



## General Assembly | Meeting minutes

### 26 March 2026

Action	Owner	Deadline
<b>Next General Assembly</b>		
1. Send placeholder for next year's GA at 14.00 CET	SEC	Done
<b>Finances</b>		
2. Revamp the budget to make it clearer	DG/SEC	GA 2027
3. Have a call with the accountant to prepare the financial report	Auditors/SEC/accountant	GA 2027
4. Prepare a letter explaining the increase of fees by 5% to be attached to the invoices	SEC	May 2026
5. Prepare an analysis for the membership fees to adjust them where needed.	DG	GA 2027
6. Send website of Constructiv to members	SEC	Done
7. Make a list of priorities for the year	DG	ASAP
8. Update the list of contacts for the 2027 Congress	ALL	Congress 2027
9. Work together with auditors to improve the financial reporting and auditing process	SEC	GA 2027
<b>Board structure</b>		
10. Prepare a LinkedIn post and a Press Release regarding the election of the BoD	SEC	Done
11. Send updated BoD list to all the members	SEC	Done - Together with the minutes
<b>Membership</b>		
12. Send Haier and Panasonic, an official confirmation letter	SEC	1 April
<b>Secretariat and DG reports</b>		
13. Send information regarding the PFAS consultation	SEC	15 April



14. Talk to the Dutch association to ask them about the chairmanship of the Master Data WG	DG	ASAP
15. Launch the Master Data WG	DG	April
16. Start preparing a roadmap and plan going forward for the Communications	DG	7 May BoD
17. Start discussing with the different organisation (EUEW and UFEMAT)	DG & DJ	2026
<b>Next Congress</b>		
18. Discuss with EE and DJ on the Congress topics	DG	April
<b>External partnerships</b>		
19. Send detailed information about the Salone Internazionale del Bagno and the proposal to Secretariat for distribution	CO	3 April

<b>Agenda points</b>		
<b>Decisions and action points</b>	<b>Who</b>	<b>Deadline</b>
<b>1. Opening + Competition Laws + Approval of minutes + Approval of agenda</b> - Meeting started: 09.56 CET - Ms Gloria Gaudi (MCE) welcomed the participants in Milano. - President DK welcomed the participants - Competition Laws acknowledged - There was one absent (Switzerland) and three proxies were distributed from Belgium (to Portugal), Austria (to Portugal) and Denmark (to Sweden). The Quorum has therefore been reached. - Minutes approved - Agenda approved. - There was an agreement that the next General Assembly would be at 14.00 CET, followed by a dinner. - There was one AOB to discuss the state of the national markets. SEC warned that this discussion would have to be limited in scope because of competition rules.		
- Send placeholder for next year's GA at 14.00 CET	SEC	Done
<b>2. Financial report</b> - Treasurer presented the P&L of the Congress 2025 and congratulated DK for the excellent organisation. The total net profit was of €14,308.09, with a total profit for FEST at €6,872.55. - Members applauded DK - Treasurer presented the 2025 financial report, with a comparison between the total with the Congress and the total without a Congress (cf. slide 8). - Including the Congress, the FEST experience a negative result of €8,230.62, compared to the - €1,345.64 originally anticipated.		



- SEC explained the main reason was because of the loss of a few members such as Kaldewei and Ideal Standard in 2025, and the costs coming from the Congress coordinator. These costs explain partly the reason for a bigger loss, even with the Congress profit.
- Members asked for the next time to revamp the way the budget was organised to clarify it.
- The Auditors' report were presented and agreed on. Auditors explained it was a more difficult task this year because of the Congress; They asked for the next time to have a call with the accountant directly.
- Treasurer presented the membership fees and the proposed increase by 5% for 2026. The reason for that is to follow inflation (2.5%) and catch up with the fact that the fees did not increase in 2025. This would be written in the letter sent to the membership together with the invoice.
- There was a discussion around the basis for the calculation of membership fees (annual turnover). It was agreed to do an analysis for the 2027 fees reflect it in next year's budget.
- DG presented the Constructiv, a service organisation for and by the construction sector. Its mission is to ensure that construction companies can rely on the qualified construction workers they need. Constructiv has agreed to sponsor FEST at €7,500 per year to update them on the state of play of the Master Data WG. The website of Constructiv can be found here: <https://constructiv.be/fr/>
- Treasurer presented the Budget for 2026. SEC explained the objective for the 2027 budget was to be similar to the 2026 one. The total provisional budget was at + €9,671.06, mainly coming from Constructiv, the new members prospects and the 5% membership increase.
- DG's VAT and the interim DG's fees for January transition were included in the reserves.
- As a total, the reserves of the association were expected to be at €128,243.33 + €100,000.00 flat amount for a year of operations. Members discussed what to do with this money, without reaching conclusions.
- There was a discussion around the Spain Congress in 2027, and how to organise the budget for it. It was agreed that there would be a need for a bigger database of contacts and for more wholesalers to attend the Congress. DG explained he would make a list of priorities for the year and what needs to change.

