

Minutes EMPHA General Assembly

13 June 2025 | Candido hotel, Segovia (ES)

Present:	DS Smith Paper	Socky	Angel
	Yamaton Honicore BV	Johan	Begieneman
	Dufaylite Developments Ltd	Tom	Bewley
	TONELLI SPA	Massimo	Bottesella
	Karl Marbach GmbH & Co. KG	Jan	Brunner
	EUROPAL	Frank	Coolsaet
	Grudem, Grupo Desarrollo Empresarial SLU	Manuel	Cortes Corripio
	EUROPAL	Patrick	Dejager
	Cepi	Ana	Diaz Cordero
	Ecochain	Sem	Dijkshoorn
	Yamaton Paper GmbH	Torsten	Dr. Klein
	schoen+sandt machinery gmbh	Frank	Dziejak
	Cepi	Maria	Georgiadou
	Grudem S.L.U.	Jochen	Harmeling
	Emballages LM	Frédéric	Jean
	Emballages LM Packaging inc	Guillaume	Jean
	DS Smith	Nina	Jung-Vogelsgesang
	Axxor	Danny	Klasens
	Yamaton Honicore BV	Lieuwe	Kool
	Ecochain	Mando	Kort
	FORLIT, a.s.	Ludomil	Kuba
	FORLIT, a.s.	Juraj	Kubiš
	L'HEXAGONE	Gilles	Latil
	FORLIT, a.s.	Roman	Markech
	Axxor	Robert	Minnesma
	Dufaylite Developments Ltd	Tony	Moscrop
	Dufaylite Developments Ltd	Ashley	Moscrop
	Yamaton ltd	Gabriel	Neumann
	Universal Corrugated	Johan	Oude Wesselink
	DS Smith Packaging Portugal	Américo	Rocha
	DS Smith Packaging Portugal	Fernando	Rodrigues
	YamatonHonicore BV	Stephan	Schoemaker
	Tonelli spa	Piero	Tonelli
	Axxor	Niels	van Stijn
	DS Smith Packaging Portugal	Tiago	Vieira
Minutes:	EMPHA Secretariat	Elke	Verbaarschot

1. Opening

President Tony Moscrop opened the meeting and welcomed the members to the 16th EMPHA General Assembly. He sincerely thanked Grudem, in particular Manuel Cortes, for their hospitality the previous day during the factory and city tour, and dinner in the evening.

2. EMPHA Antitrust Reminder

The Secretary General of EMPHA, Mrs. Elke Verbaarschot, referred to the EMPHA Antitrust Guidelines. The proceedings of this meeting will be in accordance with these guidelines. A statement summarizing these Guidelines was handed out and shown on the screen. Mrs. Verbaarschot then requested all members 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 14 June 2024

The minutes of the last meeting were adopted as a true reflection of the proceedings.

4. President's Message

The President reported that since the last General Assembly in 2024, the Board had met six times and had continued with the tasks that were set at the previous General Assembly, such as marketing, LCA information, increasing membership, and lobbying, legislation, and dealing with other technical issues. EMPHA is member of CITPA, who look after the industry's interest on the paper side. The association with Two Sides was also continued.

The President's message continued with a reminder of the journey EMPHA had been on, starting in 2010. It took a few years to establish the association. Many members had joined the association in the consolidation phase. From 2020 to 2030, the President identified two phases, the driving and the breakthrough phase. In this period, it was important to promote the association to bring more interest to the industry, which would then result in the break through.

Due to the economic turmoil, the start of the breakthrough had moved a bit. EMPHA has a good membership base with innovative teams and individuals, of which a good example was shown at the factory tour at Grudem. An important aspect for all was sustainability, and how sustainable paper board is. The industry could follow a good business model on that and projects are starting again. The start of the break through phase was expected soon and was to be identified together. Therefore, Mr Moscrop concluded his message with the slightly adjusted slogan: "Let's keep going there together".

Board composition

Mr Moscrop had sent a letter to all members, explaining what the Board would like to achieve. Unfortunately, Ram Peleg had left the industry and therefore a new Board member would need to be elected. Patrick Dejager of Europal NV volunteered for the Board position, replacing Ram Peleg. No other nominees were presented. The General

Assembly approved of the nominated candidate and the President welcomed Mr Dejager to the Board.

