GS1

# Making the GS1 Vision a Reality
Annual Report 2004/2005

www.gs1.org

**See** One Vision
**Speak** with One Voice
**Act** as One Organisation

Around the world, the people of GS1 - our users and Member Organisations - are making our vision a reality.

# Making the GS1 Vision a Reality

# Introduction

- Joint Message from
  the Chairman and President & CEO
- The GS1 Launch

# Making the GS1 Vision a Reality

## "Simplicity is the ultimate sophistication."

These words, first spoken by Leonardo Da Vinci, are as relevant today as they were centuries ago. Most of us would agree that the demands on our business and personal lives continue to grow and finding clarity and simplicity in the midst of the noise is a constant challenge. GS1's goal is clearly aimed at simplification of global commerce by connecting the flow of information with the flow of goods. Global commerce is multi-faceted and the complexities innumerable; however, GS1 has focused its mission at the core of the challenge. GS1 will:
**Lead** the design and **implementation** of global standards to improve the supply and demand chain.

## Making Our Vision a Reality

The realisation of a bold vision begins with a single step. With our vision clearly before us, GS1's efforts over the past year have been focused on taking those single steps, which collectively, are making our vision a reality. In practical terms, this means that we are doing the important work of building the organisation, infrastructure, processes and technologies that will serve as the foundation and growth engine for both GS1 and global standards for years to come.

## See One Vision
## Speak with One Voice
## Act as One Organisation

Today, GS1 proudly includes over one hundred Member Organisations from around the world that are committed to uniting around a common vision and direction. We've embraced a common name around the world - GS1 - and our Member Organisation CEOs, Presidents and Staff are working tirelessly to develop common solutions for the benefit of the global community, rather than any single user.

Achieving this vision together is a long-term effort and we are making steady progress. We thank our constituents, most especially our Member Organisations, for their dedication and the many contributions over the past year. These have contributed to our joint success.

## Unwavering Core Beliefs

GS1 continues to grow, adding new members and users around the globe. We also remain open to change as we work toward our vision and learn from our progress. At the same time, a set of core beliefs continue to act as our compass, guiding who we are, what we do and how we do it:
- We are a **not-for-profit** organisation
- We are **neutral** with respect to our business partners

- We are **user-driven and governed**
- We **serve all companies**, both Multinationals and Small and Medium Enterprises (SMEs)
- We are a **platform for collaborative agreements** between businesses
- We believe our **people** – both employees and associates – are our most important asset

## Increased Communication and Visibility

It is essential that we have ongoing **communication and increased visibility** into and across the organisation.

We have made progress in both these areas over the past year as evidenced by this annual report which for the first time, includes detailed financial reporting (pages 32-33). We are pleased with our accomplishments in these areas, but we recognise that improvements are still needed, and will remain focused on these opportunities in the year ahead.

## Management Board Led by Global Business Leaders

2005 has been a year of tremendous success with respect to the leadership and infrastructure of GS1. We have long said that GS1's vision and solutions are positioned to meet **business**

challenges, not technology challenges. Today, the composition of our Management Board ensures that we will not lose this focus (pages 37-38). We are very fortunate to have a group of global, cross-industry business leaders who bring to GS1 both breadth and depth from the regions around the world where they serve as CEOs, COOs, CFOs and other executive leaders of their respective organisations.

Our Board Members routinely challenge us to think differently and remain flexible to change. During our General Assembly this past May, one of our Board Members, Bob McDonald, Vice-Chairman Global Operations for the Procter & Gamble Company, put this challenge to us simply. He said, "Organisations must renew themselves. Any organisation, as with any organism which is growing, must renew itself. Growth, by definition, requires change. Change requires renewal. The standards of perfection which are acceptable today, will be unacceptable tomorrow."

Perspectives such as these are vital to GS1. They instill a mindset that is open to change so that we can continue to meet the current and emerging opportunities facing business.

The support of our Board Members is invaluable and we thank them for their devotion to GS1, and to improving commerce for customers around the world.

## EPCglobal and GDSN Boards Strengthen GS1 Leadership

EPCglobal and GDSN are critical to both the foundation and growth of GS1. Significant milestones were achieved this past year when we established Boards within the GS1 governance to guide these two organisations (page 38). With these three Boards - the GS1 Management Board, the EPCglobal Board and the GDSN Board - firmly in place, we are well positioned to remain engaged with the ongoing and dynamic needs of our users around the world.

## GS1 Organisation and Infrastructure Positioned for Growth

In addition to progress with our Boards, we are pleased to report success over the past year in filling several key leadership positions at our Global Office in Brussels and within the GDSN and EPCglobal organisations with talented and experienced managers poised to guide GS1 through the next phase of its development.

These leaders are already making important contributions to GS1 as evidenced throughout this annual report.

## A Year of Progress

As we look back on this year, we are proud of what the GS1 organisation has accomplished together. We also find that in many important ways, we have evolved - and continue to evolve - into a **different** organisation. Today, we are proud to be:
• One global organisation with a single corporate brand identity
• Maturing into a standards and (related) services organisation
• Offering a diversified portfolio of products and services
• Operating in multiple sectors and industries
• Enhancing our capabilities to a complement of technical and marketing skills

## The Journey Continues

As a single, global organisation we continue to make steady progress on standards and technologies that will serve as a strong foundation for improving business decisions that affect global commerce through the supply and demand chains. Stronger Boards, led by influential and global business leaders, guide our direction. We have accomplished a great deal, but our focus over the next year will remain on "Making Our Vision a Reality" because there is still much more to do.

**Tim Smucker**
**Chairman**

**Miguel A. Lopera**
**President & CEO**

# The GS1 Launch

## The New Organisational Structure

```
                    GS1 General Assembly
                            |
                     GS1 Organisation
          /                 |                 \
   GS1                      |            Local GS1 Boards
Management Board            |
          |-----------------+-----------------|- - - - - -|
       GS1          EPCglobal Inc.    GS1 GDSN Inc.    Local GS1
   Global Office                                      Organisations
```
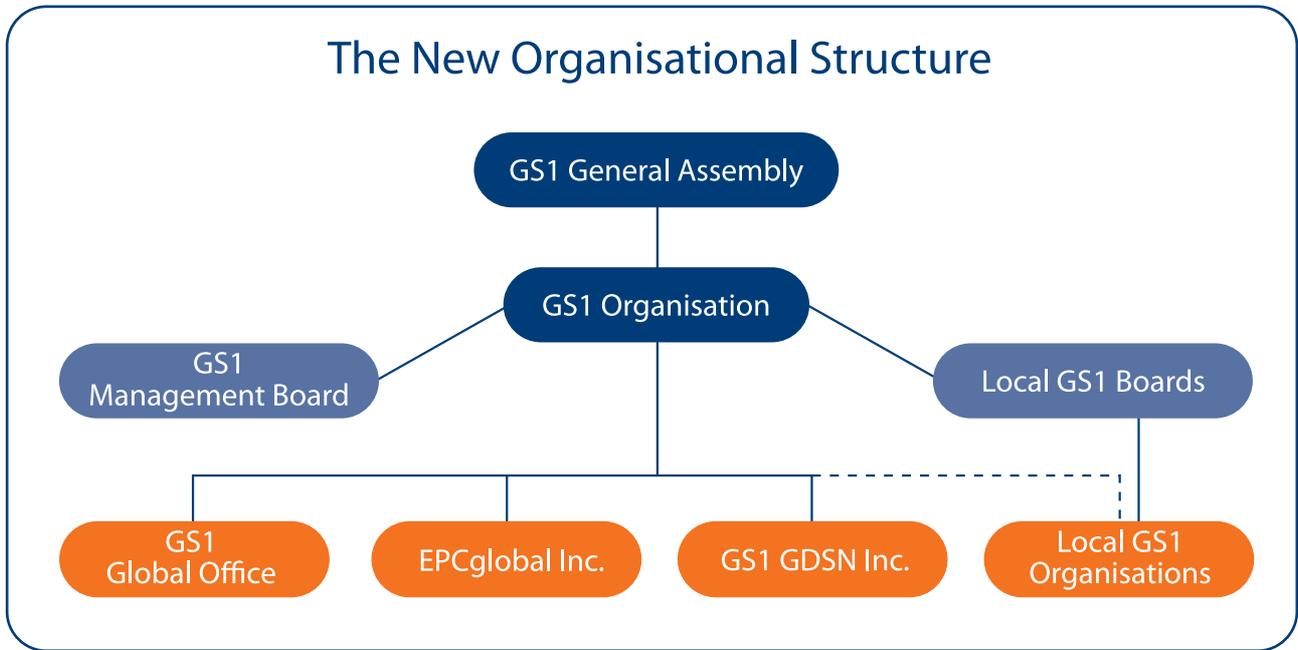
## Organisation and Branding

The spirit behind **See** One Vision – **Speak** with One Voice – **Act** as One Organisation must be demonstrated in everything we do. These words guide our decisions and behaviours.

