

Annual report 2017

25 years of GMP+ certification

Annual report

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A new chapter for feed safety

'Transparency, a must for the future.'

These words, spoken by one of the keynote speakers at GMP+ International's 25 year anniversary conference (Amsterdam, November 1-3, 2017), resonated well with the audience and our organization. With the conference, we celebrated the 25 year existence of our scheme, and closed a chapter in which we went from control to responsible chain management. In our view, responsible chain management demands transparency – which, at its core, is the sharing of information. The thesis posed by the keynote speaker, Angela Booth, Director of Feed Safety at AB Agri, lies out perfectly the challenge of the feed sector and our GMP+ certification scheme for the next 25 years: transparency is crucial, but how far should the industry go in that?

A new chapter

Answers don't come overnight. And they don't come from one party. Our stakeholders can count on GMP+ International to continue facilitating the exchange of knowledge, expertise and experiences in the years ahead. With the conference, we not only closed a chapter, we started a new one. Going forward, we will invest even more time and effort in intensifying interactions with stakeholders and engaging our worldwide GMP+ community.

Promising developments

Looking back on 2017, we see that our position in consolidated markets like Germany and the Netherlands is solid. We are pleased with the outstanding participation in these countries. Together with our stakeholders, we will continue to work on improvement of our services to these companies and invest in these relationships.

Furthermore, we are proud of the continuous growth of our GMP+ certification scheme. We see encouraging developments in Central & Eastern Europe, the Middle East and Asia. The numbers may not yet be impressive in the Middle East, but because of its global import of feed ingredients, the impact of an increase in GMP+ certified companies in that region could pay big dividends. In Asia, we see more leading industry players starting to push their suppliers to becoming GMP+ FSA certified. The potential of these regions was further amplified by several collaboration agreements between GMP+ International and industry associations in Iran, Vietnam and China over the course of 2017.

Internally, we have strengthened our organization and put much effort in developing a new corporate identity and communication style, which will be finished and implemented in 2018. Implementation of a new IT system will also have an impact on the quality and efficiency of our operations and will enable us to improve the service to our customers.

Let's continue, together

This annual report means the formal end to our first quarter century of striving for feed safety worldwide. We are thankful for the support and the engagement of our stakeholders. Together, we made GMP+ FSA the world's largest, most comprehensive and trustworthy feed safety assurance scheme. Thank you! We invite you to continue working shoulder to shoulder, on the many challenges that lie ahead. Whether it be transparency in the chain, big data, sustainability or combatting fraud: as one community – as one strong chain – we will succeed.



Johan den Hartog

Managing Director



Roland van der Post

Operations Director



17,166

FSA certificates

7% Growth percentage



340

FRA certificates



Customer
Satisfaction
Survey (the
Netherlands
& Germany)

9 Registered
consultants
5 GMP+ Academy
members

32

GMP+ accepted
Certification Bodies

420

GMP+ accepted
auditors (estimated)

35

Feed & Food strategic
Chain Partnerships



240 Reports received on our Early
Warning System (EWS)



At GMP+ International, we are guided every day by our vision, mission and core values.



Vision & mission

Vision

Our dream is for all companies in the feed chain worldwide to be committed to contributing to the production of safe and responsible food of animal origin.



Vision & mission

Mission

We see our role as a provider of a reliable, practical and comprehensive feed certification scheme, leading internationally. We also wish to link parties, stimulate shared responsibility and exchange knowledge and information.



Corporate objectives

In 2017, the primary focus has been on implementing a systematic approach of marketing, based on a renewed marketing strategy.

Corporate objectives for 2017

- + Develop a systematic approach to marketing, including customers' services & product development according to customers' needs
- + Optimizing internal operations
- + Anchoring GMP+ certification in the feed & food chain
 - a. linking our GMP+ certification scheme to GLOBALGAP's livestock and aquaculture quality schemes and strategic collaboration
 - b. integration of GAFTA's certification scheme for trade into GMP+ certification and strategic collaboration regarding events
 - c. strategic collaboration with SecureFeed in the Netherlands
 - d. strategic collaboration with Rabobank in Europe, Latin America and South East Asia
 - e. integration of the GTAS scheme of GAFTA in the GMP+ FSA certification and collaboration with GAFTA.



Core Values

In 2017, we held in high regard the core values listed below. We did however, work on a revision of these core values. These will be implemented in 2018.



Connected

We are accessible, with an open attitude towards our partners and are involved with our partners and customers. We realize that feed is part of the food chain.

Integrity

We are reliable and transparent. We do what we say and we make clear why and how we do this in a morally and justified way.

Awareness

We are knowledgeable and respond to developments, changes and wishes of both our external environment and our internal organization.

Objective

Our choices are made based on rationally defensible arguments, best practices and are if possible scientifically motivated.



Governance

GMP+ International is an independent non-profit organization. It is a private company with limited liability under Dutch law (B.V.), registered with the Dutch Chamber of Commerce under registration no. 27364542.

This legal form enables us to operate independently and flexible in the operation and international cooperation.

The mandate of the management of the organization is laid down in its Articles of Association.

The shareholder of GMP+ International is GMP+ International Foundation. Ten Dutch trade associations participate in this foundation, representing the whole feed chain. This Dutch character shows our origin. We are looking to extend shareholdings to other stakeholder groups internationally.

According Dutch law, the Managing Director is the board of the organization and authorized in final decision making. According Dutch company law, for specified strategic decisions he need the approval of the General Shareholders Meeting or the Supervisory Board.

