

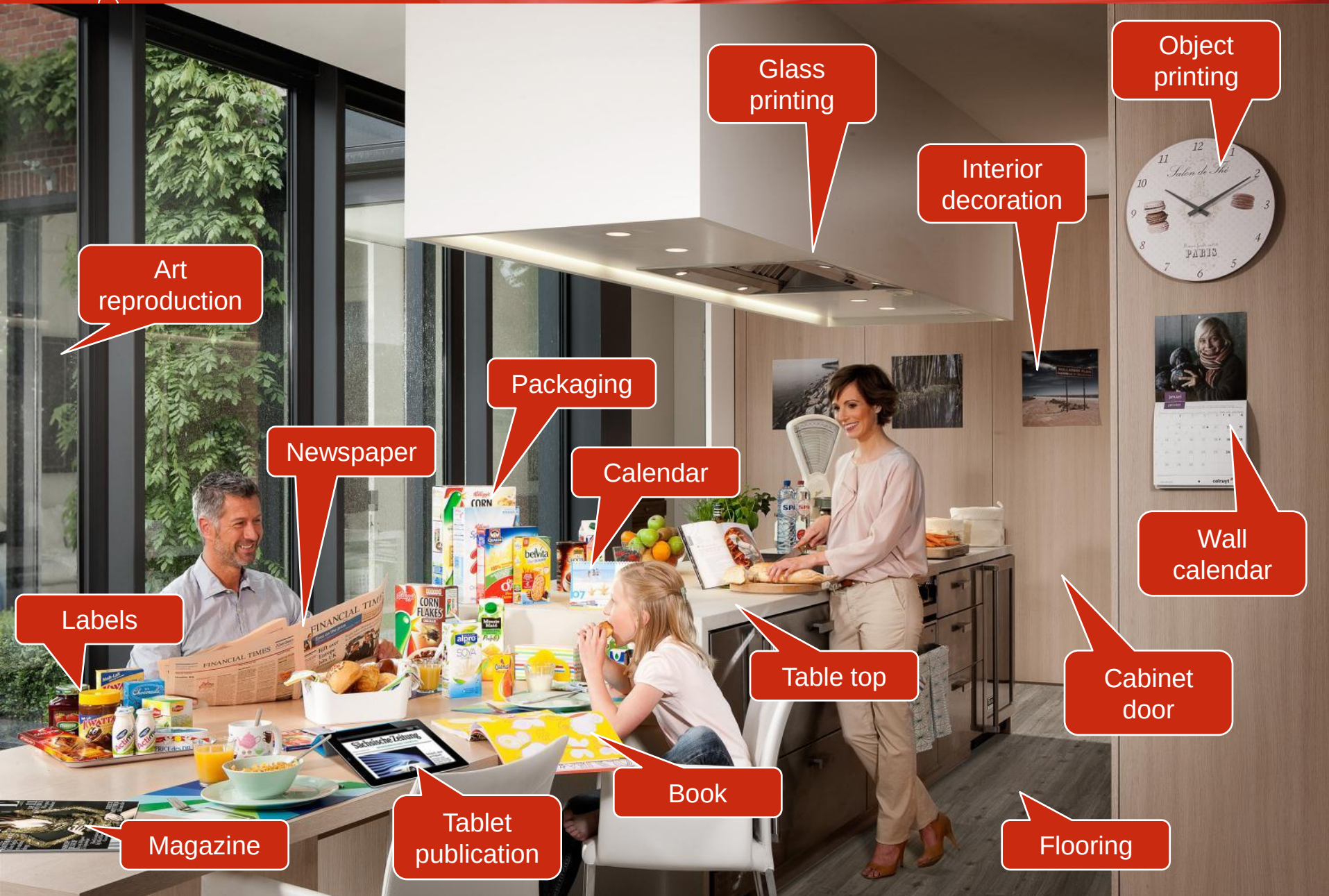


Circulair business model via een collaboratieve supply chain

Agfa Graphics

SCA-award Winner – Project of the year 2015
ELA-award Finalist – Project of the year 2016
ELA-award Winner – Award of the Public, 2016

We zien elkaar wellicht dagelijks



1. Via **energie reductie programma's**, **afval reductie**, ...

Agfa's performance worldwide (2003 – 2015)

