

## Afera Marketing Committee (MKC) Meeting Minutes

Date: 22 February 2018

Time: 13.00 – 17.30

Venue: Hilton Amsterdam,  
The Netherlands

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Present: Jacques Geijssen (Afera MKC Chairman, American Biltrite Inc.)  
Aris Venetis (Atlas Tapes SA)  
Melanie Lack (H.B. Fuller Deutschland GmbH)  
Evert Smit (Afera TC Chairman, Lohmann GmbH & Co KG)  
Florian Heller (Mondi Group)  
Kim Meekers (Nitto Europe N.V.)  
Stefan Meirsmann (Nitto Europe N.V.)  
Stefan Neuner (Neehan Performance Materials)  
Suresh Subramanian (Organik Kimya SAN. Ve TIC. A.Ş.)  
Martha Sloboda (Scapa PLC)  
Matthias von Schwerdtner (tesa SE)  
Carles Andreu (tesa Western Europe B.V.)  
Aldo Mazzocchi (tesa Western Europe B.V.)  
Beverly Weaver (TSRC (Lux) Corporation S.a.r.l.)  
Bert van Loon (Mostly Media)  
Astrid Lejeune (Afera Secretary-General, Lejeune Association Management)  
Elke Verbaarschot (Lejeune Association Management)  
Bathsheba Fulton (Afera Communications)

Excused: Lori Cherry (3M Deutschland GmbH)  
Sharon Boyle (Advance Tapes International Ltd.)  
Alicia Tissot (Advance Tapes International Ltd.)  
Annegret Lange (Evonik Industries AG)  
Sonja Santhiram (Sekisui Alveo AG)  
Matthias Renka (Synthomer Deutschland GmbH)

Chairman: J. Geijssen  
Secretary: A. Lejeune  
Date of Next Meeting: **Wednesday, 3 October 2018 (9.00-12.30)** at the Divani Apollon Palace & Thalasso, Vouliagmeni (Athens), Greece, before the 61<sup>st</sup> Annual Conference. Lunch will be included.

## Agenda

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1. Opening, agenda, competition law compliance
2. Minutes and actions of 3 October 2017 meeting in Turin, Italy
3. Education awareness initiative (Edu-WG)
4. Membership recruitment working group (Mem-WG)
5. Content marketing/social media programme (Web MGMT WG)
6. Annual Conference programme (ACP-WG) on Athens 2018 Conference
7. New strategy working group
8. Afera media tools, general communications
9. Other matters
10. Next meeting, closing.

Note:

- Refer to the **Afera MKC Presentation 22 February 2018** slideshow for information co-ordinating with these Minutes.
- **Bolded, highlighted** names denote expected actions. Unless otherwise stated, **all actions are to be completed by the next MKC Meeting on 3 October 2018.**

### 1. Opening, agenda, competition law compliance

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- 1.1 Secretary-General Astrid Lejeune reviewed Afera's Competition Law Compliance Policy, which was confirmed by all present. She introduced new participants Aldo Mazzocchi, who is taking over Carles Andreu's position in tesa Western Europe, Martha Sloboda of Scapa, and Elke Verbaarschot of Lejeune Association Management, who has recently joined the Web Management Working Group (Web MGMT WG). Louise Vincent of Parafix Tapes & Conversions Ltd. has left the MKC as Parafix has cancelled its Afera membership.

MKC Chairman Jacques Geijsen officially opened the meeting and briefly reviewed the agenda and action points covered in the items below.

Updated strategies and structure of MKC, working groups (WGs):

Mr. Geijsen said that in addition to 2 face-to-face meetings per year, conference calls with the MKC/heads of working groups (WGs) will be held as well. MKC calls are currently scheduled for 18 April, 6 June and 22 August 2018.

### 2. Minutes and actions of 3 October 2017 meeting in Turin, Italy

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- 2.1 The Minutes of the Afera MKC meeting held on 3 October 2017 at the Starhotels Majestic in Turin, Italy, were approved and signed as a true record of proceedings.

