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EDITORIAL



As we look back at the 23rd FEFCO Technical Seminar, Rome offered not only an exceptional setting but the perfect

backdrop for an industry at a crossroads in technological and regulatory change.

This edition gathered 1,171 participants and showcased a record 185 stands and 120 exhibitors, confirming the Seminar's role as the leading platform for Europe's corrugated value chain.

Technology took centre stage, with discussions on AI, automation, robotics, digital monitoring and advanced process control marking a step-change in how our factories will operate in the coming decade. The insights shared by suppliers and experts confirmed that data-driven optimisation, energy efficiency and decarbonisation are now essential levers of competitiveness.

Our high-level CEO-panel discussion delivered clear insights into the global M&A landscape and the organisational, cultural and operational realities of consolidation. We also celebrated excellence through the FEFCO Awards, recognising outstanding achievements in innovation and lifetime contributions to the sector. These distinctions remind us that progress is driven not only by technology, but also by people and leaders who push boundaries every day.

The success of this Seminar rests on a proven combination: cutting-edge innovation at the booths, high-level presentations, dynamic spotlights and opportunities to connect with peers. As we now turn to the next edition, our Committee will remain closely aligned with the industry's key challenges, incorporating our exhibitors' valuable suggestions so that FEFCO continues to support progress in innovation, sustainability and resilience.

Marc Van Damme

Chair of the Operations and Innovation Committee OIC.

INNOVATION, AI AND SUSTAINABILITY TAKE CENTRE STAGE AT FEFCO TECHNICAL SEMINAR IN ROME

How can Europe's corrugated board industry and its suppliers remain innovative, sustainable and competitive in a world where markets and regulations are changing faster than ever? This was one of the key questions raised by the 1,171 industry representatives gathered in Rome from 8 -10 October for FEFCO's Technical Seminar. Celebrating the event's 40th anniversary and 23rd edition, they discussed the latest innovations, challenges and regulatory developments shaping the future of the corrugated packaging sector.

Under the headline "Elevate Tomorrow's Corrugated Board Industry," the event showcased the industry's transition towards smarter, more circular and digitally driven manufacturing.

Speakers looked at everything from trade disruptions and energy efficiency to new digital frontiers, with speakers underlining how innovation and collaboration will drive the next generation of corrugated packaging.

The three-day programme explored the sector's response to evolving market demands, regulation and sustainability pressures, with sessions covering EU legislation - including the recently adopted Packaging and Packaging Waste Regulation (PPWR) and EU Deforestation Regulation (EUDR) - circularity, digitalisation, automation, artificial intelligence, energy efficiency, cyber security and health and safety.

The exhibition floor featured a record 185 stands and 120 exhibitors from

35 countries, showcasing machinery, digital tools and sustainable solutions across the entire value chain.

The event also included its first-ever high-level CEO panel on mergers and acquisitions, featuring business leaders who discussed the industry's evolving global landscape. It focused on operational aspects of M&A on integration strategies, process alignment and organisational challenges.



Nina Iversen

FEFCO President **Nina Iversen** said the 2025 Technical Seminar showed how the corrugated cardboard sector is adapting to the changing world:

"This Technical Seminar shows the sector's commitment to innovation and excellence. From regulation to recycling, energy to AI, our members are leading the way in making packaging smarter, stronger and more sustainable," she said.



Q&A session on adaptation driven by changing environment and regulation.



Marc Van Damme (OIC Chair) and Juliette Guerin FEFCO Technical Director



Eleni Despotou

FEFCO Director General **Eleni Despotou** said the event captured the spirit of renewal and collaboration that has defined the industry over four

decades. "This milestone edition reflects how far our industry has come as we embrace innovation and sustainability," she remarked. "Corrugated packaging is circular by nature, built on renewable materials and innovation. As the world changes, our sector continues to deliver sustainable, competitive solutions for Europe's economy."

chain disruptions and stricter environmental regulations. And when it came to the policy environment, she noted that the European Commission has made a shift in recent years, from pushing the European Green Deal to promoting a new industrial competitiveness strategy.

