

Annual Report 2016

Packaging management for a world on the move: evolution or revolution?



Fostplus[®]

Together > Good sorting > Better recycling

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For the purpose of this Annual Report, Fost Plus has restricted itself to supplying key figures.
Additional information is available on our website.

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At a major crossroads

Dear Reader,

This past year was highlighted by two crucial themes for Fost Plus: the extended collection of plastic packaging and the battle against litter. We are happy to report that we have made significant breakthroughs on both fronts. Selective collection will be extended: once the optimal scenario has been determined, we will commence the general roll-out. On the litter front, Vlaanderen Mooi and Be WaPP have launched campaigns for increased public cleanliness on a scale never before seen in Belgium. And that's just the beginning.

We are quite aware that many are following the progress of these projects with impatience. But we are not about to jump into the deep end. The introduction of a new collection scenario will have a major impact on all parties, so it cannot be taken lightly. Bringing about a sustainable change of behaviour in litter and public cleanliness will take time, and can only be assessed in the long-term.

In the meantime, the outside world is not standing still. There are dramatic changes to be seen everywhere within the recycling industry. European approval of the Circular Economy Package is gradually taking form and this will have a huge impact on how our economy deals with our resources. New technologies and new insights are gaining momentum, while new players are coming into the market.

In this rapidly evolving context, we need to continually exercise a critical eye as we examine our role and responsibility as an organisation. What role should we play in the future? How do

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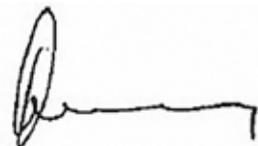
**The time has come
to think outside the box
and look for sustainable
solutions.**

we keep our systems viable, affordable and acceptable for all stakeholders? These are all critical questions and our organisation is uniquely placed to bring the stakeholders in the packaging chain together to address them.

The time has come, in other words, to think outside the box and look for sustainable solutions that are in everyone's best interest. We hope you will join us in our search.



William Vermeir
Managing Director



Baudouin Van Eeckhout
Chairman





Key figures 2016 – Collection and recycling

In 2016, 87.4% of the household packaging brought onto the market by Fost Plus members was recycled. 90.1% was valorized.

Collection and recycling results

Fost Plus recycled almost 680 kT of household packaging in 2016, accounting for 87.4% of the total volume placed on the market. Including recovery, we are valorizing 90.1% of all household packaging in Belgium. The figures per type of material reveal several striking trends. For example, our members declared less glass than in 2015, probably as a consequence of increased excise duties on spirits. As in previous years, we continue to see our

collection rates for paper-cardboard decrease due to parallel collection circuits and falling sales of newspapers and magazines. The Interregional Packaging Commission is investigating whether the distribution key for paper-cardboard, in which only 25% of the collected volumes are considered packaging, is still correct.

Recycling and valorization results (tons)

MATERIAL	Recycled tons	Market (estimate)		Members Fost Plus	
		Tons on market	Recycling vs. market (1)	Tons declared by members	Recycling vs. tons declared
Paper-cardboard	179 089	218 483	82.0%	193 389	92.6%
Paper-cardboard	161 782	200 723	80.6%	175 971	91.9%
Beverage cartons	17 308 ⁽⁵⁾	17 760	97.5%	17 417	99.4%
Glass	341 866	312 740	109.3%	294 687	116.0% ⁽²⁾
Plastic	83 502 ^{(3) (5)}	230 659	36.2%	212 410	39.3%
Bottles and flasks	66 707 ⁽⁵⁾	88 572	75.3%	85 763	77.8%
Metals	75 441 ^{(3) (4) (5)}	77 002	98.0%	73 509	102.6% ⁽²⁾
Others	38 ⁽³⁾	4 619	0.8%	4 148	0.9%
TOTAL RECYCLING	679 937	843 503	80.6%	778 142	87.4%
PMD residu (energy recovery)	20 864				2.7%
TOTAL VALORISATION	700 801				90.1%

(1) This recycling percentage is based on an estimate of the total market for household packaging and is provided for information purposes only.

(2) The recycling percentage is higher than 100%. This is because, among other things, not all Belgian entities responsible for packaging are Fost Plus members. In the case of glass, the impact of parallel imports (estimated at 30 KT) is also taken into account.