Progress on MKC topics which adds to Afera's mission to "grow the pie" for all companies in the European adhesive tape value chain: (All WG leaders are responsible for reporting back to the MKC on their progress at every meeting)

<b>MKC Working Groups</b> (see agenda item 5.1 for orientation references)	
<b>Web Management (Web MGMT WG) &gt;                      Media Tools Management                      (Tools-WG)</b> (integrated/support structure scope)	Louise Vincent, Interim Leader (as the WG will transition in focus) Alicia Tissot Possible tesa colleague ( <b>Matthias von Schwerdtner</b> to provide details once conferring with Aldo Mazzocchi) Scapa colleague ( <b>Martha Sloboda</b> to provide details) Elke Verbaarschot Bathsheba Fulton Bert van Loon
<b>Education Awareness Initiative                      (Edu-WG)</b> (external scope)	Suresh Subramanian, Leader Sonja Santhiram Annegret Lange Florian Heller Carles Andreu (possibly to be replaced by <b>Aldo Mazzocchi</b> ) Evert Smit Martha Sloboda
<b>Annual Conference Programme                      (ACP-WG)</b> (internal industry scope)	Astrid Lejeune, Leader Aris Venetis Jacques Geijsen Matthias von Schwerdtner Evert Smit Matthias Renka Bert van Loon
<b>Member Recruitment                      (Mem-WG)</b> (internal industry scope)	Jacques Geijsen, Leader Sharon Boyle Stefan Meirsman Stefan Neuner Beverley Weaver Astrid Lejeune Bathsheba Fulton
<b>Strategy                      (Strat-WG)</b> (integrated scope)	Melanie Lack, Leader TBA
<b>End-User Promotion (Promo-WG)</b> (external end-user scope, incl. social media)	Bathsheba Fulton TBA – New WG will focus on content generation for the external end users

### 3. Education awareness initiative (Edu-WG)

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#### 3.1 Pilot project in the U.K. with Pearson BTEC:

- See slides 5-7. This initiative lies with the Technical Committee (TC), until Afera delivers content for the learning curriculum. Following this, the MKC will decide on relevant communications.
- On 24 October 2017, Evert Smit and Technical Committee (TC) member Uwe Maurieschat (Fraunhofer Institute IFAM) met with Bryony Leonard, sector manager at Pearson BTEC London. She is responsible for the technical sectors, including automotive, laundry/textiles, white goods and technology, level 2-3 (vocational) students.

#### 3.2 New educational system co-designed by employers in 2020 for vocational engineering students, incorporating bonding technologies (content provision, activities in 2018, synergies w/FEICA):

- This will be taught to students as from 2021, so the system must be ready in 2020. Employers have been asked to co-draft the curricula.
- Students need to be taught about subjects such as bonding technologies all the way up from the basics.
- It has been recognised that bonding is much more than welding, the current primary practice. Tapes and general adhesive bonding are of high interest, and Afera can and should play a role here.
- Pearson needs details such as where tapes and adhesive bonding technologies should be placed in the curriculum and what content should be provided. This depends on the current status of knowledge in the country (mainly England, Northern Ireland and Wales). Pearson are conducting specific research (gap analysis) on this, that was supposed to be concluded at the end of 2017, but this has been delayed.
- When Ms. Leonard shares the results with Afera, we will use this as a baseline and deduct what we need to teach to the teachers. We expect this level of knowledge, where it relates to tapes and adhesives, to be relatively low.
- Based on the results of Pearson's research, 1 or more face-to-face sessions will be scheduled with Afera members, teachers and students. Mr. Smit and Mr. Maurieschat have indicated that they will participate if needed.
- In close cooperation with Afera, Ms. Leonard will talk with local U.K. employers in the tape sector, such as 3M and Scapa.
- Mr. Smit emphasised that we need to sell both the benefits and limitations of tapes and adhesives bonding technologies very clearly. Afera is in a good position to perform this role!
- "Teach the teacher" sessions will be set up with schools by Pearson later in 2018 with the purpose of laying the basis of the material and content to be developed. Mr. Smit and Mr. Maurieschat will participate at the very least.
- Afera is charged with providing Pearson with the content basis of what should be taught about tapes and adhesives bonding technology. Afera also needs to supply actual bonding materials for the lessons.
- Looking to the future, students will be much more involved in hands-on learning.
- Both FINAT and FEICA are interested in becoming involved in this initiative, which could eventually branch out to Germany and the U.S., but Mr. Smit would like to keep this an Afera-led programme. If other organisations would like to get involved, they can contact Mr. Smit directly. If the MKC has any

