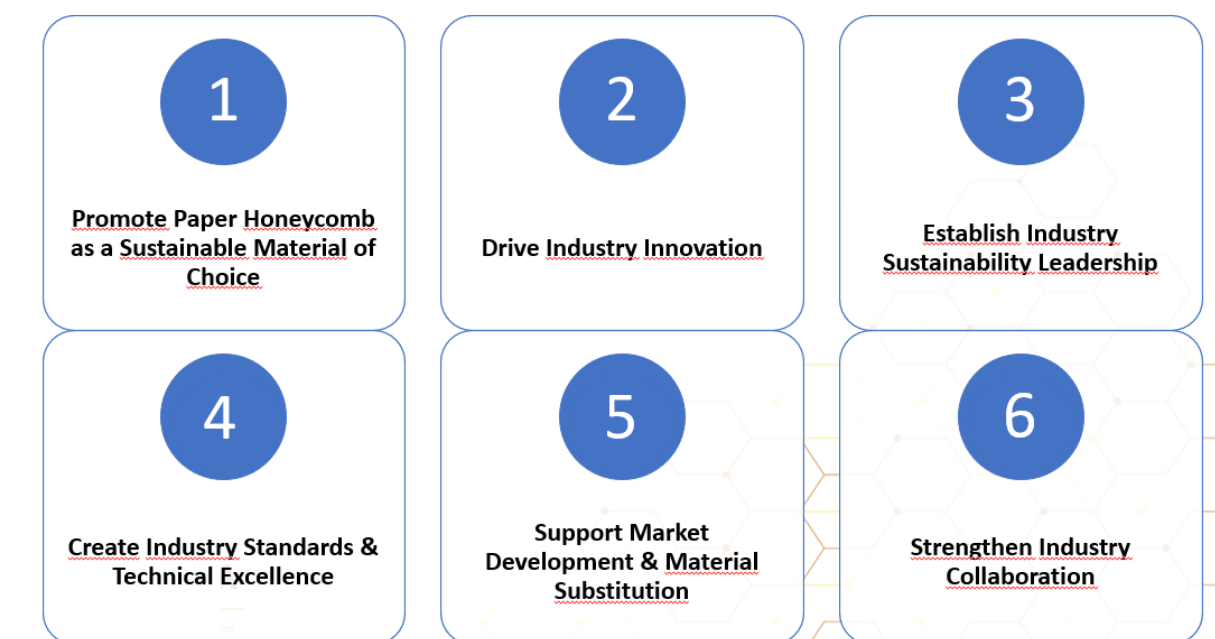
Mandy Beckett of NOA and part of the Marketing Group presented the Digital Engagement Report. The group consisted of six members that meet quarterly and the key goals were to grow audience, increase engagement, share valuable content, represent the membership, educate end user markets, and to support EMPHA members online presence. A selection of LinkedIn campaigns over the last 12 months was shared. The impression rate had again increased, now with 29.581 and the engagement rate also increased from 7,2% in Q1 2025 to 7,9% in Q1 2026. A 37% increase in followers was achieved, now having 1.424 followers in total. Mandy presented which posts work best. More 'real life' case studies were always welcomed, so members could be represented fairly. Showing human interaction always works best.

The committee had plans for more video content, member spotlight series and case studies, posts on interesting and relevant topics, and continued PR efforts. The marketing matters because the EMPHA brand wants to stand out as a forward looking and significant association, demonstrating that members are united by shared goals and values, which pave the way to a more sustainable future for honeycomb products. EMPHA's online presence helps to raise awareness of paper honeycomb, positions EMPHA as a thought leader, keeps members informed, and attracts new partners.

Innovation & Sustainability Group

Board member Patrick Dejager of Europal presented the update and wanted to formalize the group in due course. It was important to drive the future of paper honeycomb and therefore, six pillars were set (see roadmap below). :

Roadmap 2026-2030



The aim was to define annual deliverables; firstly to publish a report, then an EU market outlook, followed by a benchmark report and best practice report. New members were welcomed.

6. Finance

EMPHA Treasurer Gilles Latil reported the financial outcome of 2025. The financials were again handled with care with a continued focus on providing benefits to the membership. The membership had increased and the general expenses remained stable. More was spent on promotional activities in collaboration with NOA, to increase visibility of the association and the industry. The end of 2025 showed a good balance between income and expenditure. With a total income of € 59.750,- and total operating costs of € 59.824,- the result at the end of 2025 was - € 74,- instead of the budgeted € 2.896,-.

The Audit Committee proposed to the members to discharge the EMPHA Board for the financial outcome of 2025. This proposal was accepted by the members.

Mr Latil and Mr Kool accepted to volunteer for the Audit Committee of 2026 next year.

Budget 2027

The budget for 2027 was based on 15 active members and 6 associate members. The total income from membership fees was set at € 81.500,-. In 2027, two new members were expected.

The total expenses for 2027 had been budgeted at € 62.042,- which included spending on marketing to further increase the visibility of the association and in line with the expanded Board capability. The budgeted result of € 19.458,- was higher than previous years where a small negative was reported, but it would be important to maintain a certain capital to support future actions. The members present approved the budget for 2027.

The membership fees for 2027 included an increase and a new structure compared to previous years:

- **Active membership** is open to companies based in Europe that manufacture paper honeycomb core as their main or secondary activity.
Entrance fee: € 2.500,- (one-off)
Membership fee: € 3.000,- (per calendar year, renewed automatically)
- **Associated membership** is open to manufacturers of paper honeycomb core from other continents.
Entrance fee: € 1.250,- (one-off)
Membership fee: € 1.500,- (per calendar year, renewed automatically)
- **Supplier membership** is open to suppliers to the paper honeycomb core industry.
Entrance fee: € 2.500,- (one-off)
Membership fee: € 3.000,- (per calendar year, renewed automatically)
- **Small company membership** is open to smaller manufacturers across Europe (contact the Secretariat to apply for this category)
Entrance fee: € 1.250,- (one-off)
Membership fee: € 1.500,- (per calendar year, renewed automatically)

The membership fees for 2027 were approved of by the General Assembly.