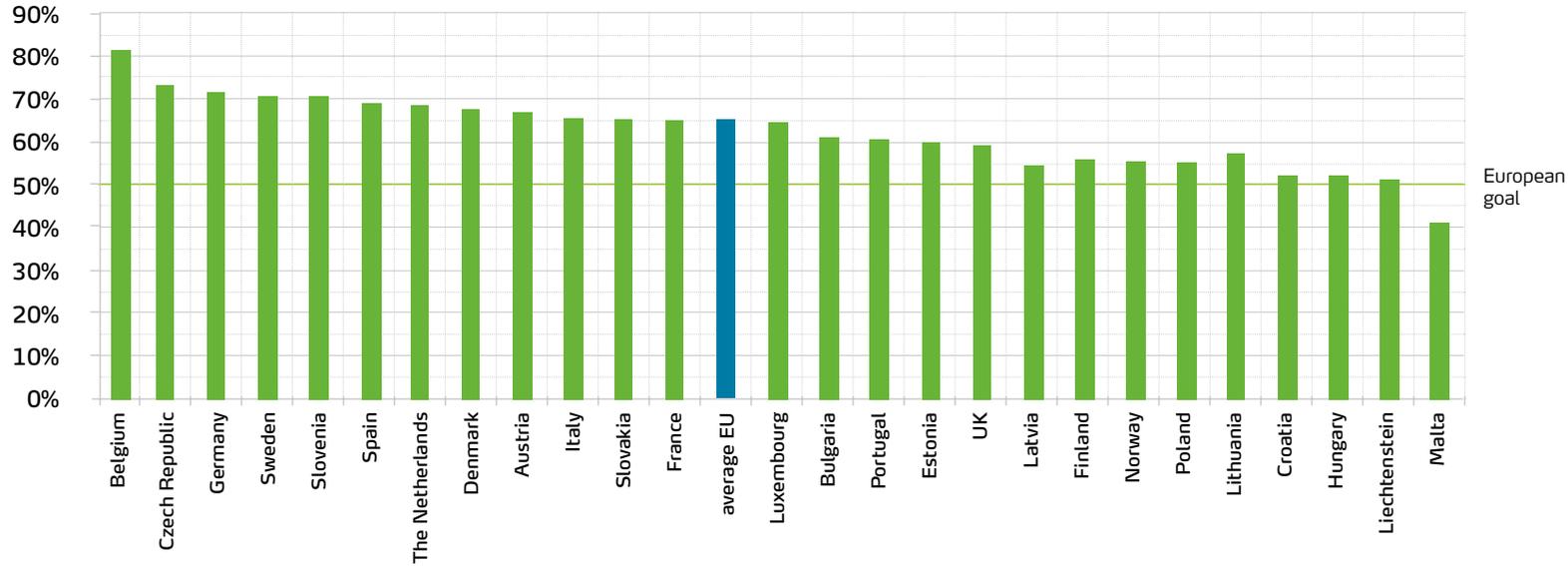
(3) Including recycled materials not covered by the basic scenario, primarily polyethylene, polypropylene and polystyrene (see Article 8 of the Fost Plus accreditation).

(4) Including metal packaging recovered from household waste incinerators and ash ripening centres: (29,673 t).

(5) Tonnes test projects P*MD included.

European leader

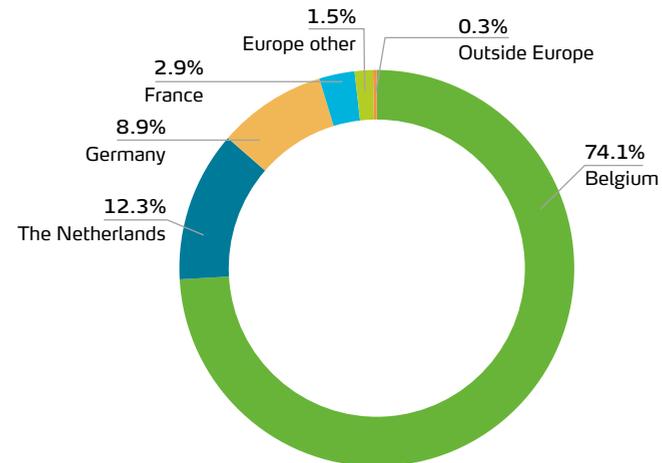
The latest figures from Eurostat – for the year 2014 – clearly show that Belgium is still leaving the rest of Europe behind when it comes to recycling packaging waste. The figures include household packaging as well as industrial packaging.



Recycled close to home

Fost Plus strives to recycle collected materials as close to home as possible. This allows us to limit the environmental impact of transportation and logistics. It also simplifies inspections carried out on the processing of the materials.

Specifically, in 2016 more than 99% of the collected household packaging was processed into recycled raw materials in Belgium or elsewhere in Europe. 74.1% was processed here in Belgium, 24.1% in our neighboring countries (the Netherlands, Germany and France) and 1.5% in the rest of Europe. Only a very limited amount (0.3%) was processed outside Europe.



