GS1 ®

The Global Language of Business

Annual Report 2021-2022
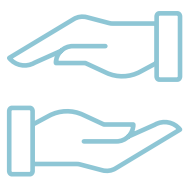
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The Global Language of Business

116 local Member Organisations

Neutral & not-for-profit

User-driven & governed

Global & local

Inclusive & collaborative

GS1 believes in the power of standards to transform the way we work and live.

Key industries served

Healthcare

Retail

Marketplaces

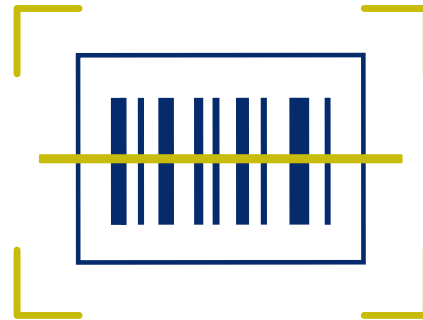General Merchandise

Apparel

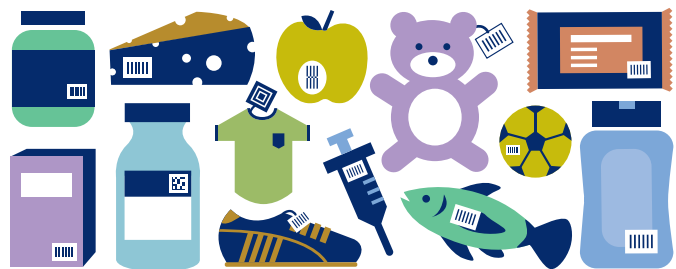CPG

Fresh Foods

Transport & Logistics

Foodservice

Technical Industries

6 billion
GS1 barcodes scanned daily

More than
250 million products
carry GS1 barcode

More than 2 million
companies use GS1 standards

A letter from our leaders

At GS1, we know that we are at a defining moment for the industries we serve. The effects of the pandemic are still being felt, and global supply chain challenges remain front and centre as economies try to adapt and stablise. And we've quite clearly realised—many of us first-hand—how important healthcare is.

This is why we have spent the past year collaborating with our users in new ways, building resiliency and redoubling our efforts to sustain high standards of quality in our work.

GS1 was founded to improve supply chain visibility and efficiency, and these goals continue to be key areas of focus. Today, however, we also empower industry's digital transformation to ultimately benefits consumers and patients. GS1 standards and services help brands provide more transparency to consumers. They enable improvements in patient safety. They support sustainability and circular economy initiatives.

A world in accelerated transformation

For a few months, the global economy's recovery from the COVID-19 pandemic seemed to be surpassing even the most optimistic predictions, although there was work to do to bridge the gap for lower-income economies. But ongoing production bottlenecks in global supply chains, aggravated by geopolitical instability in Europe, have created meaningful disruptions in energy, food and commodity markets. The world still feels unsettled.

Even more importantly, in this post-COVID era, many things have changed forever. Consumers and patients now expect to know more about the products they purchase and the medicines they are prescribed. Businesses are using digital technologies to stay connected with their customers and their remote employees. Key trends like the use of data science, automation and advanced forecasting techniques are helping businesses stay agile, reliable and responsive. Small companies can sell globally through online marketplaces.

The healthcare sector offers an excellent illustration of these shifting expectations. From the use of electronic vaccination passports to the ability to engage with providers using smartphone and computers, patients are increasingly placing a premium on quality, speed and digital connectivity.

These transformations come with expectations of transparency and sustainability. Whether we're consumers or patients, we want to be able to trace our products from where they were sourced and understand how sustainably they were made.

The power of data

GS1 standards and services make this possible because they provide consumers and patients greater transparency into the products they buy and help to build supply chains that are more efficient, transparent and safe. They simplify processes and let business partners around the globe collaborate more efficiently. They bridge the physical and digital worlds, empowering the digital transformation by ensuring seamless flows of information and improving data quality. In short, they allow companies from different parts of the supply chain and different parts of the world to communicate well: GS1 is the global language of business.

The growth in GS1 membership is a sign of what we make possible. Across the past year, we welcomed so many new users—including many more small and medium enterprises—and we built strong partnerships with large companies and governments at the global and local levels. The interest in GS1 standards across retail, healthcare and technical industries is growing.

Our four focus areas

We know we have a duty to respond well to industry expectations, so we have identified four areas of focus. We will pursue our work to understand the new retail and marketplace ecosystem to see how we can best add value there. We want to enable a trusted healthcare supply chain. We are building high-quality registries of company license data, GS1 Global Trade Item Numbers® and GS1 Global Location Numbers. In anticipation of the global migration to two-dimensional barcodes, we are creating awareness and aligning with industry.

As always, we will do this with collaboration and trust.

A smooth transition in leadership

On 30 June 2022, the end of our administrative year, Miguel A. Lopera stepped down from his role as President and CEO of our organisation after nearly 20 years of outstanding service to GS1 and industry communities.

Miguel will continue to serve GS1 as a Strategic Advisor. The entire GS1 global community warmly welcomes Renaud de Barbuat to his role as our new President and CEO. Renaud joined the GS1 Global Office in 2019 as Chief Operating Officer and was, for many years before that, an active and passionate believer in the power and potential of GS1 standards.

Our vibrant community

To everyone at our 116 Members Organisations and at our Global Office: The world needs GS1 more than ever. Industry is expecting us to deliver.

We call upon you to continue your digital transformation.

We count on you to create an attractive workplace.

We ask you to nurture a growth mindset in your teams.

But mostly, we thank you all, our vibrant GS1 community, for your passion, your efforts and your commitment.

Kathryn E. Wengel

Executive Vice President & Chief Global Supply Chain Officer and Executive Committee Member, Johnson & Johnson

Chair, GS1 Management Board

Timothy P. Smucker

Chairman Emeritus, The J.M. Smucker Company

Chair Emeritus, GS1 Management Board

Miguel A. Lopera

President & Chief Executive Officer, GS1

The GS1 community pays tribute to Miguel A. Lopera, outgoing President and Chief Executive Officer

After almost 20 years at the helm of GS1, Miguel A. Lopera stepped down from his role as President and CEO on 30 June 2022, the end of our administrative year.

He has been succeeded by Renaud de Barbuat, previously GS1 Chief Operating Officer. This transition in leadership was thoughtfully and carefully planned to ensure full operational continuity.

Miguel Lopera joined GS1 from Procter & Gamble in 2003 to launch the organisation from the merging of EAN International and UCC and roll it out globally.

Under his leadership, new standards were created for RFID and data sharing, the Global Data Synchronisation Network was established as a global service to exchange product data, and GS1 Global Healthcare was launched. Miguel also initiated GS1's digital transformation with the GS1 Global Registries and oversaw the launch of industry's global migration to 2D barcodes.

In short, Miguel led a two decade-long evolution to create what is today a truly thriving GS1 community. He has mentored countless leaders and always met the highest expectations of everyone around him.

Miguel remains incredibly committed to GS1 and will serve as a Strategic Advisor going forward. GS1 Management Board Chair Kathryn E. Wengel and Chair Emeritus Timothy P. Smucker are particularly grateful to Miguel for his leadership and commitment during the transition.

New GS1 President and CEO Renaud de Barbuat joined our organisation in 2019 as Chief Operating Officer (COO). Prior to that, he was Chief Information Officer of Carrefour, where he was a key advocate for GS1 standards, a GS1 Board Member and GS1 Board Vice-Chair. As GS1 COO, Renaud led the implementation of a new 3-Year Plan and oversaw our global industry and product programmes. He also led the modernisation of the GS1 Registry Platform and chaired the Board of the GS1 Global Data Synchronisation Network. A digital-first leader, Renaud is well positioned to ensure GS1 is a leader in today's connected world.

