

2025
Annual
Report

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FOR PAPER-BASED COMMUNICATIONS



Table of Contents

- 1 From the Desk of Marie Clarke
EMA President
 - 2 Advocacy
 - 6 Collaboration
 - 8 Networking
 - 10 Communication
 - 11 The EMA Foundation for
Paper-Based Communications
 - 12 New Members in 2025
 - 13 Finance Committee Report
- Back cover
- EMA Leadership
- 2025 EMA Board of Directors
 - EMA Foundation Board of Trustees
 - Staff
 - EMA Committees



From the Desk of Marie Clarke, EMA President



Marie Clarke

Dear EMA Members,

As I look back on 2025, I'm proud of what we built together and of the momentum we're carrying into 2026.

In 2025, we put our strategic plan into action. Our mission is clear: to elevate the value of the envelope and paper-based communications and solutions. We organized everything we do around four foundational pillars: Advocacy, Collaboration, Networking, and Communication. What follows in this report is a look at how each of those pillars came to life in 2025.

On the Advocacy front, we continued to elevate the envelope and raise awareness among decision-makers about our industry and interests. We showed up on Capitol Hill, brought Members of Congress to EMA member manufacturing floors, organized state fly-in days, and made our voice heard through hearings, coalition events, and grassroots outreach.

Through Collaboration, we strengthened relationships with the partners who amplify our message. We continued to support and align with like-minded organizations, including Keep US Posted, the American Forest & Paper Association (AF&PA), Two Sides North America, and others on issues related to postal policy, American manufacturing, and sustainable growth in an evolving marketplace.

Our Networking pillar came to life in what may have been our most active year of member engagement to date. The Annual Meeting in Austin set the tone. Our EMA roadshow took us to Las Vegas, Nashville, Chicago, Washington, Sofia, and Orlando, creating touchpoints for members to connect, share ideas, and deepen relationships across the industry.

Through Communication, we sharpened how we tell the EMA story externally and keep members up to speed internally. We conducted a member communications survey, facilitated our second State of EMA webinar, and revitalized our existing physical and digital communication offerings, all of which reflect our commitment to making sure every member stays informed and connected to the value this association delivers.

The EMA Foundation had an equally pivotal year, formally standing up a new Institute, establishing governance frameworks, and adding member volunteers who stepped forward to serve. This work laid the foundation for the EMAF to expand its work in education, research, and impact for the paper-based communications industry.

This report dives deeper into each of these pillars, what we set out to do, what we accomplished, and what it means for the road ahead. I hope it gives you both a clear picture of 2025 and a reason to be excited about what comes next.

Cheers,

Marie Clarke

President, EMA & EMA Foundation

ema 2025 | Strategic Plan

EMA Vision Statement: To be the leading advocate and resource for the envelope manufacturing industry, fostering innovation, collaboration, and sustainable growth in an evolving marketplace.

Advocacy	Collaboration	Networking	Communications
<ul style="list-style-type: none"> • Create a report/scorecard on advocacy. • Develop a marketing campaign supporting the envelope industry. • Form relationships with other industry organizations. • Increase PAC fund to \$25,000 annually. • Hold four events annually. 	<ul style="list-style-type: none"> • Identify like-minded associations/groups. • Identify common ground with other industry stakeholders. • Grow membership in EMA among relevant associations and coalitions. <p>Foster opportunities for member collaboration and innovation.</p>	<ul style="list-style-type: none"> • Increase social engagement in networking events. • Drive membership and attendees with quality content. • Increase associate membership. • Expand membership networking opportunities to drive value. • Cross-pollinate within meetings and conferences. 	<ul style="list-style-type: none"> • Development of a structured communications plan. • Incorporate goals of structured communications plan in annual operations goals for EMA.

EMA Mission Statement: To elevate the value of the envelope and paper-based communications and solutions.

Advocacy

Showing Up, Speaking Out, Making an Impact

Over the past two years, EMA has taken a more active leadership role in shaping the postal landscape. That shift gained momentum in 2025. As the 119th Congress took shape and a new Postmaster General stepped into office, EMA was already at the table: tracking committee assignments, building relationships with new members of Congress, and pressing for accountability on pricing, service, and oversight. This was a year defined by EMA's presence on Capitol Hill, at coalition events, and inside the facilities of our members.