As for the actual laws, Mazzei said the main one is the EU's Packaging and Packaging Waste Regulation (PPWR), adopted in December 2024 and in force since February 2025. Mazzei noted FEFCO had been successful in shaping the PPWR, holding more than 200 meetings with MEPs ahead of their vote, so that they could recognise the corrugated

sector's sustainable qualities. But with the law now in force, companies now face challenges with the increased cost of compliance, including the new reporting system, testing substances in packaging and harmonised labelling. There are also opportunities for companies thanks to the cardboard box exemption, the 1.5 kg plastic punnets ban, the sector's high existing recycling rate and harmonised labelling (which can improve sorting at source). She urged everyone to read the FEFCO guidance on PPWR on the website, which includes practical information like the timeline to comply or key requirements for compliance readiness.

Conference overview



Laura Mazzei

In the first day's presentation on adapting to changing environments and regulations, FEFCO's EU Public Affairs Director **Laura Mazzei** spoke about

the challenges of navigating EU laws and rules. She listed the many issues facing the corrugated sector, from conflicts and instability to new trade barriers, supply



Another law is the EU Deforestation Regulation (EUDR), which is likely to be postponed for a year, until 30 December, 2026. The EUDR will demand conformity for virgin material in cardboard production, with companies needing a due diligence statement showing that they are produced in accordance with laws applicable in the country. A benchmarking system will allow risk assignment to countries according to the level of risk of deforestation. Again, FEFCO has produced an EUDR Compliance Guide that includes a decision tree and a timeline.

Finally, Mazzei mentioned the Commission Action Plan 2025, which includes planned measures on circularity, decarbonisation, competitiveness, simplification, an EU bio-based strategy, digital

transition and AI – all of which have implications for the corrugated sector.



Willem van Veen

When it comes to implementing the PPWR, InDufed's **Willem van Veen** noted dryly, "At the moment, there is no packaging in the world that is

compliant with the PPWR." Why is this? "Because the PPWR gives companies a what and when, but not a how."

He explained eight different articles from the PPWR setting down obligations on, say, compostability, labelling and reporting – all new responsibilities for manufacturers. While he recognised that FEFCO did a very good job in upholding industry interests in the drafting of the PPWR, he noted that secondary legislation comes into effect in 2027.

He also noted that the EU does not seek a harmonised labelling system but simply wants a single system for consumers. And that packaging minimisation is a race to the bottom – although there is an empty space limit, which should not be more than 50% of the package.



Anna Sjöstedt

Anna Sjöstedt from RISE addressed current research activities within recycling, saying the challenges include the high variety of recyclability, the

variety of products and processes, the legislation, and the availability of virgin material. She said the sector needed to address this with guidelines for operators on how to design compliant packaging material, common test procedures, evaluation tools and research and development.

Sjöstedt referred to the recyclability test by the European paper industry association CEPI, which imitates the steps in industrial processes like repulping, screening and papermaking. She mentioned FEFCO's own Recyclability Guidelines, which call for maximising the recycling potential of fibre-based packaging, aim to have at least 95% fibre content, minimise the amount of plastics and minimise the amount of laminated board.



Filipe Vieira de Castro

Filipe Vieira de Castro from Cirpack by Veolia explained extended producer responsibility (EPR) and recyclability in the EU. He began with a general piece of advice for

operators: avoid what is not fibre in your fibre-based packaging. That means limiting extras like tapes, labels and windows to only when essential, and making them easy to remove. "We can get the same function with a lower footprint," he said.

Vieira de Castro said that to be recycled, paper-based packaging needs to be collected, sorted into the correct paper stream, repulped and made into a new material. Yield and quality are vital, he said, underlining the connection between recyclability and responsibility. "Design for upstream material sourcing with circularity in mind, knowing that fibres will return to you," he said, adding that data shows how paper and cardboard recycling is 85%, compared to 76% for glass, 77% for metals and 41% for plastics.





Panel discussion on supporting operations through remote expertise, service innovation and AI. See speakers below.



Sebastian Schauten

Henkel's **Sebastian Schauten** talked about sustainability and circular innovation. He noted that consumers are aware and concerned about climate change,

seek sustainable solutions and use packaging as a reference for overall sustainability. "They expect brands to take responsibility, act and bear the costs," he said. "Paper has a unique opportunity as consumers want to avoid plastics," he added, noting the powerful 'Say No to Plastic' campaigns.

As companies transition to a circular economy, Schauten outlined challenges and expectations. "We have to ask, when you have recyclable paper, how is it certified?" he said. He also urged industry to work together to unify standards (on, say, lifecycle assessments), share data platforms and collaborative innovation. "Please bring it together!" he said. "If it is not comparable, it is not useful to us as customers."