Key figures 2016 - Costs and revenues

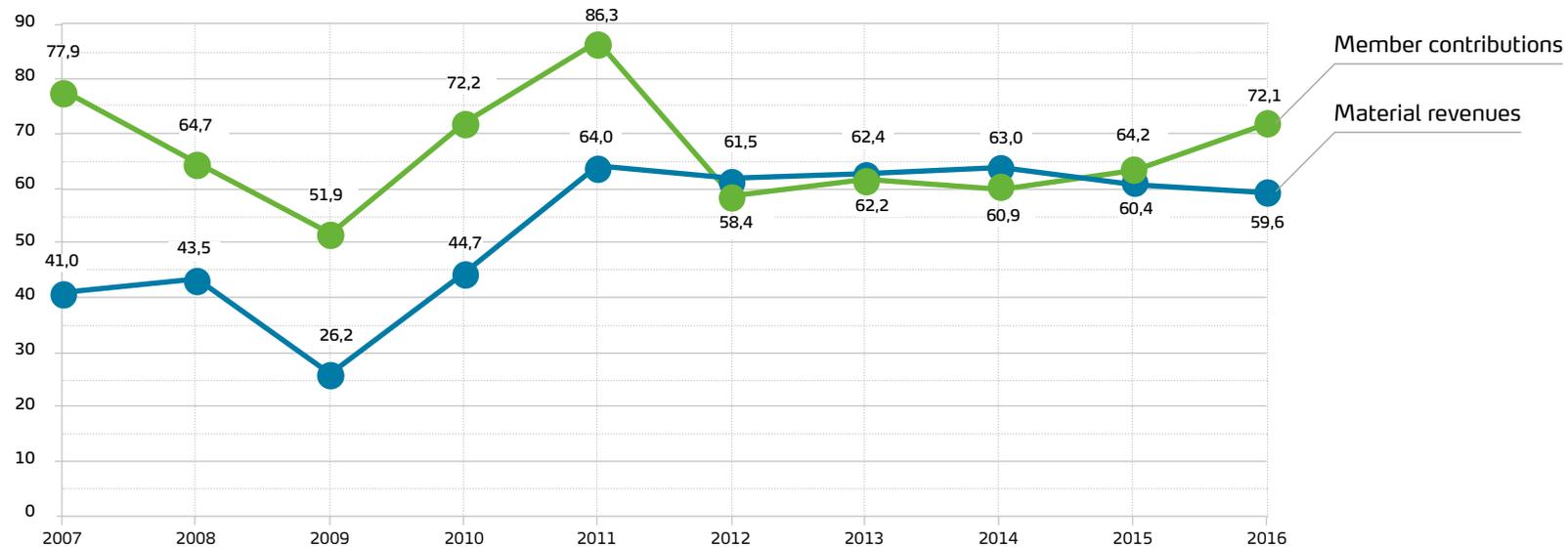
Fost Plus applies a transparent and simple financial model. The revenues from the sale of collected materials, together with the member contributions must cover all the collecting and sorting costs.

Evolution of material revenues and member contributions

Material revenues fell slightly in 2016, to EUR 59.6 million compared to EUR 60.4 million in 2015. Prices for recycled PET reached historically low levels, partly due to persistently low oil prices. Prices for steel also remained subdued. The only bright spot was an increase in the prices of paper-cardboard, which compensated the decline somewhat.

However, the most striking aspect is the strong increase in member contributions, from EUR 64.2 million in 2015 to EUR 72.1 million in 2016 – an increase of 12.3%. Green Dot tariffs increased for quite a few materials. Here, increased member contributions offset two trends: falling material revenues on the one hand and rising Fost Plus costs on the other.

Revenues (mio EUR)



In 2016, we observed a further fall in material revenues and another strong rise in member contributions.

Number of members

On 31 December 2016, Fost Plus had 4,967 members. The number of members remained relatively stable in comparison with 2015. During the year, 173 new businesses joined Fost Plus. Companies that terminated their membership in 2016 generally did so because they have terminated their activities or because they are no longer responsible for packaging.

Tonnage and contributions

The amount of packaging declared by our members in 2016 decreased by 0.7% compared to 2015, with a total of 778,100 tonnes. Their total contribution amounted to EUR 72.1 million, which is an increase of 12.3% compared to 2015. This evolution was mainly due to higher Green Dot tariffs for the majority of materials.

Composition

Food and beverages combined account for the largest share of disposable household packaging, at 73% of the total weight and 69% of the total contribution. Furthermore, a limited number of members account for a high percentage of the total contribution. In 2016, 5% of members paid 89% of the total contribution.

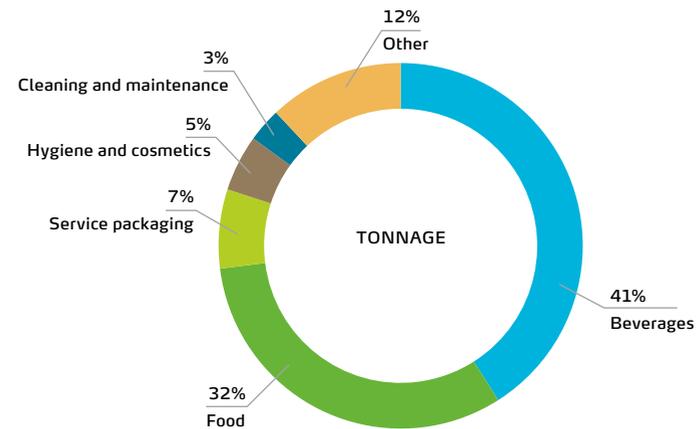
Breakdown of revenues

Member contributions and revenues from the sale of collected materials represent 49.7% and 41.5% of our revenues, respectively. The member contribution has risen strongly in recent years, while material revenues show a downward trend.