Thoughts on Miguel Lopera from GS1 Management Board Members and Members Emeritus:

"Miguel did a spectacular job. He brought two organisations together, and that brought industry together in a way that was really necessary."

Danny Wegman
Chairman
Wegmans Food Markets

"One of the things I always like to say is 'respect the past and create the future'. Miguel did a nice job of doing both of those things."

Rodney McMullen
CEO Kroger

"Miguel recognised early that industry needed to have one set of standards, not many sets of standards. That's what helped him get the job done. He always worked towards the common good."

Bob McDonald
Former CEO
P&G

"Miguel has always embraced compassion, mindfulness and hope. He's a resonant leader who built a strong and thriving federation that had the ability to see one vision, speak one voice and act as one organisation."

Timothy P. Smucker
Chairman Emeritus, The J.M. Smucker Company
Chair Emeritus, GS1 Management Board

"Miguel has always been a purpose-driven leader, committed to doing the right thing for all the stakeholders that we serve."

Kathryn E. Wengel
Executive Vice President & Chief Global Supply Chain Officer and Executive Committee Member, Johnson & Johnson Chair,
GS1 Management Board

"Miguel has a result-driven attitude and yet also his own soft style which was very well suited for the GS1 organisation."

Özgur Tort
Chief Executive Officer
Migros Ticaret

"Miguel knows how to listen intently, pick out the right information and formulate a plan that will satisfy most parties. That's a unique ability that very few leaders have."

Mark Batenic
CEO
IGA

"Miguel really allowed us, as healthcare providers, to have a voice. His inclusivity of our opinions and our thoughts was really welcomed."

Dr. Susan Moffatt-Bruce
Professor of Surgery, Chief Executive Officer
Royal College of Physicians and Surgeons of Canada

Thoughts on Miguel Lopera from GS1 Member Organisation CEOs:

"Miguel's vision improved us as Member Organisations and benefitted the entire GS1 community. Thank you, Miguel, for always taking GS1 and our values to the next level."

Virginia Vaamonde
CEO GS1 Brazil

"Miguel brought the whole GS1 organisation into a new era. It was a remarkable effort. On behalf of GS1 in Europe: thank you."

Gregor Herzog
CEO GS1 Austria

"We are blessed to have had Miguel's inspiration leadership. May you enjoy your retirement, Miguel."

Michele Francis Padayachee
CEO GS1 South Africa

"Miguel had a unique ability to understand where we need to be aligned globally and what can remain local, and that gave Member Organisations the opportunity to be entrepreneurs."

Bob Carpenter
CEO GS1 US

"Miguel, thank you for everything that you have done for the organisation. I've always had the highest admiration for the passion and the love that you have for GS1."

Maria Pallazolo
CEO GS1 Australia

Our year in review

Growing business & transforming lives

"The impact of GS1 standards for all healthcare organisations is more informed decision-making, enhanced visibility, and ultimately, increased safety."

Meinrad Lugan
Member of the Management Board
B. Braun Melsungen

GS1 Healthcare

We envision a harmonised implementation of global standards in business and clinical processes, enabling interoperable, high quality and efficient healthcare delivery to benefit patients.

Though the COVID-19 pandemic is not yet over, the arrival of vaccines in 2021 strengthened our defences against this deadly virus. But as the World Health Organization (WHO) and other international bodies have emphasised, no one is safe from COVID-19 until everyone is safe. Global equity of access to vaccine doses, to emerging treatments and to personal protective equipment is critical.

Clear and reliable communication and interoperability between healthcare organisations and systems is vital to achieving that goal. Supporting such interoperability is, of course, one of GS1 Healthcare's missions, and why in April 2022 we once again contributed to a white paper from global consulting firm Deloitte: "Securing trust in the global supply chain of COVID-19 vaccines: Moving from development success to vaccination." The **critical role** GS1 standards play in supporting the **efficient and safe distribution and administration of vaccines** is clearly highlighted in the document.

Indeed, today, in **more than 75 countries,** GS1 barcodes play an essential role in ensuring **information** about all kinds of healthcare items

is **consistently captured and shared.** With digital health on the rise and with more and more regulations being developed across the world to enable traceability, pharmacovigilance and post-market surveillance, the need to have a globally standardised barcode on the packaging of pharmaceuticals and medical devices will only increase. We have long known that having just one barcode on such products supports consistent identification of items, increases efficiency and improves patient safety. In December 2021, GS1 Healthcare published its recommendation for the use of **only ONE GS1 barcode per medical product.**

In January 2022, our two-year term as the Chair of the **Joint Initiative Council** for Global Health Informatics Standardization (JIC) ended. In our time as Chair, we were able to increase interest in the JIC and boost awareness of GS1's role in the health informatics space and of the work of the JIC with regulatory bodies and with the WHO. One of our **key strategic priorities** going forward is to **serve as a central partner in the digital transformation of healthcare.**

We continued to develop and test standards for use in the clinical trials supply chain and began work on standards to identify laboratory samples and repackaged medicinal products.

Our healthcare **public policy** efforts remained a key focus, and over the year, we provided information to regulators to help them develop consistent requirements for tracing pharmaceutical products and combatting medication counterfeiting. Our Healthcare Public Policy Database—which provides insight into the latest regulatory requirements, agreements and requests related to healthcare product identification, catalogues and traceability—got a new design and improved features.

We also continued to support global efforts relating to **Unique Device Identification** (UDI): GS1 has been designated as an issuing agency for UDI in Singapore, Brazil and Egypt, in addition to remaining an issuing entity for China, Europe, Saudi Arabia, South Korea and the US. We continued to support stakeholders to ensure alignment of new UDI regulations with the global framework in Australia, Brazil, China, Egypt, Saudi Arabia, South Korea, the European Union and more. We supported regulatory authorities within the Global Harmonisation Working Party in their efforts to harmonise medical device regulations.

We are also committed **to forging even stronger connections with healthcare providers**. Our GS1 Healthcare Clinical Advisory Committee, a group of thought leaders and early adopters of GS1 standards in healthcare, now includes 11 clinicians from healthcare systems around the world. We continued our collaboration with the International Society for Quality in Healthcare (ISQua) and the International Hospital Federation (IHF). We provided a range of educational opportunities for our community, including six webinars showcasing how implementation of GS1 standards makes a difference to healthcare providers and four webinars giving examples of how solution providers are enabling their customers to use GS1 standards by supporting them as part of their healthcare IT solutions.

Our support of **healthcare systems in Africa and other emerging markets** is another priority, and throughout the year we continued to engage with MOs, regulatory authorities and solution providers in locations that have both the need and the opportunity to leverage GS1 standards as their healthcare systems evolve. At our November 2021 GS1 Healthcare Online Summit, we held a session dedicated to Africa. We also launched an Africa-specific newsletter and a customised e-learning module for that continent.

Finally, we are working to **develop closer collaborations with international organisations**. To that end, we worked with UNICEF, Gavi, the Vaccine Alliance, and with the Developing Countries Vaccine Manufactures Network (DCVMN) on the implementation of GS1 standards as they relate to COVID vaccines. We trained staff members of the United Nations Development Programme and built new connections with the UN's World Food Programme.

Held over 4 days in November 2021 with 6 live sessions and 6 hosted replays, our third GS1 Healthcare Online Summit attracted more than 700 delegates from 85 countries.

"

"GS1 Healthcare happened because of Ulrike Kreysa's leadership, support and commitment."

Rich Hollander
Recently retired from Pfizer

Another extremely meaningful event marked our community this year. After leading GS1 Healthcare for 17 years, **Ulrike Kreysa has retired**. Ulrike's profound impact on GS1 began in a meeting room in Princeton, New Jersey in May 2005, where she had gathered a dozen or so key players from across the healthcare sector. Her goal: Create a healthcare user group that would work together to establish the standards that were needed for healthcare and then share how to implement them in a harmonised way.

