

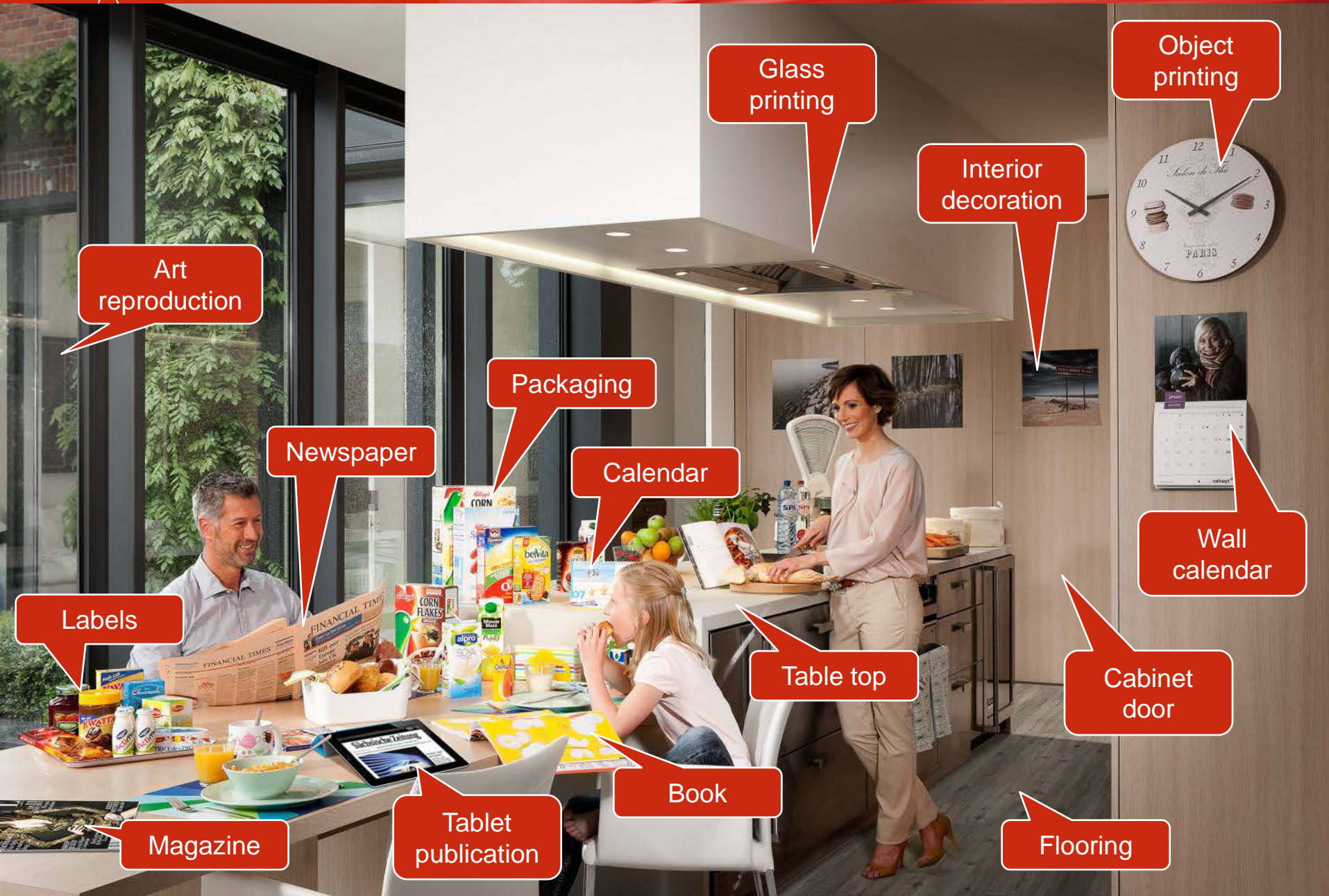


## Circulair business model via een collaboratieve supply chain

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



Art reproduction

Glass printing

Object printing

Interior decoration



Newspaper

Packaging

Calendar



Wall calendar

Labels

Table top

Cabinet door

Magazine

Tablet publication

Book

Flooring



## 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"

## 1 Bauxite Mining



## 2 Alumina Production



## 3 Primary Aluminium Production



## 4 Semi-fabrication



## 6 Use Phase



## 7 Recycling



## 5 Product Manufacturing



The Aluminium Value Chain



# Levenscyclus Analyse

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

Primair Aluminium (Al)