Congressional Outreach

As the Trump administration took office and the 119th Congress was sworn in, Washington saw a significant influx of new faces bringing fresh committee assignments, new cabinet confirmations, and a roster of legislators with little to no background on postal policy.

The two committees that matter most for postal oversight, the House Oversight & Government Reform Subcommittee on Government Operations and the Senate Homeland Security and Government Affairs Committee, both saw leadership, membership, and staff turnover

in January, with many new members arriving with new members and staff in search of postal policy experts and education. Rather than waiting for issues to surface, EMA made introductory outreach to targeted committees and freshman members of Congress who weren't familiar with USPS issues. EMA took this opportunity to explain the industry and the impacts a healthy postal system has on jobs and commerce across the country and in their states and districts.

Setting the Stage with the House Oversight Committee

In February, EMA joined a coalition of major industry organizations, including AF&PA, the Association for Postal Commerce, the Greeting Card Association, and the Printing United Alliance, in signing a letter to House Oversight Committee Chairman James Comer and Ranking Member Gerry Connolly urging immediate Congressional action on three fronts: directing the Postal Regulatory Commission (PRC) to rule promptly on its pending rate review, urging President Trump to nominate qualified candidates to the four vacant USPS Board of Governors seats, and advancing emergency legislation to freeze the Delivering for America Plan (including the planned July rate increase) pending a full Congressional assessment. The letter cited the Congressional Budget Office's finding that USPS could run out of operational funds by 2028 and made clear that the 119th Congress represents a decisive window to reverse course before the damage becomes irreversible.

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EMA on Capitol Hill

In 2025, EMA's key advocacy tool was state-focused fly-ins, where member companies met their Senators and representatives in Washington. These delegation-specific visits proved more effective than broad lobbying days since Congress members respond better to constituents from their districts, especially those representing local jobs and manufacturing.

In March, EMA hosted a **Pennsylvania Hill Day**, bringing member companies to meet with Senate and House offices from across the state. The delegation met with Senator Dave McCormick (R-PA), among others, to discuss USPS service reliability, pricing pressures, and the impact of ongoing changes to the postal network on Pennsylvania-based envelope manufacturers.

In July, EMA hosted a **Texas and Oklahoma Hill Day**, with members traveling to Washington on July 17 to meet congressional delegations. The group met with Senator John Cornyn (R-TX) and others to advocate for a pause on the July postage rate increase and raise support of the USPS Serves Us Act. Representatives from Love Envelopes, Moore, Cenveo, Goelzer Industries, Tension, and Texas Envelope briefed Texas and Oklahoma Congressional offices on EMA's priorities.

In November, EMA organized a **Paper Choice Hill Day**, bringing members to Washington to discuss the consequences of shifting the paper default to an e-delivery default for certain financial disclosures in the Improving Disclosures for Investors Act. Participants met with 11 Senate Banking Committee offices in one day, engaging staff familiar and unfamiliar with the bill. Representatives from Cenveo, Domtar, Double Envelope, Sylvamo, Tension, and United Envelope participated.

CONTINUED ON PAGE 4



Marie meets with Representative Pete Sessions TX-17, Chair of the House Subcommittee on Government Operations to discuss USPS and EMA member issues.



EMA Members meet Sen. Dave McCormick (R-PA) during EMA's Pennsylvania Hill Day in March.



EMA Members meet Representative Brian Fitzpatrick (R-PA-01), during EMA's Pennsylvania Hill Day in March.



EMA Members in Washington.



EMA Members meet Sen. John Cornyn (R-TX) in July during EMA's Texas and Oklahoma Hill Day.



EMA members organized in Washington, DC, for Paper Choice Hill Day.



EMA members organized in Washington, DC, for Paper Choice Hill Day.



EMA members educate Senate Banking Committee Members and Staff about preserving paper choice.