Peter Külpmann

When it comes to packaging for e-commerce, or right sized packaging, Packsize's **Peter Külpmann** talked about the empty space ratio (ESR),

using master data to calculate entry automation solutions (which do not require filling), high automation solutions (both box first and box last) and on demand packaging. All these innovations save freight costs, lower weight and reduce labour. He urged companies to embrace more automation and more adaptability to meet consumer demands.



Lars Engel

The second day's morning session on advanced technologies began with a panel debate on how – and what – systems to adapt.

BHS's **Lars Engel** praised the FEFCO framework that ties in with the end customers. He predicted that AI would improve operator skills and even take operators out of the process. "It brings us close to a hands-off situation," he said. "Everything that can be digitised will be digitised. Go forward, be positive, be bold!"



Marco Bertola

improve customer satisfaction," he said.

Fosber's **Marco Bertola** said the technology has to be as important as the people to improve the performance. "Our duty is to use the information to



Jean-Pascal Bobst

Jean-Pascal Bobst, from Bobst, said he was optimistic about using AI to help learn from problems. "We are looking at the full connectivity of all the machines," he said.



Markus Weiss

And **Markus Weiss** from Koenig & Bauer said data was a shared ownership, with the customer owning their own operating data and the supplier collecting data needed for service.

In the presentations:



Jan Geuens

OMP's **Jan Geuens** looked at the various problems AI could solve in supply chain planning and explained how the OMP copilot tool addressed various questions.

He said the key enabling features where AI will play a role include continuous learning and adaptation, reality-based modelling and best-fit mathematical/AI algorithms.



FEFCO Team on the left - Operations and Innovation Committee members on the right.



Giovanni Bettini

Giovanni Bettini from Mitsubishi Heavy Industries explained the results of a case study on AI in corrugated quality and process control in Japan, and noted how everyone is getting more and more familiar with the technology, and said Mitsubishi was applying it to address customer needs, notably on conventional feedback control on warping and moisture.



Neil Sillick

Neil Sillick from eProductivity Software/ePS talked about process control and how costs add up without strong measures. "Taking strong measures leads to better knowledge retention, continuous improvement ensures consistency and quality, and bridges people and skills gaps."



Patrick Borgions

Patrick Borgions from C-Tech looked at the considerations for automation, saying it was possible to have 100% automation, with a setup time of one minute for repeat jobs and an average

of five minutes for a new job without any manual interventions.



Dave Swedes

Dave Swedes from Valco Melton explained how AI image recognition is helping with quality control, notably with folding gaps and print defects. "AI is not for everything: ChatGPT can't do everything. But AI done well can be fast and robust," he said.



Stefan Trenz

BHS's **Stefan Trenz** talked about research on digital twins and said the benefits were increased customer satisfaction and value creation, with faster start-up times, improved financial control and better quality assurance.

The second day's afternoon session was about innovation in energy efficiency and decarbonisation. In the presentations:



Michael Sturges

Michael Sturges, a consultant at RISE, spoke about the applications of the FEFCO Life Cycle Assessment (LCA) study. He noted a

48% reduction in the use of fossil fuels at the mills between 1997 and 2021, and that renewable fuel use has increased nearly fourfold between 1997 and 2023. "It is a treasure trove of data," he said, as it makes the case for corrugated packaging as an environmentally responsible and sustainable solution.



Paul van Bezouw

Paul van Bezouw from Containerboard Europe spoke about the Containerboard Europe path to net zero. "Although we take our responsibility seriously, we will not succeed alone: we need a fully aligned value chain, including suppliers, producers and customers," he said, adding that policymakers could help by providing regulatory simplicity and consistency, as well as capacity, availability and stability. "This is not just a strategic necessity but an opportunity," he said.



Allegra Alessi

Allegra Alessi from Bobst looked at what packagers can do with the data they collect on energy monitoring, so they can reduce energy waste and lower costs without reducing performance.

"We have found irrefutable evidence that profitability is fully compatible with the planet," she said. "The more stable the job, the less energy you use."



Tom Fluri

Tom Fluri from the Fraunhofer Institute for Solar Energy Systems ISE outlined different technologies, including heat pumps, Power2Heat plus thermal energy

storage, solar thermal collectors and biochar carbon removal – and touched on geothermal, de-steaming and hydrogen.