Al Coil leveranciers



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

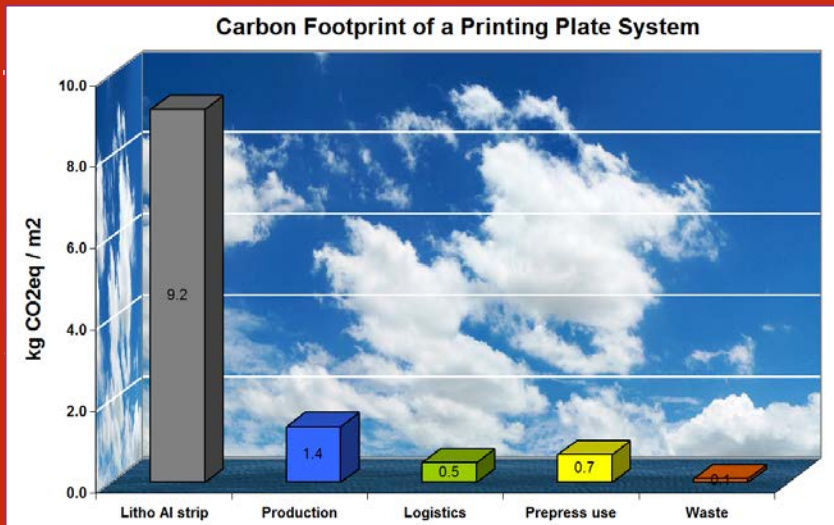
Scrap Dealer

99,8%



< 99,8%

sterker(er) gelegeerd Al



verlies; vermijden van scrap export

Klanten

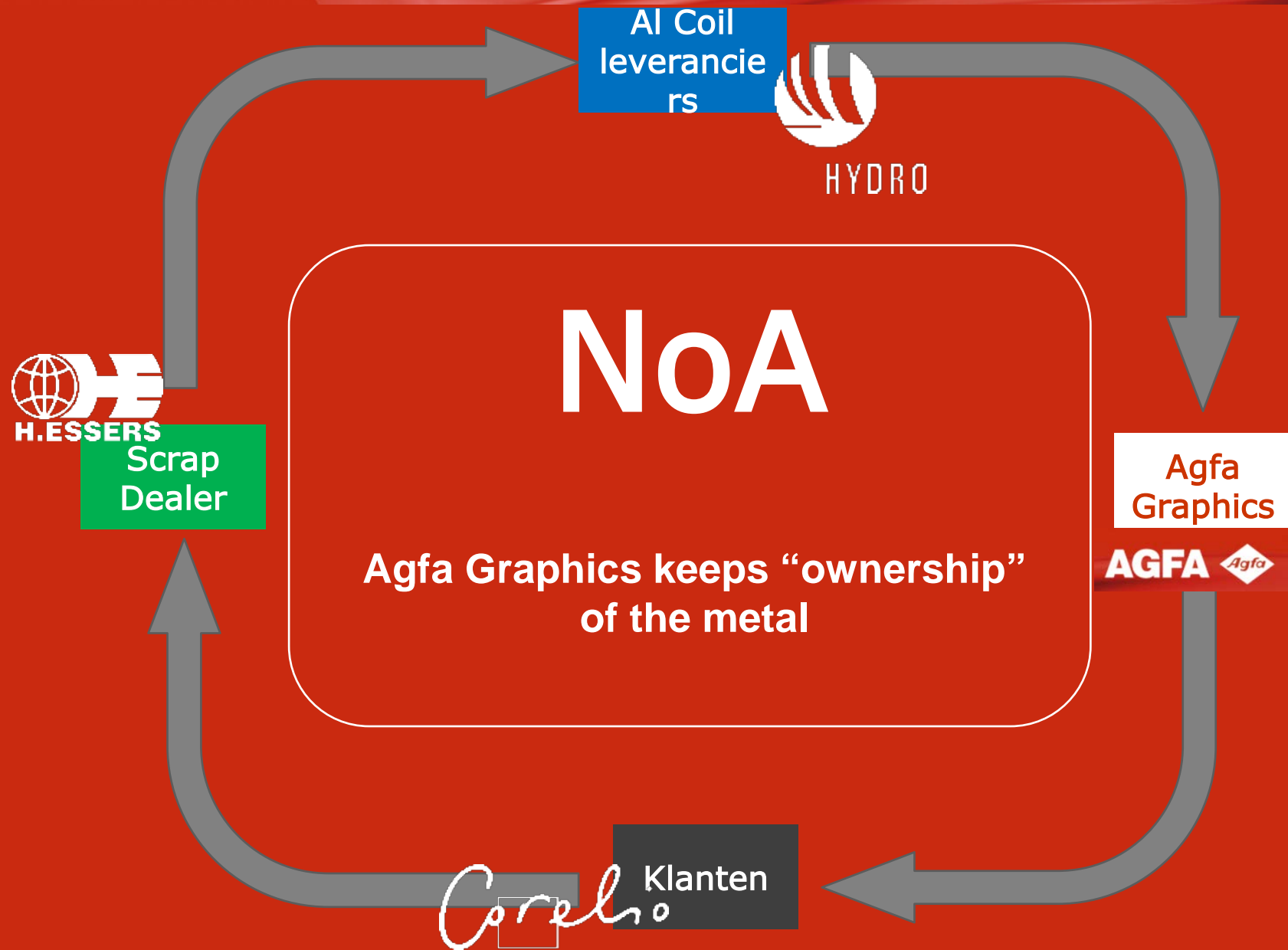
Agfa Graphics

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