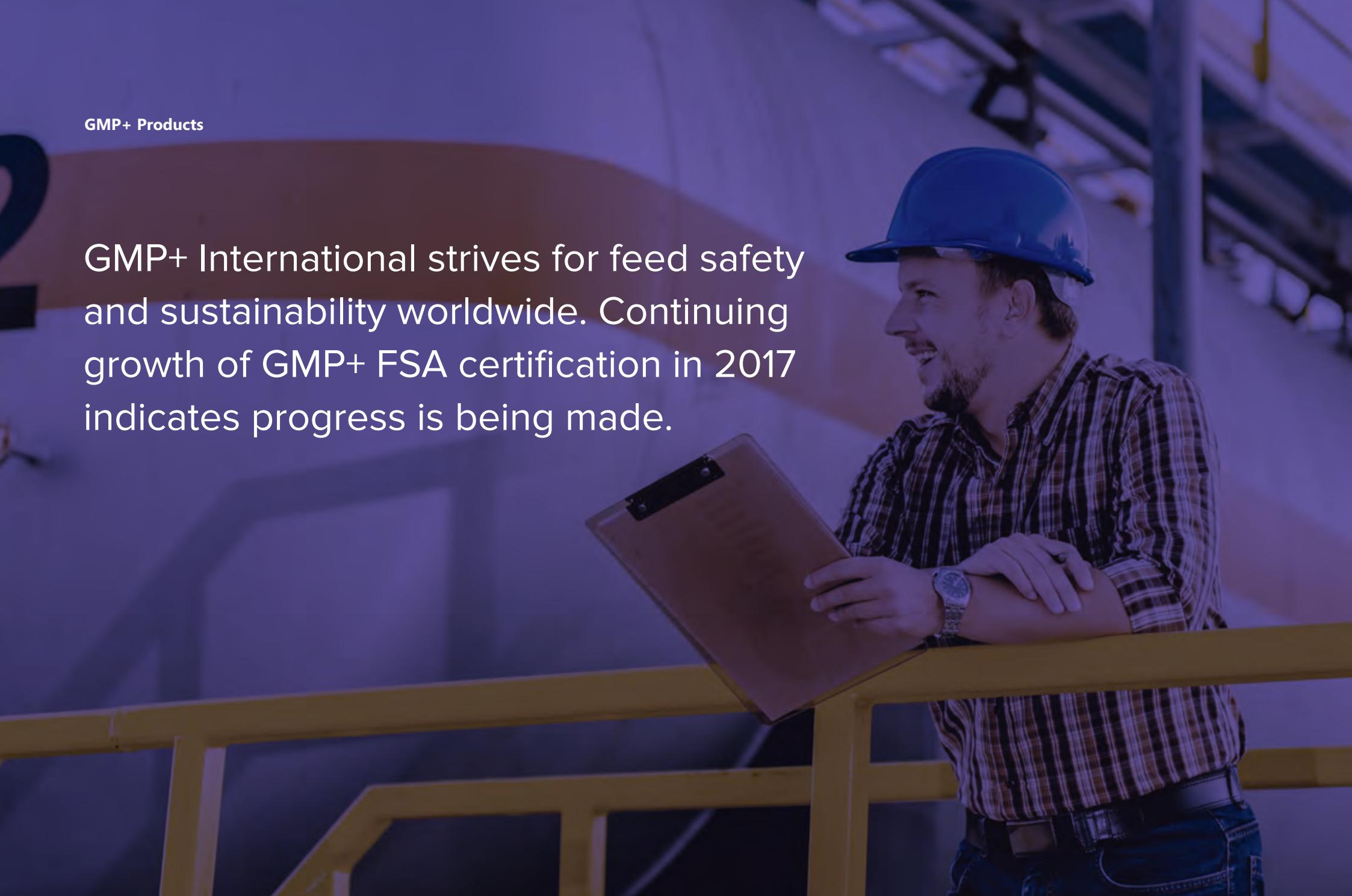
The chairman and secretary of GMP+ International Foundation compose the General Shareholders Meeting.

The Supervisory Board consists of three persons who are not active in the feed chain. It functions as a soundboard and advices the Management Board.

The Management Board consists of the Managing Director and the Operations Director. They are supported by several teams with totally about 27 employees and a number of external service providers.



GMP+ International strives for feed safety and sustainability worldwide. Continuing growth of GMP+ FSA certification in 2017 indicates progress is being made.



GMP+ Feed Safety Responsibility Assurance (FSA)

Ultimo December 2017, 17,166 in 80 countries worldwide were GMP+ Feed Safety Assurance (FSA) certified. This constitutes an increase of 1,148 (+7 percent) compared to 2016.

The share of Western European countries is still high, but we notice a growing participation in Eastern Europe and Asia. Participation in Northern America and Latin America is rather stable, but slowly increasing (see table below).

Market potential depends on domestic awareness of feed safety assurance, pull demand downstream in the chain (certified premixtures and compound feeds producers and quality labels in livestock and aquaculture), as well as feed legislation.



FSA Participants

Region/s	2013	2014	2015	2016	2017
Asia (ex. Near East)	240	259	314	374	524
Baltics	14	27	28	39	59
C.w. of Ind. States	21	26	25	30	37
Eastern Europe	1447	1978	2498	3154	3986
Latin America & Caribians	267	276	304	317	338
Near East	16	23	31	44	54
Northern America	234	244	265	260	270
Oceania	2	1	1	1	1
Sub-Saharan Africa	8	7	5	8	10
Western Europe	10,243	10,572	11,268	11,791	11,887
Total	12,492	13,413	14,739	16,018	17,166



GMP+ Feed Responsibility Assurance certification (FRA)

Ultimo December 2017, 340 companies in 3 countries were GMP+ Feed Safety Assurance (FSA) certified. This is a decrease of 4 compared to 2016. Certified companies were in the Netherlands (90 percent), Belgium and Germany.

This primarily Dutch interest is due to the demand of the Dutch dairy industry for the use of responsible soy in dairy feed and the demand of 'Milieukeur' (SMK) for the use of responsible soy in pig and poultry feed. In 2017, we started with the development of a GMP+ standard for non-GMO Controlled Feed. We did this in close collaboration with Verein Lebensmittel Ohne Gentechnik (VLOG).



FRA Participants

Country	2016	2017
Belgium	11	15
Germany	6	5
Netherlands	327	321
Total	344	340

Responsible Biomass Assurance (RBA)

Ultimo December 2017, 5 companies were GMP+ Responsible Biomass Assurance (RBA) certified. The Netherlands has been the target market. The market potential was estimated at about 50 to 70 companies in the segments production of biomass, trade and transport.

This year, we conducted an evaluation of the RBA certification scheme. The preliminary conclusion was that with the amount of certificates, it has no viability. In 2018, we intend to end the RBA certification.



RBA Participants

Country	2016	2017
Belgium	1	1
Netherlands	6	4
Total	7	5

25th anniversary conference

A summary of the GMP+ International 25th Anniversary Conference.



'Feed sector must become more transparent'

There must be traceability within the feed chain, but how much transparency should there be? And how does the sector strike a balance between a big data overkill and usable information?

There must be traceability within the feed chain, but how much transparency should there be? And how does the sector strike a balance between a big data overkill and usable information? Those were some of the key questions that were discussed at GMP+ International's 25th Anniversary Conference on November 1-3 at the Beurs van Berlage in Amsterdam, The Netherlands.

'We need a continuous flow of information going up and down the supply chain', said keynote speaker Horst Lang, Head of QA & Environment at Globus, a German retail chain. 'Sharing information guarantees more safety. Yet in some quarters of the sector, track & trace is still lacking. That should be unheard of these days.'

Supply chain still a challenge

'What keeps me awake at night is: what's coming through the gates? The supply chain is still a challenge,' said Angela Booth, Director of Feed Safety at AB Agri (UK) during her address. 'There are so many elements we have to understand and control. Products are shipped, stored, and shipped again. And this only will get more.' She argued in favor of more professional knowledge transfer with regard to feed safety management.