Communicating clearly and consistently to our users and other constituents around the world is as important as anything we're doing and is at the core of what we mean by "Speak with One Voice." This past year, we adopted a new brand architecture to better clarify our GS1 products and services and to visually unite our messages across the globe.

The new GS1 organisation is building on its strong barcode foundation and is clearly focused on broadening the products and services we offer. However, sometimes the overarching message and benefits of who we are and what we are trying to achieve is lost in our diverse portfolio of products and services, specifically in the details of the technologies and standards that enable them. Our **new brand architecture** was born out of the desire to **bring clarity and unification** to the multiple dimensions of GS1.

Our new brand is more than a name or visual identity with logos and taglines. It **brings** our various **products and services** together into a **simple**, **easy-to-understand** architecture that is both the external face of the GS1 strategy and the foundation for our internal identity. In addition, the brand architecture helps us define the individual offerings within the GS1 family as well as the relationships among them.

**GS1 BarCodes**

**Global Standards for Automatic Identification**

Global GS1 Forum
2005

GS1 eCom B2B2

**Global Standards
for Electronic Business
Messaging**

GS1 GDSN

**The Environment
for Global Data
Synchronisation**

EPCglobal EPC
Powered by **GS1**

**Global Standards
for RFID-based
Identification**

GS1 EPCglobal EPC

**Global Standards
for RFID-based
Identification**

The Global Standards Management Process

The Global Data Synchronisation Network (GDSN)

EPCglobal Inc.

GS1 Learn

GS1 Global Events

# Key Activities

- The Global Standards Management Process (GSMP)
- The Global Data Synchronisation Network (GDSN)
- EPCglobal Inc.
- Building New Solutions, Opening New Horizons
- GS1 Learn
- GS1 Global Events

# Progress on GS1 Global Standards Management Process (GSMP)

When the Global Standards Management Process (GSMP) was launched in 2002, the aim was to create a forum for global collaboration, allowing trading partners and Member Organisations to develop truly implementable standards. The GSMP covers the complete cycle of events from the initial identification of a need or requirement to the implementation of the solution, and GSMP applies to EANCOM®, the GS1 General Specifications, the Global Product Classification and GS1 XML Business Message Standards.

## The Fundamental Principles of GSMP are:

- User driven
- Open
- Single pass
- Business need based
- Global

The fourth year of operations has seen both an increase in output and a growing demand for standards development to keep pace with the changing business environment and to meet opportunities that arise.

## Key GSMP Accomplishments in 2004-05

- **Global Data Synchronisation Network**

  **2005 GDSN Roadmap:** Drafted in Q1 2005, this document defines the new functionality that will be added into the GDS Network in 2005.

  **GDSN Support for New Sectors:** Extensions were developed. These include Office Supplies, Fresh Foods, Automotive Aftermarket and Entertainment, among others.

  **GDSN Operations Manual:** To support network operation and data pool certification, the GSMP team published the GDSN Operations manual which helps implementers utilise and implement standards communication tools such as AS2.

  **New Lines Form:** In 2004 a New Lines Form initiative was launched. The goal is to create a standards-based solution in the GDS Network, which renders the typical retailer "GUI" interface (where suppliers key new item information into the retailers' system).

  **Data Accuracy:** The Data Accuracy team, launched in 2004, is developing a set of GS1 standards to evaluate product data quality in an unambiguous way.

- **Upstream Initiative**
  The Upstream GSMP Team was launched in September 2004. The first task was to examine the applicability and business case for GTIN/GLN in the upstream supply chain and the results were published in February 2005. The group has also developed a set of business-to-business messages for the upstream supply chain environment.

- **Traceability**
  In January 2005, the GSMP Traceability Team was launched to develop a GS1 Traceability Solution to meet the new legislative requirements for supply chain safety.

- **GS1 eCom**

  **EANCOM® Refocused**
  In 2004, the GSMP team launched an effort to draft a work plan of prioritised deliverables for the improvement of EANCOM® standards and to redesign the development process.

### GS1 XML Version 2.0

In 2005, the GSMP republished all XML messages into one comprehensive publication, version 2.0. This publication includes 60 Business Message Standards comprising of over 850 XML Schemas.

- **Fresh Foods**

With the launch of the Fresh Foods team in February 2005, great progress has been made in the development of solutions for produce, meat and poultry, etc.

- **Global Data Dictionary (GDD) Enhancements**

The GDD is a source of reference for all business terms, their definitions and related information that is used in the GS1 System. Until now the primary focus of the GDD was to register all the data related to the business messaging standards but future plans also include the necessity to cover all areas of standards development.

- **GDD Fast track**

In 2005, a completely new development track was created to reduce the development time for data elements in the GDD. The goal is complete turnaround within 60 days (currently between 130 and 330 days), from change request submission to approval, with no reduction of quality.

- **Quality Control**

This year included the publication of an internal staff manual to assure role fulfilment and process adherence by the GSMP participants. In addition, new QA processes were implemented to ensure that the final standard complies with the requirements specification.

- **Reduction in Average Cycle Time in processing a Change Request**

GSMP is on track to achieve, or even surpass, the goal of 200 days on average to complete a Change Request.

- **GS1 BarCodes**

Analysis of top five most visited pages on www.gs1.org continue to prove the importance of GS1 BarCode standards. The GTIN Allocation Rules website (www.gs1.org/gtinrules) receives around 2000 unique monthly visits and the GLN Allocation Rules site (www.gs1.org/glnrules) continues to grow in popularity. The Check Digit Calculator, with 4000 unique monthly visitors, has become the most visited page.

## GSMP Events

Subsequent to the success of the GSMP World Wide Event held in 2003/2004, two further global meetings were held, one in New Orleans in October 2004 and one in Vienna in April 2005. The progressive increase in the number of active GSMP members attending these working meetings is testament to the increasing focus on global commerce and the standards necessary to conduct it efficiently.

"Wal-Mart participates in the Global Standards Management Process (GSMP) because we believe that global retail industry standards applied in a uniform manner across the supply chain will improve data accuracy, reduce inefficiencies, and lower the cost of goods for both our suppliers and ourselves, and ultimately for our customers."

*Bruce Hawkins - Wal-Mart*
*Retailer - Multinational*

"The development of GS1 standards is both challenging and rewarding. It isn't a minor task to enhance the GS1 XML standard for use in the upstream supply chain, as much of the current GSMP process and the users involved are really focused on the downstream part of the supply chain.
However, we work with a group of very dedicated people and we have managed to define these new message standards within a year. We have learnt that a strong drive from the business is required, have learnt to cope with the GSMP process, and even have contributed to the improvement of it."

*Fred Kempkes -Unilever*
*Manufacturer - Multinational*

# Global Data Synchronisation Network (GDSN)

*March 2005, the GDSN Board of Directors appointed Sally A. Herbert as President.*

## President's Message

GS1's GDSN is a global environment that enables secure and continuous data synchronisation through a network of data pools.

At the center of the GDSN is the Global Registry serving as a "yellow pages" directory to identify where the item information is held globally across data pools. The Registry enables efficient, scalable, standards-compliant global data synchronisation in a many-to-many trading partner environment. The uniqueness of the GTIN (item) and GLN (trading partner) are ensured, thus allowing true global scalability.

GDSN-certified data pools are linked to the Global Registry. Data pools provide manufacturers and retailers with data readiness and on-boarding services, education, and standards-compliant synchronisation of product (item)

and trading partner (party) data. The GDSN and the Global Registry allow this reliable data to be exchanged between trading partners, thereby increasing supply chain efficiency and savings.

### What is important now?

In a word - execution - increasing awareness, adoption, demonstrating Global Registry and GDSN value, and focus on speedy development of user-driven standards. GDSN, Inc. is directing resources to enabling data pools globally to be successful in linking trading partners to the Global Registry, and in delivering value-added services. We are confident that the GDSN Global Registry and the network of certified data pools are well-positioned to help trading partners realise the true benefit of global data synchronisation.

## 2005 Progress and Direction

GDSN Inc. has just completed a year of tremendous progress. We are extremely proud of the real, measurable business value being generated throughout the GDSN. The GDSN vision is not off in the distant future - it is being realised now by hundreds of retailers and manufacturers.

Currently, there are over 400 subscribers to the Global Registry with thousands more in the process of implementation. Over 25 of these are retailer subscribers who are moving beyond pilot implementations to broad-based collaborations with trading

partners. Global Registry membership covers multiple sectors across North America, Latin America, Europe and Asia Pacific. Over 400,000 items had been published in the Global Registry by mid-2005. The number of items in the Global Registry doubled in the first five months of 2005.

The vision of the GDSN is now reality. GDSN, Inc. is established as a GS1 business unit with an active Board of Directors representing global manufacturers, retailers and GS1 Member Organisations. The Global Registry is an independently managed technology serving the global GDSN community. GDSN, Inc. management and support staff are in place to support anticipated growth. The GDSN is an operational global network. Trading partners have built data synchronisation plans internally and are aligning systems and processes behind their firewalls to enable data synchronisation as the foundation for other collaborative supply chain activities.