Water usage (-51%), CO2 emissions (-52%), Energy usage (-33%), VOC emissions (-78%)

Plate factories worldwide: ISO14001, OSHA18001 and ISO50001

2. Ontwikkelen van **ecologisch-vriendelijkere** producten

Chemistry-free digital plates

Inkjet replacing screen printing

No Volatile Organic Compounds in our UV inkjet inks

3. verder **kijken dan de Agfa grenzen...** Life Cycle Analysis (VITO)

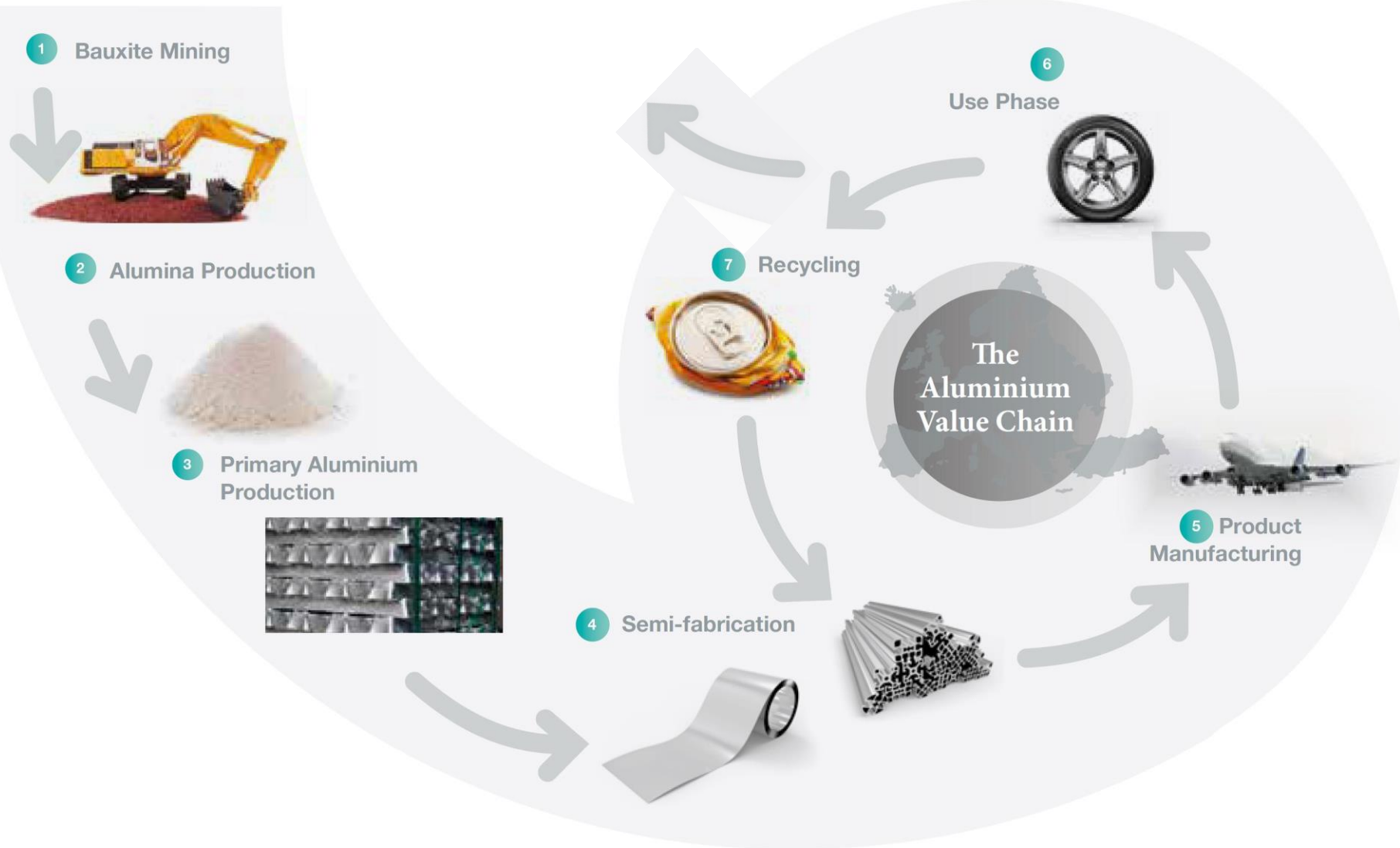
LCA studies op zowel Agfa producten als samen met klanten