In the second part of the day, speakers took on the subject of climate change and its impact on the feed sector. Producing regions will experience the consequences, as rising temperatures will lead to more contaminations. Speakers agreed the sector must be bold and bring ideas together.

Opportunities in big data

On the second day of the conference there was discussion on how big data will challenge and secure feed safety. All speakers found that useful data could have an extremely positive effect on feed safety. But how much of it should be shared (and when, and with whom), was up for debate.

The conference concluded on a lighter note by Dutch trendwatcher and TV-personality Adjiedj Bakas. During his humorous and provoking keynote he motivated the feed sector to find unconventional partners, engage millennials and not be afraid to 'invest in craziness', because craziness will rule the day. 'The largest taxi company of the world, Uber, doesn't own a single taxi.'

On the third and final day of the conference, attendees enjoyed a boat tour through the Rotterdam harbor. Johan den Hartog, Managing Director of GMP+ International, found the conference to be 'very inspiring for the improvement of feed safety and transparency'. 'We will continue engaging our stakeholders in discussing these important topics.'



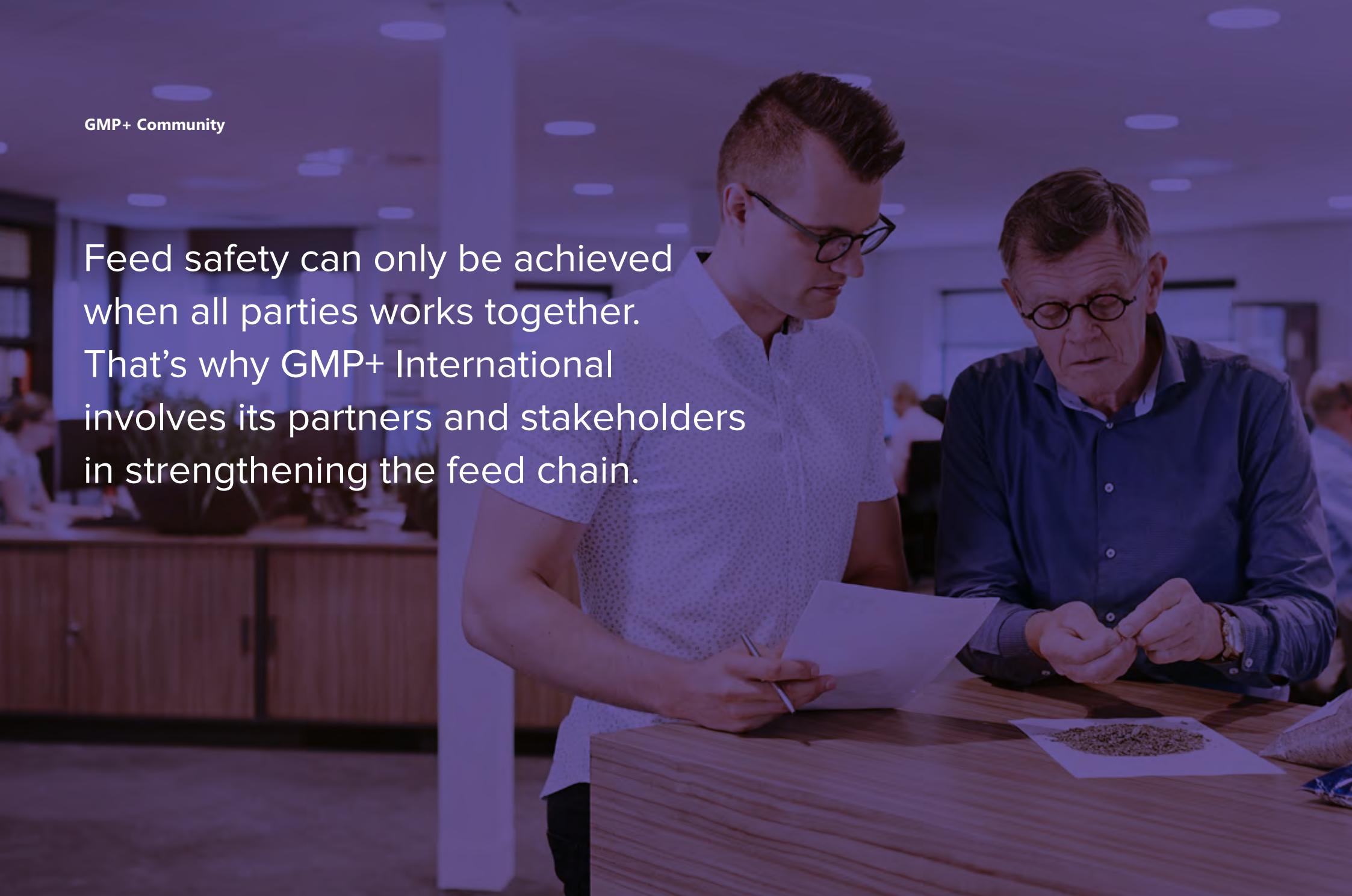
'In collaboration with the moderators and some of the keynote speakers at our conference, we created a think tank. Together, we aim to prioritize topics that could facilitate the GMP+ community in the future. These will become our focus points in future plans and will be part of the exchange of knowledge, expertise and experience within the community. With this collaboration, we want to show leadership, with support of industry leading companies.'