Rich Hollander, recently retired from Pfizer, was in the room that day, and at a May 2022 virtual gathering to honour Ulrike, he summed up what happened: "We all immediately realised that this was exactly what was needed. Within a month, we were writing a mission statement and building a plan and thinking about our first global conference. And it was all because of Ulrike's leadership, Ulrike's support, Ulrike's commitment to pulling it all together and creating the right atmosphere."

Dozens of other people spoke to and of Ulrike Kreysa at that bittersweet farewell event, highlighting her warmth, her great humanity, her engagement – and the elegant Belgian chocolates she so often brought to meetings and events. But more than anything else, they spoke of Ulrike's profound belief in the role GS1 must play in ensuring patient safety, and how this guided everything she did. We thank Ulrike for her incredible contribution to Healthcare at GS1 and all around the world, and we wish her a very happy retirement.

On 1 May 2022, Géraldine Lissalde-Bonnet officially succeeded Ulrike as the Vice President of GS1 Healthcare. With ten years of GS1 behind her already, Géraldine brings her renowned professionalism, passion and knowledge to the role. Of course, the success of GS1 Healthcare is in its community, in every person around the globe who works to ensure our standards make a difference to patients worldwide.

🛈 | **Interested in learning more?**
Visit www.gs1.org/healthcare and follow us on LinkedIn and Twitter @GS1Healthcare

Retail

We are working to empower the retail sector's digital transformation to ultimately benefit the consumer.

Whether in consumer packaged goods, fresh foods, apparel or general merchandise, in physical stores or online, GS1 is committed to supporting the retail sector's digital transformation.

We are working to enable ubiquitous, verifiable product identity with accurate, complete, harmonised digital product information. This is the foundation for an efficient, resilient and transparent supply chain. It will also help all actors across any retail sub-sectors meet regulatory requirements, deploy traceability programmes and meet sustainability goals.

A number of core GS1 initiatives are particularly important to the retail sector, including Verified by GS1 (see page 22), the Global Data Model (see page 25) and our active support for a global migration to two-dimensional barcodes (see page 26). These programmes work together to provide great value: Retailers and marketplaces can verify that a product is authentic and receive from manufacturers a standard set of product information to deliver to consumers and store operators. With a smooth "beep" at the register, consumers can buy a product and use its unique 2D barcode to get the information they want on the web.

One key accomplishment of the past year is the July 2021 launch of the **GS1 Global Retail Industry Group**. More than two dozen retailers and brand owners from around the world meet quarterly to exchange experiences and best practices on implementing GS1 standards and services. The focus so far has been on the use of Verified by GS1 and on ways to prepare high-quality data for upload. Feedback has been very positive, with members recognising the value they get from participating in the group.

Our partnership with the companies in the **Consumer Goods Forum (CGF)** has continued to flourish. Working collaboratively with these companies, we made notable progress in many countries on programmes supporting GTIN ubiquity and promoting the use of Verified by GS1, including using the free Verified by GS1 service on gs1.org. The CGF also actively supports the Global Data Model programme, and members of both the CGF's End-to-End Value Chain Steering Committee and their Product Data Coalition of Action participated in GS1 workshops regarding the global migration to 2D barcodes.

GS1 standards and services create the foundation for better consumer transparency, greater operational efficiency and a more sustainable and circular economy

In the sectors of **apparel and general merchandise**, our focus remains on ensuring safe and efficient business processes thanks to GTIN ubiquity and integrity for unique and persistent identification of all traded items. Apparel is one of the first sectors in consideration for the implementation of the EU Digital Product Passport—an initiative that will require access to a product's master data, traceability data and "green" data attributes for all who sell in the European Union—so we have been taking measures to enable industry readiness for it. Through the GS1 GSMP (see page 29), our teams have supported the ratification of updated standards for Digital Signatures to help reduce counterfeiting and grow consumer trust and transparency. Finally, we continued our efforts to drive adoption of EPC-enabled RFID technologies.

In **fresh foods**, we remain focused on strengthening identification and digitalisation and developing opportunities for actors in this area to benefit from further use of the GS1 Registries (see page 21). We are actively helping GS1 MOs to engage with their members on traceability initiatives. And of course, we are continuing to support the implementation of 2D barcodes.

With batch and lot numbers and expiry dates so important in fresh foods, this sector was an early adopter of 2D barcodes. There are many advanced use cases that show how 2D lets fresh food producers, suppliers and retailers both large and small reduce food waste, optimise inventory and expedite recalls. Have a look at page 33 to learn what Parla Deli in Brazil has achieved.

GS1's commitment to the retail sector is renowned. The "beep" of the GS1 barcode is heard at store checkouts billions of times every day. Today, we envision a world where the beeps of 2D barcodes will provide access to virtually all information about a product, thanks to the GS1 GTIN as the core identifier and links to many sources of data.

ℹ️ **To stay up to date on our latest actions and accomplishments,** visit www.gs1.org/retail

Marketplaces

We are continuing our efforts to ensure that GS1 standards and services are fit for the online world.

For the more than 25 marketplaces around the world who are already using GS1 standards and services like GS1 GTINs and Verified by GS1, (see pages 21-24) the benefits are clear: single product pages, increased traffic, faster listing process, a better way to detect counterfeits, simplified regulatory compliance and more.

That's because access to trusted product identification allows marketplaces to perform a wide range of tasks, which in turn enables them to build better product catalogues and provide a better and safer consumer experience.

Even though many marketplaces have already adopted GS1 standards, we know that there are still many opportunities for us to engage more closely with the marketplace ecosystem, and many things we can do to ensure that our standards and services are fit for the online world.

This is the driving principle behind the development of our Marketplace Programme. Its ambition is to address the product identification needs shared by marketplaces, integrators and sellers, with the main topics being GTIN duplicates and GTIN overuse. Our fundamental goal is to have marketplaces better understand and communicate the added value of global identification, in particular by recommending that sellers use GTINs to list products.

Our efforts are advancing according to plan, via a combination of work in standards, services, training and marketing, with a high level of participation from industry members and the GS1 federation.

Multiple initiatives to engage directly with marketplaces, sellers and brands are now underway locally, regionally and globally. With Global Office support, GS1 Member Organisations in Latin America, Europe, the Asia-Pacific region and the US have grown their relationships with players such as Amazon, Google and Mercado Libre. The focus is on topics such as access to product data via Verified by GS1 for catalogue improvement, education around standards, GTIN adoption and sustainability.

All our engagement efforts are bolstered by the active support of our Marketplace Advisory Team which consists of representatives from Alibaba, Amazon, bol.com, eBay, Google, Metro Markets and now also JD.com and Mercado Libre, both of whom joined this year to strengthen the team.

In order to build on a strong foundation, we undertook a variety of research and knowledge-gathering exercises. Interviews of marketplaces around the world revealed how they consider GS1 data to be highly valuable, confirming the strong

need for licence data to verify GTINs. Since June 2022, companies and more specifically marketplaces can access a more complete range of company and product data to help ensure the right GTINs flow into their systems, ultimately providing a better experience to consumers.

Through the GS1 Global Standards Management Process (see page 29), we worked to define modernised rules that ensure consistent allocation of GTINs to bundles, non-branded and refurbished products as well as to products with variations such as size or colour. The work is done in collaboration with all industry sectors and includes representatives from marketplaces, service providers, brands and retailers. In June 2022, new GS1 standards for online bundles were officially ratified. We will be communicating broadly about this in the year to come.

Realising the importance of making GS1 standards easier for the seller community, we also worked with a market research firm to conduct dozens interviews with sellers, all in order to produce material relevant to their needs and priorities. We successfully deployed a "train the trainer" programme across all regions called "GS1 Education for Marketplace Sellers". Additionally, three videos were produced to answer the most common seller questions about GS1 and product identification. Additional training and marketing material will be produced throughout the coming year for the seller community.