-Revamp the budget to make it clearer	DG/SEC	GA 2027
-Have a call with the accountant to prepare the financial report	Auditors/SEC /accountant	GA 2027
-Prepare a letter explaining the increase of fees by 5% to be attached to the invoices	SEC	May 2026
-Prepare an analysis for the membership fees to adjust them where needed.	DG	GA 2027
-Send website of Constructiv to members	SEC	Done
-Make a list of priorities for the year	DG	ASAP
-Update the list of contacts for the 2027 Congress	ALL	Congress 2027



<p><b>3.</b></p>	<p><b>For decision: Statutory financial admin</b></p> <ul style="list-style-type: none"> <li>-Members approved the 2025 financial report at unanimity, with the net loss of €8,230.62</li> <li>-Members approved to discharge the Board of Directors of the 2025 accounts at unanimity</li> <li>-Members approved the 2026 budget and the increase of membership fees by 5% at unanimity</li> <li>-Members appointed unanimously Esther Esteves and Achim Laubenthal as auditors for the next two financial years (2026/2027)</li> <li>-Ms Esther Estevez asked for the next financial auditing to be done differently and in a more structure and clear way.</li> </ul>		
	<p>-Work together with auditors to improve the financial reporting and auditing process</p>	<p>SEC</p>	<p>GA 2027</p>
<p><b>4.</b></p>	<p><b>For discussion and decision: Governance Structure</b></p> <ul style="list-style-type: none"> <li>-President DK gave same words of gratefulness for the past three years. She particularly highlighted the need to attract younger people in the industry.</li> <li>-Members applauded</li> <li>-DJ officially becomes President of FEST. He thanked everyone and particularly JS for his whole work over the last years in the association.</li> <li>-Members applauded</li> <li>-SEC presented the BoD structure and what should be voted on this year. (cf. slide 16). JS, would be leaving the BoD and leave a vacant spot. Sven Machielsen would need to be renewed. Kim Holst (Denmark) has withdrawn from the BoD following Denmark’s resignation in FEST.</li> <li>-Uwe Niederprüm (UN, Germany) was proposed as Vice-President of the Association, along with Katarina Swahn (KS, Sweden) as a replacement for Denmark.</li> <li>-The two vacant seats were kept for future members, particularly France, and for the Netherlands. Another member suggested Italy to be member of the Board without making a decision.</li> <li>-Members voted unanimously:               <ul style="list-style-type: none"> <li>o Mr Uwe Niederprüm (Germany) becomes vice-president of the association and will become President in March 2028.</li> <li>o Ms Katarina Swahn (Sweden) becomes a BoD member until 2028</li> <li>o Mr Sven Machielsen (Belgium) is re-elected in the BoD until 2028</li> </ul> </li> </ul>		
	<p>-Prepare a LinkedIn post and a Press Release regarding the election of the BoD</p>	<p>SEC</p>	<p>Done</p>
	<p>-Send updated BoD list to all the members</p>	<p>SEC</p>	<p>Done - Together with the minutes</p>
<p><b>5.</b></p>	<p><b>Membership</b></p> <ul style="list-style-type: none"> <li>-DG presented the state of play of the Membership. The Danish association has resigned from FEST and will be officially out as of 1 July 2026.</li> <li>-Vasco has been excluded of the association until they pay FEST the invoices for 2024 and 2025.</li> </ul>		