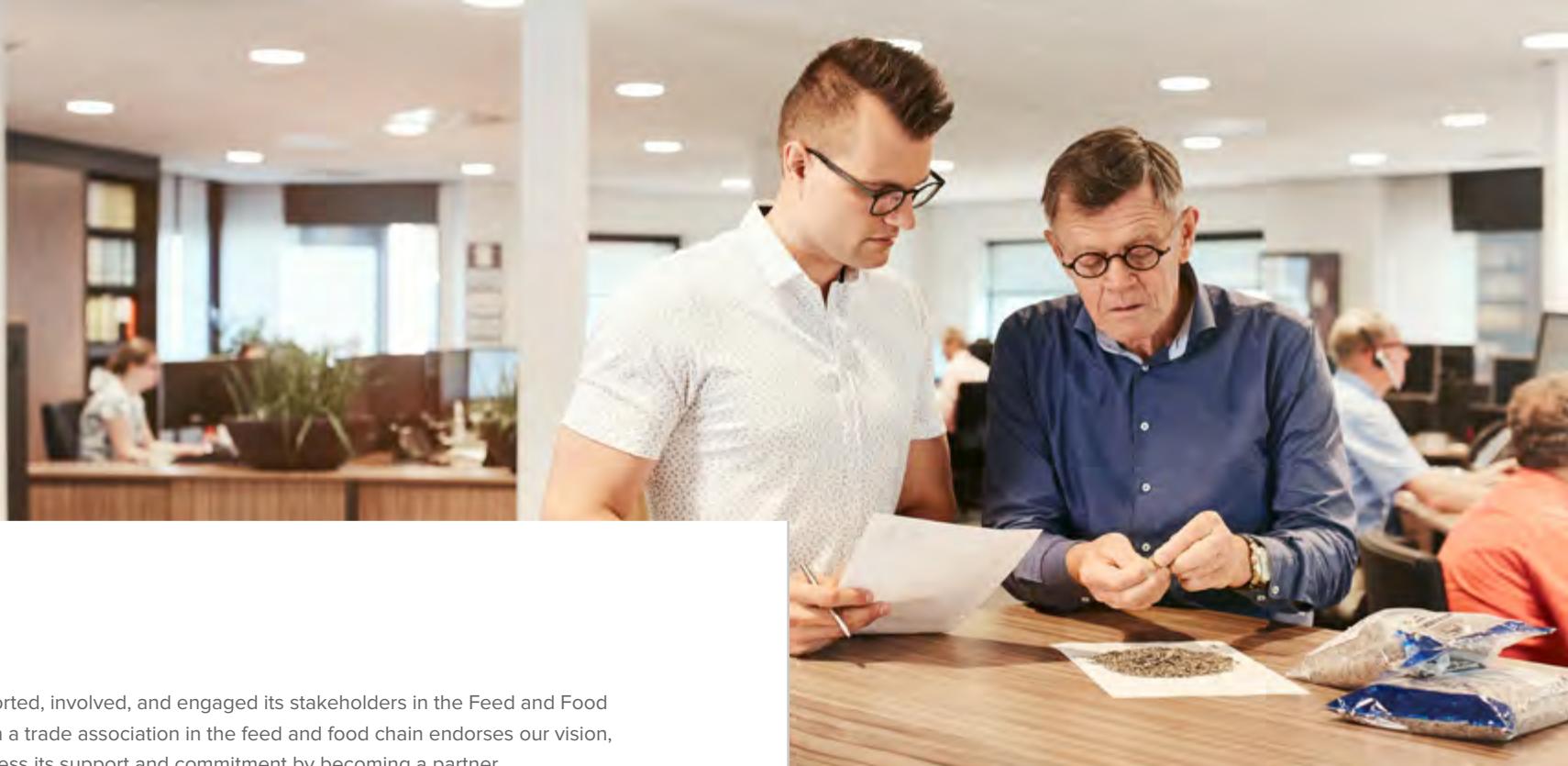
Johan den Hartog

Managing Director GMP+ International



Feed safety can only be achieved when all parties works together. That's why GMP+ International involves its partners and stakeholders in strengthening the feed chain.





Partners

In 2017, GMP+ International supported, involved, and engaged its stakeholders in the Feed and Food chain through partnerships. When a trade association in the feed and food chain endorses our vision, values, and ambitions, it can express its support and commitment by becoming a partner.

**GMP+ International
strategic partner**



The graph presents an overview of the structure of GMP+ International's (strategic) partners.

Collaborations and goals of partnerships

Feed and Food Partners

Involvement and engagement in the development of our GMP+ certifications scheme(s) and supporting products & services in order to comply with customers' needs.

Private Collectives

Involvement and commitment to optimize the use and application of expertise and services of each other in order to operate efficient and effective for stakeholders.

Feed Scheme Holders

Optimizing alignment of the several schemes and realize mutual recognition.

G.A.P. Scheme Holders

Optimizing alignment of GMP+ certification scheme with requirements / needs of schemes for livestock and aqua farming.

Food Safety & Responsibility Scheme Holders

Providing combined audit for food companies also producing by-products fit for animal feed; as well as alignment of GMP+ certification scheme with food industry schemes.

Mutual recognition of other feed scheme holders

With some feed safety assurance certification schemes in Europe, an official mutual recognition has been agreed upon based on equivalency.

This means companies certified for one scheme can supply their products (to certified companies) in other schemes. This reduces the burden and the costs for a company with respect to feed safety assurance and certification, and avoids trade barriers.

Feed and Food Partners - Private Association & Food Companies



Feed and Food Partners - Private Collectives



Feed Scheme Holders



Food Scheme Holders - Good Agriculture Practices Scheme Holders (GAP)



Food Scheme Holders - Food Safety & Responsibility Assurance Scheme Holders



National Representatives

In 2017, we supported growth regions or regions with growth potential, as well as regions with cultural differences and language barriers. We have worked with local professionals as National Representative to answer questions from interested local parties. They also helped GMP+ International to better understand regional challenges. GMP+ International was represented by National Representatives in the following countries: Brazil, China, Ukraine and Spain.

International Expert Committee (IEC) and subcommittees

We operated according to the principle of well-balanced multi-stakeholder participation in our IEC and (sub)committees. For a full overview of our International Expert Committee and subcommittees please visit gmpplus.org.

Registered Consultants

With Registered Consultants, we aim to provide assistance to feed companies that are interested in GMP+ Feed Safety Assurance (FSA) certification, as well as GMP+ FSA certified companies in their search for competent and reliable consultants to advise them on their feed safety management system. GMP+ International considers consultants an important channel for the distribution of GMP+ FSA certification in the market. In 2017, 9 Registered Consultants were active in 25 countries. For a full overview please visit gmpplus.org.

GMP+ Academy

In 2017, we offered courses in collaboration with five European training institutes to increase the knowledge level within the global feed chain. For (contact)details visit gmpplus.org.



Certification Bodies

In 2017, the number of accepted Certification Bodies for the GMP+ FSA module was 32 with 420 accepted auditors.

At the end of 2017, GMP+ International started the acceptance process of a new Certification Body. Certification Bodies play an important role in assessing and certifying companies. They are responsible for ensuring companies are complying with the principles and requirements of the applicable GMP+ normative standards. Certification Bodies must do so in a proper and unimpaired manner.