Work is underway at the global, regional and local levels to get more marketplaces to endorse the use of GS1 GTINs in their listing processes

Looking forward, we will pursue our efforts to engage the marketplace ecosystem on the many ways that GS1 standards and services can support seller processes, fulfilment, regulatory requirements, sustainability activities, traceability programmes, anti-counterfeit initiatives and more.

Interested in learning more?
Visit www.gs1.org

Enabling the digital transformation

"Correct GTINs enable better visibility on shopping platforms and marketplaces. Understanding identity enables us to show the right products in Google experiences like Search, YouTube and Google Maps."

Mike Capsambelis
Product Management Lead
Google

GS1 Registries and Verified by GS1

GS1 knows that consumer trust, business efficiency and patient safety start with unique, global, verifiable identification.

For almost 50 years, the foundation of our work has been to provide unique identification through the barcode, the GS1 GTIN (the barcode number) and other supply chain standards, ultimately benefitting consumers and patients.

In order to continue on this path, our vision today is to empower the digital transformation of industry. To do that, we must ensure that all GS1 identification keys and links to other sources of data associated with those keys are present in trusted, neutral, authoritative digital registries. When all physical products are uniquely identified with a barcode number, brand owners and manufacturers can be confident that their items will be represented in the digital world just as they are in the physical world. Industry will see better operational efficiencies, such as reduced time to market and smoother logistics and supply chain processes, as well as more consumer transparency, including reduced counterfeits and more accurate product information.

The GS1 Registry Platform

In 2019, after in-depth consultations with a large and diverse group of brand owners, manufacturers, retailers, solution providers and other industry representatives, as well as our own GS1 Member Organisations (MOs), we developed a data services strategy and immediately began to work on the GS1 Registry Platform.

> **With the GS1 Registry Platform, we have replaced time-consuming, error-prone complexity with a common, integrated, global platform for reliable product data**

The GS1 Registry Platform is a cloud-based repository of GS1 Company Prefixes (GCPs), GS1 Identification Keys such as Global Trade Item Numbers (GTINs or barcode numbers) and GS1 Global Location Numbers (GLNs), each accompanied by a minimum set of data attributes and links to other sources of data.

Brand owners upload this data via their local GS1 MO, and they are ultimately responsible for the information they provide. In addition, a range of structural and completeness checks inside our system ensure that the data added is of the highest possible quality.

No matter how big or how small a company is, no matter whether they have a thousand products or just a few, no matter where they are in the world, the GS1 Registry Platform ensures that their information is available globally.

With our Registry Platform, GS1 provides industry members with a neutral, authoritative and global source of information where they can verify basic data about products. The GS1 Registry Platform is also the foundation for user-centric, easily consumable and simple services, built on global standards that are open and easy to integrate into external systems.

> No matter how big or how small a company is, no matter whether they have a thousand products or just a few, no matter where they are in the world, the GS1 Registry Platform ensures that their information is available globally

The GS1 Licence Registry

With more than **six million GS1 Company Prefixes (GCPs)** logged as of July 2022, the GS1 Licence Registry today contains almost all licences ever assigned by GS1. Every one of our 116 GS1 Member Organisations sends licence data to the registry.

Live pilots are already showing how this data can be used by industry to solve a range of pressing business challenges, starting by verifying a barcode number's licence owner. This is why we have already begun to integrate the data in the GS1 Licence Registry into query responses for GTINs, and will eventually do so for GLNs as well.

The GS1 GTIN Registry

Whether on store shelves in the physical world or on e-commerce websites in the digital world, it is essential for products to have unique and persistent identification that can be shared with stakeholders consistently and accurately. The GS1 GTIN, also known as the barcode number, plays a pivotal role in industry's digital transformation by connecting products to accurate data.

As of July 2022, brand owners and manufacturers around the world had already uploaded over 200 million GTIN records into the GS1 GTIN Registry, and we expect to add at least 60 to 70 million more every year.

Our goal is to fill the Registry with as many GS1 GTINs as possible with the highest level of quality and completeness, which is why we are working with the global community to accelerate the growth of the GTIN Registry.

> On average, 2 new GTIN records are added every second

The GS1 GLN Registry

Our work to develop the technical capabilities of a GS1 GLN Registry is well defined and on track. Eight GS1 MOs are part of a Wave 1 collaborative effort to create the GLN Registry to store, verify and share data about not just "who" but also "where."

This sort of information is required for many different high-demand supply chain actions, including activities supporting master data sharing, connecting to other data sources, supply chain visibility and regulatory compliance.

Verified by GS1

Of course, these registries are only meaningful if organisations can access and use the valuable information they contain – and that's where Verified by GS1 comes in.

Verified by GS1 enables retailers, marketplaces, customs officials, solution providers and others to verify product information and company identity by querying the GS1 Registry Platform. Verified by GS1 answers the question: "Is this the product that I think it is?"

In March 2022, we launched Verified by GS1 on gs1.org. This freely available tool allows anyone to make up to 30 queries per day. Designed to increase awareness, it helps retailers, marketplaces and brands better understand the benefits as well as visualise how the data is presented.

Enterprise-level capabilities, starting with API connections but also batch or file exports, are available as a service from 46 GS1 Member Organisations as of July 2022, with more GS1 MOs launching this sort of boosted access to their users every month.

Verified by GS1 lets its users answer the question: "Is this the product that I think it is?"

Globally over the past year, Verified by GS1 users have entered some 25 million GTINs every month to get information about a product – ten queries every second on average! As of July 2022, 90% of these requests provide the product's licencee name, drawn from our highly complete and accurate GS1 Licence Registry. Depending on the product category, up to 30% of GTIN queries also provide basic information about the item itself, which may include the product's brand name, its description, its GS1 Global Product Category, its net content and unit of measure, the country of sale and a URL linking to an image of the product. We will pursue our joint efforts with industry and the GS1 community to increase the percentage of GTIN records that have a minimum set of product data attributes.

High data quality that is fit for purpose

As we built the GS1 Registry Platform and worked to populate it with data, the quality, accuracy and completeness of that data has always been top of mind to industry members and GS1 staff alike.

Any errors in licence data compromise all the other product attributes associated with that data. Ensuring the integrity and accuracy of licences and keys is, as a result, the fundamental first step to ensuring overall data quality. Data quality is equally important for the additional product attributes associated with each GTIN record – and necessary to ensure all stakeholders get optimised value from the Verified by GS1 service. All GS1 MOs contributing to Verified by GS1 have access to data quality analytics tools and dashboards, enabling them to engage with industry members to improve their data content.

We have also deployed a data quality enabler model: see page 25 for more on how GS1 is building data quality considerations into our culture.

Looking ahead

The real value of our Licence, GTIN and GLN Registries will only be realised when they are properly filled with accurate and complete data and when we have broad usage by businesses and governments.

In the year ahead, we will help GS1 MOs support the digital transformations of their members and accelerate the growth of the Registries. We will also continue to drive both GTIN integrity, the presence of only the highest-quality identifiers and attributes; and GTIN ubiquity, the deep penetration of products with GTINs and attributes in priority categories.

As always, our work starts with consumer demands and industry needs; and aims to result in consumer trust, business efficiencies and patient safety.

Interested in learning more?

Go to www.gs1.org/verified-by-gs1 to better understand how Verified by GS1 works, read case studies, or enter any barcode number to see the product information supplied by the brand owner.

Ready to get started?

Contact your local GS1 Member Organisation: www.gs1.org/contact

Data quality is built into our culture

Our entire organisation is focused on the timeliness, completeness, conformity, consistency and accuracy of the data in our systems and services.

To achieve our mission of offering standards, services and solutions that enable patient safety, consumer trust and business efficiency, we must facilitate the efforts of our users to ensure that the data in and across all of our systems is fit for purpose and of high quality.