ideas on how to involve FINAT and FEICA in the educational initiative, please contact Mr. Smit.

- **Mr. Smit** is currently waiting for Ms. Leonard to get back to him. After she does, the **Edu-WG** will hold a call to review and update itself on the status of the project. **He** will also send any information he currently has to **Suresh Subramanian**, the Edu-WG leader, who can decide how to distribute it within the MKC.

### 3.3 Contact w/additional European institutions, providing technical educational materials on adhesive tape bonding technology:

- **Florian Heller** will get back to the professor he is in contact with at the University of Applied Sciences Kempten in Germany – who teaches a course called “Bonding Technologies” – as soon as Mr. Smit and Mr. Maurieschat have determined the content Afera will contribute to Pearson. The **Edu-WG** should discuss what is actually needed in terms of educational content and look at ways to keep this uniform, centralised and updated within Afera. In the meantime, **Bathsheba Fulton** will create a more extensive “Why tape?” presentation by **1 June 2018**. Mr. Heller again indicated that he needs the support of a (German) tape manufacturer in this project.
- Aris Venetis has forged contact with a design school, which he is trying to have attend the Afera Athens Conference.
- Melanie Lack has contacted an institution in Aachen, which is already working with Henkel on adhesives. **Mr. Smit** will contact TC member David Vanraes (Henkel) to find out more about their involvement in this educational project. It would be nice to bring it from the company- to the association level.
- If Mr. Smit wishes, **Stefan Meirsman** can provide educational information to him via TC member Michel Sabo (Nitto Europe).
- Bert van Loon added that Afera’s educational content could be tweaked to be used online for the benefit of teachers, creating additional leads in the educational community.

## 4. Membership Recruitment Working Group (Mem-WG)

### 4.1 Converter pilot member recruitment initiative:

- Along with Kim Meekers, Mr. Meirsman reported on his progress in spearheading this initiative in the area of converter membership development. See **Nitto Converter Recruitment Report Feb 2018 PDF**.
- He explained that Afera could use more converters among our members in order to represent more truly the entire value chain. The initial decision to focus on converters, however, came out of a personal plan of former member Mike Punter (Parafix Tapes & Conversions, Ltd.).

#### -Progress with tape manufacturers driving this initiative:

- An historical Afera potential converter member list (excel sheet) was meticulously updated by Ms. Fulton, Mr. Meirsman and Ms. Meekers, along with other members of all of Afera’s committees. The current list of 226 high-quality contacts has been broken down into regions for recruitment focus.
- So far, Mr. Meirsman sees that real progress is only made when **personal, face-to-face contact is made with potential members in your network**. This usually occurs when Nitto colleagues are visiting customers.
- On behalf of Afera, he and Ms. Meekers have facilitated contact with only a

fraction of their assigned sections of the list, which include Germany, the Benelux, Italy, Spain and Portugal, and they have already recruited a few new members: CMC Klebetechnik GmbH (2017), Thema (2018), Erga Tapes s.r.l. (2018). FFT, Riewoldt and Thema are still considering. Mr. Meersman and Ms. Meekers’ real work on this will continue through 2018.

- On behalf of Afera, Ms. Lejeune and Ms. Fulton attended Nitto’s ATP Tennis Finals business event in London in November 2017. The idea was that many of the customers who were hosted by Nitto on these days were converters. Ms. Lejeune and Ms. Fulton thought the event was useful in making contact with potential members and promoting Afera, and they will attend Nitto’s ATP event again in 2018.

