VIPA International Global Office
188a Avenue de Tervueren, Brussels 1150
Phone: +32 2 761 1681
Mail: VIPA-international@kellencompany.com
Web: www.vipa-international.org

Vacuum Insulation Panel Association Board Meeting
Wednesday, 18 September 2019, 09:00 to 16:00
Kyoto Research Park, Building 4, Meeting Room 2B

Participants:
Gregor Erbenich, Porextherm, VIPA International President
Sebastian Baars, Vaku Isotherm, VIPA International Vice-President
Gary Chalkley, Camvac, VIPA International Treasurer
Tony Scott, Kingspan
Yoash Carmi, Avery Dennison Hanita
John Balazs, Panasonic
Thomas Heckard, C-Safe
Michel Chauvois, Rexor
Tadej Sekavčnik, Turvac
Vladimir Pogač, Turvac
Janek Binzen, va-Q-tec
Sebastian Gralla, va-Q-tec
Thomas Zhang, Qingdao Kerui New Environmental Materials Group
Kojima Shinji, Panasonic (*partially, afternoon only*)
Uroš Cotelj, Knauf Insulation (*partially, afternoon only*)
Youngsung Jung, Knauf Insulation (*partially, afternoon only*)
Raquel Ponte Costa, VIPA International Executive Director

Apologies:
In Sook Yoo, va-Q-tec
Roland Caps, va-Q-tec
Pascal Rousset, Rexor
Ralph Mannion, Kingspan
Tom Martens, Microtherm

SUMMARY OF DECISIONS & ACTIONS

Decision 1:
Participants in the meeting agreed with the nomination of John Balazs for vice-president of VIPA International for the remainder of Sebastian Baars' term which goes until the GA in 2020. There were no objections to this decision. All members agreed.

Decision 2:
Participants in the meeting agreed to increase the 2020 membership fees of the academia members to 750€. All expenses incurred with the General Assembly (meeting room rental and social event) shall be charged separately to the academia members attending the event. No one opposed to this decision. All participants agreed with it.

Decision 3:
Members decided not to add penalties for late payment of membership fee invoices. No one opposed to this decision. All members agreed.

Decision 4:
Participants in the meeting decided that during 2020, VIPA Intl will focus on outreach to architects by participating at trade fairs, placing articles in magazines, securing speaking slots at events attended by architects, etc. A budget of 30,000€ will be devoted to this effort. A detailed work plan will be put together before the end of the year listing which events to target. No one opposed to this decision. All members agreed to it.

Decision 5:
Members decided to cancel the conference in Düsseldorf on 30 January 2020. No one opposed to this decision. All members agreed.

Decision 6:
Participants in the meeting agreed that we should seize the opportunity given by Prof Harjit from the Brunel University to be involved in the programme of the IVIS 2021 in London. No one opposed to this decision. All members agreed to it.

Decision 7:
All participants agreed to send a joint letter VIPA Intl and Advapor to the CSTB and to the IEA demanding publication of the final reports of the Annex 65 project. No one opposed. All members agreed with this decision.

Decision 8:
Members decided not to accept the proposal for a Sino-European co-operation sent by the Chinese Ceramic Society. No one opposed. All members agreed with this decision.

Action 1:
VIPA Intl office to send questionnaire to building-related associations.

Action 2:
VIPA Intl office to get in touch with academia members, inform them of the increase in 2020 fees and mention that the board is available to hold meetings at the facilities of the academia members. In exchange they would be given time to present their research and capabilities and eventually to participate at the board meeting.

Action 3:
VIPA Intl office to send the 2020 membership fee invoices both via post and email. On the invoice sent via post, a letter should be included emphasising that membership fees are to be paid within 1 month. On the invoice sent via email, the corresponding board member should also be included in the mailing.

Action 4:
VIPA Intl office to organise a board conference call in October to discuss outreach to architects.

Action 5:
All members to send to the office suggestions of events and magazines targeting architects to be included in the 2020 work plan.