With the increasing membership, it was also discussed to increase the number of Board members from three to five people. The leadership term would end in 2026 so new elections would be done. It was approved to increase the Board size. In preparation of the 2026 elections, Mr Latil and Mr Moscrop mentioned to be prepared to extend for another term. Mr Dejager accepted as well. For the other two positions, Mr Moscrop had several discussions the last few weeks. Manuel Corst of Grudem and would be considered for the

Discussed increase Board members with increasing membership. From 3 Board members to 5. Leadership term ends in 2026, then new elections for new team. Agree to increase Board size? Approved. Need to prepare for elections next year. Gilles and Tony prepared to go for another term, plus Patrick. Looking for two more. Tony had discussions over last few weeks. Manuel Cortes of Grudem and Gaby Neumann of Yamaton would consider to be on the nominee list for 2026. During the meeting, Niels van Stijn of Axxor also was added to the nominee list.

Ram Peleg was formally thanked for his time and effort as Board Member of EMPHA. He was President and Past President for six years. He would be presented with a nice watch to track his journey to walk the Camino del Norte in Northern Spain.

5. EMPHA Marketing

Elke Verbaarschot, the new Secretary General taking over from Barbara Ginter, gave an update on the LinkedIn posting that Mandy Beckett from NOA Ltd had been running on behalf of EMPHA. Over the last 12 months, weekly posts had been published on industry news, industry promotion, sustainability, trends and other EMPHA related news.

The key goals of the marketing strategy were to grow audience, increase engagement, and to share valuable content. The members were fairly and effectively represented and LI posts by member companies were supported. Another goal was to educate end user markets and to encourage the transition from EPS to PH. The tactics used to reach these goals were to post weekly (content first approved by EMPHA President and Secretariat) and to boost the content by using hashtags, tagging, keywords and innovative visuals. The aim was to lead with topical industry content, created with integrity. Members were encouraged to share their highlights, success stories and other sustainability and market news that show examples of innovation in the industry.

The online presence was successfully growing with an impression rate between June 2024 and 2025 of 31.942 and a followers growth by 281, resulting in 892 followers in June 2025. The engagement rate in the first quarter of 2025 had an average of 7,2% which is classed as exceptional by LinkedIn. Some top performing posts had done so well because they were timely, at the moment people were looking for inspiration and direction on that specific topic. Another post with an innovative image was still doing well and generating a lot of interest, because of the visual but also because of the impactful statement.

This increased LinkedIn impact had resulted in more visibility for member companies across the following end use sectors:

- Manufacturing
Paper, Packaging & Forest Products; Machinery & Industrial Equipment; Chemicals, Plastics & Synthetic Materials; Electronics, Appliances & Electrical Equipment; Motor Vehicles & Parts; Automation & Robotics; Furniture & Home Furnishings; Food & Beverage; Apparel & Fashion; Renewable Energy Equipment; Aviation & Aerospace Components;
- Technology & Consulting
IT Services & software development; Operations & management consulting
- Printing, Design & Advertising
- Construction & Building materials
- Trade, logistics & transportation
Wholesale & retail (general and sector-specific); international trade & development; transportation (truck, freight, maritime); warehousing & storage; supply chain & logistics
- Energy & Resources
Oil, gas & mining; environmental services; farming, ranching & forestry
- Professional Services & Organisations
Staffing & recruiting; Real estate; Health & Human services; Formation services; non-profit organisations; industry associations

For 2025 and 2026 it was planned to publish more video content and to continue the member spotlight series. Member case studies and more targeted e-shots (segmentation) would be introduced. EMPHA would also establish a marketing group for which interested people could contact the Secretariat. More content from members was also requested; more updates, images, stories, event photos, case studies and sustainability stories, etc. All members were also asked to like, comment and share the EMPHA posts. Any other suggestions or feedback was always very welcome.

As the Paper Honeycomb industry continues to evolve, EMPHA's brand needs to stand out. As forward looking association that wishes to stand out, we want to demonstrate that the members have both shared goals and values, paving the way for a more sustainable future in Honeycomb packaging. A short example of the new e-shot was presented. Members that did not yet receive the e-shot could register with their e-mail address at the Secretariat.

Lastly, the new layout of the EMPHA website was presented. This new update had a more modern look and incorporated visuals better. Also for the new website, pictures were requested to highlight innovation and great design in our industry.

6. Finance

EMPHA Treasurer Gilles Latil reported the financial outcome of 2024. It was important to maintain the capital and compared to four years ago, the situation was far better. A small increase was reported due to new members and the focus to increase the membership would continue. The expenses were stable, only the marketing expenses had increased

due to the publication of the market report. Since 2024, NOA had taken care of the marketing of the association and they would continue to manage this.