Continued from page 2

The fly-ins also served another purpose: generating invitations for congressional staff and elected officials to tour member facilities, putting real jobs and operations behind the policy arguments EMA had been making on the Hill. Diamond Envelope welcomed staff from Rep. Bill Foster's (D-IL-11) office in July, United Envelope hosted Rep. Rob Bresnahan (R-PA-08) in August, and Goelzer Industries welcomed staff from Rep. Jake Ellzey's (R-TX-06) office in October as part of Manufacturing Month. Each visit was an opportunity to highlight what's at stake—and how smart postal policy supports our industry and the communities we serve.

A Moment That Mattered: The Mother's Day Card Event

Not all advocacy happens in hearing rooms or member offices. In May, EMA members traveled to Washington for the Keep US Posted Mother's Day Card Event. This was a coalition moment that captured something the industry sometimes struggles to communicate in policy language: the meaning of mail.

For EMA members in attendance, the event was a reminder that showing up matters, not just for the meetings and conversations it generates, but for the long-term relationships it builds and the story it tells about who we are and what we're fighting for.



Diamond Envelope hosted several staff from Rep. Bill Foster's (D-IL-11) office in July.



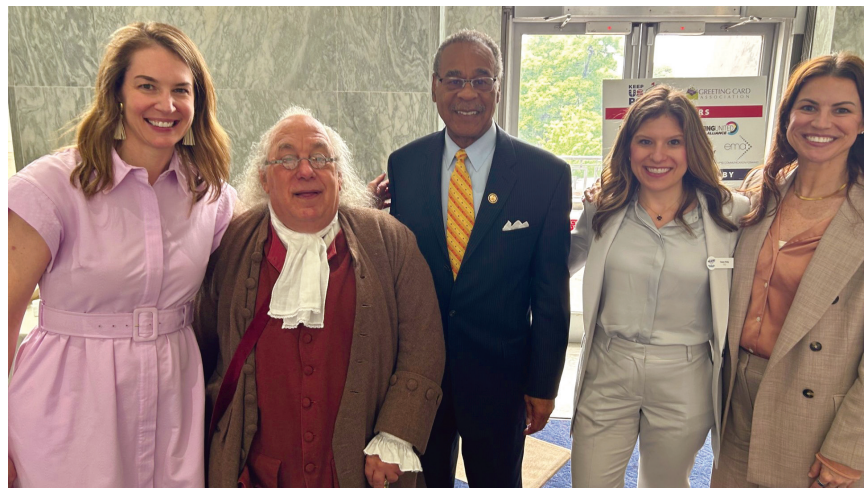
United Envelope hosted Rep. Rob Bresnahan (R-PA-08) in August.




Goelzer Industries welcomes staff from Representative Jake Ellzey's TX-6 office for a facility tour and discussion about industry priorities.



Susan Foley, CEO of Diamond Envelope and EMA Vice-Chair, also joined Marie Clarke for the Keep US Posted Mothers' Day event.



EMA Members meet with Rep. Emanuel Cleaver (D-MO) and the 1st PMG Benjamin Franklin at the Keep US Posted Mother's Day Card Event in May.



Postal and Paper Choice on the Agenda: Hearings, Legislation, and Coalition Work


EMA remained active in advocacy throughout the year. We participated in three Congressional hearings focused on USPS. At these hearings, EMA provided background materials, questions for the record, and statements coordinated with committee staff:

- *USPS Oversight: Delivering Accountability and Securing America's Mail*, House Appropriations Subcommittee, April 30, 2025
- *The Route Forward for the U.S. Postal Service: A View from Stakeholders*, House Oversight Subcommittee, June 24, 2025
- *An Update on Mail Theft and Crime*, House Oversight Subcommittee, July 23, 2025


On the legislative front, EMA has been actively supporting initiatives that protect both the industry and the consumers it proudly serves. EMA welcomed the USPS Serves Us Act (H.R. 3004), which aims to restore oversight and create important checks and balances on USPS operations, ensuring better service and accountability. Additionally, EMA supports the PAPER Act (H.R. 4538), a vital step to prevent financial institutions from forcing customers to accept electronic-only bank statements, thus safeguarding fair access for seniors, rural communities, and anyone who depends on the safety and security of paper-based communications.