32

Total number of Certification Bodies
for GMP+ feed certification scheme

420

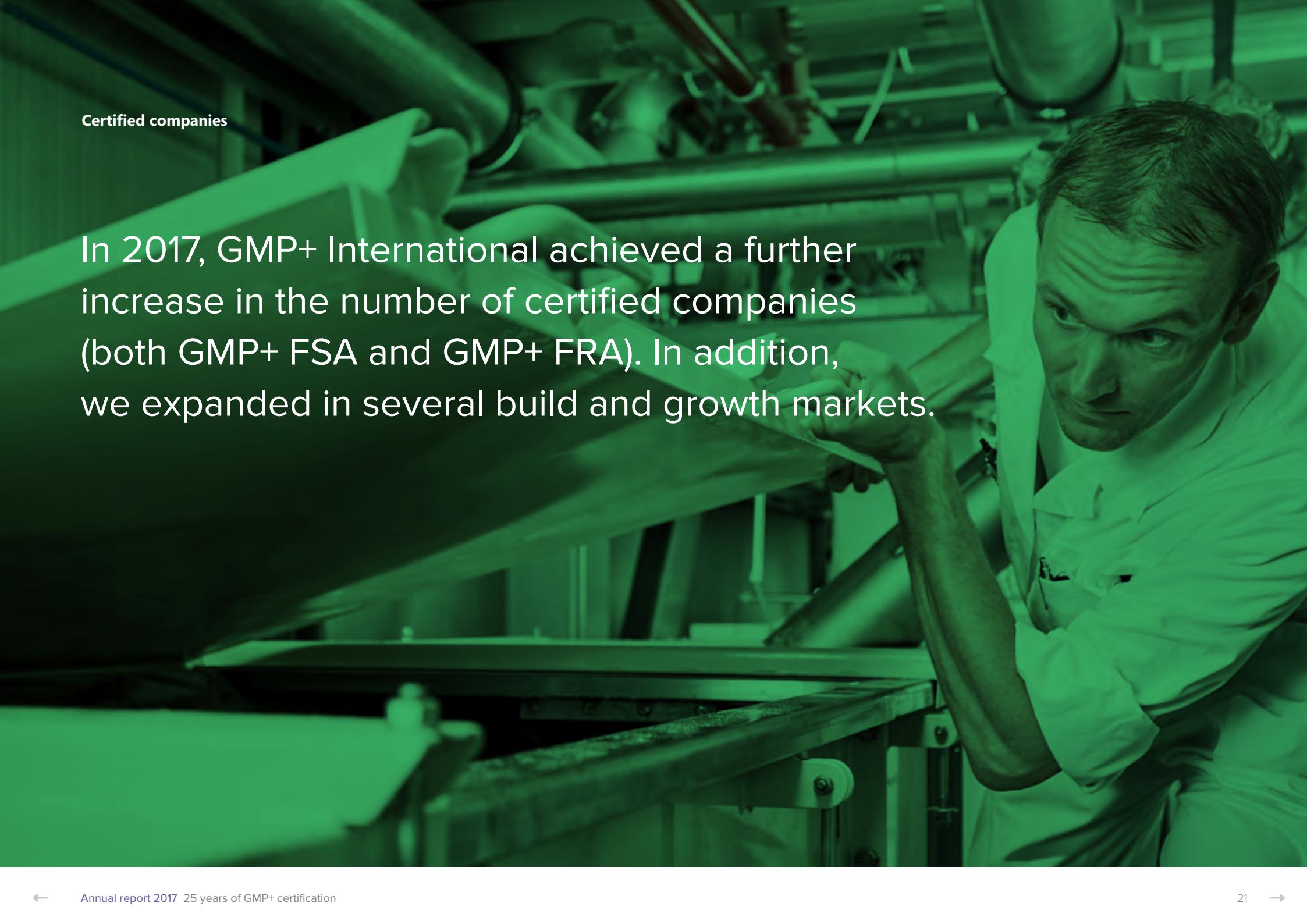
Total number of
accepted auditors

Certification Bodies



Please note, although we mention a total of 32 Certification Bodies, some share an identical logo and entity, resulting in less logo's on this page



A photograph showing a man in a white lab coat and hairnet working in a pharmaceutical manufacturing facility. He is leaning over a large industrial machine, possibly a tablet press or similar equipment, and appears to be inspecting or adjusting it. The background shows more of the complex machinery and piping typical of a pharmaceutical plant.

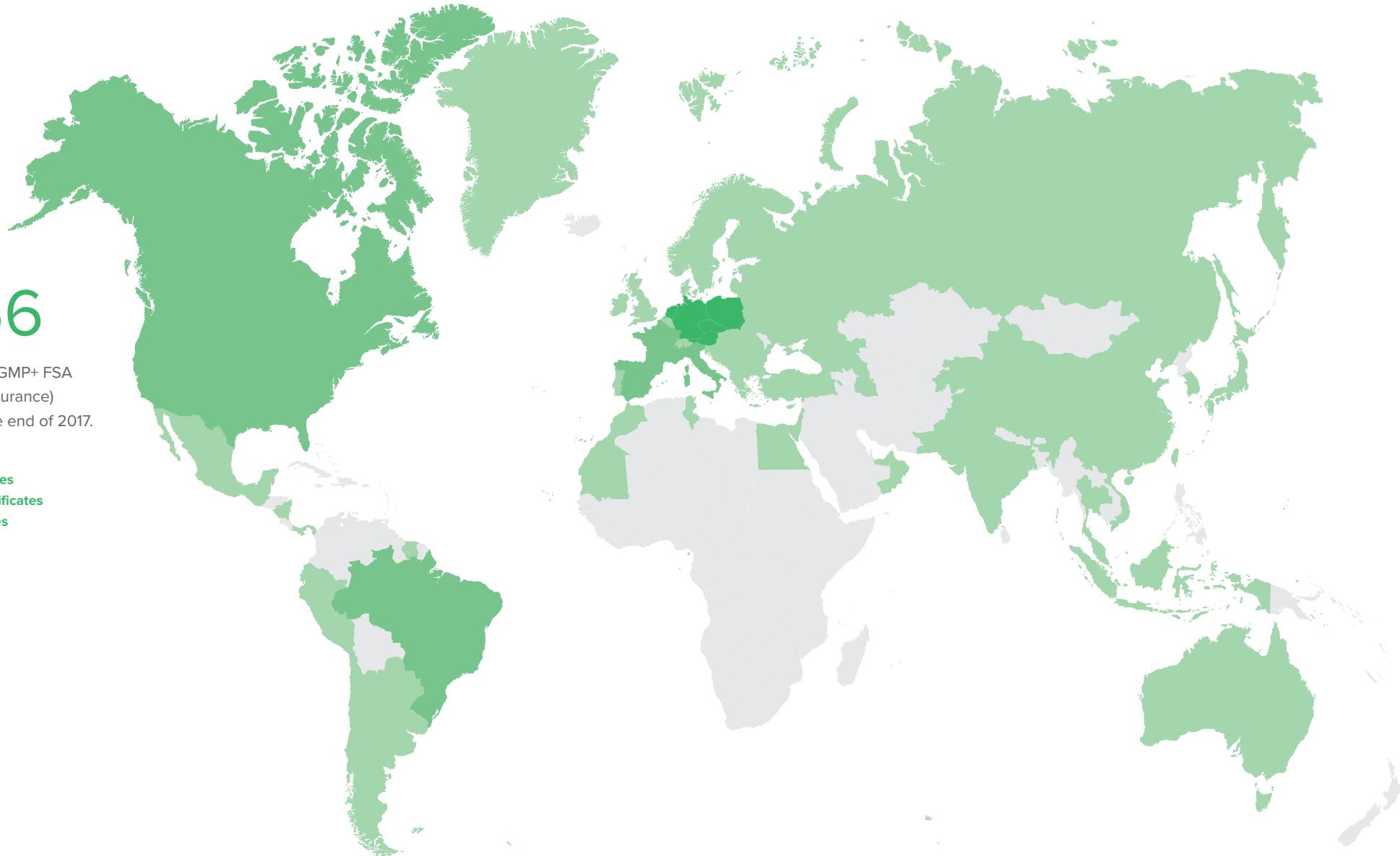
In 2017, GMP+ International achieved a further increase in the number of certified companies (both GMP+ FSA and GMP+ FRA). In addition, we expanded in several build and growth markets.