Breakdown of costs

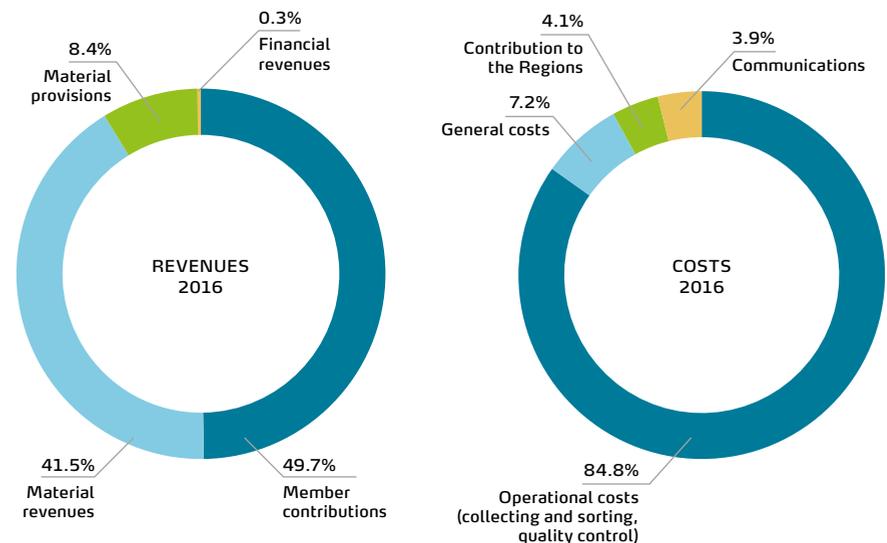
Our costs were EUR 149.3 million in 2016, a 12.8% increase compared to 2015. An important part of that increase stems from the resources we are making available in our efforts to combat litter and increase public cleanliness. Other than that, the increase in waste levies and the introduction of road charging on heavy goods vehicles also play an important part.

Tonnage per group of products



Food and beverages combined account for three quarters of the total amount of packaging declared.

Breakdown of revenues versus breakdown of costs



P+MD, on the eve of a new era

The test projects for the extended collection of plastics have yielded very promising results. An in-depth analysis must now map out the ecological and economic impact of the various scenarios, so that we can make the right choices by the end of 2017.



Depending upon the scenario, we were able to collect between 1.5 and 5.5 kg of extra packaging material per resident.

Successful test projects in six municipalities

Six Belgian municipalities began test projects early in 2016 to investigate the extended collection of plastic packaging. The blue bag was replaced by a purple bag, into which residents could sort hard plastic packaging alongside normal PMD. Depending on the scenario, soft plastics such as films and bags were included as well. The test projects were closely monitored by an advisory committee including representatives from the local councils, regions, waste companies and the Interregional Packaging Commission.

Enthusiasm among residents

Residents were enthusiastic about the test projects and participated in vast numbers. The environmental benefit proved to be the strongest motivator. Residents think it is important that the extra packaging they sort is recycled appropriately. Depending upon the scenario, we were able to collect between 1.5 and 5.5 kg of extra packaging material per resident. And there is still room for improvement, because an examination of the residual waste bags showed that some types of packaging had not yet been sorted. When in doubt, residents clearly only sort the waste about which they are certain. A survey of participants indicated a clear preference for a scenario in which hard and soft plastics can go together.

Sorting centre investments needed

The extension calls for additional investments in the sorting centres. Participating centres succeeded fairly well in sorting the fractions during the course of the project, but improvements will have to be made in efficiency, quality and speed if the extended collection is to be introduced across the entire country. The investments are considerable and require a clear plan and commitment for the future.

Recycling remains a challenge

The extension's success stands or falls on recycling at the end of the process. It is pointless to collect packaging for which there are no recycling applications. This does not present a problem for some packaging such as polypropylene-based or polyethylene-based

products. Plastic films—about half of the P+MD collected—can also be recycled, provided they are of sufficiently consistent quality and investments are made in recycling technology and capacity.

However, there are few or no applications for some types of packaging. Examples in this category include multilayer packaging and packaging made from opaque PET. Further research in close cooperation with the recycling companies should tell us whether it is worthwhile to collect this packaging.

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Fost Plus is fully committed to extending the plastic fraction and is currently investigating which scenario is the most suitable one.

Right choice for the future

The introduction of a new plastics collection scenario will have a major effect upon all parties involved in waste collection, including municipalities, intermunicipal companies, waste companies, sorting centres and residents. Fost Plus wants a sustainable scenario, which guarantees optimal recycling. To this end, we commenced a study in late 2016 in which seven scenarios were compared, including the existing scenario with the pink bag which is used in a number of municipalities. Our aim is to determine which types of packaging should be collected, which collection methods are the most suitable and which fractions should be sorted. The results should allow us and our partners to determine the optimal scenario by the end of 2017.



P+MD IN FIGURES

Test projects in
6
municipalities

Over
120,000
residents

Budget of EUR
1.3 million

4
sorting centres

Up to
5.5 kg extra
collected per resident

Working together for more public cleanliness

In 2016, Fost Plus signed agreements with the three regions to join forces and tackle the country's litter problem, leading to the implementation of our ambitious plans. Today, we have two teams—one in Flanders and one in Wallonia—supporting everyone who wishes to work on a cleaner environment. We have already begun working together with the Brussels-Capital Region on similar initiatives in 2017.