Conversely, EMA opposed H.R. 2241, the Improving Disclosures for Investors Act, because it would change the default delivery of financial disclosures from paper to electronic formats. In a show of strong support, EMA joined organizations like AARP, AFL-CIO, AF&PA, the National Consumer Law Center, and many others in opposing this bill. This united stance underscores how the issue of paper choice resonates widely, reaching far beyond just the mailing industry. The Improving Disclosure for Investors Act (H.R. 2441) advanced as part of the broader INVEST Act (H.R. 3383), which passed the House on December 11, 2025, with strong bipartisan support by a vote of 302–123. EMA will continue to engage on the Senate companion, S. 1877, and work with the Financial Industry Regulatory Authority (FINRA), the U.S. Securities and Exchange Commission (SEC), and other stakeholders as proposals are considered to make e-delivery the default for certain financial disclosures, ensuring that consumer choice, accessibility, and security remain central to any policy changes.

EMA's advocacy continued to be strengthened by the **EMA Foundation U.S. Mailing Industry Jobs & Revenue Report**, highlighting the 7.9 million American jobs and \$1.9 trillion in sales revenue generated by the mailing industry. By sharing data from the study EMA educates Hill staff and legislators about the clear and compelling economic story behind postal policy decisions, showing how these decisions impact American jobs, businesses, and the economy.



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Looking Ahead: 2026 Advocacy Priorities

The groundwork laid in 2025 sets EMA up for a more targeted and influential presence in 2026. Want to get involved? Join EMA's Public Policy and Postal Committee.

Key priorities include:

- Track Senate progress on the Improving Disclosures for Investors Act, which passed the House and faces an uncertain path in the Senate.
- Continue to promote Paper Choice and Oppose E-Delivery Defaults for Financial Disclosures and Communications.
- Strengthen relationships with new members of the postal oversight committees and engage USPS leadership through Mailers Technical Advisory Committee (MTAC), legislative advocacy, and coalition channels to ensure EMA's concerns are heard and addressed.
- Monitor and participate in USPS Board of Governors confirmations and continue advocating that at least one seat be filled by someone with mailing industry experience.
- Support the new Postmaster General's efforts to stabilize USPS finances and service, while opposing decisions that could harm mailers.
- Arrange additional fly-in days and facility visits to expand the network of congressional relationships EMA can leverage when needed.

Collaboration

Stronger Together, Building the Partnerships That Amplify Our Voice

EMA has long understood that our influence and impact extend beyond what we can accomplish alone. In 2025, that belief translated into action, deepening relationships with coalitions and partners, and driving national conversations about mail, manufacturing, and paper-based communications at a pivotal moment for the postal system and consumer choice for paper-based communications.

Building the Right Partnerships

The Association for Postal Commerce (PostCom) was one of EMA's closest allies. PostCom advocates for business mailers by working directly with USPS, the Postal Regulatory Commission, and lawmakers to promote a predictable, cost-effective postal system. The organization also takes a leading role in industry forums like MTAC. PostCom's President, Mike Plunkett, spoke at the EMA Annual Meeting in Austin, and EMA serves on the PostCom Board, a position that guarantees EMA a voice in PostCom's strategic decisions.

Keep US Posted was one of EMA's most active coalition homes, participating in the Legislative Champions Hill Day, Mother's Day Card Event on Capitol Hill,

and joint Hill engagements. The Coalition for a 21st Century Postal Service (C21) coordinated Postal 101 staff briefings to educate new congressional staff on postal policy, especially important given that many freshmen members without a postal background are entering the 119th Congress.

EMA also coordinated with the AF&PA on tax, trade, and environmental policy, and partnered to track Extended Producer Responsibility (EPR) legislative developments across states. The National Association of Manufacturers (NAM) deepened collaboration on manufacturing and policy priorities shared across the broader U.S. manufacturing sector.

On the international front, EMA represented the North American envelope industry at the 68th FEPE Congress in Sofia, Bulgaria, in September, reinforcing EMA's role as a global voice for the industry and strengthening ties with European counterparts.

USPS Celebrates 250th Birthday!

July marked a truly special moment of collaboration in 2025. EMA members gathered in Washington for the MTAC meeting, and the EMA Foundation delighted in co-hosting a networking



EMA members welcome PMG David Steiner at an EMA Foundation Networking Reception.