This is why we have pledged to build considerations about data quality into our culture as well as into all our strategic global and local initiatives.

A few key principles inform our work: We are guided by the voice of the customer. We believe in data gatekeeping and analytics. We set Key Performance Indicators to measure improvement in global and local initiatives. We are technology agnostic, sector agnostic and focused on interoperability. The standards we develop must be of high quality, not overly complicated, and only contain features needed by the broad community. Quality of data happens at the source.

During the 2021-2022 year, on the foundation of this pledge and these principles, we established a data quality enabler model to ensure our entire global organisation remains focused and highly active on integrating data quality into initiatives, programmes and projects.

Elsewhere across this document, we present a range of improvements in data quality that were driven by this enabler model. Here, it is worth noting that we resumed our Master Data Services and Brand Owner Certification programmes, which enable GS1 to offer high-quality, consistent services around the world. As for the GS1 Global Data Model—a set of foundational data attributes that are now needed to list, order, move, store and sell products—eight GS1 Member Organisations (MOs) have already implemented it, and fourteen other MOs are fully ready to support local deployment.

We are working to ensure we have high-quality data that is fit for purpose in our licence and key identifiers, master data management & services, Global Data Model, standards, data systems & networks, and data analytics & measurements

Interested in improving your data quality?

Contact your local GS1 Member Organisation: www.gs1.org/ contact

Paving the way for a global migration to 2D barcodes

GS1 is supporting industry with an ambition to read 2D barcodes at retail points of sale around the world by the end of 2027.

Today, two-dimensional (2D) barcodes are being used in manufacturing, warehousing, logistics and healthcare. They connect businesspeople to the information they need for inventory management, traceability programmes, sustainability initiatives, consumer engagement actions and more. Brand owners can tap even more fully into their power and flexibility by encoding them with a GS1 Digital Link: in the same way a URL points to a website, a GS1 Digital Link enables connections to all types of business-to-business and business-to-consumer information.

Because 2D barcodes enhance the experiences and capabilities of people up and down the supply chain, GS1 is working with industry to support the ambition to have all retailers able to read 2D barcodes at their points of sale by the end of 2027. One-dimensional barcodes will not completely go away: we expect 1D, QR and DataMatrix codes to coexist in the retail landscape.

During the last year, our teams have made tremendous progress in launching a framework to manage and support this global migration to 2D. An industry-led Mission-Specific Work Group successfully developed a future-state agreement that maps out how 2D barcodes could be used, and then group members prepared the necessary changes to the GS1 General Specifications.

First-generation barcodes contain only the product identifier (GTIN). The power of these next-gen 2D barcodes is in the additional data that can be made available beyond the beep at the checkout!

We are testing scanner capabilities in a lab environment and collaborating with solution providers on algorithms and logic to read items with multiple barcodes at optimum performance scan rates. We are also continually adding to our library of resources and tools to support industry on this journey.

Have a look at pages 33-34 to see how 2D barcodes are already adding value in the retail and healthcare sectors.

Interested in learning more?
Find out what 2D barcodes could bring to your activity at www.gs1.org/2dbarcodes

The GS1 Global Data Synchronisation Network

When product information is accessible and accurate, your business wins.

The GS1 Global Data Synchronisation Network (GS1 GDSN®) is the world's largest product data network. GS1 GDSN allows any company in any market to share reliable product information seamlessly, for the benefit of businesses, consumers and patients.

Active today in 147 countries and territories through more than 50 GDSN-certified Data Pools, the network continues to grow, and as of July 2022 contained more than 38 million GTINs and 67,000 trading partners identified by their GS1 Global Location Numbers. Our latest survey showed an overall improvement in user satisfaction with GDSN.

This second year of the GDSN three-year plan has been productive. We enhanced our brand, improved customer satisfaction and began implementation of our data quality vision. In collaboration with our data pools and trading partners, we published a series of case studies showing how organisations across a range of regions and industries have leveraged GDSN. These success stories generated engagement on social media and drove traffic to key websites, contributing to growth and adoption.

A foundational pillar of our strategy is ensuring data quality in GDSN. GDSN data pools and trading partners play a critical role, through their efforts to ensure the quality of data before it is exchanged. Implementation of the GS1 Global Data Model is key, as it enables us to measure and monitor data completeness and data accuracy in the Network and allows for better-aligned validation rules and performance indicators.

In the year to come, we will pursue our strategic and operational initiatives focusing on striving to have the highest-quality data possible and collaborating with data pools to continue to improve trading partner satisfaction. As always, the ultimate aim is to bring benefits to consumers and patients.

Interested in learning more?

Read our most recent success stories, find a certified Data Pool and access standards & guidelines at www.gs1.org/gdsn

By continuing to increase transparency and compliance and by modernising our technology and processes, we have strengthened the foundation of the GS1 GDSN
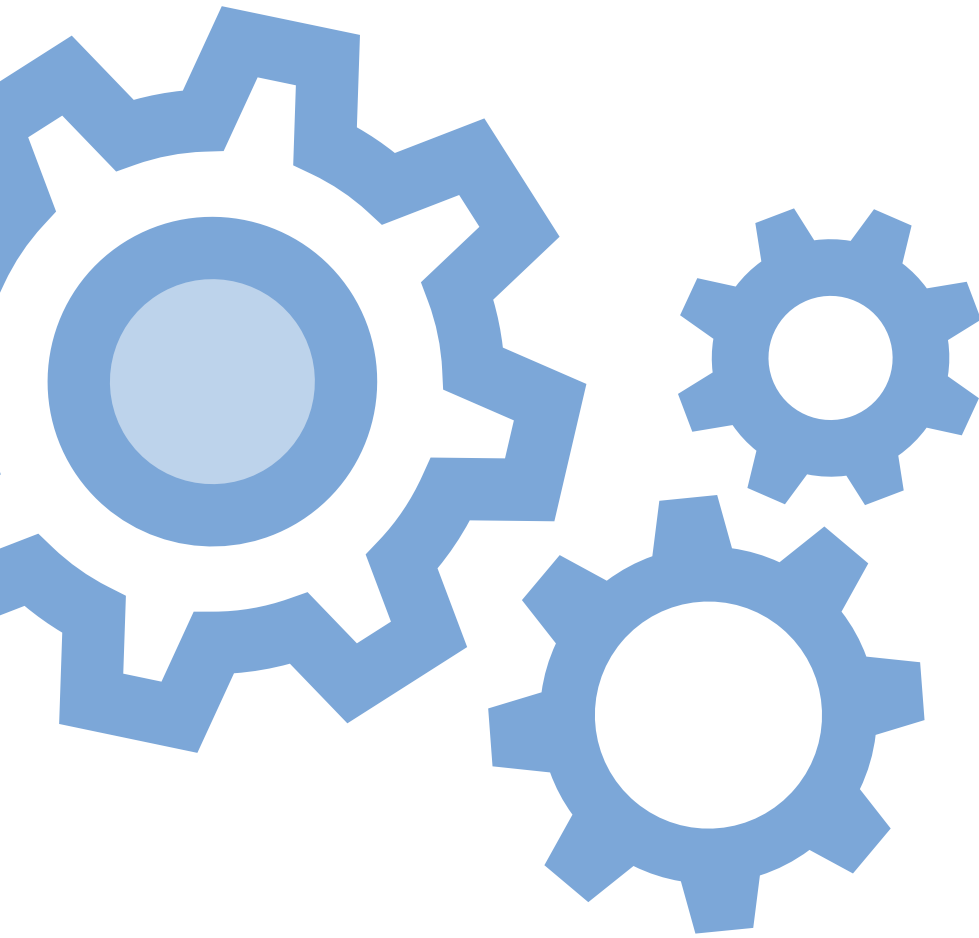
Collaborating and innovating for a better world

> "2D barcodes have immense potential, and we're excited to see how they will improve traceability and stock management."