Municipalities

Towards an effective policy of public cleanliness

The municipalities and intermunicipal companies are crucial partners in our approach to litter. Vlaanderen Mooi and Be WaPP are helping them introduce sustainable and efficient public cleanliness policies that are adapted to local needs. In Flanders, 37 municipalities and 3 intermunicipal companies are being coached by staff from Vlaanderen Mooi (formerly Indevuilbak) over a two-year period. They work together to tackle problem areas and draw up plans for street cleaning and litter bins. In Wallonia, more than 170 municipalities have responded to a call for project initiated by Be WaPP to purchase street sweeping machines, litter bins and smoking poles. A budget of EUR 3.5 million has been set aside for this. Vlaanderen Mooi and Be WaPP also arrange information sessions and disseminate best practices across the entire country. Both organisations are encouraging municipalities to enforce their anti-littering policies more effectively.



We are mobilising all parties in the battle against litter with a single objective: a sustainable change in behaviour.



OUR APPROACH TO LITTER IN FIGURES

Coaching of
57
Flemish communities

EUR
17 million
funding from
the industry

Over
40,000
participants in the Grand Nettoyage
de Printemps (Great Spring Clean) in Wallonia

Over
1,100
stores keep their
surroundings clean and tidy



In Wallonia, the Grand Nettoyage de Printemps (Great Spring Clean) campaign united over 40,000 participants.

Citizens

A clean and tidy neighbourhood for all

Public cleanliness is dear to the heart for many people. Everyone likes a nice and clean neighbourhood. Many of our campaigns have mobilised large numbers of citizens. The Grand Nettoyage de Printemps (Great Spring Clean) in Wallonia involved more than 40,000 participants, twice as many as in 2015. In Flanders, essential materials such as bin bags, fluorescent jackets and grippers were provided during the many local spring cleaning campaigns. Both regions are working on reward systems for youth movements, associations, schools and individuals who take on the responsibility of keeping certain areas, parks or neighbourhoods clean on a permanent basis.

Companies

Sincere financial and practical commitment

Companies are making a significant financial contribution to the battle against litter through the collaboration agreements with the regions. An annual budget of EUR 17 million has been set aside to this end. But many companies are also very active on the ground. During the Retail Clean-Up Days for example, more than 1,100 Comeos members carried out large-scale clean-up campaigns around stores and supermarkets, covering an area equivalent to 1,150 football pitches. Likewise, Unizo had earlier launched a similar campaign for local shops. We are also seeing an increasing number of volunteer initiatives: businesses are raising awareness among their employees and suppliers, improving their litter bin infrastructure and organising clean-up campaigns as and when needed. They can also sign a charter, through their federations, in which they make a long-term commitment to greater public cleanliness.



Sorting—whenever and wherever

Sorting away from home remains an important objective for Fost Plus. In 2016, the sorting of PMD became compulsory across the country; yet another step in the right direction. There is a clear demand from consumers too: wherever they go, they expect to be able to sort their waste just like they would at home.

PMD collection in companies

Compulsory across Belgium

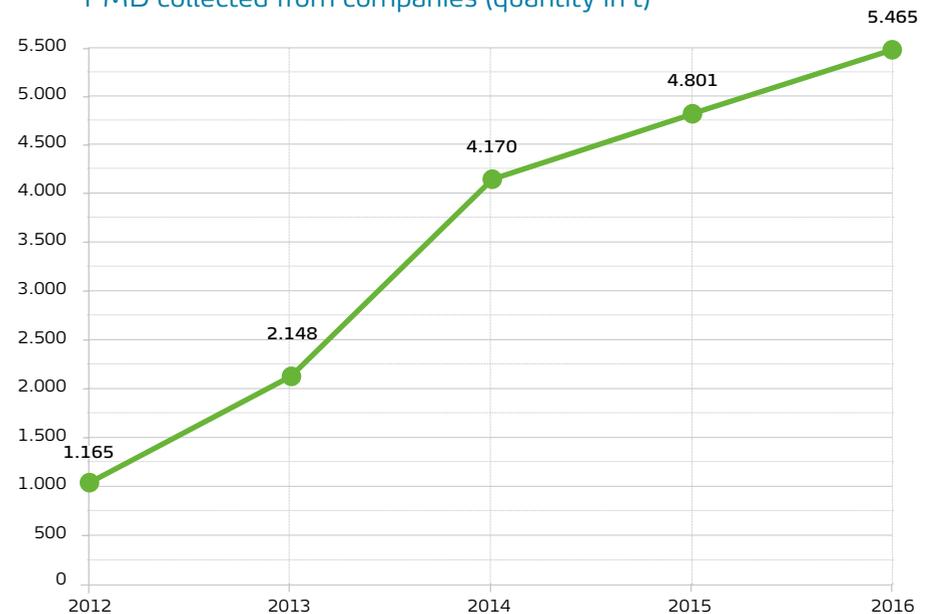
On 1 January 2016 Wallonia introduced the PMD sorting obligation, in line with Brussels and Flanders. This means that businesses and organisations across Belgium are now required to collect their PMD selectively. The introduction of the new regulation had a positive effect on quantities collected: a rise from 4,800 tonnes in 2015 to 5,465 tonnes in 2016. These figures refer only to companies that have concluded a specific 'PMD—Companies' contract with their waste collection company. In practice, the tonnages are significantly higher. A large proportion of the PMD collected from (smaller) businesses ends up in the domestic stream, for which no separate figures are available. We have also noticed an improvement in quality. The residual waste rate continued to fall, dropping to 21.8%.

