AMCA International 2021 Annual Meeting

29 November 2021
Mats Sándor
AMCA President
1. Opening Remarks

Mats Sándor

• Welcome to the 89th AMCA Annual Meeting!

• President comments

• Comments are welcome during the meeting, which can be submitted via the Chat option on the right side of your Airmeet screen.
Today’s meeting agenda and minutes from the 2020 Annual Meeting were emailed to all registrants last week.

Audience will be muted during the program.

Questions can be submitted anytime via the Airmeet platform and will be addressed at the end of the presentation. To submit a question:

1. On the attendee control panel on the side of your screen, select the “Q&A” menu item.

2. Type your question in the text box at the bottom of the screen. Please begin with the name of the person to whom your question is directed.

3. Click the arrow on the right side of the text box to send.

Reminder: This program is being recorded.
2. Call to Order

Mats Sándor

The meeting will officially be called to order.
3. Roll Call

Mats Sándor

The Airmeet registration list will serve as the attendee roll call.
4. AMCA International Policies and Guidelines

• Available on AMCAConnect: https://www.amcaconnect.org/home/myamca/members-handbook-details

Mats Sándor
5. Adoption of Agenda

• The agenda will be adopted by consensus.

• Please raise your hand on your control panel at the bottom of your Airmeet screen if you have any additions or objections.
6. Approval of Minutes from the Previous Meeting

Mats Sándor

- A motion is in order
  - Minutes from the meeting on December 8, 2020 were sent to everyone last week.

- Please raise your hand on your control panel at the bottom of your Airmeet screen to make a motion to approve.
7. Financial Recap

Mark Bublitz

Paul Fajnor
Executive Summary

• AMCA has cash
• AMCA has revenues
• The rest can be worked out…
Credit the author

• Paul Fajnor
A challenging time

• Not JUST because of COVID
• Revenues are relatively stable (captive audience)
• Expenditures (expenses) fluctuated WILDLY due to lack of meetings (and travel)
• Meetings are, in general, a slight net loss (expenses exceed fees charged for attendance). As a result, that loss was eliminated
A challenging time (continued)

• Ending meetings forever, is not in the strategic plan of AMCA 😊
  • (that’s a joke…sorry…engineer + accountant = dry humor)

• Finally, we modified payment schedules to account for COVID. This moved cash flows to different quarters.
  • In the end, no net change, but we may see some activity span a fiscal or calendar boundary with some payments appearing to be accelerated.
In summary

• AMCA’s “OK” from a financial perspective
• The reserve is up, but remains within the targeted scope
• Capital investments are on hold pending economic stabilization
• Expenses can be expected to increase with travel and events
• Meeting “income” will attempt to balance expenses
• Due diligence will be required to manage “Getting back to normal”
• Some “hybrid” expenses can be expected to remain indefinitely
Fiscal 2020-2021 Financial Highlights
Pre-audit

• Revenues - net
  • Actual - $7,432,230
  • Original Budget - $7,557,472
  • Variance - ($125,242) Unfavorable

• Expenses
  • Actual - $6,595,508
  • Original Budget - $7,557,678
  • Variance - $962,170 Favorable

• Projected net surplus (income) $836,722
• Original Budget net deficit ($206)
# Statement of Activities
For the Years Ended June 30, 2021 and 2022

<table>
<thead>
<tr>
<th></th>
<th>2021 Actual</th>
<th>2021 Budget</th>
<th>Variance to Budget</th>
<th>2022 Budget</th>
<th>2021 Actual vs. 2022 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$7,432,230</td>
<td>$7,557,472</td>
<td>($125,242)</td>
<td>$7,847,677</td>
<td>$415,447</td>
</tr>
<tr>
<td>Expense</td>
<td>(6,252,528)</td>
<td>(7,303,110)</td>
<td>1,050,582</td>
<td>(7,497,404)</td>
<td>(1,244,876)</td>
</tr>
<tr>
<td></td>
<td>$1,179,702</td>
<td>$254,362</td>
<td>$925,340</td>
<td>$350,273</td>
<td>($829,429)</td>
</tr>
<tr>
<td>Non-Controlling Interest in Joint Venture</td>
<td>(342,980)</td>
<td>(254,568)</td>
<td>(88,412)</td>
<td>(350,016)</td>
<td>(7,036)</td>
</tr>
<tr>
<td>Net Increase/(Decrease) in Net Assets</td>
<td>$836,722</td>
<td>($206)</td>
<td>$836,928</td>
<td>$257</td>
<td>($836,465)</td>
</tr>
<tr>
<td>Reserves in Months</td>
<td>8.7</td>
<td>5.9</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
AMCA Revenue Comparison