Report Audit Committee on financial outcome 2024

As members of the Audit Committee, Niels van Stijn and Lieuwe Kool had checked the financial outcome of 2024. The result was better than budgeted as explained by the Treasurer. With a total income of € 73.000,- and total operating costs of € 75.160,- the result at the end of 2024 was - € 2.160,- instead of the budgeted - € 7.775,-.

The Audit Committee proposed to the members to discharge the EMPHA Board for the financial outcome of 2024. This proposal was accepted by the members.

Both Mr van Stijn and Mr Kool accepted to volunteer for the Audit Committee of 2025 next year.

Budget 2026

The budget for 2026 was based on 15 active members and 6 associate members. The total income from membership fees was set at € 54.000,-. In 2025, two new members were expected (one had applied and one was in the pipeline so would be charged a half year fee plus the entry fee).

The total expenses for 2026 had been budgeted at € 59.120,- which included spending on communication to increase the visibility of the association. Expenses were lower because there was no new market report budgeted compared to 2024. Most important was that the capital would again be maintained. The association was not here to make a profit, but to take profitable actions for the members. The members present approved the budget for 2026.

7. EMPHA Membership update

Last year, the statutes of the association had been changed. An overview of membership types and their rights was shown (active members with full voting rights, associate members and supplier members without voting rights). Currently, the association had 19 members which has moved up from 11 member five years ago. This was a good representation but the Board aimed for more. Some members has resigned but there were new interested parties as well (a map was shown with a number of potential member companies). The reason why these members resigned was not associated to EMPHA but because of shifting business, consolidation or other matters. If business would allow it, membership would be considered again. Showing beneficial activities for the industry would attract new members, such as the new e-shots. All were asked to actively try and attract potential members.

8. Round Table

All members present were invited to share developments at their companies, a tour around the table followed in which all members contributed. Discussion followed on challenges and how to move forward.

9. Next EMPHA Meeting

The next EMPHA General Assembly was scheduled for 11 & 12 June 2026. A host still needs to be found for this meeting and members can contact the EMPHA Secretariat in case they wish to host next year's meeting or if they need more information on what is expected when hosting a meeting.

10. Any Other Business

No other matters were raised so the President thanked all those present for their attendance and contribution and closed the meeting.

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.

EMPHA Budget 2026

European Manufacturers of Paper Honeycomb Association					
	Budget 2024	Actual 2024	Budget 2025	Budget 2026	
	Euro	Euro	Euro	Euro	
INCOME					
Entry fees	0	5.000	5.000	0	
Membership fees (see right)	39.000	39.000	42.000	45.000	
Associated members	1.500	8.500	9.000	9.000	
Sponsors	1.500		0		
Other income	19.500	20.500	PM	PM	
TOTAL INCOME	61.500	73.000	56.000	54.000	
EXPENSES					
Secretariat					
- Daily management Secretariat	6.800	6.800	7.000	7.210	
- Financial administration	4.200	4.200	4.325	4.455	
- Supporting Board and committees	15.900	15.900	16.380	16.871	
	26.900	26.900	27.705	28.536	
General expenses					
Meeting costs (room rental)	5.000	5.642	5.000	5.000	
Travel and stay secretariat	750	875	750	750	
Telephone- fax costs secretariat	175	182	175	175	
Office expenses	225	347	250	250	
Legal cost / domicile	1.250	580	1.250	1.201	
Bank costs	200	134	200	200	
Provision bad debtors	PM	0	PM	PM	
Other	725	752	725	700	
	8.325	8.513	8.350	8.276	
Marketing expenses					
- Promotional activities	8.000	7.300	8.000	13.200	
- Industry statistics	18.300	24.057	800	783	
- Third party subscriptions	3.000	3.390	3.500	3.500	
- External web provider, incl. hosting, technical updates CMS	2.500	2.750	2.500	2.575	
- Website maintenance & update	2.250	2.250	2.250	2.250	
	34.050	39.747	17.050	22.308	
TOTAL EXPENSES	69.275	75.160	53.105	59.120	
RESULT	-7.775	-2.160	2.895	-5.120	
CAPITAL 1st January	49.268	49.268	47.108	49.804	
CAPITAL 31 December	41.493	47.108	50.003	44.684	