Closed Loop Supply Chain met alle betrokken partners



Levenscyclus Analyse Litho Aluminium

Value stream... van "Ontginning" tot "Afval"



Levenscyclus Analyse

Value stream... van "Ontginning" tot "Afval"

Primair
Aluminium (Al)

Al Coil
leverancier
s



- 80% van de totale carbon footprint van een drukplaat is afkomstig van het deelproces 'Bauxite tot Aluminium Coil'

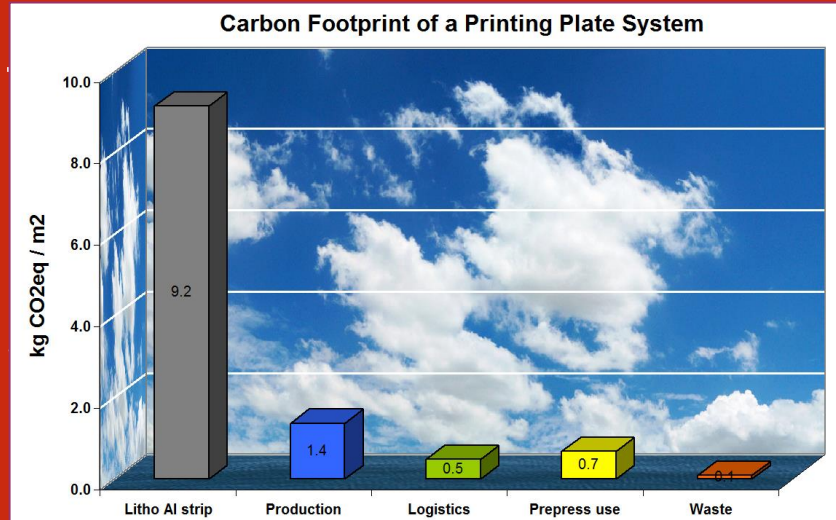
Scrap
Dealer

99,8%



< 99,8%

sterker(er)
gelegeerd Al



verlies; vermijden van scrap export

Klanten