Fiscal 2021 Actual vs Fiscal 2021 Budget vs Last Fiscal Year Actual

- **Dues and Assessments**
  - Fiscal 2021 Actual: $3,881,579
  - Fiscal 2021 Budget: $3,913,546
  - Last Fiscal Year Actual: $3,704,026

- **Lab Services**
  - Fiscal 2021 Actual: $2,641,964
  - Fiscal 2021 Budget: $2,849,196
  - Last Fiscal Year Actual: $2,771,607

- **Lab Accreditation**
  - Fiscal 2021 Actual: $268,850
  - Fiscal 2021 Budget: $329,596
  - Last Fiscal Year Actual: $283,890

- **Other Revenues**
  - Fiscal 2021 Actual: $767,304
  - Fiscal 2021 Budget: $571,034
  - Last Fiscal Year Actual: $683,435

Legend:
- Grey: Fiscal 2021 Actual
- Orange: Fiscal 2021 Budget
- Brown: Last Fiscal Year Actual
AMCA Expense Comparison

Fiscal 2021 Actual vs Fiscal 2021 Budget vs Last Fiscal Year Actual

- **Salary/Benefits/Taxes**: $3,310,483 vs $3,504,218 vs $2,158,364
- **Meeting Expenses**: $32,995 vs $494,321 vs $2,158,364
- **Marketing**: $152,267 vs $294,796 vs $2,459,250
- **Professional Svcs Expense**: $152,267 vs $294,796 vs $2,459,250
- **All Other**: $598,419 vs $553,525 vs $2,215,460

Legend:
- Fiscal 2021 Actual
- Fiscal 2021 Budget
- Last Fiscal Year Actual
Fiscal 2021 Revenue and Expense by Region

North America:
- Revenues: $4,217,181
- Expenses: $3,336,841

Europe:
- Revenues: $369,576
- Expenses: $426,200

Middle East:
- Revenues: $472,830
- Expenses: $411,210

Asia:
- Revenues: $2,033,269
- Expenses: $2,050,667
Operating Expenses in Reserves (Number of Months)

Target Range

Minimum – 3 Months
Now, let’s look ahead ..... 

Fiscal 2021-2022 Forecast

Used Actual Year to date results thru September 30, 2021

Added: Fiscal 2021-2022 budget (prorated for 9 months)

Added (or subtracted): Any adjustments
### Statement of Activities - Forecast
**For the Years Ended June 30, 2022**

<table>
<thead>
<tr>
<th></th>
<th>2021 Actual</th>
<th>2022 Budget</th>
<th>Variance to Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$7,717,712</td>
<td>$7,847,677</td>
<td>($129,965)</td>
</tr>
<tr>
<td>Expense</td>
<td>(7,210,511)</td>
<td>(7,497,404)</td>
<td>286,893</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$507,201</td>
<td>$350,273</td>
<td>$156,928</td>
</tr>
<tr>
<td>Non-Controlling Interest in Joint Venture</td>
<td>(388,317)</td>
<td>(350,016)</td>
<td>(38,301)</td>
</tr>
<tr>
<td>Net Increase/(Decrease) in Net Assets</td>
<td>$118,884</td>
<td>$257</td>
<td>$118,627</td>
</tr>
</tbody>
</table>
Fiscal 2021-2022 Forecasted Revenue

Dues and Assessments
Lab Services
Lab Accreditation
Other Revenue

Forecast
Budget
Fiscal 2021-2022 Forecasted Expenses
AMCA International Financial Statements

• Proposed Motion: To accept the 2020-2021 AMCA International Financial Statements as presented.