Helmut Lawatsch

Helmut Lawatsch from ENERTEC looked at the possibility of installing decarbonised steam generation plants and concluded that corrugator plants have limited

options for phasing out fossil fuels and thus decarbonising steam production. This is due in part to the size of the factories and in part to the high steam temperatures that are currently required. However, he was optimistic that high-temperature heat pumps would be commercially available in a few years.

On the third and final day, the seminar hosted its first-ever high-level CEO panel on mergers and acquisitions. The session provided practical insights for operations, supply chain and leadership teams, with full respect for confidentiality and competitive sensitivities.



Saverio Mayer

Smurfit Westrock President & CEO **Saverio Mayer** urged merging companies to know what they are getting into.

"Everyone has their own business model,"

he said. "But you should understand and respect the business and culture you are going into. You cannot expect an American business to do things like Europeans do. And it is all to do with people and taking them into your decisions and taking risks." He urged CEOs to be

flexible when they acquire another company. "You can make a plan, but you have to adapt it to reality," he said, adding that one of the problems with big businesses is that "they have many balls in the air, but nothing gets done."



Susana Alejandro

Saica President & CEO **Susana Alejandro** agreed,

saying that when integrating a new company, you need to respect diversity. "We have our values,

but we have to remember that they are doing it their way," she said. "What works in Europe might not work in the US." She said that after every acquisition, Saica brings the new staff to their headquarters in Zaragoza to help them understand the company and the culture.



Stefano Rossi

DS Smith Packaging Division CEO **Stefano Rossi** said

companies have a responsibility to promote a culture where people can express themselves.

"It is absolutely true that you have to empower as close as possible to the point of impact. One simple ingredient for integration is to be present as leaders – to

engage and to inspire. You have to show your face," he said. Rossi said DS Smith did not consider M&A only in terms of financial benefit. "We have to see how well they integrate. You can set up teams, but you need clear leadership and clear communications," he said.



Jan Klingele

Klingele Paper & Packaging Group, Managing Partner, CEO **Jan Klingele** said companies need to recognise when acquisitions don't work.

"The risk is that you find out the fit is not as good as you hoped," he said, and mentioned one takeover in Mauritania where Klingele clashed with the local company on human resources and safety. "We believe very strongly in local management. But there are times when the company does not want to be integrated and we just have to let them go," he said.

After the CEO panel, the final session included a series of presentations.



Filippo Beltramello

Filippo Beltramello, from the GIFCO Technical Committee, spoke about the evolving treatise for onboarding and induction of new



talents into the world of corrugated cardboard. "We have created a treatise that speaks all the languages of corrugated cardboard, from the machine to the office," he said. "It is designed to be clear, modular and comprehensive. It is like a map: a collective work that is technical but accessible."

Beltramello said the treatise provides essential knowledge and, like corrugated board, is built in layers. "It is not just a book, but a training too – looking at the history, the raw materials and the production processes," he said. "Our work is not just to inform but to extend the training. This is not the end, but the beginning of the process. Use it, improve it and share it!"



Haans Christian Hansen

Haans Christian Hansen from DS Smith outlined the FEFCO Cyber security Handbook, which lists the key threats facing manufacturing,

which include:

- ransomware (especially double extortion)
- supply-chain attacks (vendors, software, services)
- IT/OT convergence exploitation (industrial control systems)

- espionage and intellectual property theft
- phishing and credential compromise
- exploitation of unpatched vulnerabilities (CVE exploits)

He said there was an exponential rise in attacks on manufacturing in recent years and advised the conference delegates to check out the FEFCO Cyber security Handbook. He also urged the industry to speak out, saying that one of the factors driving hackers is that businesses stay silent when they are attacked.



Robert Björklind

Robert Björklind from Walki spoke about barrier coatings and bio solutions for corrugated packaging, outlining the different materials and

systems and the different applications – like PET laminates that provide excellent barriers against heat and moisture. He noted that producers are looking for more sustainable alternatives such as dispersion coating, glue laminates, bio polymers and wax coatings (the latter causing recycling challenges because of their hydrophobic properties).



Sebastian Schieder

The session concluded with a panel discussion on how to improve relations between users and suppliers. BHS's **Sebastian Schieder** said all the players needed to improve their approaches to the challenges and to one another.