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



STAY AHEAD. WITH AGFA GRAPHICS.



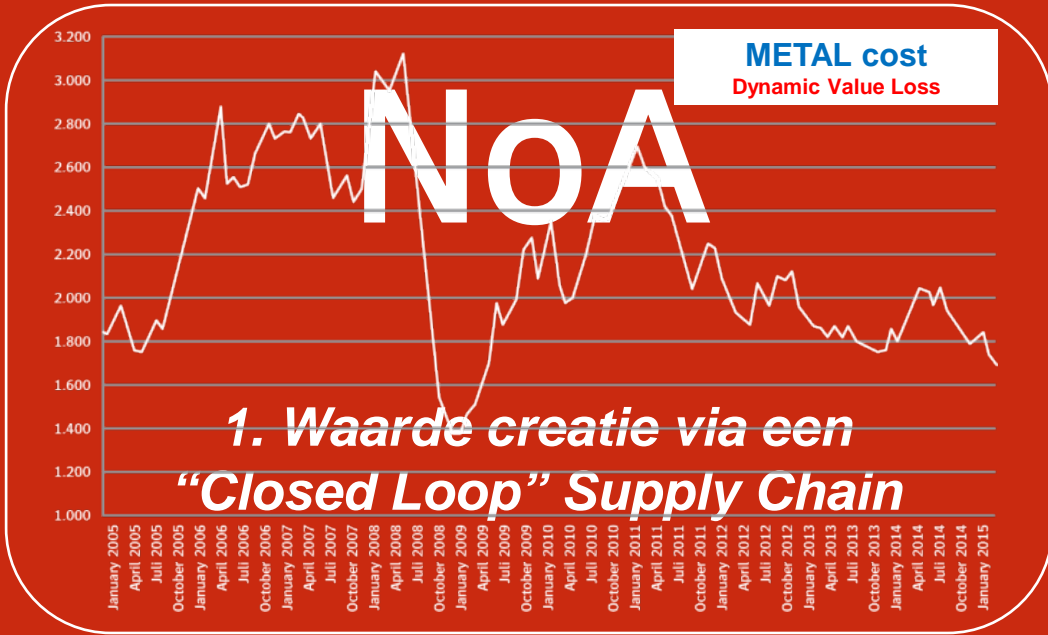
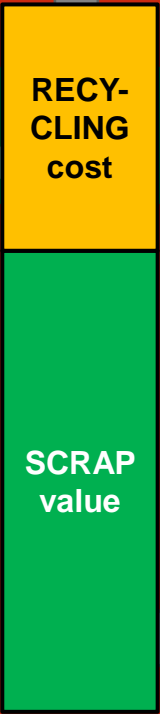
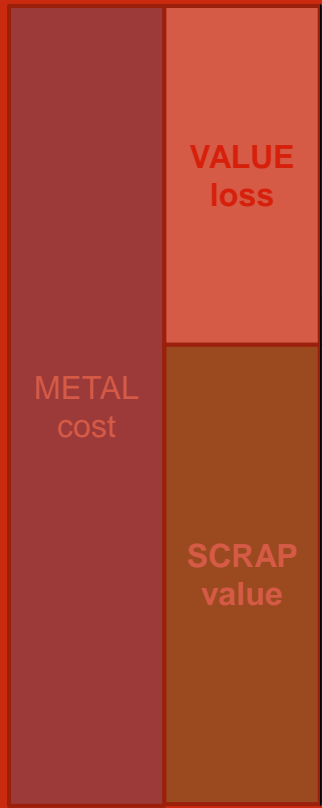
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Shifting... van “**Produkt**” naar “**Service**”