EMA Leadership Celebrates USPS's 250th Birthday at the Smithsonian Postal Museum.

This event celebrated the arrival of the 76th Postmaster General, David Steiner, and the USPS's remarkable 250th birthday.

reception with Women in Logistics and Delivery Services (WILDS). This event celebrated the arrival of the 76th Postmaster General, David Steiner, and the USPS's remarkable 250th birthday.

That evening, the room was filled with the warmth of many strong relationships EMA has nurtured over the years. Alongside PMG Steiner, the gathering included esteemed leaders like USPS Board of Governors Chairwoman Amber McReynolds, Acting Board Secretary Lucy Trout, PRC Chairman Michael Kubayanda, PRC Commissioner Ashley Poling, USPS Inspector General Tammy Hull, National Postal Forum Executive Director Karen McCormick, and Smithsonian Postal Museum Director Elliot Gruber.

EMA's dedicated leadership was also well represented, with Chairman David Mitchell, Vice Chairwoman Susan Foley, EMA Foundation Board Vice Chairman Mark Greenberg, and MTAC representatives Lon Robinson and Cheryl Chapman all present. This memorable gathering was a testament to the strong relationships EMA has built and highlighted its vital role in shaping the national postal conversation.

Collaboration In Action: Two Sides North America Research Makes the Case for Paper-based Communication

EMA Foundation's partnership with Two Sides North America deepened in 2025, spanning Love Paper Week, a presentation at the EMA Annual Meeting, and coordinated consumer research that directly supports EMA's paper choice advocacy.

The centerpiece of that collaboration was the 2025 Trend Tracker, a biennial survey of more than 12,000 consumers worldwide that reaffirmed what EMA has long argued: consumers trust, prefer, and value paper-based communications. For EMA members, the research is more than an advocacy tool; it provides a credible, data-backed foundation for elevating the envelope's value proposition with brand owners, marketers, and policymakers, shifting the conversation from cost to strategic value.

Looking Ahead: Collaboration Priorities for 2026

The partnerships EMA built and deepened in 2025 are not endpoints; they are infrastructure. As EMA looks to 2026, collaboration will continue to be a force multiplier across every other pillar of the strategic plan.

Networking

Engaging Where It Matters

The Annual Meeting: Setting the Tone

Austin, Texas | April 1–4, 2025 | Omni Barton Creek Resort & Spa

The 2025 Annual Meeting, themed “Activate. Innovate.” covered resilience, global economics, policy, and workforce development, offering members the tools to navigate change. It began with Damon West’s keynote on hope and transformation. The Foundation Forum featured experts like Jason Schenker on geopolitics and economic shifts, David Ross on tax and trade, and Viktor Kovacic on European market trends. Postal and policy sessions included USPS Inspector General Tammy Hull on postal oversight, Two Sides NA’s Jules Van Sant on 2025 consumer trends, and PostCom’s Mike Plunkett on USPS policies and decisions impacting the mailing industry. The Management & Technology session discussed cybersecurity with Erich Kron and workforce development with university partners. The closing included EMA advocacy updates from Marie Clarke and Judith Zink, a leadership reflection from EMA Chairman Mitchell, and Marie’s President’s Report. Outside the program, members played golf and pickleball and celebrated at the Caddyshack-themed Industry Partners Party. Awards went to Derek Waterhouse (Chairman’s Award), Tina Howard (Member of the Year), Lon Robinson (John H. Nelson Postal Award), and the EMA Monument Award was given, posthumously, to the legendary Bert Berkely. The Annual Meeting set the tone for a year of advocacy, member engagement, and continued innovation.



Top left:
Derek Waterhouse (Recipient)
with David Mitchell

Lower left:
Shaun Kilfoyle
with Tina Howard (Recipient)

Lower right:
Bill Berkley
with Lon Robinson (Recipient)



The 2025 EMA Roadshow

After Austin, EMA didn’t slow down. The 2025 roadshow took the association to eight additional events, conferences, trade shows, and industry gatherings, where EMA elevated the envelope, connected with members, and made our presence known across the broader printing and mailing ecosystem.

MAILCOM (March | Las Vegas) EMA presented ‘Postal Policy Outlook: 2025 and Beyond’, giving attendees a clear-eyed look at the legislative and regulatory landscape facing the mailing industry.