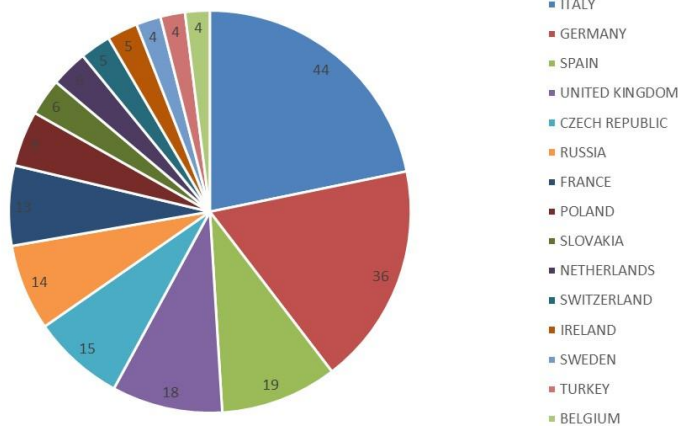
Conclusions to keep in mind when recruiting converters:

- 80-90% are small- and medium-sized players who operate within their specific geographical areas/regions.
- They probably have limited budgets and manpower to develop a presence in Afera.
- Language barriers might keep them from mixing within a pan-European group.
- They have the perception that Afera is just a club of big manufacturers and suppliers.
- They think if they join Afera, they will have to discuss business details and relationships that they don’t want to divulge.

**Updated Converter Prospect List**



Target Countries



- Clean Up: 2nd Wave.
- Focus Areas with top 70% of prospects:
  - Italy (44), Germany (36), Spain (19), UK (18), CZ (15), Russia (14), France (13)

Next actions for the **Mem-WG**:

- The focus areas of the Benelux, Germany, Switzerland, Austria, France and Portugal have confirmed contact data. Italy needs review. The areas of the

U.K., Eastern Europe and Russia should also be reviewed. Ms. Lejeune emphasised that every company listing needs to have a person contact name and email address instead of/in addition to an "info@" address. Unfortunately, as a matter of course, professionals change jobs every 3-4 years on average.

- Afera needs to define its offering to converters (i.e. their main motivations and challenges as the customers of tape manufacturers that Afera addresses), as well as a new member target number for 2018-2019, and to keep holding face-to-face meetings with potential members. It was noted that 2018 is a brilliant year for Afera, with not only the Athens Conference but the [1<sup>st</sup> Afera Global Adhesive Tape Summit](#) taking place in Munich in June. Potential members are allowed to attend Afera's Conference 1 time as a non-member.

#### Additional actions:

- **Ms. Lejeune** will ensure that all potential converter contacts are sent information about Afera's Global Tape Summit. She will also ensure that Afera's events include programme topics that will appeal specifically to converters, and she will look into obtaining a study/market data for them. **Ms. Fulton** will draft a letter/invitation to the Global Tape Summit to be posted to all 226 converter contacts by mail. This would have to be followed up by tape manufacturers with personal calls or meetings to make it effective. Mr. Smit said that Lohmann could facilitate some contact as they are a converter themselves and therefore will not be seen as a competitor. **Melanie Lack** will note these ideas and actions for her upcoming discussions on Afera's strategy.

-Converter fee: Ms. Lejeune reported on Afera's lowering of its converter member fee from €1.900 in 2017 to €1.000 in 2018 and 2019 as a promotional activity. This was strongly suggested by Mr. Punter, and she doubted that it has produced the desired effect other than to reduce Afera's regular income. The converter fee will be re-evaluated in October 2019.

-Exploration of forming a subgroup or WG for converters: In 2009-2010, the SDC Group within Afera was the converters' first organisation at the European level. Unfortunately we think only large converters seem interested in this idea.

- The **Mem-WG**, who all expressed their commitment to the group, will move forward with contacting their assigned regions face-to-face in 2018-2019, as discussed. The only WG member change was Alberto Loro Lamia, who has left Dow and consequently the MKC.