• Action: Seek approval
8. Nominating Committee Report

Jim Meats
8. Nominating Committee Report

Jim Meats

• 10 Candidates were put forward:
  • 6 from Air Movement Division
  • 4 from Air Control Division

• Of these candidates, (6) were from North America, (2) from the Middle East and (2) from Asia.

• Upon consideration, the committee puts forward to the membership:
  • Brett Vake of Twin City Fan Cos.
  • Jye Teoh of Kruger Ventilation Industries Asia Company Ltd.
8. Nominating Committee Report

Jim Meats

• Upon consideration, the committee puts forward to the membership:
  • Brett Vake of Twin City Fan Cos.
  • Jye Teoh of Kruger Ventilation Industries Asia Company Ltd.
9. Election of Board Members

Mats Sándor

• Status on quorum
• Are there any other nominations from the floor?
  • Please raise your hand on your control panel
• A motion is in order, if we have quorum
9. Election of Board Members

Mats Sándor

• *Just in case …*

<table>
<thead>
<tr>
<th>Quorum</th>
<th>No nominations from the floor</th>
<th>Two or fewer nominations from the floor</th>
<th>More than two nominations from the floor</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Quorum</td>
<td>Letter ballot</td>
<td>Letter ballot</td>
<td>Letter ballot</td>
</tr>
<tr>
<td>Quorum</td>
<td>Election at AGM</td>
<td>Election at AGM for Brett Vake and Jye Teoh</td>
<td>Letter ballot on all</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Letter ballot on floor nominations</td>
<td></td>
</tr>
</tbody>
</table>
Current AMCA Board of Directors

Mats Sándor
New AMCA Board of Directors

Mats Sándor
10. Retiring Chairman – AMCA Board of Directors

Mats Sándor

Amit Ahuja
11. Moment of Silence

Mark Stevens

Peter Blaha
Ruskin - retired

Mark Hochstetler
Honeyville Metals

Jack Peters
Loren Cook
12. Executive Director’s Report

Mark Stevens
What Our Members Manufacture

Air Control, 201

Air Movement, 292
Committee Organization

Board of Directors

DIVISIONS
- AIR MOVEMENT
- AIR CONTROL

REGION STEERING COMMITTEES
- NORTH AMERICAN
- EUROPEAN
- MIDDLE EAST
- ASIA

FUNCTIONAL COMMITTEES
- EXECUTIVE
- AUDIT
- NOMINATING

MARKETING
ADVOCACY
EDUCATION
AMCA’s Regions
AMCA’s Regions

393 Members

- North America, 157, 40%
- Middle East, 36, 9%
- Mexico, 5
- Europe, 31, 8%
- South America, 2
- Asia, 162, 41%
## Regional Financials

<table>
<thead>
<tr>
<th>Region</th>
<th>Geography</th>
<th>Dues per year</th>
<th>Min. Assessment per year</th>
<th>Max. Assessment per year</th>
<th>Approx. Net 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>USA and Canada, excluding Mexico (157 members)</td>
<td>$4750</td>
<td>$2200</td>
<td>$55,000</td>
<td>$300K</td>
</tr>
<tr>
<td>Asia</td>
<td>Pakistan through Australia, then north through China, South Korea and Japan (160 members)</td>
<td>$4750</td>
<td>$2200</td>
<td>$4500</td>
<td>($200K)</td>
</tr>
<tr>
<td>Europe</td>
<td>Including the U.K. (31 members)</td>
<td>$4750</td>
<td>$2200</td>
<td>$4500</td>
<td>($90k)</td>
</tr>
<tr>
<td>Middle East</td>
<td>Egypt and Turkey south through the UAE (35 members)</td>
<td>$4750</td>
<td>$2200</td>
<td>$4500</td>
<td>($100k)</td>
</tr>
<tr>
<td></td>
<td>Mexico and Brazil (7 members)</td>
<td>$4750</td>
<td>$2200</td>
<td>$4500</td>
<td>NA</td>
</tr>
</tbody>
</table>
Product Certifications