Action 6:
Members to discuss with their R&D specialists which topics could be researched by the association in 2020.

Action 7:
VIPA Intl office to set-up a face-to-face meeting with Alias, the website agency, and the Digital Communications WG to discuss the SEO optimisation process.

Action 8:
VIPA Intl office to check with Painting Pixels if they can add real footage to the next animated video.

Action 9:
VIPA Intl office to ask Kellen China office to prepare proposal on setting up WeChat in 2020.

Action 10:
VIPA Intl office to draft request for offer to be sent to marketing agencies. The goal is for them to help us in reaching out to architects in 2020.

MINUTES

1. Welcome

1.1 VIPA International antitrust compliance statement

Raquel Ponte Costa welcomed members to the meeting. She also welcomed Thomas Zhang from Qingdao Kerui New Environmental Materials Group and explained that provided the company pays the outstanding invoice of 2018 and membership fees of 2019, Qingdao will be re-admitted as a regular member to the association. Thomas Zhang explained Qingdao Kerui New Environmental Materials Group wants to continue being a member of the association. He said the payment of the two invoices (6,500€ for 2018 fees and 10,000€ for 2019) fees is under way.

Raquel pointed out the liaison with the IVIS organisers was very bad. They promised to provide a free meeting room for the VIPA Intl meetings, but they sent an invoice of roughly 500€ just the day before the meeting. Raquel suggested evaluating such arrangements in the future because given all time spent in liaising with the organisers it would have been cheaper and efficient to organise the VIPA Intl meetings in a hotel.

Finally, Raquel made a reference to the VIPA International antitrust compliance statement and asked members to comply with it.

1.2 Approval of the agenda

Raquel explained she will follow the agenda but will also include some time for brainstorming on 2020 activities and initiatives that bring value to the companies. This will be addressed under item 3. Members agreed with this approach. The agenda was approved with this modification.

1.3 Approval of the minutes of the conference call meeting of 28 May 2019

The minutes were approved with no modifications.

1.4 Review of the action items of the previous meeting

Raquel went through the actions of the previous meeting (see meeting presentation). Regarding the 2019 fee invoices, all companies have completed the payment. On the 2020 conference, Raquel contacted Air Cargo Europe but they will not organise a conference next year. She also contacted Temperature Controlled Logistics about their conference in Düsseldorf next January. They agreed with a media partnership (VIPA members have 20% discount in the registration fee) but they will not promote VIPA Intl conference. About the ISO standard, Raquel reported Prof Phalguni has only received comments from one company, within the VIPA Intl membership. VIPA Intl doesn't have the draft text. Companies need to contact their national standardisation body to have access to the draft ISO text. Raquel suggested discussing this in further detail on agenda item

3.3. With regards to the survey to be sent to building related organisations, Raquel explained this action is still not completed and will remain in the list of actions of the meeting.

Action:
Office to send questionnaire to building-related associations.

2. Internal matters & finances

2.1 Vice-President seat vacant

Raquel explained Sebastian Baars is stepping down as vice-president of the association and a new volunteer is needed to take over this seat during the remainder of Sebastian's term which is the GA in 2020. Sebastian explained he has to give priority to his company within the next year. John Balazs volunteered to take over the vice-president seat. Raquel explained there are no additional face-to-face meetings required for the vice-president to attend but there will be additional email exchanges and a couple of conference calls together with the president and the treasurer.

Decision:

Participants in the meeting agreed with the nomination of John Balazs for vice-president of VIPA International for the remainder of Sebastian Baars' term which is the GA in 2020. There were no objections to this decision. All members agreed.