Richard Plunkett
General Manager for Business Enablement
Woolworths

The GS1 Global Standards Management Process

Through the GSMP, we develop standards collaboratively with industry experts and business teams to solve real-world problems.

The GS1 Global Standards Management Process (GSMP) is where businesses facing similar problems work together to develop standards-based solutions with GS1 technical experts and neutral facilitators.

The number of participants in the GSMP continues to rise – in fact, we've seen a cumulative increase of 229% over the past five years. Our latest survey revealed an admirable Net Promotor Score of 34.

We have never had more requests for standards changes, and yet, the overall median time it takes us to deliver on such requests is decreasing. We are working more, and yet more efficiently.

Across this productive year, we have published updates and guidelines in support of the GS1 Global Location Number, the Global Data Model, GS1 Digital Link, healthcare-sector item identification and marking, the Global Data Synchronisation Network and more.

Standards created by industry, for industry

Research shows that consumers are increasingly shopping online using their phones and basing their buying decisions more on product images than on descriptive texts. Thus the retailers, manufacturers, solution providers and GS1 Member Organisations in the IDEAs (Images, Digital & Electronics Assets) Working Group updated the GS1 Mobile-Ready Hero Images Guideline to help ensure that product, brand, variety and size are instantly recognisable in e-commerce product images.

We also published EPCIS / CBV 2.0, the eagerly awaited major update to GS1's flagship data sharing standard for supply chain visibility. Its modernised feature set will enable industry to generate additional value from supply chain events and technical enablers that match the pace of innovations in data sharing.

Large or small, all members of the GSMP can be sure that their business needs will be heard. Join us to help shape the evolution of GS1 standards.

Submit a Work Request, join a work group, or just stay informed: www.gs1.org/standards-development

GS1 and public policy stakeholders

GS1 supports the digital transformation of governmental processes and services, and engaging the public sector is an integral part of our overall strategy.

In every region, government regulations are driving safer, more efficient supply chains, food and product traceability and a circular life for nearly all products. Authorities are also more closely tracking and verifying product conformance and accreditations related to social, health and environmental concerns. GS1 standards and registries can help authorities achieve these goals and others that may require digital data exchange, traceability or global interoperability.

Our public policy team has been interacting with authorities and policy stakeholders at global and regional levels, supporting GS1 Member Organisations (MOs) at the national level, and working in sync with industry organisations such as Food Industry Asia and EuroCommerce, among others. To help ensure we are speaking with one voice to regulators in every market, we launched our Next Level Programme, conceived to help GS1 MOs engage with public policy stakeholders with confidence and consistency.

Demands for more product data are also being driven by regulatory and industry initiatives around the United Nations Sustainable Development Goals. GS1 has been working for two years to support the European Union's Circular Economy Action plan. Industry's use of GS1 standards should result in a faster and simpler implementation of "green" regulations that require product identification.

Our outreach efforts have already been successful. In a jointly-published report, for example, the World Trade Organisation and the World Economic Forum detail the role of GS1 standards and the power of product and location identification to take trade exchanges to the next level.

In the year ahead, we will continue to provide trusted third-party support for supply chain initiatives and bolster industry's position on implementing regulations.

Interested in learning more?
Visit www.gs1.org/public-policy

Smart supply chains need smart data sharing

Enabling traceability and sustainability

For years, GS1 has been supporting traceability and sustainability programmes by making available persistent, trusted data about product identity, provenance and movement.

GS1 standards help ensure that traceability systems and sustainability solutions are interoperable and scalable, so trading partners can share information about raw materials, products, shipments and more.

Our current strategy in this area is focused on enabling our GS1 Member Organisations (MOs) to educate industry on the 'What, Why and How' of traceability. Around the world, GS1 teams have contributed to the important work of raising awareness with external stakeholders, educating to be ready when industry is ready, building stronger partnerships with solution providers and supporting the GS1 Registry Platform and other GS1 programmes for data sharing.

One notable accomplishment of the past year was the development of our Traceability Regulatory Database in partnership with other GS1 teams. This tool provides MOs a place to learn about regulations across the world so they can engage with industry members from an informed position.

We also have made significant progress in developing our Trace & Train Programme, which will help strengthen GS1's future leaders in traceability. The programme offers materials that can be used to train members of the GS1

GS1's technology-agnostic approach empowers companies to choose whatever is most appropriate for their data-sharing needs in pursuit of their traceability and sustainability goals.

federation, as well as enable MOs to provide training directly to industry. As of July 2022, we have built 10 of the planned 16 educational modules. We are on schedule to complete the remaining six by the end of 2022.

As we look ahead, our focus will shift in ways that are aligned with the shifts of the industries that we serve. There is, for example, an unprecedented demand for greater supply chain visibility and product data transparency, as well as a major trend by industry to transform toward more sustainable and resilient supply chains. GS1 standards can help, and we look forward to continuing to add value to industry.

Learn how GS1 can help your initiatives for

Traceability
www.gs1.org/traceability

Sustainability
www.gs1.org/sustainability

GS1 MOs in action

GS1 Brazil: Small gourmet shop scans the world's first 2D barcode encoded with a GS1 Digital Link

Parla Deli is unlocking business value and connecting to customers by implementing the very latest GS1 standards.

On 28 October 2021 at 9:22am, Marcelo Silva proudly watched an employee scan a tray of mozzarella cheese at the checkout of Parla Deli, the high-end bakery, grocery store and restaurant that he founded and manages in Recife, Brazil. But this was no ordinary cash register beep: it was the sound of the world's first-ever scan of a two-dimensional QR Code with a GS1 Digital Link.

Until recently, Parla Deli had very few automated processes. Store employees received products and managed stock levels – a labour-intensive and inefficient method that was prone to human error. And indeed, the shop would sometimes run out of items due to expiration dates arriving before the items could be sold. Similarly, they would occasionally have shortages when some items sold better than expected, due to a mismatch between production and actual sales averages.

Marcelo Silva turned to GS1 Brazil for help implementing a solution built upon 2D QR Codes encoded with GS1 Digital Link. Unlike legacy barcodes that primarily serve the needs of retailers, 2D barcodes offer benefits for everyone, from manufacturers to retailers to logistics providers—and of course consumers. Read more on .

At the top of the list of benefits for Parla Deli: more efficient inventory and expiration date management. Ordering, which used to take hours, can now be done in seconds, with no mistakes.

In Marcelo's opinion, however, the biggest benefit is the engaging new shopping experience for their customers. Simply by pointing a smartphone at the QR Code on any Parla Deli product, customers can see how to prepare or cook it, along with its ingredients, nutrition information and more. They can even easily buy that product again if they liked it, because there is a link driving them to Parla Deli's e-commerce site.

Interested in learning more?
GS1 Brazil: www.gs1br.org

Get started with 2D barcodes:
www.gs1.org/2dbarcodes

GS1 Digital Link:
www.gs1.org/gs1-digital-link

To verify the identity of the items they stock from outside suppliers, Parla Deli's systems connect to the Verified by GS1 service to check product information from a global, trusted source.

GS1 Japan: GS1 Digital Link delivers valuable information to help improve patient safety while reducing paper waste

With a simple scan of a product's barcode, healthcare providers and patients can access e-leaflets with the most up-to-date information about pharmaceuticals and medical devices.

Pharmaceuticals and medical devices in Japan come with paper leaflets containing information for healthcare providers. These inserts must be revised whenever new information becomes available.

When the Japanese government amended its Pharmaceuticals and Medical Devices Act in November 2019, they called for a transition from paper-based documents to electronic e-leaflets. E-leaflets help improve patient safety by enabling manufacturers and other types of marketing authorisation holders (MAHs) to keep published information about products up to date—something that is critical for high-risk drugs and medical devices. Furthermore, by reducing paper waste, e-leaflets are more environmentally friendly and sustainable than printed inserts.

