



THE 2019 SPECIAL CONFERENCE ISSUE

The FEICA 2019 European Adhesive & Sealant Conference and EXPO keynote speakers	1-3
Learn all about innovative supply chain management for the adhesives and sealants industry	3-4
New for 2019: Master Classes Check out the FEICA 2019 programme	5
Meet this year's innovators Don't miss out! A typical FEICA Break Out session The FEICA App	6
Implementing B2B digitalisation - What are the top challenges and how do you overcome them?	7-9
Flooring is going circular The adhesive & sealant industry heading towards a circular economy	9-11
One year ago already: the final REACH registration deadline	11
WAC 2020 - Call for abstracts for the 2020 World adhesive and sealant conference	12
New FEICA Members New colleague at FEICA Addressing the millennials: FEICA on instagram	13

The FEICA European Adhesive & Sealant Conference and EXPO FEICA 2019: The Keynote speaker line-up published for Dubrovnik!

Safia Minney - Founder and Director *People Tree* - *'Building a sustainable business'*

Vitaly Rogachevsky - VP C5 Monomers and Polymers *Argus Media* - *'Present and future state of chemical raw material supply'*

Karl Edsjö - Director Resource Policy and Recycling *Electrolux* - *'Circular challenges and opportunities for appliance makers'*

Lionel Spack - Senior Food Contact Materials Expert *Nestlé Suisse SA* - *'Adhesives for Food Contact Packaging: New challenges for recyclability'*



The FEICA European Adhesive and Sealant Conference & EXPO has an exciting line-up of speakers!

Meet the FEICA 2019 keynote speakers

This year's FEICA European Adhesive and Sealant Conference & EXPO takes place in **Dubrovnik, Croatia, from 11 – 13 September**. The FEICA annual event attracts more than 600 industry leaders from all over the world to discuss market trends, market drivers, innovation, sustainability, technological advances and the circular economy.

Adhesive and sealant professionals rely on the FEICA Conference and EXPO to provide essential insights into key issues affecting the industry. Like every year, FEICA 2019 will provide great networking opportunities for formulators, customers and suppliers.



'Driving growth in volatile times through sustainable supply chain management'

The Business Forum on day one of FEICA 2019 sees our four keynote speakers share their knowledge on **'Driving growth in volatile times through sustainable supply chain management'**.

Each speaker will examine one of the great dilemmas in today's unsettled business environment: On the one hand, adhesives and sealants companies face multiple challenges such as feedstock costs and availability, but at the same time, they still have an unrelenting commitment to deliver continuous improvement in sustainability and financial performance.

Our speakers, and the subsequent panel discussion, will examine how innovative supply

chain management can offer a way for businesses to extract value in both these benchmark indicators.

These are this year's keynote speakers:

Safia Minney MBE, is the Founder and Director of People Tree, the pioneering sustainable fashion and lifestyle brand. Safia developed the first organic and fair trade clothing supply chain and is recognised by the World Economic Forum as an Outstanding Social Entrepreneur. Safia will examine aspects such as the need for urgent climate action, trends in Europe for ethical and sustainable living, including employee engagement, C-suite and senior management leadership for sustainability and one-use plastics and the call for transparency in supply chains. She hopes to inspire you to map supply chains, build clarity around your baseline and take action by drawing on practical examples.

Continues next page

Continued from previous page

Vitaly Rogachevsky is the C5 and hydrocarbon resins expert and Vice President at Argus Media. Vitaly will explore the prospects for chemical raw materials supply. He will provide a 'Feedstock 101', sharing his expertise on current trends on where 'stuff' is coming from and why, disruptions, and where it may be headed in the future.

Karl Edsjö is the Director Resource Policy and Recycling at Electrolux Sustainability Affairs. Edsjö will provide a perspective on his sustainable supply chain ambitions and what this means for Electrolux. Electrolux is looking to step up efforts to reduce climate impact, reduce impact from resource consumption and offer solutions that go beyond mere product selling.