Data pools are "agents" of the Global Registry providing a single point of access for trading partners to the GDSN. Data Pools add value to the trading partner community through education programmes, data readiness and on-boarding services, and standards-compliant data synchronisation. In December 2004, GDSN, Inc. and the Drummond Group awarded GDSN certification to ten data pools. Seven of these data pools were

**CERTIFIED**

very active in 2005, on-boarding manufacturers and retailers to the Global Registry and GDSN.

The second GDSN certification event, to conclude in November 2005, will more than double the number of data pools certified within the GDSN. Sixteen of these Data Pools are GS1 Member Organisations - a clear sign of global interest and support. This global network of certified data pools will provide choice for trading partners engaging in data synchronisation. GDSN, Inc. is moving to reduce the amount of time and resources that data pools allocate to certify and enhance their software for standards upgrades - this will enable data pools to add value to trading partners within the GDSN community.

## Standards Development

Over the past fifteen months, the GDSN User Task Group, within the GSMP, has delivered numerous industry essential standards that have addressed the core needs of the global membership base. These are reflected in the GS1 Business Message Standard Version 2.0 and the Global Data Dictionary.

With the one-year anniversary of the GS1 Global Registry in August 2005, GDSN, Inc. continued its user-driven approach to standards development and functionality. Central here is the involvement and leadership of data pools and Member Organisations. The team is currently working on new

functionality to include: New Item Introduction; Multi-Sourcing; Item Authorisation; Price Synchronisation, as well as support for additional target market and category-specific attributes.

## Global Product Classification (GPC)

The Global Product Classification system provides a classification methodology for the GDSN. Sellers and buyers require a common language to group products the same way, globally. Having a standardised and consistently implemented classification system enables global search and reference, category analysis and global data synchronisation.

This past year, GPC became part of GDSN, Inc. and the classification schema was re-launched to the GDSN community. The GPC schema now includes food, beverage and tobacco, home care, health and beauty care, home appliances, clothing, and footwear. General merchandise and hard lines categories will be finalised by the 4th quarter of 2005, making 28 categories available under GPC.

The focus in 2006 will be to broaden usage of GPC as a mandatory aspect of the GDSN.

## Working with industry

The data synchronisation savings potential, as evidenced in the recent GCI Project Jury study, will be a key driver in GDSN growth. Proven savings by several industry

### It's real, it's happening.

"Projects such as Data Synchronisation are providing tangible business results. Improved collaboration between trading partners is one such example. Also, the automation of data exchange is driving many internal operational efficiencies, which is so important within an industry that typically has low profit margins."

*Luis Miguel Da Gama, President of Excelsior Gama, Director Member of ANSA, (Asociaciōn Nacional de Supermercados y Afines)*

"This project provided tangible benefits to both La Fragua and Procter & Gamble — and is now a successful model for other retailers and providers in Guatemala, Central America and Latin America. We appreciate the value of our joint collaboration and positive attitude during the development of this project."

*Julio Quevedo, Operations and Logistics Vice President, La Fragua*

"We have started Data Synchronisation with our trading partners and, based on the improved data accuracy, we both have achieved benefits.   With accurate synchronised data we are able to improve our supply chain processes, develop greater collaboration with our trading partners and better serve our customers."

*Sander van der Laan Executive Vice President Commerce Albert Heijn (subsidiary of Royal Ahold)*

Source: GCI and Capgemini report, Project Jury

leaders will enable other organisations to assess the ROI potential and identify the necessary internal business process changes.

# EPCglobal



*Chris Adcock*
*President, EPCglobal Inc.*

## President's message

Over the past twelve months, EPC (Electronic Product Code) technology has taken centre stage as a key initiative across many global supply chains. As the technology has continued to mature and key standards have been developed, leading manufacturers and retailers have devoted significant resources to better understand and test the new capabilities made possible by EPC and RFID (Radio Frequency Identification).

## 2005 - Year of the Network

The initial standards for the EPCglobal Network  are the main focus  of activity in 2005. Major pilot projects using the network architecture are taking place and more are expected at the end of 2005 and beginning of 2006. These pilots are expected to lead the way

to global adoption of a revolutionary new way for organisations and trading partners to share event-related information.

## The much-anticipated Generation 2 Standard for the EPCglobal Network™

The Generation 2 standard for the EPCglobal Network™ was ratified in December 2004. The EPCglobal UHF Generation 2 protocol is a consensus standard built around end user requirements with the active involvement of the world's leading technology companies. With the Generation 2 standard now in place, technology providers are creating products that will meet the requirements of suppliers, manufacturers, and end users who can drive EPC implementation with standards-based equipment.

## Other Key Achievements

• Guidelines were developed for the responsible use of EPC on consumer products

• GS1 Member Organisations launched EPCglobal conferences around the world with top speakers from industry and Government. Large numbers of supply chain executives and others turned out to hear the latest news

• User-driven action groups were organised and proved to be

> **Over the past twelve months, EPC technology has taken centre stage as a key initiative in transforming global supply chains**

effective. Over 1,500 executives from around the world participated in EPC standards development work groups

• Regulations making provisions for using RFID in the Ultra High Frequency (UHF) band are in place in most advanced economies

• A certification process was developed to ensure that users can procure standards-compliant products with confidence from an increasing number of solution providers. Processes were established for conformance testing interoperability reporting and the accreditation of performance testing labs around the world

• A comprehensive EPCglobal Architecture Framework document is being finalised. It will become the key reference for developing and implementing EPC-compliant solutions

• Regional Adoption Programmes were successfully established in Europe and Asia-Pacific

## Strong Industry Support

By June of 2005, over 550 organisations across the world

had joined the EPCglobal community, with participation in key vertical industries, which include healthcare, pharmaceuticals, consumer packaged goods, automotive, apparel, transport & logistics, aerospace, defence, and high-technology.

## Public Policy Steering Committee Established

The EPCglobal Public Policy Steering Committee (PPSC) has been established to foster open dialogue with key audiences around public policy and other important areas related to EPC technology and the EPCglobal Network. The PPSC and its working groups in Europe and the USA consist of representatives of industries and trade associations worldwide including healthcare, technology, food, consumer products, retail, and others.

The PPSC will work closely with committee members to address public policy matters and inform industry leaders, consumers, and legislators about EPC technology.

## Logistics Group Launched Later this Year

In April 2005, EPCglobal hosted the first Global Transportation & Logistics Summit on EPC and RFID in Brussels, Belgium. A large number of the leading global transportation and logistics
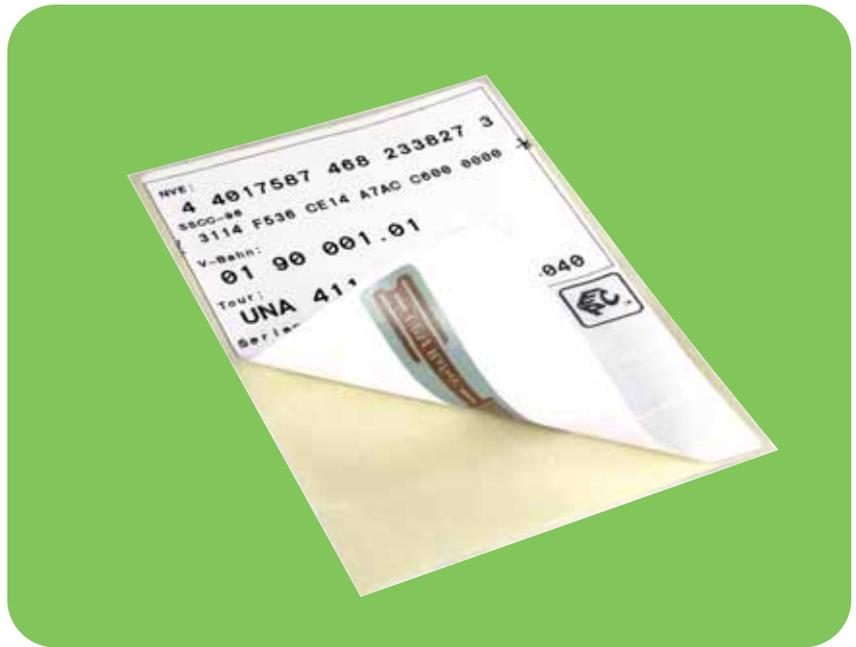
providers participated in this event to help identify how they could address issues specific to their industry by working together within the EPCglobal community. A series of regional industry summits will be held in 2005, leading toward the launch of an official EPCglobal Business Action Group (BAG) later this year.