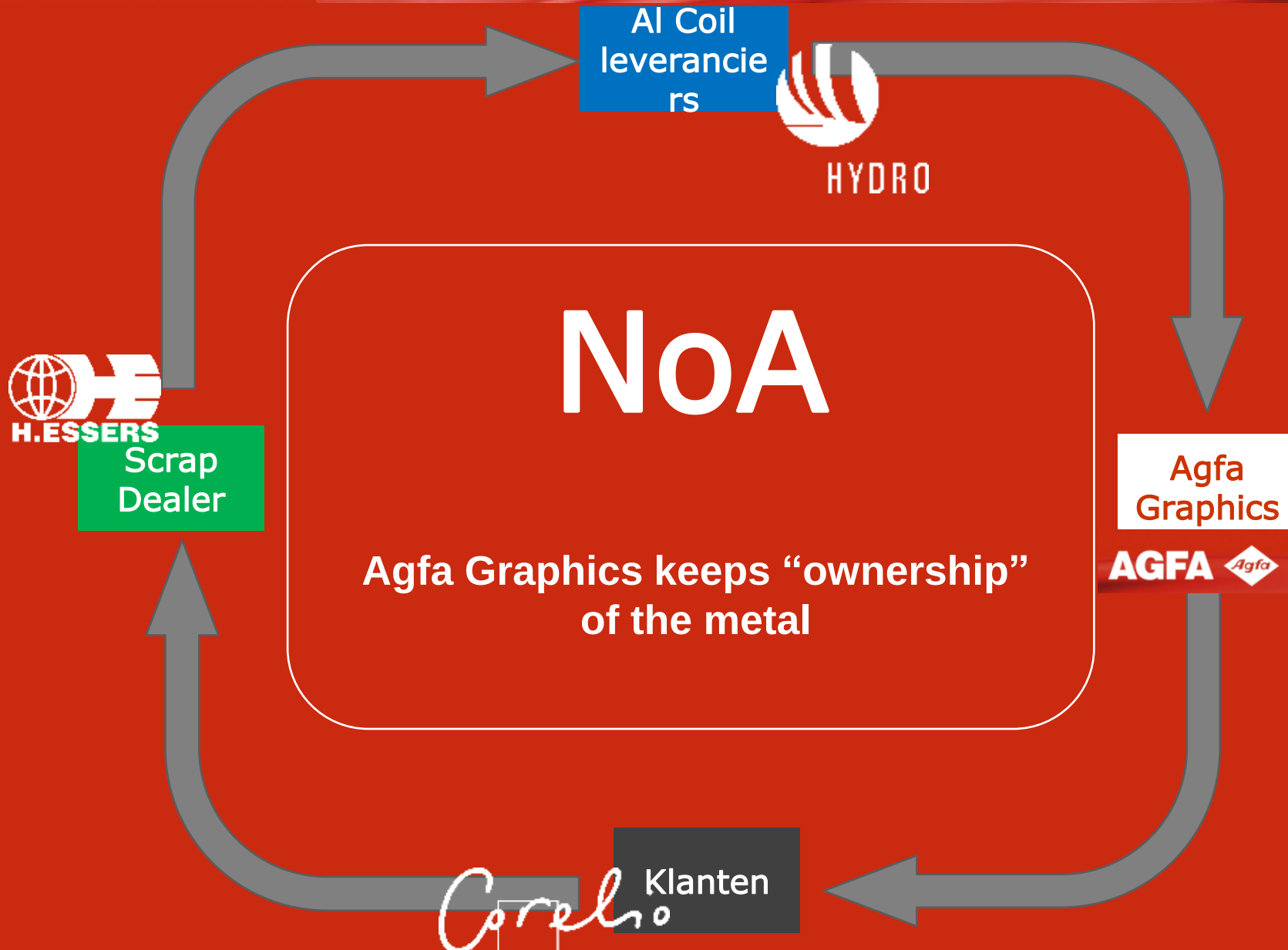
Agfa
Graphics

A new business model is born – ‘Net-of-Aluminium’

Shifting... van “**Produkt**” naar “**Service**”



STAY AHEAD. WITH AGFA GRAPHICS.



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Primair
Aluminium

Al Coil
leverancie
rs

Conventioneel
business model

Circulaire
business model
(NoA)

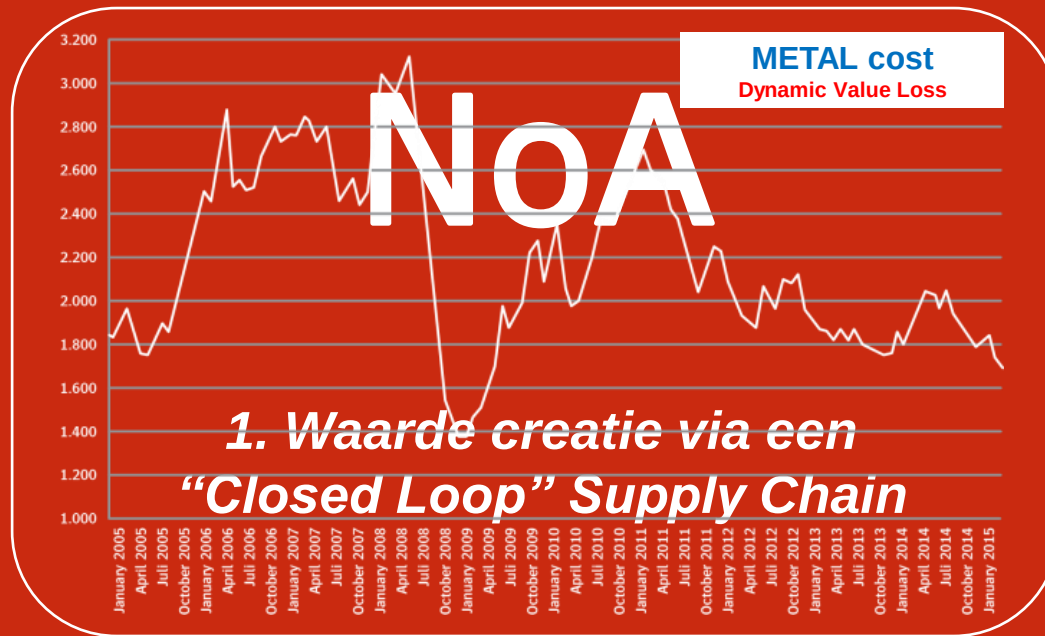
VALUE
loss

RECY-
CLING
cost

METAL
cost

SCRAP
value

SCRAP
value



Agfa
Graphics

Klanten

A new business model is born – ‘Net-of-Aluminium’