- 2011: 2000
- 2012: 2500
- 2013: 3000
- 2014: 3500
- 2015: 4000
- 2016: 4500
- 2017: 4061

Years: 2011 to 2021
Certification KPI

Certifications per company = \frac{Product line certifications}{Companies}

North America: 15.7 in 2008, 16.8 in 2021
Europe: 1.4 in 2008, 1.9 in 2021
Middle East: 3.5 in 2008, 5.4 in 2021
Asia: 5.3 in 2008, 5.9 in 2021
Lab Accreditations
13. Strategic Plan Update

Mark Stevens
Strategic Planning 2021
Started with a Survey
A look at who responded

<table>
<thead>
<tr>
<th>Relationship to AMCA*</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Member</td>
<td>8</td>
</tr>
<tr>
<td>CRP Representative</td>
<td>2</td>
</tr>
<tr>
<td>Engineering Representative</td>
<td>8</td>
</tr>
<tr>
<td>Laboratory Representative</td>
<td>2</td>
</tr>
<tr>
<td>Marketing Representative</td>
<td>4</td>
</tr>
<tr>
<td>Past President</td>
<td>1</td>
</tr>
<tr>
<td>Voting Representative</td>
<td>36</td>
</tr>
<tr>
<td>Unknown</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
</tr>
</tbody>
</table>

* Self Identified. Some may have more than one relationship to AMCA

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-Suite</td>
<td>9</td>
</tr>
<tr>
<td>V.P./Director/Manager</td>
<td>43</td>
</tr>
<tr>
<td>Individual Contributor</td>
<td>14</td>
</tr>
</tbody>
</table>
## A look at who responded, page 2

### Region Responses

<table>
<thead>
<tr>
<th>Region</th>
<th>Responses</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>35</td>
<td>22%</td>
</tr>
<tr>
<td>Asia</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>Europe</td>
<td>10</td>
<td>32%</td>
</tr>
<tr>
<td>Middle east</td>
<td>13</td>
<td>37%</td>
</tr>
</tbody>
</table>

### Primary Market Responses

<table>
<thead>
<tr>
<th>Primary Market</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Ventilation</td>
<td>34</td>
</tr>
<tr>
<td>Industrial Process</td>
<td>6</td>
</tr>
<tr>
<td>Both</td>
<td>26</td>
</tr>
</tbody>
</table>

### Division Responses

<table>
<thead>
<tr>
<th>Division</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Movement</td>
<td>26</td>
</tr>
<tr>
<td>Air Control</td>
<td>19</td>
</tr>
<tr>
<td>Both</td>
<td>21</td>
</tr>
</tbody>
</table>
Does AMCA Live Up To Its Mission?
Are There Enough Resources In Your Region?

North America: Yes
Asia: Yes, No
Europe: Yes
Middle East: Yes, No
# How Valuable Is…?

<table>
<thead>
<tr>
<th>AMCA Activity</th>
<th>Global Avg</th>
<th>N. America</th>
<th>Asia</th>
<th>Europe</th>
<th>Middle East</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standards and Pubs Dev</td>
<td>4.7</td>
<td>4.8</td>
<td>4.3</td>
<td>4.5</td>
<td>4.8</td>
</tr>
<tr>
<td>CRP</td>
<td>4.4</td>
<td>4.5</td>
<td>4.3</td>
<td>3.9</td>
<td>4.5</td>
</tr>
<tr>
<td>Advocacy</td>
<td>4.4</td>
<td>4.5</td>
<td>4.4</td>
<td>4.2</td>
<td>4.1</td>
</tr>
<tr>
<td>Lab Accreditation</td>
<td>4.3</td>
<td>4.2</td>
<td>4</td>
<td>4.6</td>
<td>4.3</td>
</tr>
<tr>
<td>Education</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
<td>4</td>
<td>4.6</td>
</tr>
<tr>
<td>Global Recognition of the Industry</td>
<td>4.0</td>
<td>3.9</td>
<td>3.6</td>
<td>3.8</td>
<td>4.5</td>
</tr>
<tr>
<td>System Efficiency Promotion</td>
<td>3.9</td>
<td>3.9</td>
<td>3.6</td>
<td>4</td>
<td>4.1</td>
</tr>
<tr>
<td>Industrial Market Support</td>
<td>3.7</td>
<td>3.7</td>
<td>3.4</td>
<td>3.8</td>
<td>3.6</td>
</tr>
<tr>
<td>Marketing Statistics</td>
<td>3.4</td>
<td>3.4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What’s Your Level of Satisfaction with AMCA?