#### 4.2 Afera potential members master list going forward:

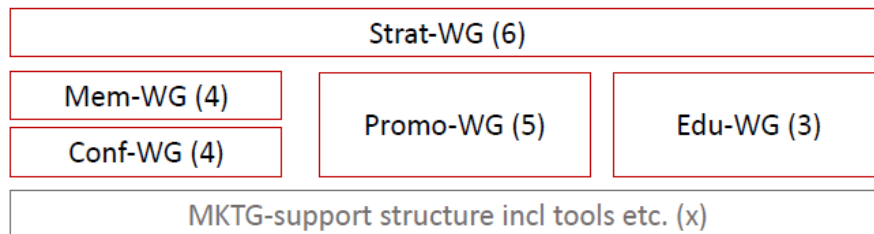
-Breaking it down into tape manufacturer and supplier groupings: **Mr. Geijsen** has committed to doing this.

- It was noted that this list is fairly current, as Ms. Fulton also updated it extensively with input from both the MKC and TC, along with her work on the potential converter member master list. Converter recruitment is the pilot initiative, but substantial progress could be realised for Afera once the focus is on manufacturing and supplier members. **Mr. Geijsen** will set up a phone meeting with the Mem-WG soon in order to gauge their progress.

**5. Content marketing/social media programme (Web MGMT WG)**

5.1 Afera marketing integration report:

- Mr. Van Loon presented his ideas about marketing strategy, an update from his presentation the year before. See **Bert van Loon's Integrated Marketing Strategy 2017-2020**.
- MKC members were given the **Afera Marketing Integration 2-Pager** developed a year earlier on the integration of the 3 marketing tracks Afera is focussing on: serving our Members (internal industry scope), promoting our industry (and members) to product design and process engineering end users (external end-user scope), and creating tape awareness among applied sciences students and teachers (external education scope). His vision: With a clear purpose, the MKC integrates all of our activities and receives more revenue for our efforts. As part of the big picture, he suggests the realigning and renaming of the WGs according to the following slide:



See proposed updated WG names and scope in the table on page 3.

- The WGs, barring a few focal adjustments, are already in place, but Afera's MKC also needs more external support to execute its strategy.
- The MKC needs to organise itself properly, integrate all of our activities, and align all our tasks, roles, governance and reporting to enable everyone to work efficiently within co-ordination of the Secretariat.
- Knowing our audience, knowing what we can create and what works realistically, and creating (original) content for audiences is key.
- Despite some confusion about some of the finer points of the message, the MKC agreed with Mr. Van Loon's general ideas.

Next actions:

- **The MKC** will redefine the End-User Promotion WG and the marketing support structure.
- The MKC will focus on supplying all relevant content, as they are the experts of the businesses Afera represents, but consider hiring outside support, given the limited time of our members.
- The above will be touched upon in the SC's strategy-setting session on 10 April 2018, after which **Mr. Geijsen** will report back to the MKC.

5.2 Website Management WG activities:

-Performance stats, SEO, best practice/functionality, Twitter accts, etc.:

- See **Update Report from Website Management Working Group February 2018**.
- The Web MGMT WG continues to develop and work with collaborative



structures, such as a cloud-based content calendar and Afera’s *Website Content Style Guide*, which is primarily an internal doc.