### Total Subscribers
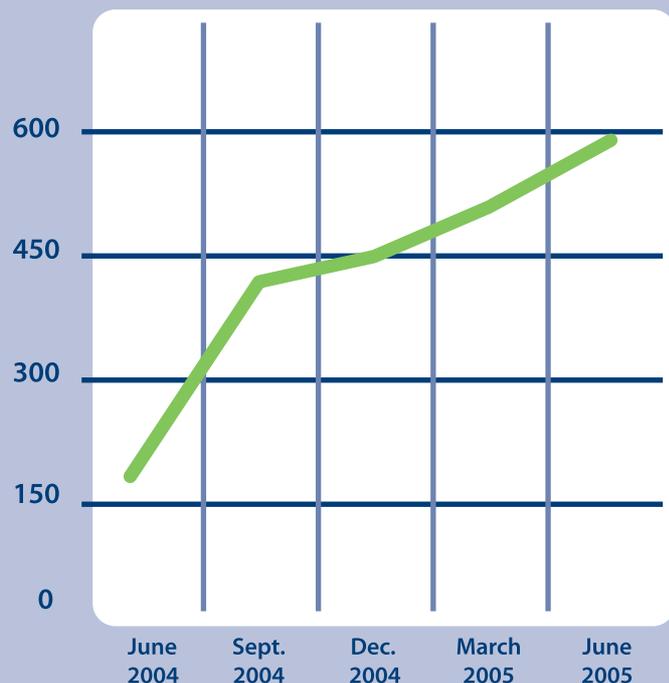
# Building New Solutions, Opening New Horizons

## New GS1 Upstream Standards for Suppliers to the Consumer Packaged Goods Industry

Leading manufacturers of consumer packaged goods and their suppliers endorsed the GS1 Global Trade Item Number (GTIN) to identify ingredients, packaging and raw materials. Historically there has been limited usage of GS1 identification and bar code standards in the upstream supply chain with many companies using internal, proprietary codes. The endorsement was preceded by the publication of a positive feasibility study by a team of industry experts from the GCI Global Upstream Supply Initiative (GUSI).

The GUSI members include Ajinomoto, Alcan Packaging, Crown Cork, Danone, Dow Corning, Firmenich, Georgia Pacific, Gillette, Graham Packaging, Heineken, Henkel, Heintz, Kappa Packaging, Kimberly-Clark, Kelloggs, Kraft Foods, Nestlé, Novozymes, Procter & Gamble, Sara Lee, Staples, Tetra Pak, Unilever, and Van Genechten Packaging. Together they have

developed a new suite of GS1 eCom transactional messages and data content to support the current best practice and business processes defined in the GUSI Upstream Integration Model.

The companies involved identified significant business benefits for both suppliers and manufacturers including a 30% reduction in inventory costs, reduction of lead times by up to 40%, and a reduction of 7% in Purchase Order transaction costs. GUSI participants have committed to launch GS1 Upstream Standards implementation projects in over 50 production sites across Europe and the Americas. As a result, GS1 has engaged the chemical and paper industries to promote acceptance and interoperability with GS1 eCom Standards.

## GS1 Launches a Global Traceability Process Standard

With increased attention on food safety concerns around the world, GS1 has taken a leadership role in enabling its member companies to implement track and trace systems. More than 75 international experts collaboratively designed a GS1 Global Traceability Process Standard. The result is a generic framework for developing traceability systems for companies of all sizes, industry sectors, and countries. The new standard also provides for extensions to meet specific consumer, commercial, and regulatory requirements.

The team included companies such

as Albertsons, Allied Domecq, BASF, Carrefour, Casino Group, Dole, General Mills, Glon, Nestlé, NTT Data Corp, Procter & Gamble, Syngenta, Tyson Foods, Wegmans, and Wal-Mart. Industry organisations such as Food Business Forum (CIES), Food Marketing Institute (FMI), Grocery Manufacturers of America (GMA), Canadian Produce Marketing Association (CPMA), and Meat and Poultry business-to-business Data Standards Organisation (mpXML) took part in describing how traceability processes are implemented by using the GS1 System. Furthermore, eighteen GS1 Member Organisations also participated in the work, which was based on current best practices (ECR, GFSI, Can-Trace), legal requirements (EU Food Law, US Bioterrorism Act), and international norms (CODEX, ISO).

## Customs Authorities to Pilot SSCC

Constellation Europe and Diageo, which are some of the leading members of the GS1 Beer, Wine and Spirits User Group and Revenue & Customs (UK) initiated a pilot project to demonstrate the use of the Serial Shipping Container Code (SSCC) as the World Customs Organisation (WCO) Unique Consignment Reference (UCR).

The aim of the pilot is to illustrate considerable benefit to both Customs and the Wine & Spirits trade by using the SSCC. Some of the potential benefits identified are:

- Many companies already have the ability to produce an SSCC for

pallets and containers, which are subject to customs clearance

- Use of the SSCC would provide the link from suppliers to official export/import documentation
- Supply chain security and anti-fraud measures are enhanced with improved traceability through the use of the SSCC and links to trader reference numbers such as GTIN/GLN that, in combination with the SSCC, should be able to provide end-to-end traceability
- Simplified customs pre-notification

Last year the WCO and GS1 pledged to support a pilot, which would promote safe and secure borders by providing enhanced access to information within the Customs clearance process. The pilot aims to promote greater cooperation between national authorities and industry, thereby facilitating international trade, reducing costs for business and governments and promoting economic growth.

## Global Healthcare User Group (HUG) Launched

Global pharmaceutical and medical device manufacturers have joined with GS1 to lead the healthcare industry to the effective utilisation and development of global standards. The primary focus of the HUG is on automatic product identification, to improve patient safety.

The founding members of the HUG include Baxter, Boston Scientific, B.Braun, Cephalon, 3M, GSK, Hospira,

Johnson & Johnson, Medtronic, Merck, NACDS, Pall Medical, Pfizer, Smiths Medical and Tyco.
The HUG will operate through six work teams:

- Communication & Coordination (Pfizer)
- Membership (B.Braun, Smiths Medical)
- Standards Implementation (Johnson & Johnson Medical Devices)
- Standards Development (Baxter)
- Business Case (Johnson & Johnson Pharmaceuticals)
- Regulatory Affairs (Medtronic)

## GS1 Strengthens Ties with NATO

GS1 initiated cooperation with NSA (NATO Standardisation Authority) which is responsible for NATO's (North Atlantic Treaty Organisation) entire standardisation activity. GS1 will advise NATO on the application of GS1 Standards within NATO Standardised Agreements (STANAGs). These standards define processes, procedures, terms and conditions for common military or technical procedures between the member countries of the alliance.

GS1 is currently supporting NATO's Group of National Directors on Codification and the NATO Asset Tracking Working Group.

By utilising GS1 Standards within military systems, GS1 member companies can implement the same best practices and standards for both commercial and military procurement. In addition to the 26 NATO member countries, another



24 countries are linked to the NATO Codification System for national procurement.

## FIATA Chooses GS1 Standard for Global Document Repository Project

The new GS1 Global Document Type Identifier (GDTI) is poised to become the preferred solution for the International Federation of Freight Forwarders Association (FIATA) Document Repository Project. This project was launched with the goal of ensuring secure identification of transport documents worldwide. The GS1 community will benefit from the exposure GS1 standards will have among the 40,000 forwarding and logistics firms, which are members of FIATA. GS1 will continue to support FIATA in other areas through cooperation with the FIATA Advisory Body Information Technology working group.

# Learn to Realise our Vision

## Learn to Realise our Vision

GS1 Learn is a web-based system that offers a wide range of training functionality and content. After one year GS1 Learn has more than 1,500 registered students who have accomplished more than 18,000 training hours online.

GS1 Learn includes:

- An information portal

- A training administration system

- A multilingual e-learning delivery platform

- A courseware translation interface

A growing number of GS1 Member Organisations are offering courses through GS1 Learn. Translations in more than 20 languages are taking place and students from almost 100 countries are registering for courses.

Most users have found that the combination of online and classroom training allows them to optimise their use of time and work on a self-paced basis. Member Organisations are increasingly linking Learn with their classroom training and certification activities.

The growing adoption of the Learn platform will lead to increased development of online course materials for use by the GS1 community. Materials developed for use in one country can be easily adapted for use elsewhere in the world.

Both local and global subject matter experts develop courseware for Learn.