Dr Lionel Spack is the Senior Food Contact Materials Expert at Nestlé Suisse. Spack will explore the new challenges for recyclability in adhesives for food contact packaging. Packaging plays a key role in protecting food and preventing waste. However, packaging is regularly singled out as being representative of the wasteful squandering of natural resources and generation of waste. The vision of Nestlé is that none of the packaging (including plastics) ends up in landfill or as litter, with the ambition to target 100% of packaging to be recyclable or reusable by 2025.

The theme of this year's business forum is innovative supply chain management for the adhesives and sealants industry.

In today's business environment, adhesive and sealant companies face multiple challenges, but by working closely with partners up and down the supply chain, from raw materials suppliers to end-users, businesses can take early action to create and adopt new practices and products that can boost sustainability and profitability. **Join us for this highly educational Business Forum!**

Put your questions to our panel of thought-leaders

Our four keynote speakers will present essential insights into 'Driving growth in volatile times through sustainable supply chain management'.

After their individual presentations, they will participate in a panel discussion which will provide you with a unique opportunity to put your questions concerning the Forum theme to these thought-leaders.

To submit your question, simply send an email to k.ons@feica.eu.

Please indicate whether you would like it to be asked anonymously or not.

SPONSORS OF FEICA 2019



NOT YET REGISTERED? GO TO www.feica-conferences.com and join us in Dubrovnik from 11-13 September

 **FEICA® 2019**

**Dubrovnik,
Croatia**

FEICA European Adhesive & Sealant Conference and EXPO 2019

11-13 September 2019

Valamar Dubrovnik Hotels



Driving growth in volatile times through sustainable supply chain management



THE FEICA 2019 MASTER CLASSES

NEW this year at the FEICA 2019 Conference & EXPO!

This year we offer focused **Master Classes**, of 45 mins each, and taught by experts, on topics selected to be of interest to delegates with various backgrounds within their company or organisation.

Topics include:

- 'Rewiring the adhesive and sealant supply chain with blockchain', by Maciej Jędrzejczyk, CEE Blockchain Leader, IBM
- 'Turn volatility into your comparative advantage', by Kjetil Sandermoen, University of Fredericton, Sandermoen School of Business



Turn volatility into your comparative advantage - Kjetil Sandermoen

One of this year's Master Classes will be given by Kjetil Sandermoen, economist, author, and founder of the University of Fredericton, a Canadian degree-granting university. The Sandermoen School of Business provides graduate programmes.

Master Class Abstract:

Why do some corporations master volatility whereas others do not?

Sandermoen says that the secret is in their structure – how they are organised. Volatility is driven by comprehensive changes and it has become the new normal. Sandermoen's presentation will give insights into how to design and organise your business to make sure that it remains both effective and efficient, even in times of high volatility. In other words, how to make volatility an advantage by knowing what to do, what not to do, and when to do it!

Sourcing, procurement and technology are all imperative key-words in handling volatility, but to master volatility we have to design our structure to be adaptable and responsive. Find out where your corporation is in this regard. Do you have an organisational structure that allows flexibility? Is it maybe too rigid or on the contrary too uncontrollable? Which functions are driving and which ones are driven; is the tail wagging the dog maybe? **For more details visit www.feica-conferences.com.**

THE FEICA 2019 PROGRAMME

Along with the Business Forum and the Master Classes, Parallel Breakout Sessions will offer you a chance to get involved in discussions on the most pertinent topics regarding our industry.

The EXPO is the opportunity for the producers, distributors, suppliers and service providers of our industry to showcase their latest developments and exciting new products.

FEICA 2019 also offer a range of social occasions at which you can meet new business contacts as well as old industry friends. These include the Welcome Cocktail for all delegates and accompanying persons and the elegant FEICA Conference Dinner, which is titled 'A Night in Dubrovnik.'

In addition, the 'accompanying partners programme' offers the opportunity for delegates' partners to participate in a cultural excursion. We look forward to seeing you in Dubrovnik!