The Sort Store makes it easy

In early 2016 the Sort Store, a brand-new web shop aimed at businesses and organisations seeking to introduce or improve their sorting, went live. Posters, stickers and other communication materials can be downloaded and ordered there, and visitors can discover all kinds of tips and tricks to motivate staff and help avoid mistakes when sorting. More than 1,300 companies ordered their communication material from the shop in 2016 and orders continue to rise.



PMD collected from companies (quantity in t)



”

Sorting is the logical step for more and more companies and organisations.”



Visitors of sports centres have been sorting their waste for a while now.

Sorting away from home

Custom projects

Our efforts for sorting away from home largely centre on tourism and leisure time. We have opted for a specific approach, tailoring communication and infrastructure to the location and the target group. In recent years, we have helped various holiday parks, recreation areas, sports centres, zoos, camp sites and youth hostels to introduce waste sorting. We are also making our presence ever more keenly felt at large cultural and sports events. In 2016, for example, we worked together with the organisers of Tomorrowland.

Over the past summer, more than 100 sorting islands appeared on the beaches of eight seaside municipalities, including Ostend and De Panne. We collected an estimated 5 tonnes of PMD. We also helped the Antwerp and Ostend airports introduce sorting, following on from our efforts at Brussels Airport. After a series of successful projects at Flemish universities, another 25,000 students at universities in Brussels and Wallonia have been actively sorting their waste since the beginning of the academic year.



SORTING AWAY FROM HOME IN FIGURES

5,465 tonnes
of PMD collected from companies

Over
27,000
PMD bags for events

115
sorting islands
at the Belgian seaside

Investing in cooperation and communication

The collection and recycling of household packaging waste involves a great many different parties, from the companies that put the packaged products on the market to the citizens who sort the packaging at home. Fost Plus invests in close cooperation and communication with all parties, enabling them to play their role in the system to the full.

Members and partners satisfied

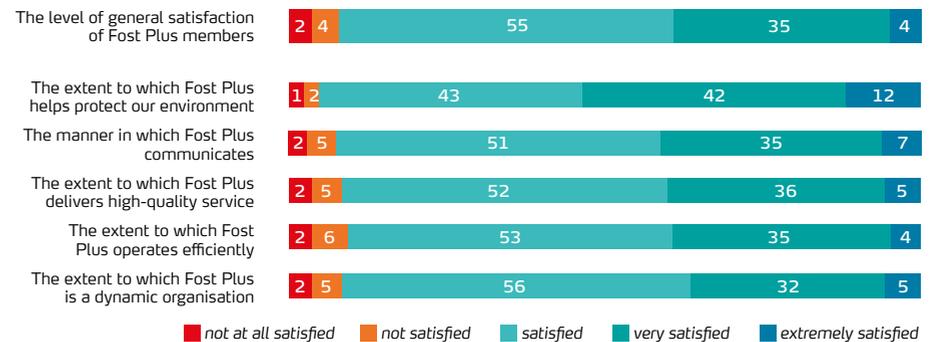
Surveys of our members and partners have shown that they are highly satisfied with our activities. At least 94% of our members and 96% of our partners state that they are satisfied with the cooperation. They also see Fost Plus as an organisation which protects the environment, communicates well and provides high-quality services. Members are least satisfied with the annual declaration they are required to make, and the paperwork it involves. Partners give lower scores for the reporting and registration systems. Members and partners alike are very satisfied with the support they receive from our staff.

Basis for future improvement

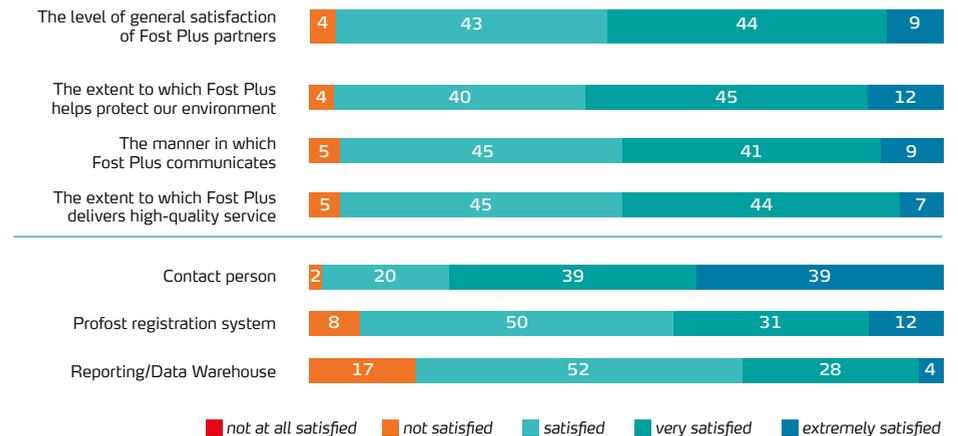
The survey results offer a basis for future improvement projects. We are looking at how we might better assist members with their annual declaration, by offering more online support and continuing to optimise our applications. We are also investigating the potential for a standardized multi-declaration platform, in which members can use their data for declarations in other countries or for other organisations.