Primair Aluminium

Al Coil leveranciers

Conventioneel business model      Circulair business model (NoA)



Agfa Graphics

Klanten



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

AI Coil  
leveranciers

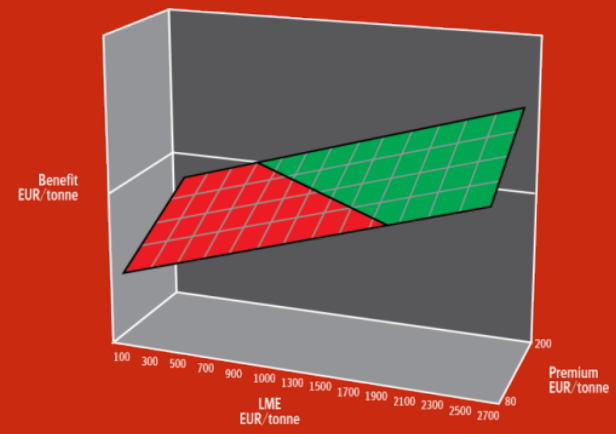
Conventioneel  
business model

Circulair  
business model  
(NoA)

VALUE  
loss

VALUE  
creation  
RECY-  
CLING  
cost

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



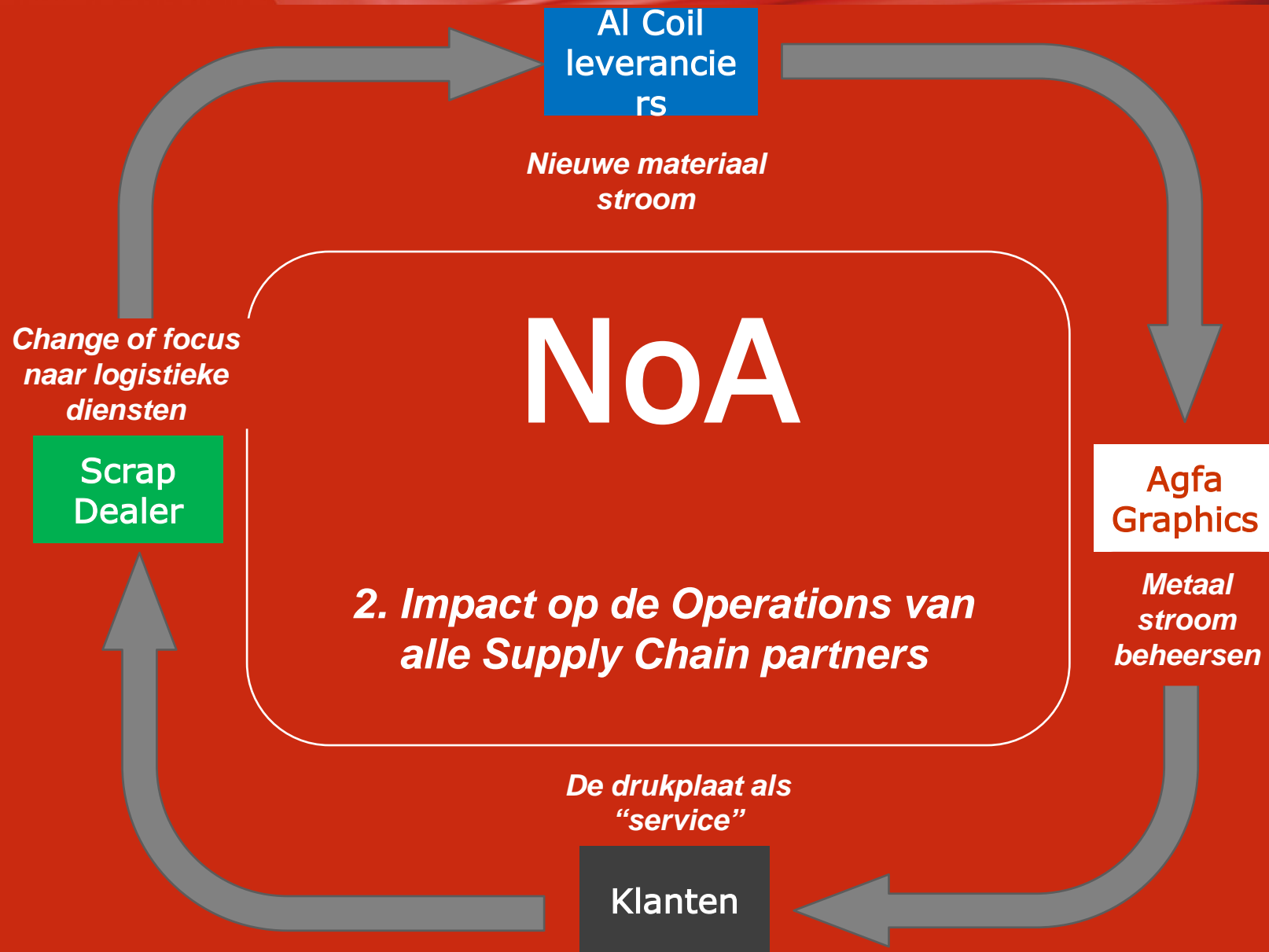
Agfa  
Graphics

Klanten



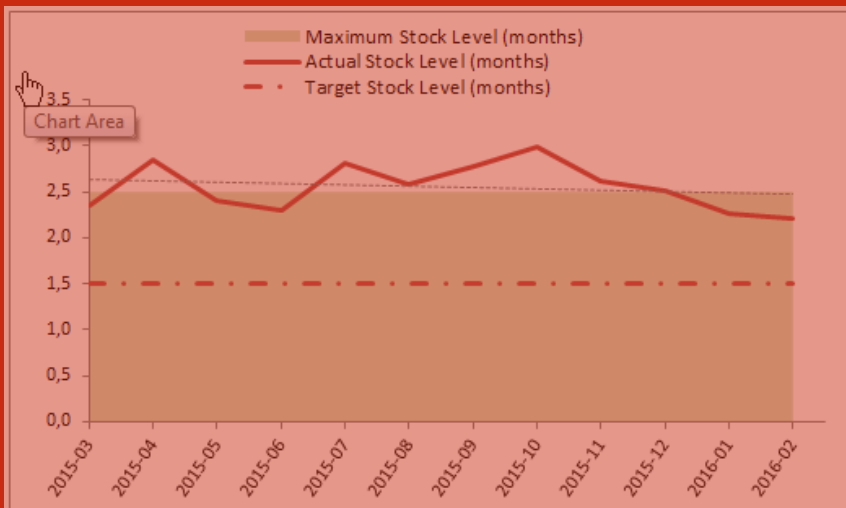
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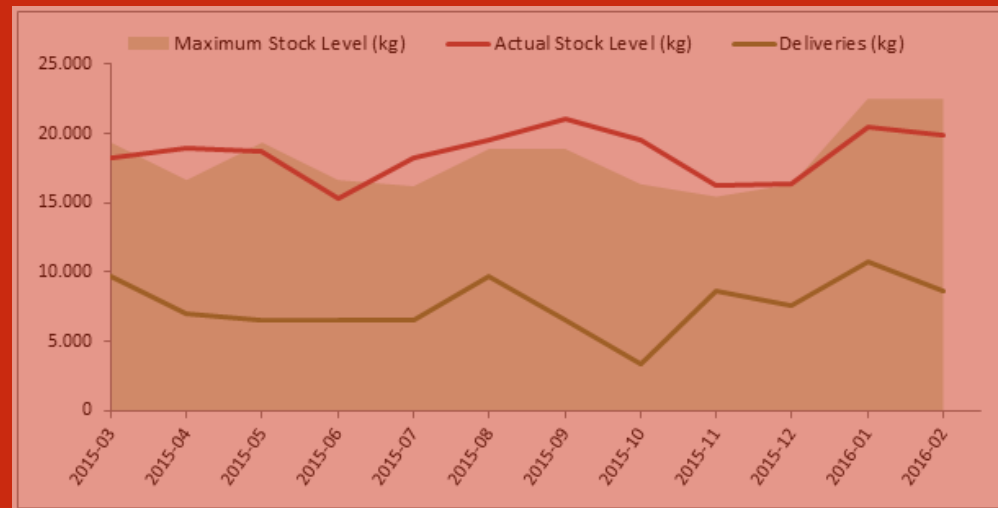