Follow the event via social media using #FEICA2019



FEEDBACK FROM FEICA 2018: 'The annual FEICA Conference is cast in stone in the European adhesive and sealant industry's calendar. It always offers an exciting chance to get to grips with the important challenges facing the industry through outstanding speakers and the plentiful opportunities for in-depth networking with fellow professionals'. - Fabio Chiozza, Vinavil SpA



A SELECTION OF THE FEICA 2019 EXHIBITORS

Adhäsion – adhesion – Springer Fachmedien Wiesbaden GmbH | Adhesives and Sealants Industry | ARLANXEO | Bitoner Resin | BorsodChem | Buss ChemTech AG | BYK | Coperion | Eastman | Eastsun New Materials Corp. Ltd. | Emerald Performance Materials | Emerell AG | Henghe Materials & Science Technology Co., Ltd. | Imerys Performance Minerals | Ingevity | JPB Industry | Kemat Polybutenes | Keyser & Mackay Deutschland | King Honor International Ltd. | Lanxess Urethane Systems | LyondellBasell | Nitto KaseiNynas | Omya | PCC Rokita SA | Polyclip System | Resin Chemicals Co., Ltd | REXtac LLC | Rütgers Germany | Sasol Wax GmbH | SCG | Sulzer | Sumitomo Seika Chemicals | Total Fluides | UPM | Zibo Luhua Hongjin New Material Co., Ltd.

Bio-based polyester-polyols for HMPUR

A taste of what's to come: One of this year's Break Out sessions by Georgina Testar, Polyester Polyols Technical Manager, Synthesia Technology

The growing interest in reducing environmental changes, CO₂ emissions, carbon footprint, etc., has forced the chemical industries to promote the development of new biological raw materials for different markets, and their use to replace current raw materials based on petrochemical sources.

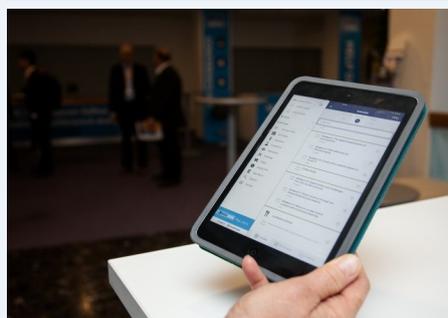
In addition, within polymers and specifically in various PU applications, there is a growing interest in the presence of these raw materials, not only because they are friendly to the environment, but also because they can generate special benefits by allowing the development of

bio-based polymers (materials obtained from renewable resources).

Starting from biological materials available in the market and the great versatility of polyurethane chemistry, Synthesia Technology has developed a new range of polyesterpolyols that allows improved properties when formulated to produce an Hot melt polyurethane reactive adhesive (HMPUR).

See the presentation live on Friday, 13 September 2019.

<http://www.feica-conferences.com/programme/conference-programme/>



Meet everyone you'd like to at FEICA 2019 thanks to the FEICA App

With so much to see and do, and so many people to meet, get the most out of your visit by using the excellent FEICA App!

- Edit your profile and add information to be viewed by other attendees.
- Network with other attendees, not only during, but also before and after the event.
- Browse exhibitors and mark the ones you'd like to visit.
- Find your way around with a map of the venue and EXPO etc.

As soon as you have registered (and paid) for the Conference, you will receive access so that you can start networking and planning for FEICA 2019!

Click [here](#) to learn more

The Speakers' Overview and Speakers' Abstracts are available on the FEICA Conference website here:

<http://www.feica-conferences.com/speakers/speakers-overview/>

Implementing B2B digitalisation

What are the top challenges and how do you overcome them?

FEICA is delighted to welcome **Christophe Cabarry**, Founder and CEO of **SpecialChem** back to the 2019 European Adhesive and Sealant Conference & EXPO. Following on from his thought-provoking presentation on ['Digitalisation and its impact on customer-facing functions'](#) last year, Christophe will this year delve into some of the more practical aspects around implementing digitalisation in B2B organisations.

CONNECT spoke with Christophe to get a preview of some of the key concepts he will discuss at FEICA 2019 in Dubrovnik

CONNECT: *Christophe, how will this session complement and build on last year's presentation?*

Christophe Cabarry (CC): Last year we examined the impact of digitalisation and why companies need to embrace it to secure their long-term futures. I believe this need is now generally accepted and over this last year, many businesses have been taking steps to digitalise. In fact, every business we talked to last year is taking action in this area. As a result, I concluded that delegates would find a discussion of the key practical challenges B2B organisations face when digitalising to be most useful.