At the same time, we are investing in a full renewal of our partners' ICT applications. We are working in close cooperation with the intermunicipal companies and waste companies to produce a new registration system for collected and sorted materials. We are also looking at whether and how new technologies, such as the Internet of Things, can bring added value to the monitoring, optimisation and forecasting of the various activities in the field.

94% of members are satisfied about their collaboration with Fost Plus...



... along with 96% of partners





Sorting for a better future

“Think of the future, keep sorting.” This was the baseline for our most recent national campaign, which was continued in 2016 on the radio, television and social media. The aim is to motivate people and create a positive experience around sorting. The message establishes the link between the still exemplary sorting behaviour of consumers and its direct result: more recycling, a cleaner and tidier environment and a better future for our children. In 2017, we will continue our offensive on social media, where we aim to increase support for our activities and turn our followers into true ambassadors.

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Cooperation and
communication
are crucial to efficient
and sustainable recycling.”

Contribution to a more sustainable economy

Europe is fully committed to the recycling economy as witnessed by the ambitious Circular Economy Package. Companies must do all they can to assure re-use and recycling throughout the life cycle, from production and consumption through to waste management. Fost Plus supports its members in this process and makes great efforts to improve the sustainability of its own activities.

More easily recycled packaging

Fost Plus helps its members to develop packaging which is both more sustainable and easier to recycle. We accomplish this by disseminating information on materials which are hard to recycle, such as opaque PET, and keeping our members up to date regarding sustainable alternatives. In November 2016, for example, we held our third Greener Packaging Seminar, which attracted a great deal of interest.

Our members can also come to us for specific advice. We were closely involved in the development of new meat packaging for an important retailer and helped various companies to develop a sustainable packaging policy. We also offer a variety of tools with which companies can test and improve the recyclability of their packaging. Finally, we began a study in 2016 to identify the global environmental impact of collection and recycling, including the reduction of CO₂ emissions, the positive effect on water consumption and air quality and the more sustainable use of raw materials.



Fost Plus offers a variety of tools with which companies can test and improve the recyclability of their packaging.



Not only do we help our members operate in a more sustainable way, we also assess our own activities.

Lean & Green Award

In June 2016 Fost Plus had the honour of receiving the Lean and Green Award from the Flanders Institute for Logistics. The award recognises companies that draw up a specific plan to emit 20% less CO₂ in the next five years. To achieve this objective Fost Plus works in close cooperation with the intermunicipal companies and waste companies directly involved in the collection of the materials in the field. Attention is paid to a broad range of activities including the optimisation of collection routes to reduce the kilometres travelled, trainings on eco-friendly driving and investments in a more environmentally-friendly fleet.



Clear e-commerce rules

Online shopping has been growing in popularity for years. Today, it is estimated that about 6% of Belgian trade takes place through the internet, and 40% of this is with foreign companies: a trend which presents Fost Plus with several challenges. Online shopping leads to an increase in transport packaging and the use of additional protective materials. Not all foreign traders are Fost Plus members. In 2016, we set out guidelines for the packaging responsibilities of these companies. They are aimed primarily at web shops which specifically address the Belgian market.



Financial figures

Profit and loss account

Operating income amounts to EUR 157 million. It comes from two principal sources: material revenues and contributions of members. Material revenues amount to EUR 84.7 million including revenue of EUR 25.1 million from non-packaging paper-cardboard. These revenues are transferred to the intermunicipal companies. Material revenues are at approximately the same level as in 2015. Member contributions amount to EUR 72.1 million.

Operating expenses amount to EUR 161.6 million. The “miscellaneous services and goods” (EUR 166.8 million) include collection and sorting costs, the transferred revenues from non-packaging paper-cardboard, the contribution to the regions, the costs of tackling litter, and the costs of communications, IT and other services. The negative sum of EUR 12.1 million for “provisions for risks and losses” comprises an amount receivable for material revenues of EUR 6.15 million, which will be factored into future Green Dot tariffs, and a return of EUR 5.92 million from material provisions accrued in previous years.

The profit and loss account closes with a negative result of EUR 4.6 million.

Allocation of results

In accordance with Article 17 of the Articles of Association, the Board of Directors proposes carrying over the negative result of this financial year (EUR 4,646,080), as well as the results carried over from previous financial years, to the next financial year.