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Conventioneel
business model

Circulair
business model
(NoA)

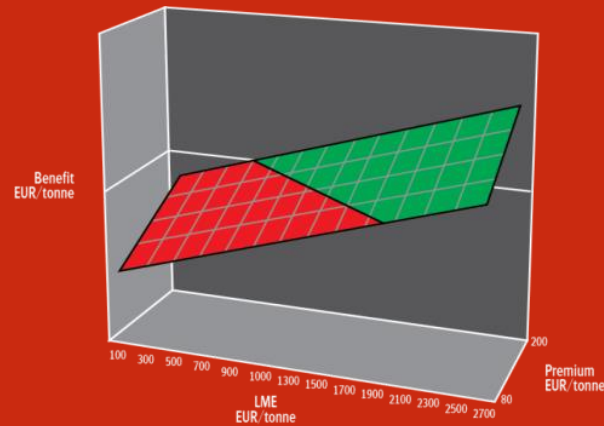
VALUE
loss

VALUE
creation

RECY-
CLING
cost

Al Coil
leverancie
rs

Monitoring the VALUE creation
“Dynamic” VALUE loss versus “Static” RECYCLING cost



Agfa
Graphics

Klanten

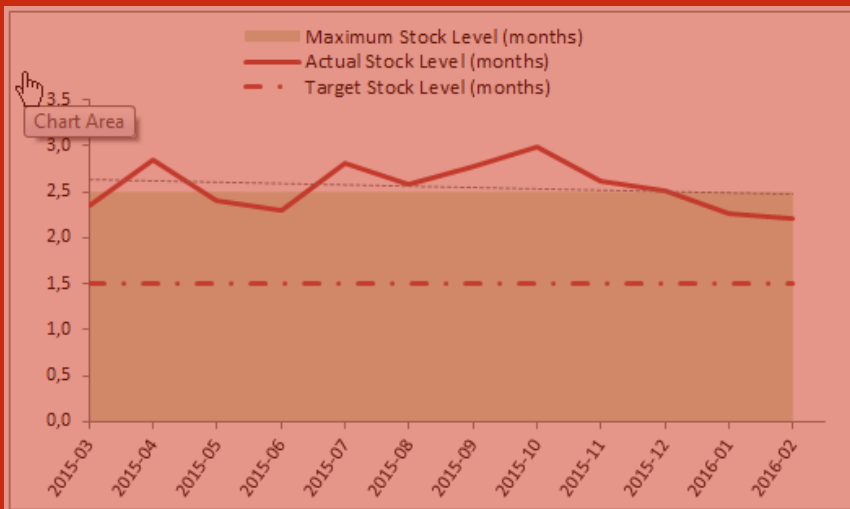
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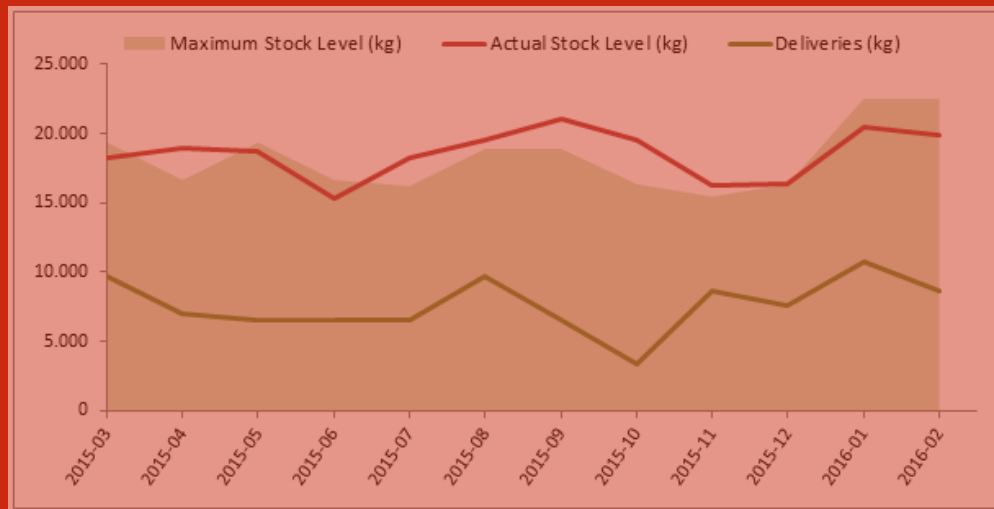