	<ul style="list-style-type: none"> <li>-SEC explained that to avoid this kind of situation, the SEC and the DG will now be sending out official letters confirming the membership of the different companies. This would be put in place also for FEST regular members &amp; associate members, to regularise everything.</li> <li>-Regarding the new members, Villeroy &amp; Boch has joined again, thanks to UN. Resideo, Roca and Galmet have their free year trial because they sponsored the Congress. They have already started to be active on the Sustainability WG.</li> <li>-Regarding the prospects, the French Coedis has been approached and there is a clear intention to work with FEST. Ukraine was also approached but the situation may be a bit more difficult.</li> <li>-Two prospects were presented: Haier HVAC &amp; Panasonic, brought in by DJ.</li> <li>-Haier was presented and approved, with one vote abstaining and one vote objecting.</li> <li>-Panasonic was approved unanimously.</li> <li>-Members applauded DJ for the two new associate members.</li> <li>-Members asked about the proportion between associate members and national associations; SEC explained there were more associate members than national associations.</li> <li>-SEC will send a confirmation letter to Haier and Panasonic to letting them now they were officially accepted.</li> </ul>		
	<ul style="list-style-type: none"> <li>-Send Haier and Panasonic, an official confirmation letter</li> </ul>	SEC	1 April
<p><b>6. Secretariat and DG reports</b></p>	<ul style="list-style-type: none"> <li>-SEC presented the timeline of policy files in 2026 (cf slide 26). They emphasize the importance of PFAS, Circular Economy and the Digital Product Passport.</li> <li>-It was agreed that SEC would send information about the PFAS consultation published on that same day.</li> <li>-Members raised the issue of the Drinking Water Directive implementation.</li> <li>-SEC explained three topics were the priority of the Sustainability WG:               <ul style="list-style-type: none"> <li>o Guidance on CSRD and CS3D</li> <li>o Guidance on PPWR</li> <li>o Start working on developing a DPP</li> </ul> </li> <li>-Regarding Master Data, DG will be talking to the Dutch to take over the chairmanship. The launch of the WG would be taking place shortly after.</li> <li>-DG presented the outcome of his digital tour and what was his strategy going forward and how much would this cost (slides 29 to 37). Members agreed the target needed to be agreed on with a clear plan and a roadmap.</li> <li>-Regarding the collaboration with the electrical wholesaler association (EUEW), DG proposed three possibility: a cooperation on certain dossiers, a formal alliance, or a full integration. Members agreed it would be good to cooperate further with EUEW.</li> <li>-There was a suggestion to jointly work on a few overlapping topics.</li> <li>-Sweden expressed their hesitation around merging the associations.</li> </ul>		
	<ul style="list-style-type: none"> <li>Send information regarding the PFAS consultation</li> </ul>	SEC	15 April
	<ul style="list-style-type: none"> <li>Talk to the Dutch association to ask them about the chairmanship of the Master Data WG</li> </ul>	DG	ASAP
	<ul style="list-style-type: none"> <li>Launch the Master Data WG</li> </ul>	DG	April



	Start preparing a roadmap and plan going forward for the Communications	DG	7 May BoD
	Start discussing with the different organisation (EUEW and UFEMAT)	DG & DJ	2026
<b>7.</b>	<b>Congress and external activities</b>		
	-DG presented the ideas for the future Congress 2027. One of the points of discussion was around attracting new talents and focusing on the sector perception. The idea of an “Industry 3.0” Congress was proposed.		
	Discuss with EE and DJ on the Congress topics	DG	April
<b>8.</b>	<b>Next meeting + Closing</b>		
	-There was a proposal from the SEC to invite associate members to the next General Assembly. Members disagreed but suggested instead to invite them to a cocktail with a short presentation after the General Assembly. Members agreed.		
	-Italy informed members that the Salone Internazionale del Bagno taking place from 21 to 26 April in Milano was looking for a few companies to join the fair. It was agreed that Corrado Oppizzi would send detailed information shortly and that this would be distributed to members.		
	-Meeting closed: 12.38 PM CET		
	Send detailed information about the Salone Internazionale del Bagno and the proposal to Secretariat for distribution	CO	3 April

## Attachments

1.01 20260326 - FEST General Assembly slides

1.02 20260326 – FEST list of participants

## List of participants

Dobrochna KASPEREK (DK)	Poland - President
David JUAN NAVARRETE (DJ)	Spain – Vice-President President
Johan STEVENS (JS)	Portugal – Past-President
John NEWCOMB (JN)	UK - Treasurer
Uwe NIEDERPRÜM (UN)	Germany
Katarina SWAHN (KS)	Sweden
Magnus SIRÉN (MS)	Finland
Corrado OPPIZZI (CO)	Italy
Esther ESTEVEZ (EE)	Spain
Achim LAUBENTHAL (AL)	Germany
First Name LAST NAME	Secretariat
Marnix VAN HOE (DG)	Director General
Samuel MICHEL (SEC)	Secretariat