- **Metaal stromen tussen de business model partners**
  - In 2016, **16 KiloTon** metaal dient beheerd te worden in de Closed Loop Supply Chain
- **Materiaal balans @onze Klanten**
  - Meer dan **100 klanten voorraad punten** in Europa worden gemonitord!
    1. **Intelligent** gedefinieerd “**Window-of-Operation**”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

### Inventory in months

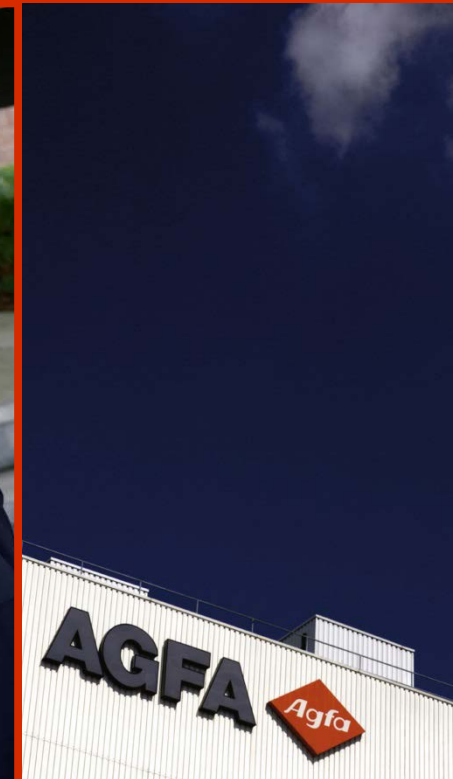


### Inventory in KGs



# Win-Win through “Collaboration”

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

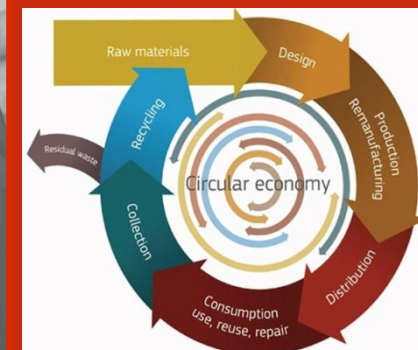
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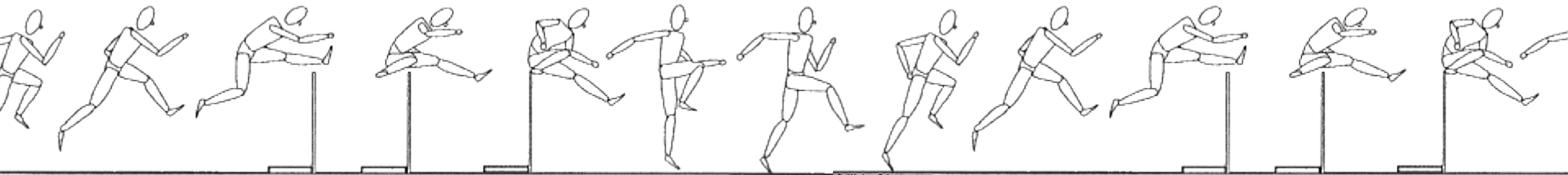


## Europe

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; ...)