- **Metaal stromen tussen de business model partners**
 - In 2016, **16 KiloTon** metaal dient beheerd te worden in de Closed Loop Supply Chain
- **Materiaal balans @onze Klanten**
 - Meer dan **100 klanten voorraad punten** in Europa worden gemonitored!
 1. **Intelligent** gedefinieerd “**Window-of-Operation**” om **overstocks** te managen
 2. **Trending** om **pro-actief** mogelijke **fysische inventory issues** te identificeren
 - Jaarlijkse on site **stock-counts** worden uitgevoerd
 - Maandelijkse **communicatie** met de klant om **transparantie** te creëren

Inventory in months

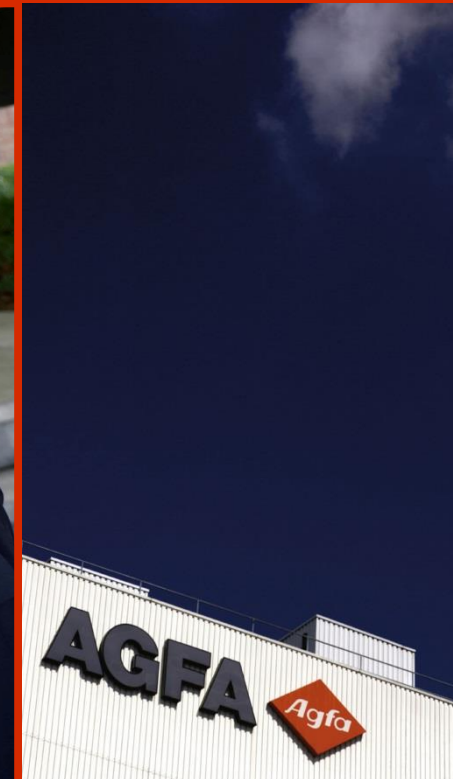


Inventory in KGs



Win-Win through “Collaboration”

	Alu Supplier	Agfa Graphics	Customer	Scrap Dealer
Working Capital	Less	Impacted	Less (-15%)	Less
Financial benefits	Margin Melting fee	€6 Mio (last 2 years)	TCO (-1%)	Higher volumes
Less risks	More independent from the commodity market			
Material Balance Mgmt	Agfa Graphics			
Focus on core business	Yes			
Long-term Partnership	Yes			



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Klanten

Prijs reductie >15%

Vaste prijs

Materiaal balans

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Agfa Graphics

Verbeterde EBIT

(maar een lagere omzet)

Verhoogde
voorspelbaarheid

Meer service

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Alle Partners

Verlaagd risico

*Verhoogde
voorspelbaarheid*

*(de afhankelijkheid van
de commodity market
daalt)*

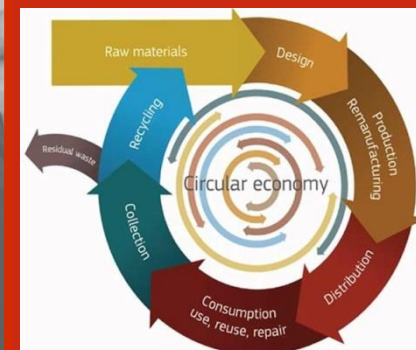
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Europe