- Website best practice
  - SEO
    - For better functionality and usability, news items are now categorised, member directory listings have been better categorised and updated, *Why tape?* CTAs on every page are being improved
    - A site map and automated creation of meta data are in development
    - The Web MGMT WG will soon review the recent site audit.
  - Subscribes and emails
    - A CAPTCHA has been added to the newsletter subscription form
    - A subscribe form completion now prompts an automated email.
  - Metrics/KPIs
    - A “thank you” page has been added to subscribe and contact form features, thereby allowing Google Analytics to measure them as goals/conversions
    - Most instances of the Afera contact email address have been replaced with a link to the contact form.
- Social media activities: Louise Vincent, Ms. Lejeune and Ms. Fulton continue to share Afera and industry-related content on the [Afera member tape network](#) (now 228 followers) and [Design that sticks](#) (now 4,483 followers) Twitter accounts, which continue to grow in “quality” numbers but have been slowed down by Twitter controls. Going forward, the Web MGMT WG plans to increase the visibility of Afera content through our marketing integration plans.
- Web statistics:
  - Social referrals are underperforming compared those through email, newsletter, etc., but the Web MGMT WG intends to work on this.
  - Visits and bounce rates reflect a good level of visits, but the next step is to get a more qualified look at this data. Hopefully bounce rates per section will be reportable in the future.
- We have been very successful in building an audience of end users or people that influence end-user decisions. The big challenge is how to convert this into more leads to members. We need to focus our energy next on traffic building, with the ultimate goal of funnelling interest into the member directory.



- Audience building -> “on track”
- Traffic building -> “next challenge”

Afera needs to focus on our marketing organisation's daily functioning in order to make this a reality.

- Next actions:
  - Include exploring content-ratio of public vs. members-only content
  - Investigate auto-creation of meta data
  - Track more enquiries through the member directory
  - Focus on traffic acquisition to website
  - Focus on "content is king", original content being the key challenge – original, level-playing-field-scope content that should be supplied by members – that should be drafted, rewritten, repurposed, structured from visuals to text, etc.
  - Measure and optimise banner ads (Google and data expert needed?)
  - Support conversation rate optimisation
  - Track newsletter metrics (opens, forwards, etc.)
  - Track downloads
  - In addition to Google, look into Bing and Badu as popular alternate search engines
  - Possibly change member email address structures to avoid unwanted web solicitation. **Ms. Lejeune** will look into the price or replacing member directory email addresses with individual company contact forms
  - Possibly make "Become a member" more noticeable on Afera's homepage (**Ms. Fulton**)
  - **All MKC members** are asked to submit their company news (for publication at afera.com and on Twitter) and member company press and social media contacts to Ms. Fulton, if they haven't done so already.

### 5.3 Development of member case studies for website ("Member benefits") and for Twitter accts and Afera News:

- This item was not discussed.

## 6. Annual Conference Programme WG (ACP-WG) on Athens 2018 Conference

- 6.1 Review [Turin Conference feedback](#): Ms. Lejeune reviewed this with the MKC. Included were paper suggestions in order of popularity: Raw materials (#1), market data (#2), end user applications, requirements, future needs (#3), economics/trends (#4). Many programme items desired by Turin Conference attendees are present in the forthcoming [1<sup>st</sup> Afera Global Adhesive Tape Summit](#), even though the 2 events have different target audiences.
- 6.2 Set theme, identify topics and leads:
- Afera's next Annual Conference will take place in Athens, Greece, 3-5 October 2018 at the Divani Apollon Palace & Thalasso in Vouliagmeni.
  - Ms. Lejeune said that the TC organising committee of the 1<sup>st</sup> Afera Global Adhesive Tape Summit, consisting of Mr. Smit, Reinhard Storbeck (tesa SE), Ian Grace (Bostik Smart Adhesives), Ralf Rönisch (Coroplast Fritz Müller GmbH & Co. KG), Gert-Jan van Ruler (DRT - Les Dérivés Résiniques et Terpéniques), Danny Beekman (Kraton Corporation) worked extremely well together to produce a first-class line-up for Munich. There were even more offers to present than timeslots available! She showed everyone [the 2-full-day working programme](#).

- **Ms. Lejeune** explained that mobilising the MKC to come through in time with compelling speaker ideas and leads is difficult every year. Time and again she is left with organising the programme on her own. This year, with the overflow of offers to speak, Ms. Lejeune would like to target some elements of the Global Tape Summit (e.g. the regional counterparts' market presentations) for incorporation into Afera's Athens Conference. See slide 11 for an outline of the GATS theme and content aims. The MKC expressed their unanimous approval of this action.
- With **Ms. Lejeune**, **Mr. Geijsen** and **Mr. Van Loon** will discuss the organisation of the Conference programme at the TC TS-WG's upcoming meeting taking place on 10-11 April in The Hague. The **ACP-WG** will keep the MKC informed on its progress in setting up the event.