CONNECT: *You say 'many businesses have been taking steps to*

digitalise'; can you give us some examples?

CC: Yes, there are in fact two aspects to this; first, what I call the visible part of the iceberg. This includes a number of companies who have created their own online platforms.

For example, Lanxess created the CheMondis online marketplace for chemicals (www.chemondis.com) and Evonik launched the OneTwoChem online marketplace (www.onetwochem.com).

Chemours created the Ti-Pure Flex online portal for purchasing Ti-Pure brand titanium dioxide (shop.chemours.com/tipure). In addition, Amazon Business is also accelerating its expansion plans and who knows where these may end. All of these of course represent major investments by large companies.

However, there is also a much bigger submerged portion of the iceberg, which comprises large, deep-rooted investments by every company we are talking to.

This often includes the implementation of Customer Relationship Management (CRM) systems with marketing automation tools.



We also see B2B companies hiring experienced digital professionals. BASF for example has announced that it will hire 300 high calibre digital specialists in the coming years. To gauge the importance BASF places on this, it is worth noting that it mentioned 'digital' 51 times in its 2017 Annual Review, compare to one time in 2015!

CONNECT: What do you see as being the main challenges to the successful implementation of digitalisation?

CC: The challenges fall into four main categories: organisation, resources, tools and systems, and management mindset. In my presentation, I will address each of these in turn. I touched on some of the organisational challenges last year, particularly those facing the sales function.

For digitalisation to succeed, agility is key.

Traditionally, industry likes stable organisations, deep analysis and comprehensive plans.

Continues next page

Continued from previous page

In the digital world, success requires rapid experimentation and quick implementation.

People need to be free to experiment; if it works – great – repeat the process; if it doesn't – scrap it and move on. In addition, we have found that some companies regard digitalisation as an IT project, or try to reduce it to 'digital marketing'. But it shouldn't be led by IT people, although they are of course needed, and you can't just install a CRM and say 'Great – we're digitalised now!' The organisational challenge is linked to the resources challenge. The digital maturity of an organisation – in terms of people resources – needs to grow at the same speed as its digital complexity. If the complexity grows faster than the maturity, the process will fail. You need to install and develop a team with the required know-how and invest in appropriate systems and processes at the same pace to successfully exploit digitalisation.

CONNECT: *That brings us nicely onto resources. What are your thoughts about requirements in this area?*

CC: We see many companies that want to embark on digitalisation using only their existing staff. They always struggle. You need some external people in the team who have actually 'done digitalisation' themselves; who know what to do and act as

a catalyst to accelerate the process and bring digital maturity. In this case the whole process goes faster and there is less trial and error.

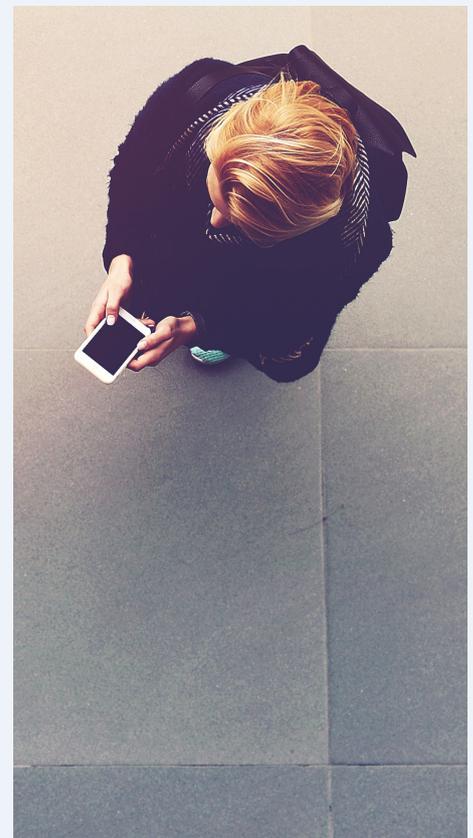
In summary, you will need to get your teams trained and make sure they have the freedom to stay on top of this fast-moving area.

You will also need to hire some people who have been there, seen it and done it! These can be consultants or freelancers that you will need for some time.