Fit met de **Europese**
Circulaire Economie
ambities

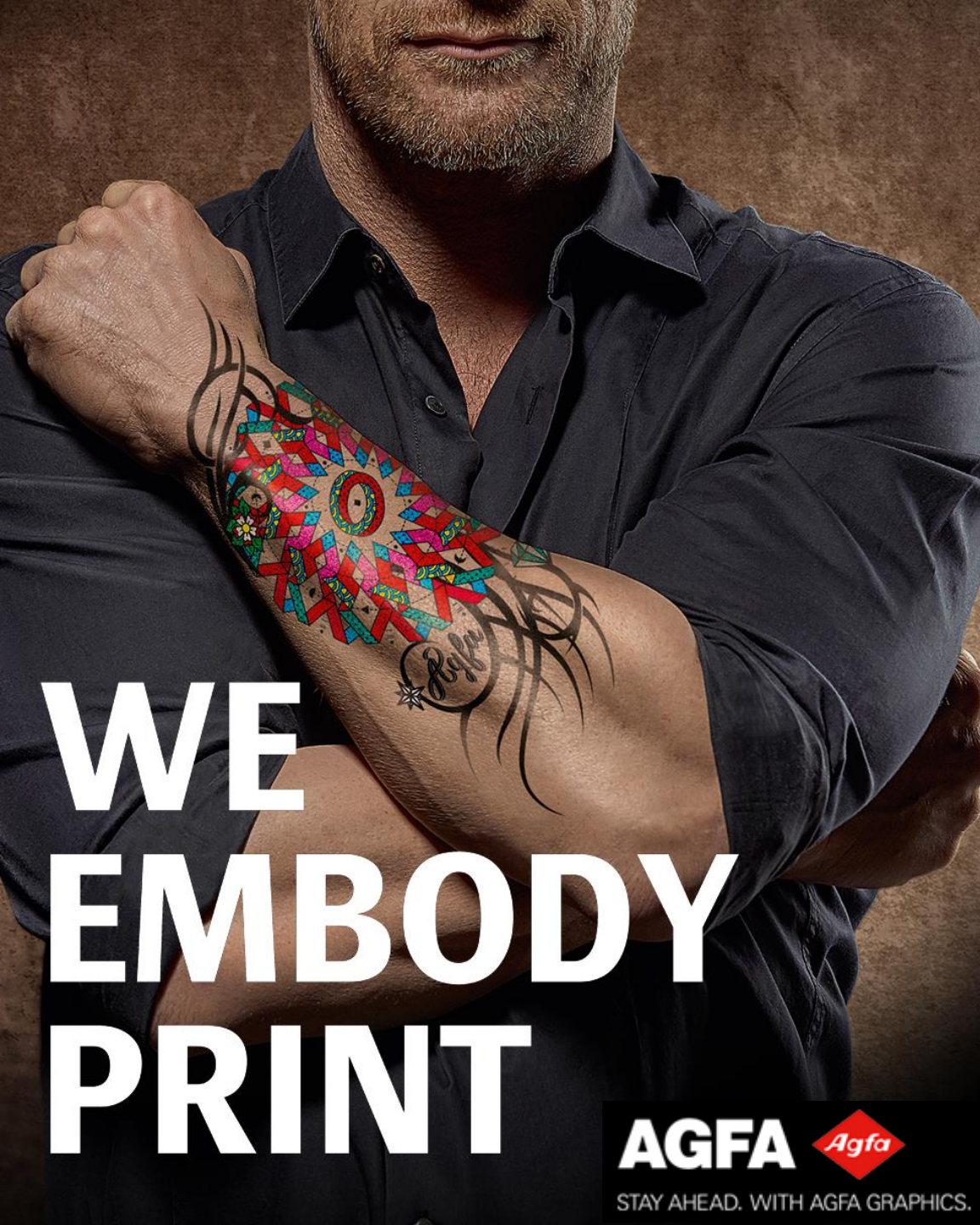


- Interne weerstanden
 - van onder de radar tot strategisch project
 - van de technical community naar finance
 - complexiteits toename in de S&OP
 - werkkapitaal en omzet impact
 - sales strategie
- Van scrap dealer naar service provider
- Kosten beheersing binnen het model
 - Logistieke kost
- Regulatorische beperkingen
 - Lowering of the hurdles and creating a level playing field (EoW; REACH; Circular EU ambition; ...)