David Giusti

Fosber's **David Giusti** focused on safety, saying that like a square table, it needs four strong legs: manufacturers, employers, institutions and operators of the machines.



Léonard Badet

And **Léonard Badet** from Bobst said collaboration is key, with everyone knowing what the standards and norms are.

WELCOME RECEPTION



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Corrugated packaging industry innovation awards at FEFCO's Lyon Technical Seminar

The most innovative, inspiring and sustainable players in the corrugated industry were honoured with prestigious prizes on 10 October at the end of the 23rd FEFCO Technical Seminar in Rome.

FEFCO, the European Federation of Corrugated Board Manufacturers, issued nine awards at the end of the three-day event.



"These awards demonstrate that we are continuously improving, as we make corrugated production ever more efficient, design more creative and more sustainable products."

Marc Van Damme - VPK chair of the Operations and Innovations Committee.

Best Innovation Gold Award: Thomas Murr (BHS)

The most prestigious FEFCO prize, was awarded to BHS Corrugated Regional Sales Director **Thomas Murr** for the development of the BHS "Jetliner Monochrome (MCP)", one-colour, printer integrated with the corrugator.



Thomas Murr

Best Presentation Award: Aurélie Gasiglia (Bobst)

Out of some 60 six-minute spotlights delivered during the Rome seminar, it was awarded to **Aurélie Gasiglia**, Bobst Lyon's Product Manager, for her inspiring presentation on unlocking the converting potential of Bobst machinery.



Aurélie Gasiglia



Daniel Gosse

Best Innovation on Energy Efficiency and Decarbonisation Award: Daniel Gosse (Bosch)

The Best Innovation on Energy Efficiency and Decarbonisation Award went to Bosch's Marketing Director **Daniel Gosse**, for developing green steam boilers for the corrugated board industry, significantly reducing CO₂ emissions

Most Inspiring FEFCO New Member Award: Markus Meister (factory360)

Awarded to factory360's Managing Director **Markus Meister**, for the development of hardware and software to create a 3D twin of factories.



Markus Meister

Lifetime Achievement Award: John Bird (JB Machinery)

For his 55 years in the printing and packaging industry. **John Bird**, CEO of JB Machinery, is the holder of numerous patents and technologies that have transformed flexographic direct print on corrugated board since the first fully equipped IR and UV-based seven-colour rotary die cutter in 1998.



Lifetime Achievement Award: Torben Christiansen (BCM)

Torben Christiansen, founder and owner of BCM, started the company in 1976 and revolutionised the corrugated industry with his innovative storage solutions. By introducing automated systems for storing cutting dies and printing plates, as well as tooling logistics, he significantly improved storage efficiency and capacity.



Lifetime Achievement Award: Alfons Gnan (BHS Corrugated)

Alfons Gnan, Head of R&D of BHS Corrugated, transformed corrugating technology through decades of innovation and dedication.



His impact on corrugator efficiency, productivity and autonomy made him a passionate frontrunner in the global corrugated industry.

Lifetime Achievement Award: Robert Baviera (Baviera Steam Systems)

Robert Baviera, President of Baviera Steam Systems, founded the company 44 years ago, which has become a reference for steam systems for corrugators. His work has had a global impact on heat transfer, energy efficiency and the carbon footprint of the sector, playing a significant role in many of the key evolutions and developments of corrugators and the corrugated board industry.



Lifetime Achievement Award: Karl F. Göpfert (Göpfert Maschinen)

André Göpfert, CEO of Göpfert Maschinen accepted the award on behalf of his father, who was unable to attend. **Karl F. Göpfert**, CEO of Göpfert Maschinen, has been in the corrugated industry since 1969, when he was 22. His leadership has been characterised by a passion for corrugated board, a drive for excellence and well-recognised corrugated board converters like the Short Run Boxmaker, the 5.5-metre Jumbo and the RDC Evolution with direct drive, which have become standards in the industry today.



TECHNICAL PROJECTS

PPWR – the journey continues

The EU's Packaging and Packaging Waste Regulation (PPWR) marks a transformative shift in packaging circularity, with most provisions taking effect from August 2026. While the primary legislation sets ambitious goals, such as waste reduction and the improvement of recyclability, the technical details and enforcement mechanisms will be defined through upcoming secondary legislation.