CONNECT: The third challenge is tools and systems. We touched on these last year. What changes have you noted in this area?

CC: The main change has been in the philosophy around the information system (IS). So, while it's good to install new software, such as a CRM, if you don't have the right IS philosophy you will fail. We can compare the situation to the early days of enterprise resource planning (ERP) systems. People spent several years and millions of dollars implementing huge behemoths of systems. It was often quite a traumatic experience. Now we have the option of web-based software as a service (SaaS), which offers vastly improved agility. You don't own the software, you 'rent' it. It is quick to configure and connect, but if it doesn't work, you can

rapidly move to an alternative. The challenge here is integration. Your data should not be 'stuck' in one piece of software; it should be in data warehouses or 'datalakes'. This enables data to be accessed through a range of systems, facilitating useful, in-depth analyses. For example, if you have a product information management system (PIM) feeding a website, you can bring data on how many times each piece of product information has been viewed into your CRM to analyse and help optimise your marketing efforts. This sort of activity is difficult to do in all-encompassing ERP systems because they are not easy to plug into.



Continues next page

CONNECT: *This change in approach to information systems requires a change in mindset and you mentioned management mindset as being the fourth challenge. What will you reveal about this aspect of digitalisation?*

CC: Last year I talked about the importance of change management and culture. Building on this, **I can say there are now very few managers who don't see the need to digitalise.** They usually focus on digitalisation of the interactions with the market because customers are demanding it and they have no choice, particularly in the western hemisphere. However, what's changed since last year is that they often don't know what to do exactly because the subject is so big and

complex and touches on every area of the business. My recommended approach is first to ensure effective change management to instil a sense of urgency and then to build a three-year 'digital roadmap'; sketch it out and make sure it is integrated into the business strategy. You will probably need consultants who have experience of actually doing this to help. The roadmap is absolutely necessary to engage and inspire the whole team and it accommodates the time needed to implement and assess new software. You can also plan your new hires; **today's choices will be smarter if you know where you need to be in three years.** Then, break it into small actionable chunks and deliver small wins.

CONNECT: *Will you be able to provide our delegates with some real-life examples to illustrate these challenges and how to address them?*

CC: Yes, I will. Of course, I won't be able to mention specific named customers, but I will examine the trends and provide examples of how actual B2B companies have successfully overcome some of these challenges. I think my presentation will provide delegates with plenty of food for thought!

Get the full story in Christophe's presentation ['B2B digitalisation: what are the top challenges and how to overcome them'](#) on Thursday 12 September at FEICA 2019.

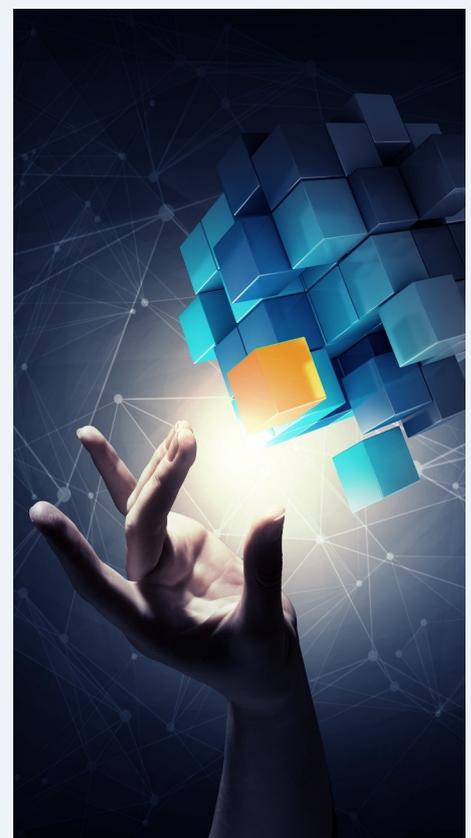
Flooring in a circular economy

Most flooring industry products last for 10 to 20 years, but there will be a time when they are replaced. This can be challenging. Dismantling flooring products for recycling is less common today than demolition for incineration or landfill. Firstly, these products have not been designed for circularity and secondly they often have been fixed to a surface in a way that makes dismantling complex.