2.2 Finances

Raquel went through the 2019 accounts. Thomas Zhang from Qingdao Kerui New Environmental Materials Group was in attendance to the meeting and explained he is going to pay the 2018 outstanding invoice of 6,500€ (10,000€ for 2018 fees minus the last instalment of the study Qingdao Kerui New Environmental Materials Group performed in 2018 3,500€). As soon as this payment is received, Raquel explained this will impact very positively on the final result of the 2018 accounts (from a loss of 11,028€ to a loss of 4,528€). Thomas mentioned Qingdao Kerui New Environmental Materials Group would like to continue a member in 2019 and 2020.
About the 2019 budget, on the side of the income, all members have paid the 2019 fees (apart from Qingdao Kerui New Environmental Materials Group but Thomas Zhang promised he would pay the 2019 fees shortly). On the side of the expenses, Raquel went through it item by item. The year-end estimations point to a profit of 15,482€ mainly due to the additional income of Qingdao Kerui New Environmental Materials Group (provided it is indeed received). This income coupled with the reserve means that there is 43,405€ of additional funds which can be used in 2020. Best practise recommends keeping 15% of operating budget in reserve which means that roughly 20k should be kept in the reserve in 2020.

2.3 Membership fees of academia members

As discussed in the last board conference call in May, Raquel asked members their opinion about the membership fees of academia members. At the moment the fees are 500€. When VIPA Intl organises a face-to-face meeting this amount is just enough to cover the expenses with the academia members attending the meeting (meeting room rental and social event). Members discussed this and were of the opinion that the academia members also play a role in promoting VIP technology and a good relationship with them is important. On the other hand, if the membership fees are not enough to cover the costs of events, it is only fair that they are asked to pay a bit more. As a result, it was decided to increase the fees to 750€ and to charge the expenses of physical meetings they attend. The increase in fees will only be formally approved by the GA in 2020 but Raquel will already inform all academia members about it.

Decision:

Participants in the meeting agreed to increase the 2020 membership fees of the academia members to 750€. All expenses incurred with the General Assembly (meeting room rental and social event) shall be charged separately to the academia members attending the event. No one opposed to this decision. All participants agreed with it.

In addition, members also discussed that we should encourage a more participation of academia members in the association. For instance, the board meetings could be organised at their facilities so they have 30 minutes to promote their research and capabilities during the board meeting and eventually to participate at the board meeting as observers.

Action:

VIPA Intl office to get in touch with academia members, inform them of the increase in fees and mention that the board is available to hold meetings at the facilities of the academia members. In exchange they would be given time to present their research and capabilities and eventually to participate at the board meeting.

2.4 Penalties late payment of fee invoice

Raquel mentioned that this year all companies paid the fees before the General Assembly which is an improvement compared to previous years. Most of VIPA Intl costs take place when physical meetings are organised. As a result and taking into account the plan to organise a conference in January 2020 in Düsseldorf, it will be essential that all members pay the invoices on time. Raquel reminded members of the procedures in place (logo removed from website if invoice is not paid within 2 months) and mentioned that one alternative would be to impose a penalty for late payment of the invoice. The membership fees are 10,000€ at the moment so to make penalties dissuasive, Raquel questioned members which % of the fees should be applied as a penalty. Members discussed this and doubted that penalties would contribute to a more timely payment of fees. Members also discussed that each company needs to understand the responsibility and commitment in paying the fees in time. It was agreed that the invoice should be sent via post together with a letter inviting the member to pay the fees within the deadline. The invoice should also be sent via email and the board member should be included in the recipient list.

Decision:

Members decided not to add penalties for late payment of membership fee invoices. No one opposed to this decision. All members agreed.

Action:
VIPA Intl office to send the membership fee invoice both via post and email. On the invoice sent via post, a letter should be included emphasising that membership fees are to be paid within 1 month. On the invoice sent via email, the corresponding board member should also be included in the mailing.