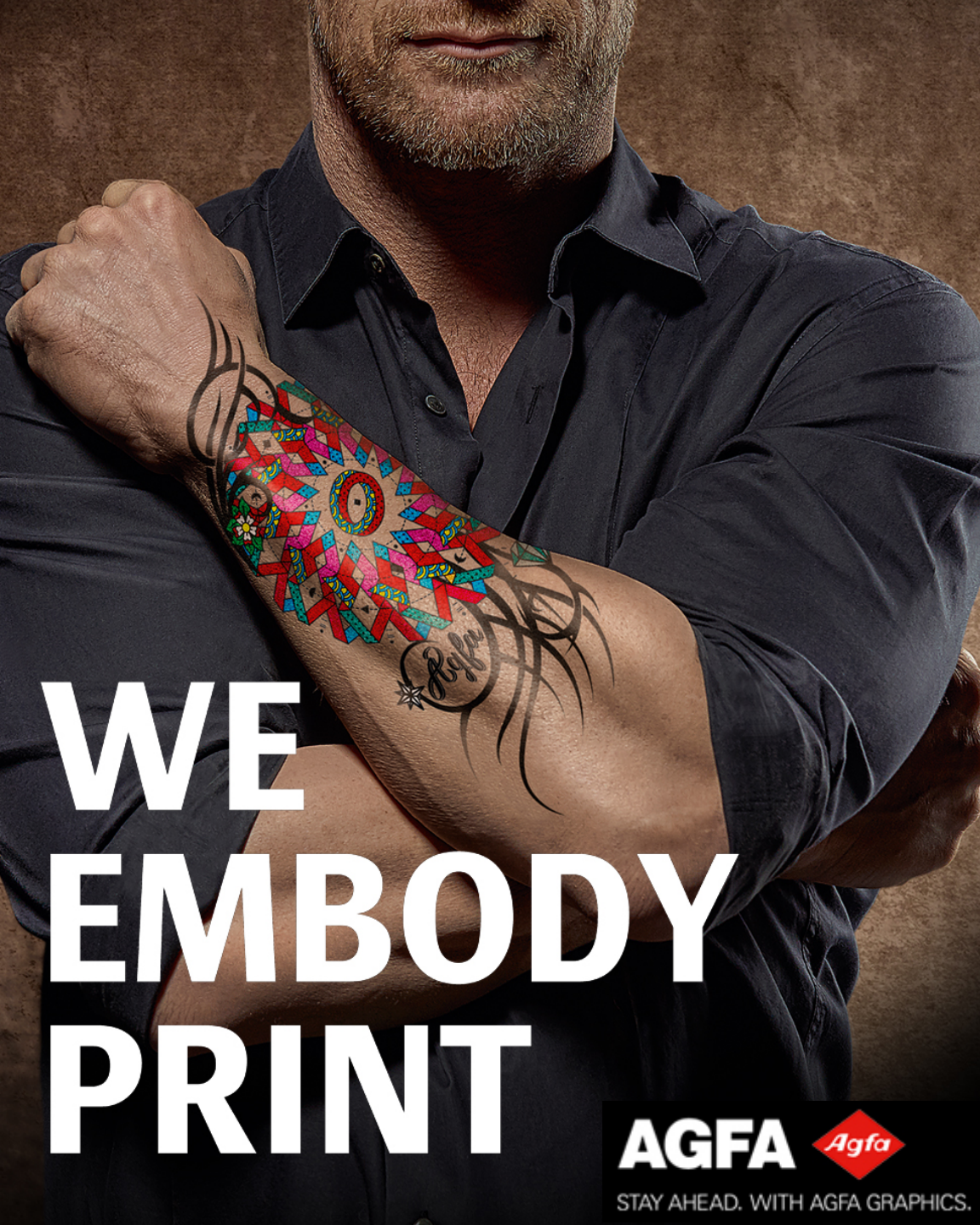




- Het circulaire business model tot **de referentie** maken in de offset wereld
- **Groei** van het NoA business model tot **40%** tegen 2020.
  - Uitbreiding naar **andere geografische** gebieden (US,...)
  - Uitbreiding naar eind-klanten die via onze **dealers** bevoorraad worden
  - Uitbreiding naar **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