Certified companies

17,166

Total number of GMP+ FSA
(Feed Safety Assurance)
certificates at the end of 2017.

- 500 + certificates
- 101 to 500 certificates
- 100 - certificates
- No certificates



Certified companies

340

Total number of GMP+ FRA
(Feed Responsibility Assurance)
certificates at the end of 2017.

- 100 + certificates
- 1 to 100 certificates
- No certificates



In 2017, we started implementing
a systematic approach to marketing.



Market strategy

Our new market approach constituted of systematic monitoring of developments in the international feed market, and identifying emerging regions/countries. These are divided in three main categories, according to the stage of development of feed safety awareness in that country.

We have started to implement this approach step-by-step, in a structured way. Based on available information, we have selected a number of target countries and classified them.

Market Strategy for 2017

1 Build

In countries or regions in the Build phase, there is minimal awareness of feed safety. GMP+ market penetration is low. In these regions, we follow a 3-step strategy.

Step 1: exploring identified emerging markets through market surveys and field trips for fact finding, and to research whether they indeed have potential.

Step 2: in case of potential, prioritizing of a country, selecting the market segments, setting targets and choosing the best strategy for development (marketing plan).

Step 3: executing the marketing plan, monitoring results and evaluating progress and re-evaluation of the marketing strategy.

2 Grow

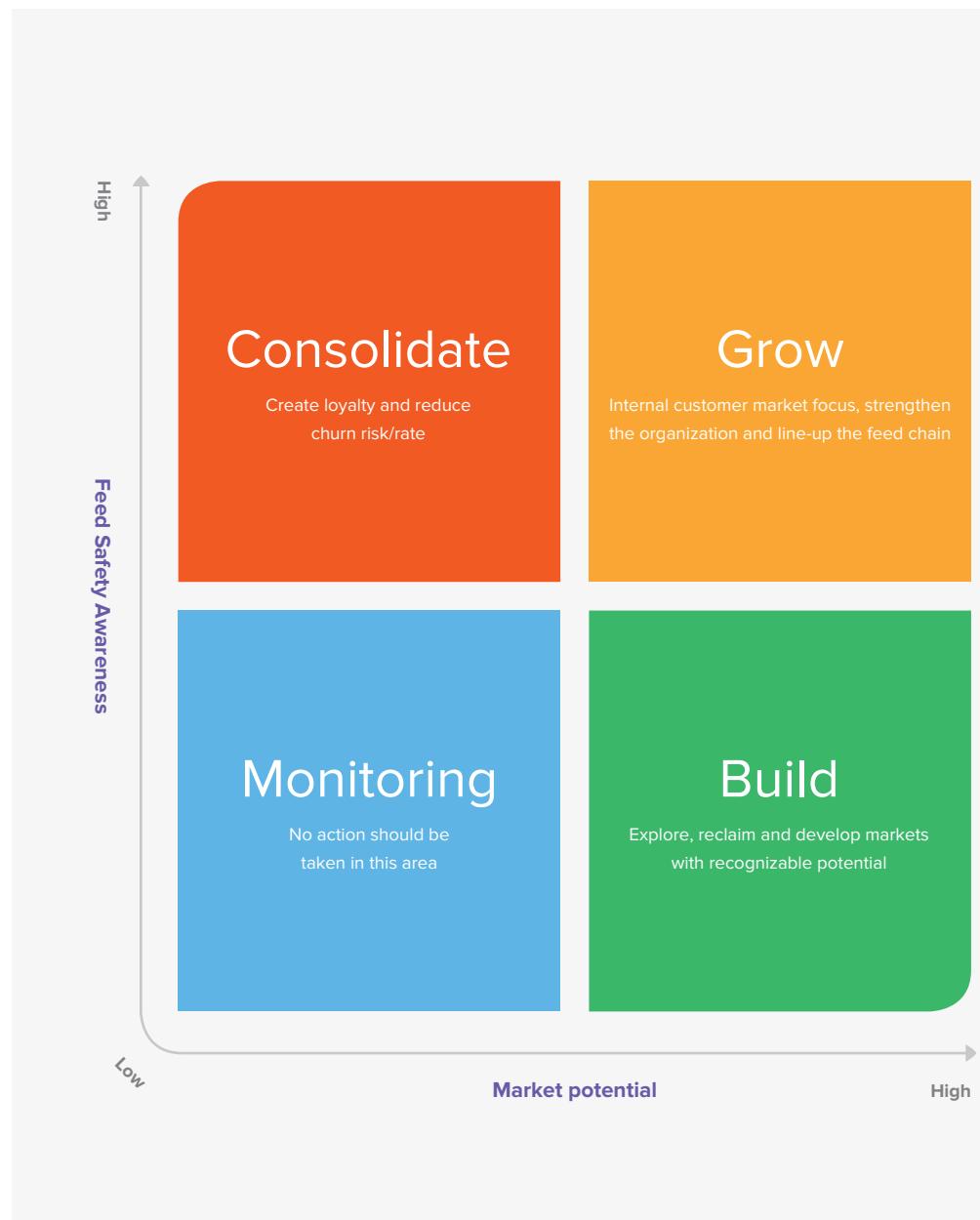
In countries or regions in the Grow phase, there is increasing awareness of feed safety. GMP+ market penetration is moderate.

If we have enough market penetration in the selected market segments of a country, the focus will shift to further increasing growth. Branding will continue, customers' satisfaction will be measured and specific needs in the market will be identified and involved in product development. Strategic collaboration with quality schemes in livestock and aqua farming is also crucial in this phase.