3. 2019 activities

Brainstorming on 2020 priorities

Members discussed what should be the focus of the association in 2020 and which activities would bring benefit to the companies. In general all agreed that it would be better to limit the number of areas the association wants to be active in and to chose one activity and devote all resources to it. Members discussed events and the Düsseldorf conference and came to the conclusion that since there is a limited number of box manufacturers, it would be very difficult to attract them to an event. They are very much aware of VIP technology and would not be interested in attending an event about it. The same goes for the appliances segment where VIPs are very well known. All members agreed that the building application is the only application where VIPs are not yet a proven technology and therefore promotion is still necessary. Within the building application all agreed that architects are a good target for awareness raising activities. There is still some lack of knowledge and also misconceptions about the product. VIPA Intl could work on this as an association.

Members proceeded to discuss which tools could be used to reach out to architects in 2020. Organising events was mentioned. Members exchanged views on IVIS and they all felt the format of the event is not suitable for architects. The event is too scientific and is focused on technical challenges of the technology (ageing, internal pressure, etc) which is not a good way of promoting it. It was agreed that during 2020, VIPA Intl will focus on outreach to architects by participating at trade fairs, placing articles in magazines, securing speaking slots at events attended by architects. In 2021 the ambition should be to be involved in the programme of IVIS and to make sure that architects attend the event.

Participants had a look at the budget of 2020 and decided to devote 30,000€ to outreach activities to architects. A conference call will be organised during October to put together a detailed work plan for this outreach. The plan should include which events, fairs (BAU, Batirama, Passive House Conference, AIA, IEX, etc) and magazines VIPA Intl should target. Raquel advised members to also select one specific country/region in order to be more successful. The VIPA Intl budget is limited so being present in Europe, US and Asia will not be possible. One member highlighted that such project will require active participation of all companies. It cannot always be the same person/company attending and speaking at the events. The other members were in agreement with this. Raquel suggested putting together a work plan detailing the events we will focus on and how our participation will look like during the next board call in October.

Decision:

Participants in the meeting decided that during 2020, VIPA Intl will focus on outreach to architects by participating at trade fairs, placing articles in magazines, securing speaking slots at events attended by architects. A budget of 30,000€ will be devoted to this effort. A detailed work plan will be put together before the end of the year listing which events to target. No one opposed to this decision. All members agreed to it.

Actions:

- VIPA Intl office to organise a board conference call in October to discuss outreach to architects
- All members to send to the office suggestions of events and magazines to be included in the 2020 work plan.

During the discussion on this topic, one member asked for clarification on the decision-making process of the association and the record of the decisions taken during the meeting. Raquel responded that decisions are taken by consensus as much as possible but the bylaws do foresee a simple majority for situations where a consensus is not possible. About the record of decisions and actions, Raquel explained the minutes are the best tool to record the meeting. The minutes include discussion, decisions and actions. Raquel offered to make more formal decisions during the meeting via show of hands so as to make clearer the decision taken during the meeting.

3.1 VIPA 2020 Conference in Düsseldorf: topics and speakers

Members decided not to go ahead with this event because it will be difficult to attract speakers and participants. As a result it is not worth the investment. Raquel explained that so far the meeting room is booked but it can be cancelled free of cost until end of September. Other expenses already incurred included the logo made by the graphic designer (300€) and the time Kellen spent in booking the hotel and discussing the event (2 conference calls of the event Task Force), plus exchanges with the members.

Decision:

Members decided to cancel the conference in Düsseldorf on 30 January 2020. No one opposed to this decision. All members agreed.

3.2 IVIS 2021: co-hosting proposal with Brunel London University

Raquel explained she talked with Prof Harjit on Friday and he mentioned he will propose the Brunel University as the host of IVIS 2021 to the IVIS scientific committee. He is not aware of other candidates. Contrary to what initially he sent to VIPA Intl, he will not propose a co-hosting VIPA Intl and Brunel because he sensed that some members of the IVIS scientific committee are still very much against a further involvement of VIPA Intl in IVIS. Prof Harjit explained he doesn't share this view and is open for collaboration with VIPA Intl on the content of IVIS in 2021.
Members discussed that getting back the organisation of the event is very unlikely as the research institutes will not allow it, but we should seize this opportunity to be involved in the programme of the 2021 edition. Raquel emphasised that during her talk with Prof Harjit it became clear that Brunel University is not interested in sharing any profits of the event so if VIPA Intl wants to organise part of the programme, this will be solely financed by VIPA. Brunel University will make available staff to organise the logistics and all meetings will take place at the campus of the university.