Profit and loss account (EUR)

	2016	2015
Turnover	156,057,633	146,799,985
Other operating income	977,794	966,477
SALES AND SERVICES	157,035,427	147,766,462
Miscellaneous services and goods	166,839,218	149,457,934
Salaries and social security charges	5,753,429	5,091,341
Depreciation	970,205	959,531
Write-downs	-36,123	50,133
Provisions for risks and losses	-12,067,640	-12,165,105
Other operating expenses	174,963	220,235
COST OF SALES AND SERVICES	161,634,052	143,614,069
OPERATING RESULT	-4,598,625	4,152,393
Income from circulating assets	30,523	124,694
Other financial income	43,502	12,612
FINANCIAL INCOME	74,025	137,306
Other financial expenses	121,480	99,914
FINANCIAL EXPENSES	121,480	99,914
RESULT	-4,646,080	4,189,785
EXCEPTIONAL EXPENSES		3,192
RESULT TO BE APPLIED	-4,646,080	4,186,593

Balance sheet

Upon allocation of the result, the balance sheet total amounts to EUR 115,499,982. Following the addition of the negative result for 2016, the surplus brought forward amounts to EUR 10,419,319 million.

The amounts receivable are on the order of EUR 12.2 million and concern an accumulation of the negative differences between realised and budgeted material revenues. Of this, EUR 6.1 million is factored into the budget and the Green Dot tariffs in 2017. The balance will be factored into the budget and the Green Dot tariffs in 2018.

Balance sheet (EUR)

	2016	2015
ASSETS		
Intangible fixed assets	2,078,053	1,501,375
Tangible fixed asset	971,304	1,028,878
Financial fixed assets	28,276	16,700
FIXED ASSETS	3,077,633	2,546,953
Amounts receivable after more than one year	12,198,672	131,032
Amounts receivable in one year or less	40,332,472	35,622,981
Current assets	59,824,156	64,854,895
Prepayments	67,049	283,315
CIRCULATING ASSETS	112,422,349	100,892,223
TOTAL ASSETS	115,499,982	103,439,176
LIABILITIES		
Reserved funds	30,000,000	30,000,000
Surplus brought forward	10,419,319	15,065,399
EQUITY	40,419,319	45,065,399
Liabilities due in more than one year	634,713	634,713
Liabilities due in one year or less	74,138,274	57,359,765
Accruals	307,676	379,299
DEBTS	75,080,663	58,373,777
TOTAL LIABILITIES	115,499,982	103,439,176

Statutory bodies (as of 01.01.2017)

Associate members

ACE Belgium ▪ Agoria ▪ Aldi Holding ▪ Aleris Aluminium ▪ Amcor Flexibles Transpac ▪ Beiersdorf ▪ Boost Nutrition ▪ Borealis Polymers ▪ Brasseries Alken-Maes ▪ Brasseurs Belges ▪ Buurtsuper.be ▪ Carrefour Belgium ▪ Coca-Cola European Partners ▪ Colgate-Palmolive Belgium ▪ Comeos ▪ Confédération Belge de l'Industrie Laitière ▪ Danone Belgique ▪ Detic ▪ Douwe Egberts Retail Belgium ▪ Enteco ▪ Etn. Delhaize Frères et Cie Le Lion ▪ Etn. Fr. Colruyt ▪ Federplast.be ▪ Ferrero ▪ Fetra ▪ Fevia ▪ FrieslandCampina Belgium ▪ GSV ▪ Henkel Belgium ▪ Ikea Belgium ▪ InBev Belgium ▪ Inovyn Manufacturing Belgium ▪ L'Oréal Belgilux ▪ Lotus Bakeries ▪ Makro Cash & Carry Belgium ▪ Mars Belgium ▪ Mondelez Belgium ▪ Nestlé Belgilux ▪ Nutricia Belgique ▪ O-I Europe ▪ Pharma.be ▪ Procter & Gamble Distribution Company (Europe) ▪ Sources Top ▪ Spadel ▪ Tabaserv ▪ Total Petrochemicals & Refining ▪ Unilever Belgium ▪ Van Genechten Packaging ▪ Vandemoortele Lipids ▪ Vinum & Spiritus Association Belgium ▪ VPK Packaging Group

Board of Directors

Chairman:

B. Van Eeckhout

Secretary:

J. Goossens

Auditor:

KPMG Réviseurs d'Entreprises

Members:

L. Ardies - Buurtsuper.be ▪ A. Adriaensen - Pharma.be
J. Clinkemalie - Henkel ▪ T. Couplez - Friesland Campina
D. De Ridder - Ikea ▪ F. De Roose - Aleris Aluminium
J. de Somer - Van Genechten Packaging ▪ K. De Vries - Unilever Belgium ▪ P. Diercxsens - Danone Belgium
M. du Bois - Spadel ▪ J. Eylenbosch - Coca-Cola

European Partners ▪ T. Lammens - Etn. Delhaize Frères et Cie Le Lion ▪ P. Léglise - Carrefour Belgium
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