3 Consolidate

In countries or regions in the Consolidate phase, there is high awareness of feed safety. GMP+ market penetration is high.

In heavy penetrated markets or segments, it is important to consolidate this position by retaining the certified companies. Retaining market leaders by creating loyalty is also essential.



Department highlights

At GMP+ International, every department has its own tasks and goals. Here are the highlights of 2017 for each department.

Standards & Feed Support Products

The Standards & FSP department of GMP+ International is responsible for the norms and standards of the certification scheme. It regularly updates its content on the basis of new laws and insights, and does so in close cooperation with several committees of feed industry experts. The department is also in charge of the Feed Support Products (FSP), which offer support to certified companies.

New mutual recognitions

Avoiding trade barriers

In 2017, we reached mutual recognition agreements with several feed certification schemes in Europe. Finalization was still underway at the end of the year. Mutual recognition was agreed upon with pastus+ from Austria (for production trade and transport of feed) and with OQUALIM-RCNA from France (for mixed feed). With Europe-wide EFISC, the already existing mutual recognition scope was expanded. These agreements, to be published in 2018, are a result of extensive reviews and are meant to avoid trade barriers.

NVWA approval

Increased oversight

After several incidents, The Netherlands Food and Consumer Product Safety Authority (the NVWA) created a label for feed and food safety schemes, to be found on ketenborging.nl. This way, it wants to achieve more public oversight on feed and food safety. After a review of our scheme, we were asked to carry out some changes with regard to our system of unannounced audits. These changes have been approved, which means GMP+ International is now recognized by the NVWA.

Registered Laboratories program

Checking labs

Reliable laboratory analyses are crucial for a trustworthy feed safety chain. Therefore, we decided to launch the Registered Laboratories program. Starting July 1, 2019, laboratories that analyze critical contaminants for GMP+ FSA (Feed Safety Assurance) certified companies, shall be GMP+ registered. Laboratories will have eighteen months to meet the requirements, which include certain performance criteria and participation in proficiency testing.

EWS in 2017

A decrease in warnings

In 2017, we published 11 warnings through our Early Warning System (EWS). This is a decrease compared to the previous year, in which we published 21 warnings. The reason for the decline is unclear, except that companies that report incidents, had them quickly under control, so a warning was not necessary. In total, we received 240 reports on 169 incidents. This year, we also launched our EWS app, which makes it easier for certified companies to report incidents and receive warnings.

Feed Fraud guidance & training

Creating awareness

The FSP team at the Standards & FSP department developed a guide and training on feed fraud prevention. This was done to increase fraud awareness among certified companies and to give them tools on how to recognize and deal with feed fraud. The first training was held in Renkum, the Netherlands, for Dutch certified companies. After this first trial, we will look into expanding this training to other GMP+ regions in the years ahead.

New feed materials

Expanding Product list

After consultation with GMP+ certified companies, GMP+ International gave final approval of new feed materials and the accompanying risk assessments. Members of the Technical Committee Feed Support Products researched and reviewed the materials in question on the basis of HACCP and concluded that introduction in the market would be safe and responsible. The feed materials have been added to the FSP Product list.



Els van der Boon

Team Manager



Dik Wolters

Team Manager

Certification & Compliance

It's the task of GMP+ International's Certification & Compliance (C&C) department to make sure that GMP+ FSA and FRA certificates are awarded in accordance with the content of the scheme. C&C is also responsible for the development and maintenance of the certification rules, harmonization of Certification Bodies and GMP+ auditors, and examination of auditors.

Improved GMP+ License agreement

In line with ISO

In close collaboration with representatives from GMP+ accepted Certification Bodies, C&C developed a new certification agreement more in line with ISO standards: GMP+ A5 'GMP+ Feed Certification Scheme License Agreement', which contains the conditions and responsibilities that GMP+ accepted Certification Bodies, Critical-, Non-Critical locations and Outsourcing Parties have to comply with. The revised document significantly improves the contractual link between GMP+ International and the GMP+ certified companies. These changes also led to a renewed GMP+ A1 'General Regulation'.

Improving our Compliance Assessment

Working together

C&C put together a working group with representatives of CB's in order to improve our compliance assessment. We strived for a new methodology that carries broad support among CB's and certified companies. After evaluating our current way of working, methods and tools used, involved parties wanted to put special attention to, among others, feed safety related issues. Parties that took part in our working group, were very positive about their involvement and welcomed our commitment.

Overall Analysis Report

Bringing it back

In 2017, we brought back the Overall Analysis Report, that provides CB's with insights about their performance. We worked with a format that was much more clear and we established the main topics we have to report on. This way, CB's gain knowledge about their general performance with an overview of the last three years and the performance of their auditors, like how many audits they perform and the amount of non-conformities they detect. The response to these reports has been extremely positive and we will continue this practice going forward.



'The response to the Overall Analysis Reports has been extremely positive'

Leyla Alpaca
Team Manager

Marketing & Communication

The Marketing & Communication (M&C) department is responsible for implementing and guarding the strategic marketing approach of GMP+ International. Our M&C staff supports the other teams in communicating with the GMP+ community. In doing so, they ensure communication is aligned with the corporate objectives of GMP+ International, and answers the needs of our stakeholders.

Engaging our community

Our first international conference

To celebrate the 25 year anniversary of the scheme, GMP+ International held its first international conference from November 1-3, 2017, at the Beurs van Berlage in Amsterdam, the Netherlands. We brought together our community and discussed with them the future of feed safety and the challenges we face. We also presented our 25-year anniversary book and timeline video. Surveys showed attendees felt engaged, and were extremely satisfied with the venue and the speakers.

Customer satisfaction survey

Listening to our customers

To measure the level of satisfaction among certified companies, and to better understand their needs, we conducted our first customer satisfaction survey. We received an overall satisfaction rate of 7. Companies were especially pleased with our worldwide community and EWS. We received feedback for improvements as well, such as more consistent and practical communication. Certified companies from our major scopes in the Netherlands and Germany were participated in the survey. In 2018, we will assess new market(s) to conduct a survey.

New Marketing & Communication strategy

A distinctive approach

In 2017, we developed a new marketing and communication strategy. We reviewed the company's core values and mission and vision, which led to redesigning our corporate identity and communication tools (to be launched in 2018). In cooperation with Business Development, we also created a new market approach strategy. We divided countries into segments according to the stage of development of feed safety awareness in that country. This enables us to target each region with a distinctive approach.



'We developed a new marketing strategy, communication strategy and a new market approach strategy.'

Caroline Russo

Team Manager

Business Development

Our Business Development unit is a newly created department. It is responsible for the promotion of feed safety awareness and expansion of GMP+ feed certification participation around the globe, as well as retaining participation in consolidated markets. The unit consists of the Managing Director of GMP+ International and a Business Development Manager. They are the public face of the company during international events and meetings.