Japan's Ministry of Health, Labour and Welfare have promoted GS1 standards for the unique identification of pharmaceuticals and medical devices since 2006. Today, most healthcare products in Japan already have GS1 barcodes on many levels of packaging, even on primary packages. This helped make the transition from paper to e-leaflets easier and more efficient: pharmaceutical MAHs simply need to link the GS1 Global Trade Item Number (GTIN) encoded in the GS1 barcode on a product's package to that product's e-leaflet, which is already required to be on the website of the Pharmaceuticals and Medical Devices Agency.

As a result, healthcare providers and patients can simply scan a product's barcode, and its GS1 Digital Link directs them to the product's e-leaflet. In the same way a URL points to a website, a GS1 Digital Link enables connections to all types of information.

Looking to the future, the Ministry, along with manufacturers and healthcare providers, will continue to leverage GS1 standards for the health and well-being of Japan's people.

Almost all pharmaceutical manufacturers and most medical device manufacturers have already linked their products' GTINs to the associated e-leaflets on the Agency's website

Interested in learning more?

GS1 Japan: www.gs1jp.org

GS1 Healthcare: www.gs1.org/healthcare

GS1 Digital Link: www.gs1.org/gs1-digital-link

& Names
Numbers

Global Office Financial Statements

Key financial statistics:
Global revenues

GS1 Member Organisations (MOs) around the world are funded by their local members through annual membership fees and sales of services. MO revenues for calendar year (CY) 2021, as measured in local currency, experienced another year of strong growth, with an increase of +7.4% vs. 2020. All regions show positive growth (see chart "Growth CY2021 vs. CY2020"). When measured in euros, the growth was positively impacted by exchange rate fluctuations and amounted to +9.9%, an increase of €41.2M in MO revenues versus the year before at €457.5M.

Inflation and exchange rate:
Risks on results

We are facing historically high inflation on our costs, not only in payroll but also in discretionary and fixed and recurring expenses. This impacted FY 2021-22 results and will continue to impact us in FY 2022-23 as inflation forecasts remain quite high for the coming year. We are also impacted by adverse exchange rates as the US Dollar strengthened significantly versus the Euro, a context which is expected to continue to impact us in FY 2022-23.

Revenue evolution

GS1 Global Office (GS1 GO) main revenues are the membership fees from its Member Organisations. These fees are calculated based on the revenues of the MOs during the previous calendar year (CY). There was no meaningful impact from the COVID-19 crisis on GS1 GO revenues for the FY 2021-22 based on the MO revenues in CY 2020. Revenues amounted to €35.5M, an increase of €0.2M or +0.7% versus the year before. The 2022-23 budget foresees an increase in Global Office revenues of €2.2M reaching €37.7M, which mainly reflects the strong growth in MO revenues in CY 2021.

Income statement and headcount

For 2021-22, GS1 Global Office shows a negative result of €4.1M compared to the budgeted loss of €7.0, a positive variance of €2.9M. Higher revenues contribute €0.8M; mostly from higher MO revenues than budgeted, new Global Healthcare members and new GDSN data pools certification fees. Operating Expenses are €1.4M lower. Cost savings were achieved by a diligent management of our expenses. Subsequently, the GO also benefitted from further important cost reductions in travel and meetings mainly in the first half of the Fiscal Year, as a result of the COVID-19 pandemic. Non-operating income/(expenses) are €0.7M better than budget, mostly due to a one-time unrealized gain recognition of +€0.8M, due to the fluctuation of the dollar over the years impacting the valuation of some of our balance sheet positions in foreign currency. This was partly offset by impairment loss on our financial investments as of 30 June 2022.

The operating expenses increased by €3.1M or 8.3% versus 2020-21, which is driven by our digital transformation investments, in line with our plans. It also includes the negative exchange rate impact on our expenses in USD.

Both GS1 Central Office base business and GS1 GDSN Inc. ended the year better than their 2021-22 budget commitments.

The 2022-23 budget includes further investments in our digital transformation. Consequently, the 2022-23 budget, as approved by the General Assembly in May 2022, forecasts a negative result of €4.3M. This will be funded by GO reserves and loans from a group of Member Organisations.

In terms of expense categories, our main investment remains our people, representing 65% of our operating expenses, with 111 staff members at the end of June 2022. The 2022-23 budget plans for a Global Office headcount of 115 positions, which is needed to meet the important project load and deliver on our core business.

GS1 Member Organisation revenue: **Growth by region**

Growth CY2021 vs. CY2020	in LOC*	in EUR
Middle East/Mediterranean/Africa	**38.4%**	**41.6%**
Latin America	**8.0%**	**7.7%**
Asia Pacific	**4.8%**	**9.3%**
North America	**7.1%**	**14.3%**
Europe	**7.0%**	**7.0%**
TOTAL	**7.4%**	**9.9%**

*in Local Currency, excluding Foreign Exchange Impact
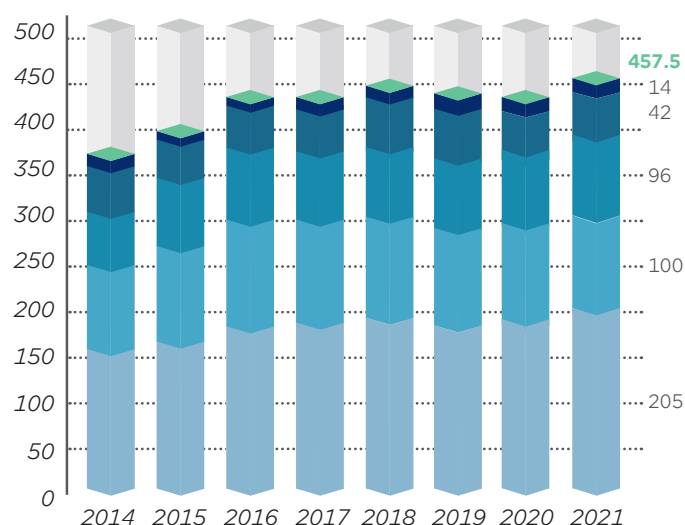
Notes : Figures in millions of euro

GS1 Global Office revenue: **Historical perspective**

Figures in millions of euro	14/15 Actuals	15/16 Actuals	16/17 Actuals	17/18 Actuals	18/19 Actuals	19/20 Actuals	20/21 Actuals	21/22 Actuals	22/23 Budget
GS1 Central Office	26.3	28.4	28.3	30.5	32.0	34.0	32.8	33.2	35.3
GS1 GDSN Inc.	2.1	2.4	2.5	2.6	2.3	2.3	2.5	2.3	2.4
Total GS1 Global Office	**28.4**	**30.8**	**30.8**	**33.1**	**34.3**	**36.3**	**35.3**	**35.5**	**37.7**
Staff (FTEs at year end)	81	81	82	96	101	107	111	111	115

GS1 consolidated 2021/22: Actuals for the fiscal year ending 30 June 2022

Figures in millions of euro	Consolidated	GS1 Central Office	GS1 GDSN Inc.
Revenue	**35.5**	**33.2**	**2.3**
Fixed/Recurring Expenses	3.8	3.0	0.8
Discretionary Expenses	10.2	9.5	0.7
Payroll Expenses	26.1	25.5	0.6
Operating Expenses	**40.1**	**38.0**	**2.1**
Operating Result	**(4.6)**	**(4.8)**	**0.2**
Other Revenue / (Expenses)	0.5	0.6	(0.1)
Result for the period	**(4.1)**	**(4.2)**	**0.1**

Consolidation based on budget rate (1.20 USD/EUR). Fiscal year 2021/22 ended 30 June 2022.