FEFCO remains actively engaged on the file. It does this by participating in the European Commission's Expert Group on waste in the PPWR, the technical committees of the European Committee for Standardisation (CEN) and by monitoring all legislative developments closely.

Secondary legislation: technical aspects on the horizon

PPWR success hinges on the timely adoption of secondary legislation, both delegated and implementing acts, that will clarify and enforce the primary regulation. Key technical areas to watch:

- **Design for recycling criteria**
On behalf of the European Commission (EC), CEN is responsible for drafting the technical specifications on design for recycling. These specify which materials and designs qualify as recyclable, including thresholds for contaminant levels and sorting efficiency. Get ahead and check the FEFCO factsheet on recyclability to understand key requirements on design for recycling.
- **Substances of concern and PFAS restrictions**
By 12 August 2030, the EC will assess the need to amend or repeal the per- and polyfluoroalkyl substances (PFAS) restriction under the PPWR, ensuring alignment with the latest scientific and technical developments.

During the last meeting of the EU Expert group on the PPWR, the Commission acknowledged the RISE systematic workflow for PFAS testing, which could be a recommended approach for compliance. During the meeting RISE presented some of the outcomes regarding the testing of recycled and virgin cardboard. The results are below the PFAS thresholds set in the legislation under article 5.5. FEFCO continues to follow the matter and calls upon the legislator to provide clear guidance to ensure a feasible and fair transition for industry.

- **Conformity assessment and EU declaration of conformity**
A mandatory conformity assessment process will be introduced, culminating in an EU Declaration of Conformity (Annex VIII). This will require detailed technical documentation from producers, including information on packaging composition and recyclability.
- **Packaging minimisation**
Mandatory measures to reduce (over) packaging and packaging waste will apply, with a focus on preventing unnecessary packaging and promoting right-sizing. E-commerce packaging is specifically targeted, requiring businesses to minimise void fill, excess layers and oversized boxes.

What's coming next?

The bulk of secondary legislation is expected to be adopted between 2026–2029, with deadlines for compliance on recyclability, reuse and hazardous substances. Businesses must prepare for stricter technical requirements and invest in innovative solutions for sorting, recycling and reuse.

The next few years will be critical as the technical framework takes shape, offering both challenges and opportunities for innovation in the corrugated packaging sector.

LCI for corrugated packaging

FEFCO, in collaboration with Containerboard Europe, has been collecting and publishing life cycle inventory (LCI) data for the corrugated industry since 1996. The new 2025 exercise covering 2024 data is being finalised. A presentation of the preliminary results was given at the FEFCO Technical Seminar in Rome. We noticed an increase in participation from both paper mills and converting plants. As always, the process follows a rigorous methodology: data collection, expert validation and independent peer review, to ensure the results are robust and reliable.

It is important to note that the LCI study is a major and important undertaking for the industry, as it helps to make the case for corrugated packaging as an environmentally responsible and sustainable solution.

You can read more about our corrugated board life cycle studies on the FEFCO website.

FEFCO Product Carbon Footprint Chart

To further support our members in their decarbonisation vision and deliver the roadmap, FEFCO has created a Product Carbon Footprint (PCF) Charter. This document provides a practical checklist for calculating the PCF of corrugated cardboard packaging. In an industry where similar products are made by multiple manufacturers, having a harmonised approach to PCF calculation is essential to ensure comparability, credibility and transparency.

Cyber threats in corrugated packaging: Be Ready, Stay Secure!

17 March 2026

Sheraton Hotel Brussels Airport



CYBER SECURITY PROJECTS

Following the publication of the FEFCO Cyber security Handbook in March 2025, FEFCO released its first Cyber security Webcast/ Podcast series last September.

Titled *Cyber Resilience in Corrugated Packaging*, the series highlights that cyber security is a strategic imperative essential for industry resilience, operational continuity, regulatory compliance, extending beyond a traditional IT focus. The Webcast consists of seven episodes that can be viewed on different platforms.

Full Video and short episodes can be found:

- On the FEFCO [YouTube page](#)
- On the website - <https://www.fefco.org/media/photos-and-videos>
- On Apple podcasts: [Cyber Resilience in Corrugated Packaging](#)
- On Spotify: [Cyber Resilience in Corrugated Packaging](#)

To support ongoing learning, FEFCO will host a webinar on 10 December 2025 from 2:00 – 3:00 pm (CET) focused on the practical application and the effective use of the Handbook and checklist.