By sharing a common online training platform and by developing shared training materials GS1 Member Organisations can increase their range of training they offer at a lower cost.
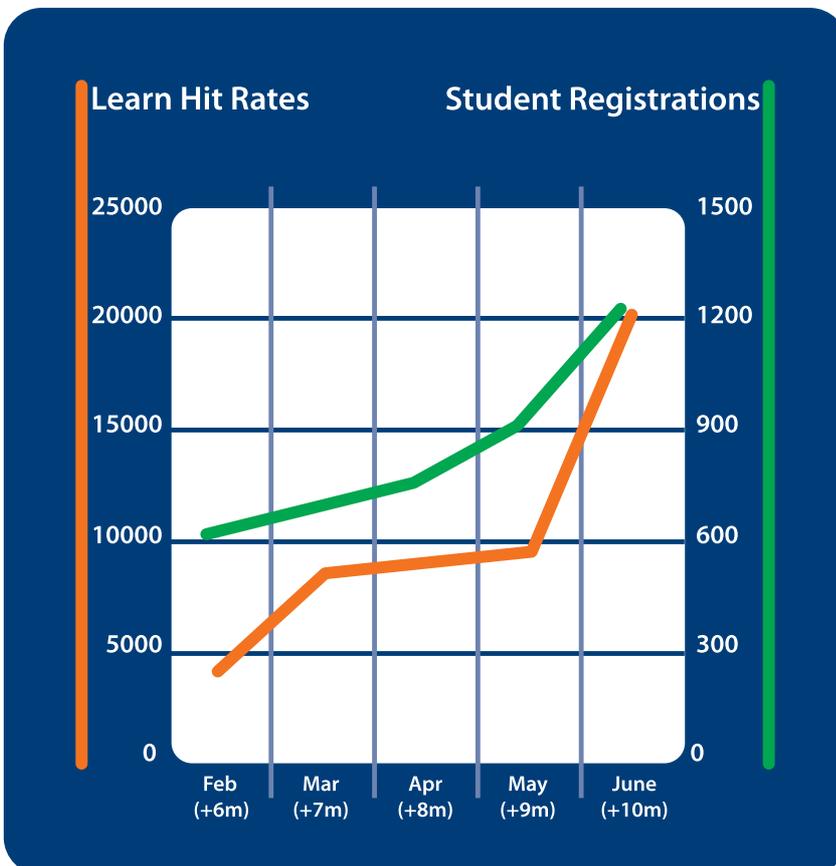
You can access GS1 Learn from the GS1 homepage www.gs1.org, by selecting "Training and Education"

### Learn Hit Rates    Student Registrations

| | Feb (+6m) | Mar (+7m) | Apr (+8m) | May (+9m) | June (+10m) |
|---|---|---|---|---|---|
| 25000 | | | | | 1500 |
| 20000 | | | | | 1200 |
| 15000 | | | | | 900 |
| 10000 | | | | | 600 |
| 5000 | | | | | 300 |
| 0 | | | | | 0 |

"Based on the experience of the 400+ students that have followed the GDSN course we can safely say that Learn has quickly become one of the pillars of their training offering. This is mainly due to the fact that both tutors and students are without exception enthusiastic about the improved efficiencies. Previously in a typical classroom course at least half a day used to be filled with background information and theoretical information on standards. Since the introduction of Learn as preparation to the GDSN / Datapool classroom course this time is now spent on discussing and resolving real-life implementation issues. There are already the first indications that this improved insight of user companies diminishes the need for helpdesk assistance."

*GS1 Netherlands, Loek Boortman*

# GS1 Global Events

## GS1 Forum 2005

More than 420 delegates from GS1 Member Organisations' leadership from 82 countries including senior executives of the world's biggest retail and manufacturing companies gathered in Brussels for the Global GS1 Forum. The main objective was to communicate and promote the new GS1 vision and to increase visibility in the management of supply and demand chains worldwide.

"GS1, a new name and a global vision together" was the theme supporting the event as GS1 articulated a new vision for the future of global standards.

The event was comprised of a series of sessions, workshops and networking opportunities.



Opportunities focused on:

• The implementation of the new name

• The recent developments in Global Data Synchronisation, EPC and Traceability.

Cooperation and the collaboration between consumer goods manufacturers, suppliers, retailers and solution providers was clearly visible.

Miguel Lopera, President & CEO and Tim Smucker, Chairman of GS1 stressed the importance of this year's event as it marked a historical step in the organisation's way forward.

For the launch of the new GS1 organisation, a press conference was organised and several influential journalists and media representatives attended its first media global event as an organisation.

Miguel Lopera said that universal acceptance of GS1's standards and systems does not only have an impact on society but actually provides major benefits for society: "This is about transparency and trust - providing the information needed to effortlessly manage inventories, replenish stocks and better serve consumers. We need to eliminate the inefficiencies of the Supply Chain that add unnecessary costs to the final price of products."

## Global Standards Management Process (GSMP) 2005

The Global Standards Management Process (GSMP) Worldwide Event held in New Orleans (US) in October and the Spring GSMP Worldwide Event held in Vienna in

April were great successes. These events provided the platform for more than 250 user companies and GS1 Member Organisation representatives from around the world who participate actively in GSMP and who are willing to share their business, technical expertise and needs with the GS1 community.

With over 20 countries represented at each event, delegates exchanged ideas and information in support of the development of GS1 global standards. More than 30 working sessions offered individuals the opportunity to discuss key topics such as the Electronic Product Code (EPC), the Global Data Synchronisation Network (GDSN), Global Product Classification (GPC), Traceability, and Upstream Standards. Additionally, users shared their experiences about industry implementations and best practices through the various orientation sessions held.

The GSMP events are open to all parties interested in participating in the Global Standards Management Process.

## General Assembly 2005

The GS1 General Assembly 2005 was held from the 16th to the18th of May in Cape Town, South Africa. This event will be remembered as a significant milestone in the history of GS1 as it was the first GS1 General Assembly since the organisation took on a new name,

vision and mission.

Keynote speeches were given by Ronnie Herzfeld, Chairman of GS1 South Africa, August Iwanski CEO of GS1 South Africa and Sean Summers, Chairman of the Consumer Goods Council of South Africa (CGCSA), the parent organisation of GS1 South Africa.

During the three day event, GS1 reinforced the message that its new corporate identity is not just about a name change but about communicating to the world that GS1 is embracing "One Vision", it speaks with "One Voice" and acts as "One Organisation".

The General Assembly brought ideas to life and introduced practical ways to "Make the GS1 Vision a Reality" through business cases, success stories and panel discussions. Its global reach has become a vital asset to the organisation. Therefore, time was devoted to strengthening the internal GS1 network by offering several events to allow our members to spend time with other GS1 colleagues and Management Board members.

After expressing warm thanks for their hospitality and professional organisation of the General Assembly event to August Iwanski and his staff, Tim Smucker, Chairman of GS1, thanked everyone for their participation, support and dedication. He closed the meeting reminding the delegates that it was a great opportunity for GS1 organisations

to enthusiastically face the future together as ONE global organisation.

## ECR Europe 2005

The ECR Conference & Marketplace was held at the Palais des Congrès in Paris.

The focus of this year was on how trading partners can jointly create Better Consumer Value.

This year's event attracted over 2,750 delegates from more than 49 countries.

GS1 was present at the ECR Europe Marketplace with the GS1 World concept spanning 350 m$^2$ of exhibition and networking space. This was the platform for a strong global message and reinforced the new name.

GS1 Member Organisations were part of the GS1 World promoting GS1 standards, EPC, GDSN & Traceability.

GS1 also opened its World to external sponsors such as GXS, TraceTracker, Allied Domecq, Capgemini, Coors, Drummond and Cetecom.

## U Connect Conference

GS1 US (formerly known as the Uniform Code Council) utilised its annual U Connect Conference to begin its transition to the GS1 brand name. The event, which was held in June in Dallas, Texas, attracted over 1,700 supply chain professionals from a broad range of industries that use GS1 standards, including consumer packaged goods, retail, healthcare, hardlines, grocery, and high technology.

The official news release announcing the name change was made on the first day of the conference, which prominently featured the new GS1 US brand image on all on-site signage and literature. In addition, GS1 US Chief Executive Officer Miguel Lopera kicked off the conference with remarks focused on the move to a single global brand name. With the first phase of the re-branding effort complete, GS1 US will continue to phase in the new name throughout the year.

As part of the strategic communications effort, a wide variety of communications channels will be used in an integrated approach to reach out to member companies, the media, key industry analysts, and other interested stakeholders.
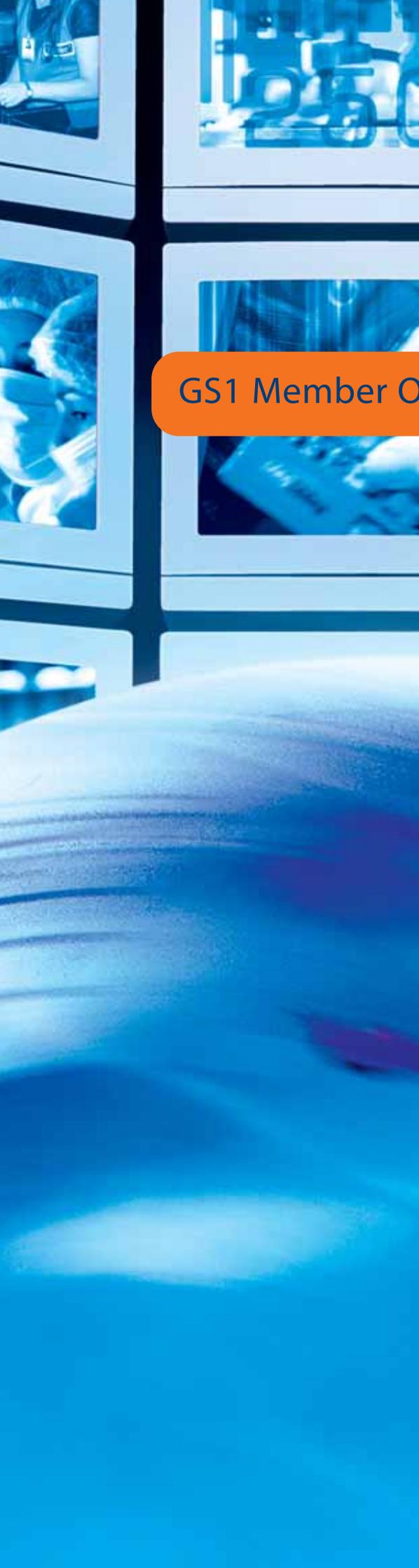
# GS1 Member Organisations: Leading Examples

- GS1 Brasil
- GS1 Canada
- GS1 Germany
- GS1 Japan

# GS1 Brasil

## SMEs

Identification of products is only one of many possible applications in the GS1 System. The system integrates a complete portfolio of products and services, made available by GS1 Brasil to its 45,000 members as well as to the whole business community.