- Het circulaire business model tot **de referentie** maken in de offset wereld
- **Groei** van het NoA business model tot **40%** tegen 2020.
 - Uitbreiding naar **andere geografische** gebieden (US,...)
 - Uitbreiding naar eind-klanten die via onze **dealers** bevoorraad worden
 - Uitbreiding naar **op de markt** beschikbaar **litho scrap**
- Het **aanbieden van** Vendor Managed Inventory (**VMI**) aan onze klanten
- **Verbeterde milieu duurzaamheid** via milk-run principes voor scrap collectie





WE EMBODY PRINT

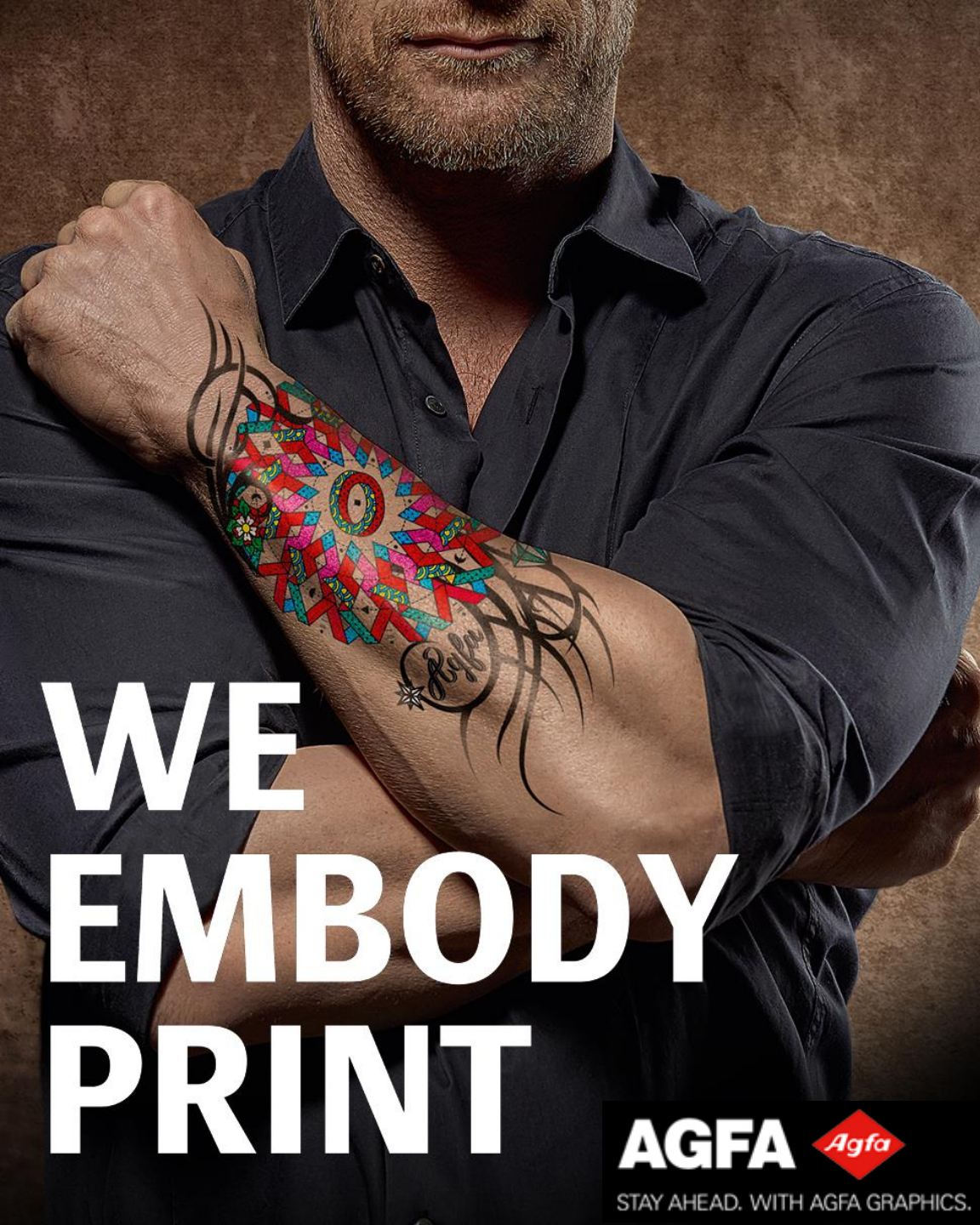
Samen met 4000 competente en enthousiaste **collega's** wereldwijd

Leidend in de Grafische Industrie

Omzet 2015: +/- €1,4 billion



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WE EMBODY PRINT



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met dank voor Uw aandacht

Peter Verschave
SH&E and Product Regulatory