National Postal Forum (April 27–30 | Nashville) EMA exhibited for the first time with its own booth, and sponsored an education session, “Innovations and Ideas to Elevate the Envelope,” moderated by Marie Clarke and featuring EMA Chair David Mitchell, Vice Chair Susan Foley, and Scott Evans of Kenmore Envelope. The session explored how creativity, collaboration, and a deep understanding of mail effectiveness are driving envelope innovation, savings for customers, and an omnichannel boost.

AmplifyPrint (June 10–12 | Rosemont, IL) EMA exhibited in Chicago and used the visit to tour Best Cutting Die’s 50-year-old, future-ready facility, a reminder that the innovation happening in this industry is often best seen up close.

Bridge Conference (July 30–August 1 | National Harbor, MD) EMA engaged with nonprofit and marketing professionals on the value of envelopes in fundraising campaigns, elevating the envelope’s role in mission-driven communications.

FEPE Congress (September 10–12 | Sofia, Bulgaria) EMA represented the North American envelope industry at the premier European envelope event, reinforcing international relationships and ensuring the North American perspective is part of the global conversation.

EMA Fall Board Meeting (September 16–17 | Washington, DC) EMA leadership gathered to review strategic plan implementation and guide the association forward into the final stretch of 2025. EMA leadership met with Commissioners from the Postal Regulatory Commission (PRC) and USPS Pricing & Costing leadership.

PRINTING United EXPO (October 22–24 | Orlando, FL) EMA made its debut at one of the printing industry’s largest gatherings, with the show floor showcasing advances in envelope-converting machinery, digital printing, finishing technology, and sustainable substrates. The highlight was the first-ever EMaXEXPO Members and Friends Reception, which drew approximately 50 attendees for an evening of connection and celebration at The Capital Grille.



**Engaging with USPS:
Showing Up at Every Level**

EMA's networking reaches beyond industry events to the forums where USPS policies are shaped. In 2025, EMA remained actively involved across four key USPS engagement channels. The first channel is the Mailer's Technical Advisory Committee (MTAC), the national forum where EMA discusses technical mail issues and champions practical, data-driven solutions before decisions are implemented system-wide. The National Postal Forum (NPF) offers direct access to USPS executive leadership and

strategic goals; EMA will be back at NPF in May 2026 for Forging Bold Horizons in Phoenix, Arizona.

At the regional level, EMA attends Areas Inspiring Mail (AIM), which emphasizes innovation and pilot projects that help mail adapt and grow, and Postal Customer Councils (PCCs), which strengthen daily relationships between local USPS leaders and mailers. Last but not least, the Leaders Connect program provides EMA members with opportunities in USPS mentorship and professional growth, building the future leaders of the mailing industry.

Looking Ahead: 2026 Annual Meeting

April 14–17, 2026 | Fairmont Grand Del Mar | San Diego, California

The momentum from 2025 carries into the 2026 Annual Meeting, 'Adapting for Tomorrow. Leading Communications Forward.' The program features USPS Inspector General Tammy Hull, PRC Commissioner Thomas Day, economist Jason Schenker, and AI expert Amy Servi-Bonner. Keynotes include Robyn Benincasa on resilience and leadership, and NFL veteran Rich Ohrnberger sharing a personal perspective.

2026 EMA Calendar

- **MTAC**
January 13-14 | Washington, DC
- **ING Executive Forum**
March 1–3 | Nassau, Bahamas
- **MTAC**
March 24–25 | Washington, DC
- **National Postal Forum**
May 3–6 | Phoenix, AZ
- **MTAC**
July 28–29 | Washington, DC
- **Bridge Conference**
July 29–31 | National Harbor, MD
- **Printing United Expo / EMA Board Meeting and Event**
September 23–25 | Las Vegas, NV
- **FEPE Congress**
September 30–October 2 | Palma de Mallorca, Spain
- **MTAC**
October 20–21 | Washington, DC



Kim Moses, Tina Howard, and Marie Clarke at the National Postal Forum.



EMA members at the National Postal Forum in Nashville.



EMA members at the National Postal Forum in Nashville.