Small and Medium Enterprises (SMEs) represent 80% of GS1 Brasil Members.

The productivity and profitability of SMEs grew through the use of automation and the GS1 System.

In the past several years, the Brazilian organisation has developed many services and products oriented to SMEs, beginning with training programmes, namely:

- Automation of Processes: Inventory Control Module

- Automation in Retail: Checkout Module

- Automation in Retail: Back Office Module

- Efficient Identification of Products with the GS1 System

- eCommerce and EDI practices

In 2004 GS1 Brasil conducted twelve courses for almost 500 small and medium-sized retailers in 10 Brazilian cities.

The Member Organisation also developed partnerships with retail associations such as: ABRAS (Brazilian Supermarket Association), ACOMAC (Construction Materials Association) and many others.

Another strong alliance was formed with SEBRAE – the Brazilian organisation that supports SMEs - 21 courses were conducted last year for 1,026 people, in 13 Brazilian cities.

These partnerships have crossed frontiers and were expanded to agreements with GS1 Colombia and GS1 Argentina.

GS1 Brasil's magazine "Automação" has had its layout reconfigured to accommodate an exclusive section oriented to SMEs, and the Center of Services (www.gs1brasil.org.br)

> **Productivity and profitability of small and medium companies grew with the use of automation and the GS1 System.**

has also been a powerful means for promoting new tools for the SMEs as shown in the three examples below:

- TPNQ (Trading Partner Network Quest - TPNQ 1.0) succeeds the Number Management System

- SGN 3.0 is a tool that allows the internal management of register data and the alignment of the data among partner companies

- Business Simulator - provides support to companies in their efforts to better integrate with their supply chains, thereby improving their competitiveness

Membersite – Helps small and medium enterprises establish an online presence The tool helps SMEs create their own site with information regarding their company and products.

The GS1 System is of utmost importance in the process of identification and automation for the SMEs , which count on the continued contribution of GS1 Brasil to help them become more and more efficient and competitive.

## Can-Trace

In response to federal, provincial and territorial governments' invitation for industry to achieve 80% traceability in the Canadian food supply chain by 2008, Can-Trace, a collaborative, whole-chain and open initiative, was formed to develop a traceability solution.

Government and industry chose GS1 Canada to lead Can-Trace based on its proven success in building and achieving consensus within multi-industry communities.

Since the formation of Can-Trace in July 2003, GS1 Canada has led the development of an internationally compatible standard for the minimum data requirements to support a one-up/one-down traceability model for single ingredient products, including fresh produce, beef and pork. Reports on pilot projects results, the business case for implementing traceability solutions, and traceability requirements specific to Canadian small and medium enterprises have been released.

Relevant to over 450,000 Canadian businesses, numerous government agencies and several hundred thousand different food products produced every day, the Can-Trace model has also generated international support most particularly from the U.S. Produce Marketing Assocations.

### Can-Trace:

- A national, multi-sector and whole-chain initiative to establish and maintain national standards for the tracking and tracing of food products.

- Participation from all major food production and processing sectors, retail and food service companies.

- Decision-making based on collaboration and concensus.

# RFID/EPC - A glimpse Ahead Illustrated by Metro

Metro Group, one of the top five global retailers, recognised the potential of RFID (Radio Frequency Identification) earlier than most. Metro Group's Future Store in Germany and their leading role in EPCglobal has firmly established them as pioneers in the application of this transformational technology.

Retailers and manufacturers are currently working on the way to leverage this technology. With the help of RFID, retailers take advantage of improved stock management, lower stock-keeping costs as well as fewer out-of-stock situations and therefore increased availability of goods. Trading partners also profit from this technology in terms of competitiveness. Pallets and cases tagged with transponders can be pinpointed at every step of the process chain, from the factory to the supermarket shelves.

The commitment of the Metro Group points the way to the future. The Metro Group's RFID projects are currently focused on supply chain processes in cooperation with Gillette, Kraft Foods and Procter & Gamble, a number of whose products are tagged - and clearly labelled as such - within the context of pilot projects.
A prerequisite for the successful implementation of this technology

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within the international retailers' network is the use of globally recognised standards. Together with manufacturers, service providers and retailers, GS1 Germany is supporting the implementation of EPC standards.

Metro launched EPC at the end of 2004 and is now focusing on increasing the availability of goods at supermarkets and reducing out-of-stock situations. In this respect, the rollout addresses the following areas:

- Automation of stock processes for receiving and shipping goods and replenishment management

- Flow of goods management in selected warehouses of the Metro Group

- Automation of processes regarding goods receipt, replenishment and movement of goods

For participating suppliers, Metro´s EPC rollout plan foresees initially the tagging of logistic units (e.g.,

pallets and consignments of clothes on hangers). Subsequently, trading units (e.g., cases) will also be tagged.

The EPC rollout will extend to trading units in November 2005, with expansion to additional suppliers, warehouses and supermarkets planned for January 2006.

Metro's EPC pilot projects have illustrated the following intermediate results:

**Efficient production management**
EPC allows trading partners in the consumer goods industry to better produce just in time.

**Quick and accurate checking of incoming and outgoing goods**
RFID simplifies and expedites the management of goods.

**Permanent inventory**
EPC allows real-time control of stock.

# GS1 Japan

## Payment System for Public Utilities Charges at Convenience Store

GS1 Japan has pioneered the development of this new field using the GS1 System.

Formerly in Japan, only banks and post offices handled the payment of utilities charges such as electricity, gas, telecommuni- cations, and water. Because payments could only be made between the hours of 9 am and 3 pm, it was inconvenient for busy office workers.

With this in mind, GS1 Japan, in cooperation with convenience stores and public utility suppliers, developed a payment system which allows consumers to pay their public utilities charges at convenience stores. The system uses the GS1 Company Prefix for invoicing party identification and the GS1-128 bar code symbol, which is printed on a payment slip, is used as a data carrier for the payment information.

The system is in widespread use for the payment of public utilities charges and has been expanded to cover the payment of duties (e.g., tax and pension fee) and other payments such as insurance fees.

The system has been well-accepted by customers, convenience stores and service suppliers.

Approximately 4,000 service suppliers and 30 convenience store chains which have about 40,000 stores already adopted this system.

Today, approximately 4,000 service suppliers issue invoices and 30 convenience store chains which have about 40,000 stores have adopted this system.

Four trillion yen (US$ 40 billion) in transactions are completed using this system annually.