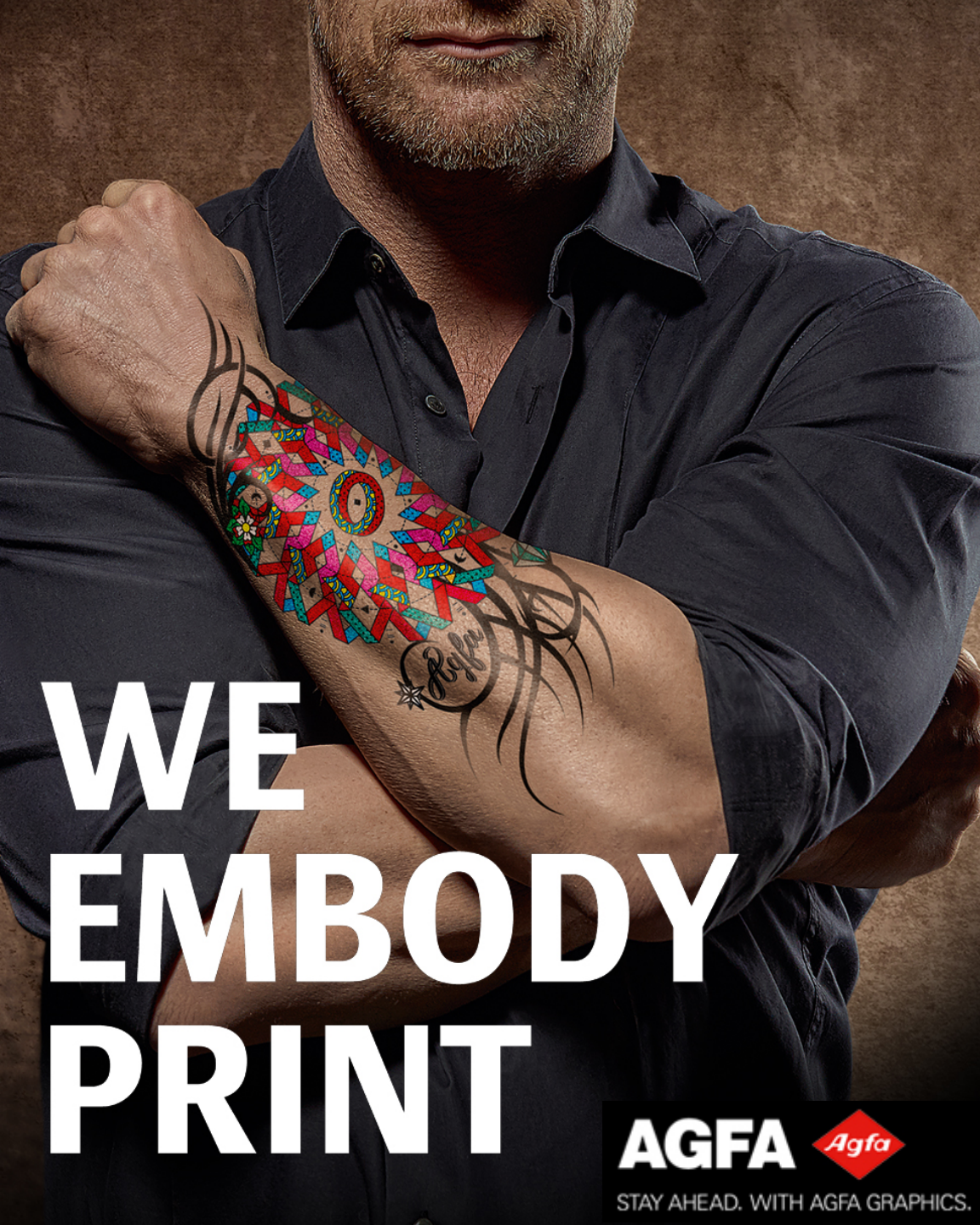
**Leidend** in de Grafische Industrie

**Omzet 2015: +/- €1,4 billion**



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# WE EMBODY PRINT



STAY AHEAD. WITH AGFA GRAPHICS.

met dank voor Uw aandacht

Peter Verschave  
SH&E and Product Regulatory