FEFCO will also host a Cyber Security Day on Tuesday, 17 March 2026, from 10:00 to 5:00 pm at the Sheraton Brussels Airport Hotel, Zaventem.

Webcast - 7 episodes !



Themed “Cyber threats in corrugated packaging: Be ready, Stay Secure!”, this event focuses on practical ways to strengthen cyber resilience across the supply chain. It highlights how cyber-attacks now pose a serious risk to packaging producers and partners, with potential to disrupt production and damage trust. Conceived by the FEFCO Cyber security Workgroup, it offers insights into cyber security regulations, risk management, supply chain vulnerabilities and operational technology security. Participants will also explore the human side of cyber security, learn from real-life cases and discover how new technologies shape industry protection.

The full programme is available at www.fefco.org/feeco-cyber-security-day/ programme. This is a key event for anyone wanting to safeguard their business and stay ahead of evolving cyber threats.



These initiatives aim to improve cyber security awareness and resilience throughout the corrugated packaging value chain.

FEFCO thanks the cyber security workgroup and the Steering Committee members for their valuable contributions to this project.

SAVE THE DATE

**Circularity
IN ACTION**

FEFCO SUMMIT

**27 MAY
29 2026**

Hotel Meliá Castilla
Madrid, Spain



FEFCO ACTIVITIES

FEFCO Board

- **Eric Chartrain**, IP and **Alex Manisty**, DS Smith (an IP company) who served for many years as Board members, have been succeeded by **Stefano Rossi**, DS Smith (an IP company). The Board and Secretariat warmly thank them for their continuous support in FEFCO activities.
- Mondri representative **Armand Schoonbrood** has been succeeded by **Paulus Goess**, COO corrugated packaging.

National Associations

Iphigenia Tarou, who has served as Secretary General of HPPA since the association's founding in 2023, retired in October 2025. She contributed substantially to the organisation of the FEFCO summit 2024. She has been succeeded by **Maritina Mantzavinatou** as new Secretary General.

FEFCO Communication Committee (ComCom)

Andrew Dando, Corporate Affairs Director, Packaging Division DS Smith (an IP company) is replacing **Alex Manisty** as ComCom Chair who stepped down after the last ComCom meeting in September 2025.

Eleni Despotou, **Nathalie Schneegans** and the FEFCO team would like to extend their sincere thanks to Alex

Manisty for his PPWR advocacy work and achievements. He has been a major contributor to the work of FEFCO. His strategic vision, enthusiasm and dedication have been a true asset to the association and are deeply appreciated by all.

At the same time, we are pleased to welcome **Andrew Dando** to the Committee. With extensive experience in corporate affairs, branding, digital marketing and social media strategy, and having held leadership roles in several well-known companies, Andrew brings valuable expertise to our association's work. We are confident that his strong background in communication will be instrumental in advancing the association's strategy, shaping our messages and strengthening stakeholder engagement.

Obituary – Jean-Jacques Azens

We are deeply saddened to announce the passing of **Jean-Jacques Azens** on 4 November 2025 in Épernay. The FEFCO team extends its heartfelt condolences to his family. Jean-Jacques was a highly valued and committed contributor to the sector's standardisation work. His expertise, reliability and dedication were remarkable, and his presence will be greatly missed by all who had the privilege to work with him. A remembrance wall has been opened for those wishing to leave a message in his memory.

FEFCO Events

Cyber Security Day

Tuesday 17 March 2026,
10 am to 5 pm
Sheraton Brussels Airport Hotel,
Zaventem.
Register at:
www.fefco.org/fefco-cyber-security-day/

FEFCO Summit 2026

Circularity in Action

27-29 May 2026
Madrid, Spain
Event page will be available at the end of January 2026.

Other Events

Fruit Logistica

4-6 February 2026
Berlin, Germany
www.fruitlogistica.com/en

Paris Packaging Week

5-6 February 2026
Paris Expo Porte de Versailles, France
www.parispackagingweek.com/en/

Warsaw Pack

14-16 April 2026
Warsaw, Poland
warsawpack.pl/en/

Interpack

7-13 May 2026
Düsseldorf, Germany
www.interpack.com



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