GS1 Japan has managed to succesfully adapt the GS1 System to the needs of the public sector.
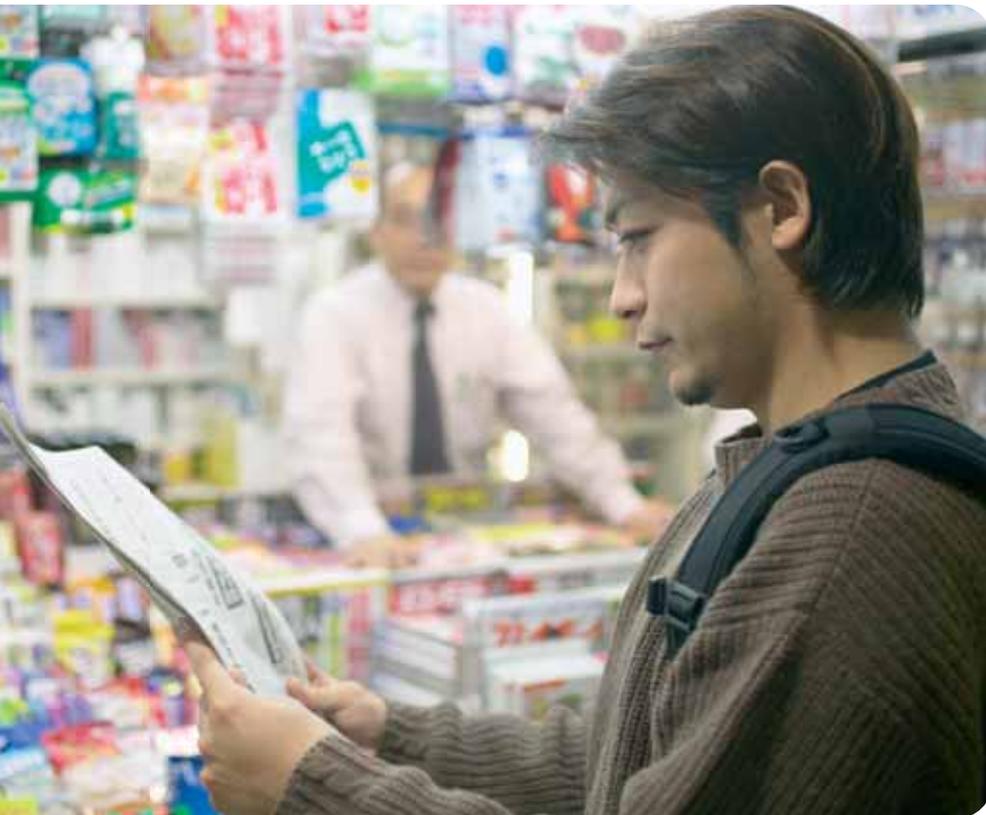
# GS1 Consolidated Financial Statements

## Consolidated Financials

2004 - 05  /  2005 - 06

# GS1 Consolidated Financial Statements



*Michel van der Heijden,
CFO of GS1*

## Transparency

The fiscal year 2004-05 has been a truly transformational one from an overall finance perspective. The name change to GS1 is not a cosmetic exercise; it clearly reflects our drive to become a truly global organisation. A world-class global organisation requires 100% transparency and full disclosure of its accounts. There is reason to be pleased with significant progress in this area.

The creation of EPCglobal Inc. and GS1 GDSN Inc. in 2003 and 2004 respectively, and the set-up of the GSMP team based in two sites (Brussels & Princeton) has significantly increased the overall complexity of our accounting and internal processes. We now operate multi-currency, multi-sites and multi-fiscal years. This has put pressure on GS1 systems and staff, and the case for change was clear. Working closely with the GS1 US financial team, who provide shared services for our US-based entities and staff, processes and internal controls have been re-engineered. The decision to upgrade our accounting and reporting package has also been made.

### Financial Strength by Region
#### (€ 000's)

| | Actuals | Budget | Growth | |
| --- | --- | --- | --- | --- |
| | 2004-05 | 2005-06 | % | Excl.FX |
| Asia Pacific | 24,606 | 25,702 | 4.5% | 7.0% |
| Central & Eastern Europe | 9,988 | 11,905 | 19.2% | 17.0% |
| Latin America | 16,737 | 19,707 | 17.7% | 21.0% |
| North America | 52,774 | 52,834 | 0.1% | 7.3% |
| Middle East/Mediterranean/Africa | 2,516 | 2,787 | 12.1% | 11.8% |
| Western Europe | 54,967 | 61,617 | 8.0% | 10.9% |
| **TOTAL** | **161,588** | **174,553** | **8.0%** | **10.9%** |

## Key Financial Statistics: Financial Strength

GS1 Member Organisations around the world are funded by their local members through annual fees for basic services provided and by payments for a multitude of additional value-added services. The addition of the revenues generated in a country by a given Member Organisation (MO) is called 'Financial Strength'. This Financial Strength is what pays for the local operating costs of the MO and is also used as the basis for the fee payable to the Global Office in Brussels. For 2004-05, this fee was 6.9% on average, excluding the additional fee to cover the EPCglobal budget. Including the EPC fee, the overall fee percentage was 11.0%.

As the table above illustrates, GS1 is growing at a healthy 10.9% rate in constant currency (excluding exchange rate fluctuations) or 8.0% in actual Euros.

## GS1 Global Office – Fee Evolution

Over the past 2-3 years, GS1 has been undergoing a transformation, with budgets rising from €5-6 million to the current €17.6 million, and the number of staff growing from the 20-30 range to around 50. Clearly, the global integration of the GSMP team has had a big impact, as has the set-up of EPCglobal and more recently GDSN. Looking ahead, the 2005-06 budget stands at a consolidated €23.6 million, with EPCglobal starting to on-board its own staff and GDSN coming up to speed.

It's clear, in this context, that the GS1 Global Office expenses are currently outpacing the growth in Financial Strength at MO level. This is normal since a number of activities are in the start-up phase where they run a deficit. Over time, this will stabilise and expenses will be fully covered from MO revenues.

## Historical Perspective

| Millions of euros | 99/00 | 00/01 | 01/02 | 02/03 | 03/04 | 04/05 | 05/06 |
|---|---|---|---|---|---|---|---|
| GS1 Global Office | 3.0 | 3.9 | 5.0 | 6.3 | 7.2 | 11.6 | 13.3 |
| EPCglobal Inc. | - | - | - | - | 3.2 | 5.4 | 6.8 |
| GS1 GDSN Inc. | - | - | - | - | - | 0.6 | 3.5 |
| **Total GS1 Global Office** | **3.0** | **3.9** | **5.0** | **6.3** | **10.4** | **17.6** | **23.6** |
| Staff | 19 | 18 | 20 | 31 | 35 | 49 | 60 |

## Income Statement - Where is the Money spent?

Our Consolidated Income Statement for 2004-05 looks as follows:

The GS1 Global Office spends its budgets in 3 main areas:

### 1. Fixed/Recurring Expenses

These are expenses that relate to running the office and typically cannot be changed during the fiscal year. Big ticket items are rent for offices in Brussels and Princeton, depreciation and IT & Communication.

### 2. Discretionary Expenses

These are expenses that relate to running the day-to-day business, and include items such as Travel, Meetings (General Assembly, Global Forum, GSMP meetings, …), Consultancy and Marketing. These expenses are more of a variable nature and can be managed on an on-going basis during the year.

### 3. Payroll

As to be expected considering the nature of GS1 activities, payroll is our largest expense item.

The result for the period is just slightly above break-even, as the deficit in GDSN, which is entirely due to timing, was offset by savings in the Global Office. Revenue generation in GDSN only started in June 2005, whereas the operation started incurring expenses as of November 2004.



Payroll Expenses
Fixed/Recurring Expenses
Discretionary Expenses
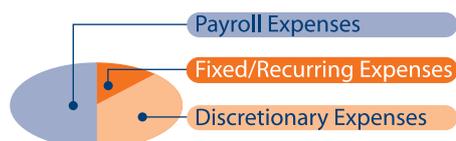
| GS1 Consolidated | Actuals for the FY ending June 30, 2005 | | (€ 000's) |
|---|---|---|---|
| | **Consolidated** | **GS1 Global Office** | **EPCglobal Inc. (100%)** | **GS1 GDSN Inc.** |

| | Consolidated | GS1 Global Office | EPCglobal Inc. (100%) | GS1 GDSN Inc. |
|---|---|---|---|---|
| Revenue | 17,562 | 11,612 | 5,399 | 551 |
| Fixed/Recurring Expenses | 1,979 | 1,541 | 177 | 261 |
| Discretionary Expenses | 6,475 | 3,030 | 2,516 | 928 |
| Payroll Expenses | 8,763 | 5,896 | 2,706 | 161 |
| Operating Expenses | 17,217 | 10,468 | 5,399 | 1,350 |
| Operating Result | 345 | 1,144 | - | (800) |
| Other Revenue / (Expenses) | (253) | (253) | - | - |
| Result for the period | 91 | 891 | - | (800) |

Notes:     * Consolidation based on 1 EUR = 1,25 US$

# Boards of Directors and GS1 Global Resources

- GS1 Management Board
- GS1 GDSN Inc.
- EPCglobal Inc.
- GS1 Global Organisation

# Global Leaders

The entire GS1 community would like to express its gratitude and recognition to the dedicated and active GS1 Board members.

As leaders of GS1 you drive the global and multi-sector reach to GS1's vision.