- North America: 4
- Asia: 4
- Europe: 4
- Middle East: 4
Strategic Planning 2021
# Strengths

<table>
<thead>
<tr>
<th>Theme</th>
<th>North America</th>
<th>Asia</th>
<th>Europe</th>
<th>Middle East</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified rating program</td>
<td>Certified rating program</td>
<td>Wide market acceptance.</td>
<td>Reasonable cost of certification</td>
<td>The CRP</td>
</tr>
<tr>
<td>Standards</td>
<td>Engineering Standards</td>
<td>Monopoly of air and sound standards</td>
<td>Own AMCA lab + relation with CETIAT</td>
<td>AMCA Standards and Publications with strong participation from this region</td>
</tr>
<tr>
<td>Lab</td>
<td>Testing Services &amp; Lab Accreditation</td>
<td>Lab accreditation program.</td>
<td>Lab accreditation is also an educational / training opportunity for members, Own AMCA lab + relation with CETIAT</td>
<td>Lab accreditation program</td>
</tr>
<tr>
<td>Members</td>
<td>Members</td>
<td>Strong presence and member base in South Korea, with local lab.</td>
<td>Technical knowledge of members / HQ</td>
<td>Technical prowess</td>
</tr>
<tr>
<td>Brand</td>
<td>Intentional brand with integrity</td>
<td>Global organization, but with regional independence</td>
<td>Brand recognition, globally and locally</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Education</td>
<td></td>
<td>Existence of own platform, free of charge for members</td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td>Advocacy</td>
<td></td>
<td>AMCA is the only real fan manufacturers association in the EU, covering all types of fans</td>
<td></td>
</tr>
<tr>
<td>Geographical Scope</td>
<td>Overall good footprint in the Asia region, especially in major countries like China and India.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>Strong team and presence in Asia.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Scope</td>
<td></td>
<td></td>
<td>Most of the air-side covered</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Planning 2021
Mission Statement

AMCA’s current mission statement is:

To advance the knowledge of air systems and uphold industry integrity on behalf of AMCA members worldwide.

A proposed mission statement, simple and more direct is:

To advance the health, growth and integrity of … the industry
… air system industry
… our industry

Board and membership approval are still required to change the mission statement officially, as the mission statement is part of AMCA’s Bylaws.
2021-2024 Strategic Plan Central Tenets

CERTIFICATION
AMCA will expand and strengthen participation and enforcement of the Certified Ratings Program.

ADVOCACY
AMCA will defend and advance members’ interests through building codes, standards, regulations, and education.

ENGAGEMENT
AMCA will improve, broaden, and focus participation and awareness of the association.

EXCELLENCE
The AMCA Board will ensure and enhance AMCA’s operational excellence and organizational governance.
Strategic Planning 2021
CERTIFICATION

ENFORCEMENT
Strengthen enforcement, rigor, and integrity.

TESTING ACCESSIBILITY
Investigate and possibly establish new regional testing facilities and expand existing facilities.

SCOPE
Consider expanding the scope of products.

LAB ACCREDITATION
Enhance and promote the Laboratory Accreditation Program.