About our contribution to the programme of IVIS 2021 some ideas were mentioned: all companies to make a presentation about products/innovations; panel discussion with invited speakers like we did in the Vienna event, etc. This shall be discussed in further detail during the next months.

Decision:
Participants in the meeting agreed that we should seize the opportunity given by Prof Harjit to be involved in the programme of the IVIS 2021 in London. No one opposed to this decision. All members agreed to it.

3.3 Technical Working Group Activities

Yoash Carmi gave an update on the technical study on-going at the moment. He started the tests during the summer. The study should be completed in June 2020.

About standardisation, Tadej Sekavčnik reported that the HAS consultant made a lot of comments to the draft standard which relate mostly to format and not to the technical content of the standard. The CEN TC 88 WG11 is having a meeting with this consultant on 9-10 October in Berlin so they agree on a new text which takes into account the changes proposed by the consultant. Once this is completed, the standard will be submitted to vote again. This means publication of the standard will only take place in 2020.

On the ISO standard, there will be a meeting in Seoul next week to discuss the new draft text. Two VIPA Intl members will participate: Sebastian Gralla from va-Q-tec and Yoash Carmi from Avery Dennison Hanita. At this stage it is not yet known when the ISO standard will be submitted to a vote.

Thomas Zhang explained the Chinese standard was published and excludes thermal bridge and aging. New works have already started to amend the standard and include thermal bridge. Yoash reported Prof Chen contacted him for an international advisory committee meeting on 22-24 September in China. Other company members have also been invited but no one will attend as this coincides with the ISO meetings in Seoul.

Members also discussed which other R&D projects could be financed in 2020. The two main challenges pointed out by users are the inner pressure measurement and the care needed in handling the panels in the building site. Yoash mentioned ZAE did a study a few years ago about puncture. Members discussed the sensor project of Strips which they presented at the last IVIS in 2017. Technically the solution works but it is difficult to commercialise it.

Action:
Members to discuss with their R&D specialists which topics could be researched by the association in 2020 and to bring suggestions to the next board meeting.

3.3.1 Joint letter VIPA and ADVAPOR about final report Annex 65 project

Raquel explained Christoph Sprengard asked VIPA Intl to co-sign a letter with Advapor asking the CSTB and the IEA to publish the final reports of the Annex 65 project. The project was finished in 2017 but the CSTB has not published the 4 final reports. All members agreed to co-sign this letter. Raquel will circulate a draft for comments and approval.

Decision:

All participants agreed to send a joint letter VIPA Intl and Advapor to the CSTB and to the IEA demanding publication of the final reports of the Annex 65 project. No one opposed. All members agreed with this decision.

3.3.2 Amending GSH agreement with VIPA: rules for members that resign

Raquel explained that the current agreement does not foresee what to do in case one company stops paying membership fee to VIPA. Qingdao Kerui New Environmental Materials Group was a member of GSH and of VIPA. VIPA received an invoice for Creek's membership to the GSH in 2019 whereas the company was no longer a member of VIPA Intl. Raquel explained she is in contact with the GSH and they will send a proposal to amend the co-operation agreement. This proposal shall be discussed at the next board meeting.

3.3.3 Chinese Ceramic Society proposal for Sino-European co-operation

Raquel informed members of the proposal sent by Chinese Ceramic Society about a co-operation with VIPA Intl during an event in Europe. The Nanjing Fiberglass Institute put us in contact with the Chinese Ceramic

Society. Members discussed and decided not to accept this proposal because of the limited value to the association.

Decision:

Members decided not to accept the proposal of Sino-European co-operation sent by the Chinese Ceramic Society. No one opposed. All members agreed with this decision.