The creation of Business Development

A clear path forward

The creation of Business Development (BD) meant a big step forward in terms of professionalization. This unit is responsible for growing the number of GMP+ certificates, and does so by researching, networking, campaigning and field trips. It is also involved in retaining of participation in consolidated markets, along with other departments. BD actively seeks dialogue with market leaders, NGO's and governments in order to increase feed safety awareness. A Business Development plan was created, and the role of GMP+ International's National Representatives has been more clearly defined.

Market segmentation and clustering

Improved market knowledge

One of the first accomplishments of this new department was to segment target countries according to the prevalent feed industry of each country. For example, one country can be big in transport, while the next country revolves around soy production. By clustering countries, GMP+ International gains a better understanding of the international feed market and differences between nations. This enables us to target and approach countries each with a unique and fitting strategy.

New chain partners

Growth in developing regions

Business Development reviewed all collaboration agreements between GMP+ International and chain partners. We segmented our partnerships in three categories (feed, food and other schemes) and re-evaluated them. We decided whether to continue or discontinue the collaboration. Also, in 2017, GMP+ International gained ten new partners, some of which hail from developing countries like Vietnam, Iran and China. Business Development sees this as a very promising development.



'The creation of Business Development (BD) meant a big step forward in terms of professionalization.'

Olyn San Miguel

Business Development

Business Information Management

GMP+ International outsources all of its IT-related processes and activities. Our Business Information Management department is responsible for selecting, guiding and controlling our IT suppliers. It's the main responsibility of this department to ensure that all IT means are available to the organization and that they contribute to realizing the company's goals.

IT Policy 2018-2020

A better use of data

Whether it is EWS warnings, the company database or withdrawals, 'information' is crucial to achieving our company mission. In our IT Policy for 2018-2020, approved in 2017, we concluded that adapting our IT is a necessity. Better software will provide us with more usable data and give added value to our stakeholders. We want to work with external IT partners on license-driven contracts, that are scalable both ways. In addition, we want the IT awareness within the company to increase.

CRM project

A modern working environment

For Business Information, much of 2017 revolved around developing an all-new CRM-system for GMP+ International. After consultation with the internal organization, we started the process of transferring to Microsoft Dynamics. The new system will include the company database, contract management, C&C tooling, CB tooling, reporting, helpdesk and online portal. Once fully implemented in 2018, we expect to have a much clearer view on customer needs.

Voice over IP

Improved communication

In 2017, every GMP+ International employee received a brand-new mobile phone, which includes Voice over IP (VoIP). With VoIP, people can be reached through their landline number, even when they are traveling or not at the office. Thanks to this modern technology, work is wherever the employee is. They can also access company documents through his mobile device, which makes working at home or on the road much easier. The system's implementation went flawlessly.



'Information' is crucial to achieving our company mission. Better software will provide us with more usable data and give added value to our stakeholders.'

Alex Schaap

Business Information

Human Resources

GMP+ International's Human Resources department ensures that the company's workforce is aligned with its core values. HR offers support in realizing the organizational goals. It guides employees in adapting to strategic directions of the company and consults them in matters of working conditions and employment contracts.

New HR Policy

Not a job, but a career

In 2017, HR established a renewed HR Policy. We concluded that employees with knowledge of our scheme are crucial for its continuity. That's why we will focus on sustainable labor relations and, at the same time, regular renewal. GMP+ International invests in education and training rather than in higher salaries. This emphasis on personal development will be our unique selling point in hiring new employees as well. We want ambitious and engaged employees that seek not a job, but a career.

An updated employment package

Clearing up

In cooperation with the works council, HR modernized and simplified the GMP+ International employment package. This was a necessary step, since the labor conditions that were in place before, were not very clear and, at points, outdated. We strived for one package that was both fitting and plain. In general, there were no meaningful changes to finance or hours. The first chapters of the new HR policy have been finalized, approved and implemented at the end of 2017.

Team development

Knowing our talents

GMP+ International increased its focus on individual responsibility and teamwork in 2017. We want to avoid an environment in which employees are guided only by orders of their superiors. Instead, every employee knows its own talents and feels encouraged to utilize them, while also knowing when to make an appeal to direct colleagues. This development program will fasten the decision-making process and will lead collective team leadership and to highly engaged employees.

*'We want ambitious and engaged employees
that seek not a job, but a career.'*

Management Team

Financial results

GMP+ International financial results 2017.



Explanatory note to financial figures

The net (positive) result after tax for 2017 is € 27,566.

In 2016 the net (positive) result was € 111,970.

The GMP+ certificate has a strong place in the market. The scheme is solid and is frequently adjusted in collaboration with our stakeholders. Because of that, the number of GMP+ certified sites keeps growing (+7 percent in 2017). This explains the 11 percent increase in turnover.

In 2017, we continued investment in the further reinforcing of the organization (as one of the strategic objectives). We made a start with the new IT environment, renewed the Marketing & Communication team, installed a Business Development department and started with team- and individual training.

Key figures

Key figures	2017	2016	2015	2014	2013
Liquidity Current Ratio					
Current assets / current liabilities	3.8	4.0	4.7	4.3	3.4
Solvency					
Equity / Balance sheet total	0.77	0,77	0.81	0.79	0.77
Other					
Number of FTE	25	22	20,1	17,4	15
Working capital	€ 1,518,280	€ 1,586,048	€ 1,713,404	€ 1,545,536	€ 981,091



Financial results

Balance sheet as per December 31, 2017

Assets	December 31, 2017	December 31, 2016
Fixed assets		
Tangible fixed assets	€ 290,689	€ 221,475
Financial fixed assets	€ 26,942	€ 822
Current Assets		
Receivables	€ 1,222,901	€ 1,089,694
Cash and cash equivalents	€ 836,748	€ 1,029,900
	€ 2,377,280	€ 2,341,891
Liabilities	December 31, 2017	December 31, 2016
Equity	€ 1,835,911	€ 1,808,345
Short-term debts	€ 541,369	€ 533,546
	€ 2,377,280	€ 2,341,891

Profit and loss account over 2017

	December 31, 2017	December 31, 2016
Gross Margin	€ 4,140,781	€ 3,736,845
Total operation costs	€ 4,107,269	€ 3,604,324
Operating result	€ 33,512	€ 132,521
Financial benefits and charges	€ -4	€ 1,991
Result on ordinary activities before taxation	€ 33,508	€ 134,512
Taxation on result from ordinary activities	€ -5,942	€ -24,975
	€ 27,566	€ 109,537
Share in the result of participations	€ 0	€ 2,433
Result after taxation	€ 27,566	€ 111,970