GS1 Management Board

Members of the Management Board of GS1 AISBL*:

Kathryn E. Wengel
Executive Vice President & Chief Global Supply Chain Officer
Executive Committee Member
Johnson & Johnson
**Chair
GS1 Management Board**

Mark Batenic
Chairman
IGA Inc.
**Vice Chair
GS1 Management Board**

Bruno Aceto
Chief Executive Officer
GS1 Italy

Laura Becker
President Global Business Services
Procter & Gamble

Rocco Braeuniger
Vice President, Country Manager Germany
Amazon

Steve Breen
SVP Enterprise Inventory Optimization
Walmart

Mike Byrne
Chief Executive Officer
GS1 Ireland

Bob Carpenter
President & Chief Executive Officer
GS1 US

Renaud de Barbuat
President & Chief Executive Officer
GS1 AISBL

Peter de Jong
Chairman of the Board and CEO
Brocacef Groep NV

Kurt Droeshout
Chief Operating Office & Group VP Operations
Abudawood Group

Ahmed ElKalla
Chief Executive Officer
GS1 Egypt

Thomas Fell
Chief Executive Officer
GS1 Germany

Miguel Angel Gonzalez Gisbert
Global Chief Technology and Data Officer
Carrefour

Béatrice Guillaume-Grabisch
Executive Vice President & Global Head Human Resources & Business Services
Nestlé S.A.

Gregor Herzog
Chief Executive Officer
GS1 Austria

John Inwright
Chairman
GS1 US

Xiao An Ji
Chairman
Beijing Hualian Group

Xiangying Kong
Vice President
JD.com/JD Group

Stéphane Lannuzel
Operations Chief Digital Officer & Beauty Tech Project Director
L'Oréal

José Loaiza Herrera
Vice President of International Business & Digital Strategy
Grupo Exito

Dr. Meinrad Lugan
Member of the Board of Management
B. Braun Melsungen AG

Eileen MacDonald
Chief Executive Officer
GS1 Canada

Bertrand Mothe
Chief Procurement Officer
METRO AG

Dr Susan Moffatt-Bruce
Chief Executive Officer
Royal College of Physicians and Surgeons of Canada

Zuzar Nafar
Senior Director of Engineering
Google

Maria Palazzolo
Executive Director & Chief Executive Officer
GS1 Australia

José Antonio Parra Ashby
Director - Global Digital Transformation
Grupo Bimbo

Dr. Martin Reintjes
Member of the Executive Board
Dr Oetker GmbH

Oscar Antonio Rubiani
President and Chief Executive Officer
GS1 Paraguay

Julia Sabin
Vice President Government Relations
The J.M. Smucker Co

Prashant Singh
Global Head, Data & Analytics Adoption
Coca-Cola

Yoshitomo Suzuki
Chief Officer Merchandising Procurement and President
Aeon Co. Ltd and Aeon Global Merchandising Co. Ltd

Per Thau
Executive Vice President and Chief Operating Officer
COOP Denmark

Özgur Tort
Chief Executive Officer
Migros Ticaret

Andrea Turner
Vice President, Global Customer Service & Logistics
Mondelēz International

Didier Veloso
Chief Executive Officer
GS1 France

Subramaniam Venkatachalam
Director
Reliance Retail Limited

Vincent Weijers
Chief Operating Officer
bol.com

Chenghai Zhang
Chief Executive Officer
GS1 China

* As of 01 July 2022

GS1 GDSN Inc. Board of Directors

Members of the Board of Directors of GS1 GDSN Inc.:
As of 01 July 2022

Jean-Marc Klopfenstein	NBE Master Data **Chair, GS1 GDSN Inc. Board of Directors**	Nestlé
Laurent Seroux	Global Master Data Business Process Expert – Global Business Services **Vice Chair, GS1 GDSN Inc. Board of Directors**	Procter & Gamble
Christian Zaeske	Director Master Data Management **Vice Chair, GS1 GDSN Inc. Board of Directors**	METRO AG
Renaud de Barbuat	Chief Executive Officer **President, GS1 GDSN Inc.**	GS1 AISBL
Björn Bayard	Founder and Managing Director	Bayard Consulting
Marc Blanchet	President	Viagenie
Stéphane Cuilla	Platform Data IT Manager	Carrefour
Vincent De Hertogh	Director, Supply Chain Strategy & Innovation	Ahold Delhaize Group
Yolanda Diaz	Chief Product Officer	LVMH-PCIS
Rafael Flórez	Chief Executive Officer	GS1 Colombia representing LOGYCA/SERVICIOS
Grant Hodgkins	MDR Supply Chain Franchise Lead	Smith & Nephew
Mirjam Karmiggelt	Chief Executive Officer	GS1 Netherlands
Lars Kyed	Chief Executive Officer	GS1 Denmark
Jochen Moll	Chief Executive Officer	Atrify
Elif Bilgehan Müftüoglu	Chief Executive Officer	GS1 Türkiye
Mike Nickituk	Global Managing Director	Nielsen Brandbank
Maria Palazzolo	Chief Executive Officer	GS1 Australia
John S. Phillips	Senior Vice President, Customer Supply Chain & Go-To-Market	PepsiCo Global Operations
Dave Ralph	President & Chief Executive Officer	Commport Communications International Inc.
Paul Salay	Chief Executive Officer	Syndigo
Steven Sivitter	Chief Executive Officer	1WorldSync Holdings, Inc
Jan Somers	Chief Executive Officer	GS1 Belgium/Luxembourg
Markus Tkotz	Managing Director	Markant Handels-und Industriewaren- Vermittlungs AG
Marc van den Camp	Product Master Data Domain Owner - EMEA	Medtronic
Ryan Vann	Senior Director Data Governance	The Coca-Cola Company
Anja Wiese	Executive Manager of Global Data Management	Dr. August Oetker Nahrungsmittel KG
MJ Wylie	Global Data Synchronization and Strategy Deployment Supply Chain Visibility	Johnson & Johnson
Adam Zanatta	Senior Vice President, Industry Managed Solutions & IT	GS1 Canada

GS1 Innovation Board

Members of the Board of Governors of EPCglobal, Inc.:
As of 01 July 2022

Sanjay E. Sarma	Professor of Mechanical Engineering **Chair, GS1 Innovation Board**	Massachusetts Institute of Technology
Eric Ballot	Director of the Management Science Lab and Supply Chain and Logistics Professor	MINES ParisTech - PSL
Robert Beideman	Chief Product Officer Head of EPCglobal, Inc.	GS1 Global Office
Chris Diorio	Chief Executive Officer, Vice Chairman and Founder	Impinj
Ahmed ElKalla	Chief Executive Officer	GS1 Egypt
Marina Kotsianas	Chief Executive Officer	Artia Strategies (University of Southern California)
Melanie Nuce	Senior Vice President, Innovation and Partnerships	GS1 US
Bernhard Schindlholzer	Group Product Manager	Google
Mouhammad Takieddin	Vice President IT, Global Master Data Management & Sustainability	The Procter & Gamble Company

GS1 Global Office Leadership

The GS1 Global Office Leadership Team is composed
of the following people:

Miguel A. Lopera	President and Chief Executive Officer until 30 June 2022
Renaud de Barbuat	Chief Operating Officer until 30 June 2022 President and Chief Executive Office as of 1 July 2022
Robert Beideman	Chief Product Officer
Robyn Burke	Vice President Human Resources
Alain Jonis	Chief Marketing Officer
Marie Pètre	GS1 General Counsel
Marianne Timmons	President Community Engagement
Philippe Van der Planken	Chief Financial and Administration Officer

Left to right in the photo: Robert Beideman, Robyn Burke, Marie Pètre, Miguel A. Lopera,
Renaud de Barbuat, Marianne Timmons, Alain Jonis, Philippe Van der Planken

GS1 Member Organisations

The following information was correct when we went to press.

For the most up-to-date information, please visit www.gs1.org/contact.

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- www.gs1al.org

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- www.gs1ca.org

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- www.gs1chile.org

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- www.gs1cn.org

GS1 Chinese Taipei
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- www.gs1tw.org

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