GROWTH
Increase the number of licensees and products.
Educate and advocate for greater awareness and acceptance of the CRP.
ADVOCACY, page 1

INDUSTRY RELATIONS
Reach beyond the boundaries of AMCA to engage with other organizations and governing bodies that affect our industry.

COMPETING STANDARDS
Encourage other organizations to adopt or recognize AMCA standards, and, where practical, work toward harmonization of standards.

VENTILATION ISSUES
Increase AMCA’s participation and visibility in advocacy arenas where various indoor air quality, air-borne disease (COVID) mitigation, and ventilation issues are addressed.

REGULATIONS AND PROGRAMS
Represent members’ interests in the development and enforcement of codes, standards, regulations, and incentive programs that require minimum product performance.
COMPETING TECHNOLOGIES
Maintain intelligence and awareness of competing technologies, and develop strategies and tactics to mitigate market erosion or increase market size.

REGIONAL TECHNICAL STAFFING
Establish and maintain regional staff with acumen in HVAC systems, regulations and air system products.
ENGAGEMENT

COMMUNICATIONS
Improve and facilitate communications within the association amongst members and staff.

EDUCATION
Expand the educational efforts to include internal and external topics, audiences, and informational resources.

STATISTICS
Reinvigorate the collection and codification of market data and statistics for use by members and industry.

DIVERSITY, EQUITY, & INCLUSION
Develop diversity and mentoring programs to encourage and empower industry across genders, races, cultures, and generations.

NETWORKING – MEETINGS AND EVENTS
Develop a robust schedule of meetings and events globally. Make meetings more accessible with improved technical infrastructure with intuitive design and improved language/cultural awareness.
EXCELLENCE, page 1

REGIONAL REALIGNMENT/RECONFIGURATION – ASIA FOCUS
Correctly configure regions for growth and service.

BOARD AND STAFF ISSUES
Ensure smooth and effective operations by maintaining proper staffing levels.

ASIA AMCA TRANSITION
Prepare for the succession and transition of the ASIA AMCA organization and leadership.

REGIONAL SELF-SUFFICIENCY
Establish regional self-sufficiency.

DIVISIONAL SELF-SUFFICIENCY
Determine if AMCA divisions (which, unlike regions, are product based) should be self-sufficient.

LATIN AMERICAN EXPANSION
Determine if expansion into new regions should be pursued. Most identifiably the Latin America region.
CORPORATE ENTITIES FOR EACH REGION
Determine if separate corporate entities should be established in each region.

BRANDING INITIATIVES
Enhance global branding efforts to ensure AMCA is recognized as the preeminent industry association.

GEOPOLITICAL/GLOBAL TRADE
Ensure member-awareness of geopolitical and global trade issues impacting the industry.

AMCA PERCEIVED AS AMERICAN
Ensure that AMCA is seen as a global association and not solely a North American based organization.

SELF-CERTIFICATION
Consider developing a self-certification program (would require association-wide approval).
Strategic Planning 2021
Regions Establish Tactics

• **Middle East**
  • November 11

• **Europe**
  • November 15

• **North America**
  • December 15

• **Asia**
  • January 10
• To submit a question:

1. On the attendee control panel on the side of your screen, select the “Q&A” menu item.

2. Type your question in the text box at the bottom of the screen. Please begin with the name of the person to whom your question is directed.

3. Click the arrow on the right side of the text box to send.
15. Upcoming Meetings

Jim Meats

2021

• 2021 Division Meetings: Air Movement & Air Control
  • December 7; 8:00-10:00am CST

2022

• January 2022 (Date TBA): Asia Regional Meeting & Board Meeting

• March 2022 Meetings - In person
  • Idea Exchange; March 1-3
  • NA Region Meeting; March 2-4
  • NA Steering Committee; March 3
  • Executive Committee meeting; March 4-6
  • Board of Directors; March 5-6

• July 2022 (Date TBA): European Regional Meeting & Board Meeting

• 2022 Annual Meeting: Date & location TBA
16. Closing Remarks & Adjournment

Mats Sándor