However, the building sector is changing. Green building certification schemes are

increasingly developing criteria which focus on 'ease of recovery and recycling'. Buildings will change their function over time and construction products therefore will have to become more flexible, modular and removable.

On this journey to a more sustainable future, numerous challenges need to be tackled, starting with better design at source, revising old standards (especially in the construction sector) and legislation at EU



Continues next page



Continued from previous page

and Member State level.

Communication in the value chain will be key and FEICA is keen to engage with its downstream industry.

The European Flooring Industry, represented by ERFMI, ECRA and Revinylfloor, has reached out to FEICA to initiate cooperation to discuss future challenges and find possible solutions.

More and more people are realising that we have reached a moment of change and that the way we consume raw materials and products globally is no longer sustainable.

The United Nations has set 17 Sustainable Development Goals (SDGs) as a guideline principle for change. Upcoming and

future EU legislation will be in line with these longer-term visions.

SDG #12 deals with Sustainable Consumption and Production Patterns. **Any producer/specifier will have to take extended responsibility for the sustainable design of products and articles they bring to market**, including an increasing responsibility for end-of-life issues of these products.

There is a considerable difference in an end-of-life approach for products with a long lifetime compared to products with very short lifecycles. Long lifetime products already have many benefits when looking at resource use, CO₂ emission, durability and sustainability. But when it comes

to the point where design decisions have to be made, it becomes different. The feedback on whether a decision will result in a failure or success might take 10 to 15 years and correcting measures are difficult.

Through cooperation, the journey of transition towards a more circular economy will be more efficient.

ERFMI.

ECRA
EUROPEAN CARPET AND RUG ASSOCIATION

REVINYLFLOOR

The adhesives & sealants industry is on an exciting journey towards a circular economy

Developing a more sustainable economic model requires everyone to contribute, and industry can help make it happen more quickly through technological expertise and innovation. The chemical industry, including adhesives and sealants, already generates significant value in strategic sectors such as construction, automotive and food packaging, and is sure to play a leading role in the global transition towards a circular economy. **After all, our industry operates at the base of major industrial supply chains.**

FEICA is showcasing its engagement by encouraging its members to send in relevant material, which it then publishes as 'Good Practice' stories' on its website as well as its many Social Media channels. These promote excellence and spread best practice to help our members improve the sustainability of their operations; for example, by reducing energy and water consumption, and reducing emissions to the air, water and soil. **It also helps to share knowledge across the industry to inspire all adhesive and sealant companies to not only adopt best practice but to share it with the whole world.** This can inspire future generations of leaders in our industry, as we saw with the very first bi-annual EURADH/FEICA Adhesion Innovation Award in 2018.

Many of our member companies are working on novel solutions to improve process sustainability and life cycle performance, and many examples can already be found on the [FEICA website](#).

Continues next page



Continued from previous page

The circular economy is a strategic driver for FEICA, so please read our Sustainable Development vision [here](#).

We encourage all our members, and National Association members' members (see if you apply [here](#)) to send in their inspiring stories!

FEICA Secretary General Philip Bruce says, 'Good practice stories will help FEICA raise awareness of the industry's innovation and commitment to sustainable development with legislators and other interested parties. We are keen to publish great stories from our member companies.'

If your company has products or process developments that deliver sustainability benefits that you'd like to share, please contact news@feica.eu.

See the FEICA Good Practice stories here: <http://www.feica.eu/our-priorities/key-projects/good-practice.aspx>

The adhesive and sealant industry, committed to its sustainability vision, will be a key enabler in the development of the circular economy, collaborating across the value chains and with end customers to support societal change.

The REACH registration deadline: One year ago already

A year has passed since the final REACH registration deadline of 31 May 2018.

In [CONNECT Issue 34](#), we informed you that registrations had been logged for 21,551 substances. All registrations had not yet been successfully completed then, but they have now, according to the European Chemicals Agency (ECHA).

ECHA processed a further 6,968 registrations for 785 substances that came in after the deadline. All these registrations were not necessarily late submissions but might have been new market entrants.

The complete ECHA **infographic** is available on the ECHA website here:

<https://echa.europa.eu/registration-statistics-infograph#>

Now, one year later, improving compliance has become ECHA's key priority and the agency has committed to screening all registered substances by 2027.