3.4 Membership outreach

Raquel mentioned she will have a call with Kevothermal/Sealed Air on 25 September about membership. The companies Kuraray, Chongqing Zaisheng Technology and Isoleika have confirmed they are not going to join the association. Some of them mentioned the fee is too expensive. One member suggested asking them what would be a reasonable fee for them to join.
One member suggested contacting Micolon which is the Chinese company that took over business from Hongda. Micolon is part of the Chongqing Zaisheng Technology. They produce VIP whereas Chongqing Zaisheng Technology produces fiberglass.

Related to membership, Raquel asked Thomas Zhang for insights on how to attract Chinese companies to the association. Thomas mentioned Chinese companies are looking for information on how to enter the European market (standards, approval process, government institutions involved, rules for marketing, etc). Raquel explained that this is out of the scope of activities of VIPA Intl. Business development is to be done by each company individually.

3.5 Communications Strategy 2019

Raquel went through the slides prepared by Inge Neetens about implementation of the communications strategy. On the video about appliances published in July, members were very positive about the final result. The view count on YouTube is very low (300 views in 2 months). Raquel urged members to add the video to their websites and to share it with colleagues, customers and personal networks. Raquel explained Inge did a LinkedIn advertising campaign on LinkedIn and during 1 week the video was seen over 1000 times which is very good (inside LinkedIn so little impact on the YouTube view count). In addition the views are very qualified ones since we were able to select the audience of the advert. About the website SEO optimisation, one member suggested having a face-to-face meeting with the IT agency because the website still does not rank that high on google searches despite the good content it has. Raquel said Inge will organise a face-to-face meeting with the Digital Communications WG and Alias, our website provider.
About upcoming activities, Raquel mentioned Inge will focus efforts on paid advertisement and on the second video. Initially we had planned the video to be about transportation because of the event in Düsseldorf but since we just cancelled the event, Raquel asked members what the focus should be. Members suggested doing an intro video with real footage to be used in the presentations to be given at events in 2020 targeting architects.

This video could also be used as backdrop in an exhibition stand. Raquel explained the agreement with Painting Pixels, the video agency, was for 2 animated videos in 2019 but promised to check with them if they can also add some footage to the next video.

Members also discussed how to target Chinese companies. We added a Chinese domain name to the website two years go, but this has not brought that many results. Thomas Zhang explained WeChat is the best platform to reach out to Chinese companies. Raquel offered to ask the Kellen office in China to prepare a proposal for setting-up the WeChat account, target Chinese companies to join VIPA Intl WeChat page and keep the platform updated on a regular basis.

Related to the 2020 plans of focusing on architects, one member suggested asking a marketing agency for a plan for that. A marketing agency specialised in architects would be able to guide us or at least give good ideas on how to be effective in targeting architects. Not all members agreed with this mostly due to the high cost, but they agreed that we could at least ask for a proposal. Raquel will draft an initial request for proposal and will circulate it around for comments.

Actions:

- VIPA Intl office to set-up a face-to-face meeting with Alias, the website agency, and the Digital Communications WG.
- VIPA Intl office to check with Painting Pixels if they can add real footage to the next video.
- VIPA Intl office to ask Kellen China office to prepare proposal on setting up WeChat in 2020.
- VIPA Intl office to draft request for offer to be sent to marketing agencies. The goal is for them to help us in reaching out to architects in 2020.

4. Any other Business

4.1 Next meetings:

- **Conference call end November-early December**

Members agreed to have a conference call in October to prepare the work plan for 2020. A face-to-face meeting will be organised in late January or early February in Munich at the offices of FIW. With regards to location and dates of 2020 meetings, it was agreed to decide on this once it is clear which events VIPA Intl is going to participate at during 2020. Two options mentioned were the AIA in LA, USA on 14-16 May and the IEX in June in Nuremberg.

No other item was discussed. The meeting finished at 15:30.

***