7. EMPHA Membership Update

The EMPHA membership consists of the following membership types:

- **Active Membership:** European Manufacturers, Paper Honeycomb Core (primary or secondary activity), Paper Honeycomb Board, full voting rights.
- **Associate Membership:** Non-European Manufacturers, Paper Honeycomb, Paper Honeycomb Board, no voting rights, number of members restricted to 30% of Active Members.
- **Supplier Members:** Suppliers to the Paper Honeycomb Core & Board Manufacturers, Material Suppliers, Equipment Suppliers, Service Suppliers, no voting rights, number of members restricted to 50% of Active & Associate Members

The small company membership could be applied to smaller manufacturers and would need review by the Board to be accepted in this category. Currently, EMPHA had 24 members in total, which was a big increase from 2020 when the association had 11 members. Some past members were lost due to consolidation, but the Board had been in contact with some who are considering to return. A map was presented to show the spread of members across Europe. The spread was considered reasonable, but the aim was to convert the potential members to. All were welcome to recruit potential member companies.

8. Election of Officers

In 2025, the General Assembly had voted to extend the EMPHA Board from 3 to 5 members. The articles were amended and nominations were requested. The following nominations were presented:

- Gaby Neumann - CEO, Yamaton (Germany, Netherlands, and Israel)
- Manuel Cortes - CEO, Grudem (Spain)
- Matthijs van Hunen - CCO, Axxor (Netherlands)

EMPHA President Tony Moscrop was at the end of his second term and was available to serve another term as EMPHA President. The term of Board member Patrick Dejager was running from 2025 to 2028. The EMPHA Board was conducted by Secretary General Elke Verbaarschot.

The term of Board member Gilles Latil has come to an end and he had decided not to run for another term due to time pressure in his current job. Gilles mentioned his belief in the strength of the association and the business. It was short notice but nevertheless, he was thanked for his great effort and time that he had put EMPHA over all the years and would be thanked properly with a suitable gift at a later stage. New Board members were introduced after which the new Board composition was approved of. It was accepted that the assignment of a new Treasurer would be done in the next Board meetings. As per June 2026 the EMPHA Board would consist of the following people:

- EMPHA President: Tony Moscrop, Dufaylite (UK)
- Board member: Patrick Dejager, Europal (BE)
- Board member: Gaby Neumann, Yamaton (DE, NL, and IL)
- Board member: Manuel Cortes, Grudem (ES)
- Board member: Matthijs van Hunen, Axxor (NL)
- Secretary General: Elke Verbaarschot, Lejeune Association Management (NL)

9. Round table

All members present were invited to share developments at their companies, a tour around the table followed in which all members contributed. The overall sentiment was cautiously optimistic. While many companies continue to face short-term challenges, there is a shared belief that the paper honeycomb industry has strong long-term growth potential. Key insights included:

- **Market conditions remain mixed.** Demand is uneven across sectors, with some companies experiencing declining volumes, customer bankruptcies, slower-than-expected growth, and economic uncertainty, while others report stable or improving business.
- **Cost pressures continue.** Rising raw material prices, increasing operational costs and customers' reluctance to absorb higher prices remain significant challenges.
- **Investment continues despite uncertainty.** Many organisations are investing in new machinery, production capabilities, product development and market expansion, reflecting confidence in future opportunities.
- **Sustainability is the main growth driver.** The transition away from plastic and foam towards fibre-based alternatives is widely recognised as the industry's biggest opportunity, although sustainable adhesive solutions and regulatory compliance still require further development.
- **Innovation and competitiveness are essential.** Companies are increasingly focusing on higher-value, more complex products, improving manufacturing efficiency and accelerating production to compete with established alternative materials.
- **Competition is increasing.** New market entrants and regional competitors are putting additional pressure on prices and productivity.
- **Collaboration across the value chain is valued.** Participants highlighted the importance of sharing knowledge, developing common solutions, increasing market awareness and working together to accelerate the adoption of paper honeycomb solutions.

Overall, the industry acknowledges that the current business environment is challenging, but there is broad confidence that sustainability trends, continued innovation and closer collaboration will drive the next phase of growth.

10. Next EMPHA Meeting

An overview of the past General Assemblies was shown. So far, no volunteers had presented themselves for 2027. The Board raised the idea to look further than Europe as the Asian market was booming and perhaps it would be worth to go there and see what the market is doing. It was considered to evolve into a bigger event of three days and to invite partners. No dates were set yet, but the timing right before Summer seemed to work.

11. AOB

BHS Corrugated was thanked for hosting an interesting event, especially thanks to Johan and Yorben. It was great to see the interesting discussions, the interaction, and all presentations. The Board and Secretariat were also thanked, especially Gilles for his service. The new Board was welcomed and would meet end of August for their first Board meeting. All were thanked for their presence. The General Assembly was closed at 11.36 AM CEST.

Disclaimer

EMPHA operates within the regulatory framework of competition law as set out by the European Union and national legal systems and respects all rules thereof. EMPHA actively raises awareness about competition law among its members and encourages its members to comply with these rules. The purpose of the discussions within EMPHA

is to identify general trends and market developments without identifying individual company data. EMPHA does not accept responsibility or liability for any type of restrictive agreements concluded by its individual members during EMPHA meetings or within the context of EMPHA events, in spite of the aforementioned precautionary measures.