ECHA will start to evaluate 20 % of registration dossiers in each tonnage band to improve the compliance of REACH registrations. This will mean approximately 30 % of all registered chemicals will be checked.

New Chairman for the Taiwan Synthetic Resins & Adhesives Industry Association ([TSRAIA](#))

Mr. Yu-Chih Lin, President of Toa Resin Corporation Ltd, was elected and appointed as the 11th term Board Chairman of the Taiwan Synthetic Resin & Adhesives Industrial Association TSRAIA by majority votes. We wish Mr. Lin the very best in his new position.



Click [here](#) to read more.



FEICA interview published in the European Coatings Journal

In the European Coatings Journal (ECJ), issue 4/2019, an [interview](#) with FEICA, titled 'Towards a circular economy' was published.

In the interview, FEICA talks about how the adhesive and sealant industry continues to innovate to become more sustainable.



Congratulations to one of our Direct Company Members, Soudal, for winning one of Deloitte's 'Belgium Best Managed Companies' award, recognising Belgian business excellence!

WAC 2020 - Send in your abstracts!

The World Adhesive & Sealant Conference takes place from 20 to 22 April 2020 in Chicago, Illinois (USA). The event is being organised by The Adhesive & Sealant Council (ASC) and co-organised with FEICA and ARAC. The event rotates between the three organisations every four years.

This is the most important INTERNATIONAL event for stakeholders in the Adhesive and Sealant industry and your chance to present your expertise and innovations. You are invited to submit a presentation proposal (abstract) for inclusion in the 2020 World Adhesive & Sealant Conference programme. Any new technology, market intelligence or timely topics relevant to the adhesive and sealant industry will be considered.

You can view the topics of interest at www.WAC2020.org. This is also where you can submit abstracts. **Deadline for abstracts is 30 August 2019.**

WAC  **2020**
WORLD ADHESIVE & SEALANT CONFERENCE
Conference: April 20 – 22 | Expo: April 21

WELCOME

NEW FEICA MEMBERS

Dupont

FEICA Direct Company Member

Hugenottenallee 175

63263 Neu-Isenburg

Germany

www.dupont.com



Henkel

FEICA Direct Company Member

Henkelstrasse 67

40589 Düsseldorf

Germany

www.henkel.com



A NEW COLLEAGUE AT FEICA

FEICA welcomes Vasiliki (Vicky) Chatzivasileiou as the newest member of the FEICA team. Vicky will be working as our Communications Officer in order to further strengthen Communications at FEICA. Vicky previously worked as an Account Executive at Red Flag Consulting in Brussels, and as an Assistant to a Member of the European Parliament in Greece. Please join us in wishing Vicky all the very best in her new role!



FEICA NOW ON INSTAGRAM

FEICA
The Association of the European Adhesive & Sealant Industry - Showing you that #adhesives and #sealants are everywhere! #FEICAnews #FEICA2019

Teaching millennials about our exciting industry! Follow us here:

www.instagram.com/feicanews/



FEICA CONNECT is the quarterly newsletter for FEICA Members.

The next issue will out in **October 2019**.



FEICA thanks the authors who have contributed to FEICA CONNECT.

The content of these articles is the responsibility of the author(s) mentioned and does not necessarily reflect the views of FEICA or any company or organisation participating in FEICA.

Reproduction is authorised provided the source is fully acknowledged in the form: "Source: FEICA, CONNECT No. 37, May/June 2019, <http://feica.eu>" and provided prior written notification is given to FEICA (info@feica.eu).

The information contained in this document is intended as advice only and whilst the information is provided in utmost good faith and has been based on the best information currently available, is to be relied upon at the user's own risk. No representations or warranties are made with regards to its completeness or accuracy and no liability will be accepted by FEICA nor any company or organisation participating in FEICA for damages of any nature whatsoever resulting from the use of or reliance on the information.

FEICA

Avenue E. van Nieuwenhuyse, 2
B- 1160 Brussels, Belgium
Tel: +32 (0)2 896 96 00
info@feica.eu | www.feica.eu

All links are up-to-date at the time of publication.