## 7. New strategy working group

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### 7.1 Branding of Afera:

- **Ms. Lack** will head up this new WG. She will report back to the MKC after attending Afera's Steering Committee strategy-setting session on 10 April at Lejeune's offices in The Hague.

### 7.2 Marketing of Afera 1<sup>st</sup> Global Adhesive Tape Summit event/programme:

- **Ms. Lejeune** will ensure that [a link between Afera's events page at afera.com is made to the Global Tape Summit's dedicated site at www.globaltapesummit.com](#).
- **Ms. Fulton** will draft a press release (see [Afera to hold 1<sup>st</sup> Global Adhesive Tape Summit 11-15 June 2018 in Munich, Germany released on 23 March](#)) for distribution to all of Afera's updated media, member company comms contacts, and member distribution lists. **All MKC members** will send their media lists/suggested contacts to Ms. Lejeune in order to improve and expand our communications reach. **Mr. Smit** said that he has already asked Christina Barg-Becker at Lohmann to get back to him with their media list, which he will forward to Ms. Lejeune. MKC members suggested *C2 Coating & Converting* and *EUWID* as press invites to the GATS. **Ms. Fulton** will add these to Afera's media list.
- Ms. Lejeune has hired a photographer and plans to have pictures taken with the sponsors' logos as backdrop. She is also thinking of having various group photos.

## 8. Afera media tools, general communications

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### 8.1 Afera's digital newsletters:

-Sent reminders, updating distribution list, member- and industry news:

- *Afera News* is issued every 2 months. In order to increase readership, **Ms. Fulton** now sends out a reminder approximately a week after release, and she will embark on updating the extensive distribution list, which was agreed by the MKC to be most crucial to the newsletter's success. The EU General Data Protection Regulation (GDPR) will be kept in mind, as it goes into effect on 25 May 2018.
- The MKC will consider issuing 1 or 2 hardcopy issues per year containing Afera's most interesting content.
- If anyone has additional ideas for improvement, please contact Ms. Lejeune.

8.2 Afera's website: See agenda item 3.1.

8.3 "Member of Afera" logo link, member company press and social media communications list:

- Ms. Fulton continues to work hard in developing these 2 areas which have shown positive results. Now close to 40% of members have the logo link posted on their site, and about 65% have supplied the Secretariat with their company press and social media contact details, which make communications on certain items much easier.

## 9. Other matters

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9.1 **Ms. Lejeune** will contact Stefan Neuner when she knows how many GATS attendees will participate in the half-day company visit of Neenah Gessner GmbH in Bruckmühl. Mr. Neuner said he is hoping to have one of their Taiwanese colleagues present to help facilitate the tour.

## 10. Next meeting, closing

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10.1 The next Afera MKC physical meeting will take place on **Wednesday, 3 October 2018 (9.00-12.30)** at the Divani Apollon Palace & Thalasso, Vouliagmeni (Athens), Greece, before the 61<sup>st</sup> Annual Conference. Lunch will be included.

MKC conference calls are currently scheduled for 18 April, 6 June and 22 August 2018. **Mr. Geijsen** will provide more information about these via email.

10.2 The Chairman thanked everyone present for their attention and valuable contributions and closed the meeting.

**Astrid Lejeune**  
**The Hague, 18 March 2018**

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### **Disclaimer**

*Afera operates within the regulatory framework of competition law as set out by the European Union and national legal systems and respects all rules thereof. Afera actively raises awareness about competition law among its Members and encourages its Members to comply with these rules. The purpose of discussions within Afera is to identify general trends and market developments without identifying individual company data. Afera does not accept responsibility or liability for any type of restrictive agreements concluded by its individual Members during Afera Meetings or within the context of Afera events, in spite of the aforementioned precautionary measures.*

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