**Membership on the Boards is a balance between:**

- Retailers                    17
- Manufacturers              19
- Member Organisations 14
- Multinationals              10

**Current Regional Balance:**

- Europe                        6
- Asia Pacific                 5
- Latin America             5
- North America            9
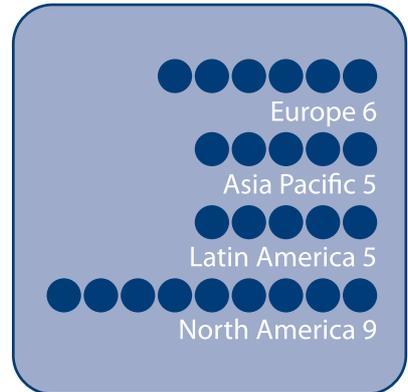
# GS1 Management Board

| GS1 MANAGEMENT BOARD | | |
|---|---|---|
| **Member** | **Title** | **Company** |
| Tim SMUCKER | Chairman and Co-CEO (GS1 Chairman) | J.M. Smucker Co. |
| Miguel Angel LOPERA | President and CEO | GS1 |
| José A. ALBERT | President | GS1 Philippines Inc. |
| Mike DI YESO | President and COO | GS1 US |
| Linda DILLMAN | Executive Vice President and CIO | Wal-Mart Stores, Inc. |
| José Luis DURAN | President and CEO | Carrefour Group |
| Michel EECKHOUT | Senior Vice President & CIO | Delhaize Group |
| Peter GIETELINK | Chief Executive Officer | GS1 Nederland |
| Elzbieta HALAS | Chief Executive Officer | GS1 Poland |
| Chris JOHNSON | Deputy Executive Vice President | Nestlé S.A. |
| Seung-Han LEE | President and CEO | Samsung Tesco Co. Ltd |
| Rudy MARKHAM | Financial Director | Unilever PLC |
| Robert A. McDONALD | Vice-Chairman Global Operations | The Procter & Gamble Company |
| Zygmunt MIERDORF | Member of the Board of Management | Metro AG |
| Anders MOBERG | President and CEO | Royal Ahold |
| Hugh H. ROBERTS | President International Commercial | Kraft Foods |
| Hiroshi SAKAI | Senior Executive Director and CEO | GS1 Japan |
| Juan Antonio SANFELIU | Chief Executive Officer | Gassol |
| Wanderlei SARAIVA COSTA | Executive Director | Grupo Mogiana Alimentos S/A |
| Erhard SCHOEWEL | Executive Vice-President Western Europe | Reckitt Benckiser, plc |
| Enrique VITALE | Chief Executive Officer | GS1 Argentina |
| Zong Nan WANG | President | Brilliance Group Co. Ltd. |
| Danny WEGMAN | Chief Executive Officer | Wegman's Food Markets, Inc. |
| Walter WESTPHAL | Chief Executive Officer | Farmacias Benavides |

# GS1 GDSN Inc. and EPCglobal Inc.

## GS1 GDSN Inc. BOARD OF DIRECTORS

| Member | Title | Company |
|---|---|---|
| Neil CAMERON | Global CIO (Chairman GS1 GDSN) | Unilever |
| Sally HERBERT | President | GS1 GDSN Inc. |
| Lori BIGLER | Manager, Business Technology Standards | The J.M. Smucker Co. |
| Colin COBAIN | Group IT Director | Tesco Stores Ltd |
| Mike DI YESO | President & COO | GS1 US |
| Michel EECKHOUT | Senior Vice President and CIO | Delhaize Group |
| Rafael FLOREZ | Chief Executive Officer | GS1 Colombia |
| Pierre GEORGET | Chief Executive Officer | GS1 France |
| Tahira HASSAN | SVP, Strategic Supply Chain | Nestlé S.A. |
| David HUTCHINGS | Senior Director, Business-to-Business | Kraft Foods Global Inc. |
| Maria PALAZZOLO | Chief Executive Officer | GS1 Australia |
| Jorg PRETZEL | Chief Executive Officer | GS1 Germany |
| Randy SALLEY | Vice President | Wal-Mart Stores, Inc. |
| Marianne TIMMONS | Director e-Commerce | Wegman's Food Markets, Inc. |
| Milan TURK | Managing Director/Customer eCollaboration | The Procter & Gamble Company |
| Sylvester MACHO | Managing Director/Member of the Board MGB | Metro AG |
| Ruud VAN DER PLUIJM | VP, B2B E-Commerce | Royal Ahold |

## EPCglobal, Inc. BOARD OF GOVERNORS

| Member | Title | Company |
|---|---|---|
| Richard CANTWELL | Vice President, Auto ID (Chairman EPCglobal) | The Gillette Company |
| Chris ADCOCK | President | EPCglobal Inc. |
| Teruaki AOKI | Sr. Executive Vice President & Executive Officer | Sony Corporation |
| Steve COUSSINS | Chief Executive Officer | GS1 UK |
| Peter CUVIELLO | Vice President & Managing Director | Lockheed Martin Aeronautic |
| Linda DILLMAN | Executive Vice President and CIO | Wal-Mart Stores, Inc. |
| Alan ESTEVEZ | Assistant Deputy Under Secretary of Defense | Office of the Secretary of Defense |
| Claus GARBISCH | Sector Head Consumer/Retail | DHL |
| Richard LAMPMAN | Senior Vice President Research | Hewlett-Packard |
| Zygmunt MIERDORF | Member of the Board of Management | METRO AG |
| Mohsen MOAZAMI | Vice President & Global Managing Director | Cisco Systems, Inc. |
| Filippo PASSERINI | Chief Information and Global Services Officer | The Procter & Gamble Company |
| Kurt REBER | Head Global SCM | Novartis Pharma AG |
| Sergio RIBINIK | Chief Executive Officer | GS1 Brasil |
| Michael ROSE | Vice President RFID/EPC | Johnson & Johnson |
| Hiroshi SAKAI | CEO & Senior Executive Director | GS1 Japan |
| Sanjay SARMA | Associate Professor | MIT |

# GS1 Global Organisation



(Standing, left to right): Michel van der Heijden, Chief Finance Officer, GS1; Miguel Lopera, President & CEO, GS1; Arjen Maarleveld, Chief Operating Officer, GS1

(Sitting, from left to right): Chris Adcock, President, EPCglobal Inc.; Sally Herbert, President, GS1 GDSN Inc.

# GS1 Member Organisations' Services & Contact Information

- Services
- Contact Information

# GS1 Services

| Services provided to User Companies | Percentage |
|---|---|
| EDI Services | 28% |
| Benchmarking Services | 30% |
| Software for GTIN Allocation | 45% |
| Data Synchronisation | 50% |
| Supplier's Guide | 63% |
| GS1 Id Key Allocation Verification | 78% |
| BarCode Verification | 82% |
| Consulting Services | 85% |
| Helpdesk | 94% |
| Training and Education | 98% |
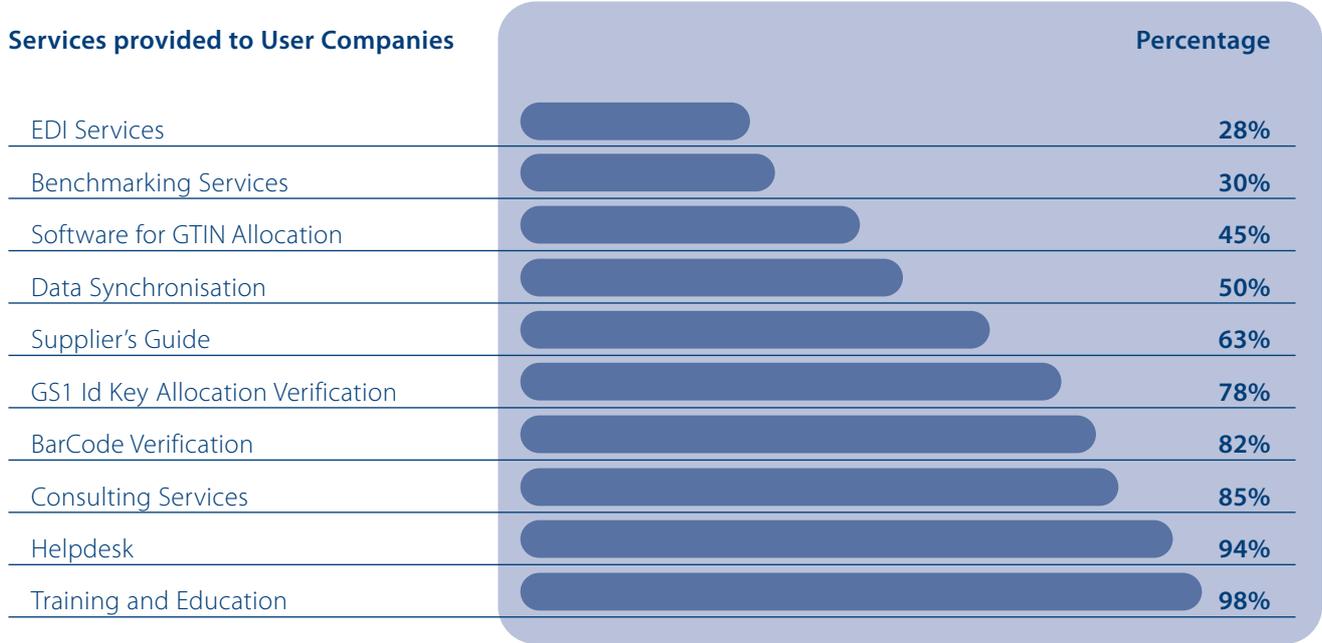
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