EMA and Members at PrintingUnited Expo in Orlando.



EMA members at Amplify Print in June.



EMA visits Best Cutting Die Company in June.



EMA Board Meeting with The Postal Regulatory Commission in Washington, DC.

Communication

Telling the EMA Story

Communications Analysis

To ensure EMA's communications strategy was grounded in current member needs rather than assumptions, EMA conducted three analyses of the current communications landscape in 2025: a gap analysis identifying discrepancies between existing resources and desired goals, a member communications survey drawing responses from 56 individuals across 38 organizations, and a review of communications strategies used by peer organizations in the paper and mailing space. The findings were clear: members overwhelmingly prefer the monthly newsletter as their primary update channel, with 82% said they want more research and market trends content. Members also prioritized advocacy updates, postal reform news, and member spotlights for future content. LinkedIn feedback signaled an opportunity to build a more strategic and consistent presence among members. Together, these findings have directly shaped EMA's communications strategy in 2025 and going into 2026.

Expanded Communications Platforms

In 2025, EMA rolled out several new and upgraded tools for members and enhanced existing ones. The **EMA Industry Reporting Database** was introduced as a convenient, centralized platform where reporting participants could easily input their statistical data online. This platform supports submissions for Volume & Orders, Recycling, and Safety Reports, streamlining what used to be a more scattered process into a single, user-friendly system.

On July 28, EMA hosted its second annual **State of EMA Webinar**, giving members an engaging overview of the progress on strategic plans, a sneak peek at the upcoming dues restructuring, and a welcoming space to share feedback on what's working well and where the association can grow. EMA cleaned up our website www.envelope.org to streamline the user (external and EMA members) experience, and that work will continue in 2026 and beyond.

EMA expanded its external media presence in 2025, with President Marie Clarke featured in interviews and promotions with trade publications, including WhatTheyTh!nk, discussing EMA's advocacy work in Washington. EMA's National Postal Forum expert panel session "Don't Underestimate the Impact of the Envelope" featured in Mailing Systems Technology

Magazine. Marie also submitted articles and op-eds to USPS Postal Customer Council newsletters, EMA member publications, and gave presentations at several industry conferences.

Throughout the year, EMA kept an active presence on **LinkedIn**, sharing lively photos and updates from Hill days, roadshow events, and key industry milestones. Members were encouraged to follow, participate, and help spread EMA's message within their networks. Finally, EMA gave the **MIB newsletter** a makeover, rebranding it as the **EMA Insider**, organizing information to be short, sharper, and more accessible for readers, and preparing it for release every two weeks starting in 2026.

Looking Ahead: Communications Priorities for 2026

Looking ahead, EMA is committed to deepening connections with and service to members, partners, and the broader industry. EMA's communications strategy is evolving to be more dynamic and member-centered. One channel to follow is EMA's LinkedIn presence as a platform for rapid engagement and advocacy mobilization. EMA is also investing in telling the stories that matter most: through member spotlights and by integrating partner and EMAF Institute resources. All of this is to ensure that the powerful work happening across EMA's ecosystem reaches policymakers, industry leaders, and the public in accessible, action-ready formats. Together, these efforts reflect EMA's commitment to communicating with greater intention, reach, and impact on behalf of the members.

EMA Foundation for Paper-Based Communications

Igniting the Institutes, Advancing the Mission

The EMA Foundation exists to strengthen the case for paper-based communications through research, education, and strategic initiatives. In 2025, the Foundation focused on action, launching a new institute (Institute for Consumer Choice), expanding its work in education and research, and deepening the partnerships that amplify EMA's voice and the EMA Foundation's impact.

2025 Achievements

U.S. Mailing Industry Jobs and Revenue Study – the Foundation's Jobs and Revenue Study, highlighting the 7.9 million American jobs and \$1.9 trillion in sales revenue generated by the mailing industry, served as the research backbone for EMA's Hill advocacy throughout 2025. It gave EMA's arguments economic weight that is impossible to dismiss.

Two Sides North America Partnership – the Foundation deepened its partnership with Two Sides North America in 2025. Two Sides' biennial Trend Tracker survey, fielded among more than 12,000 consumers worldwide, provided EMA with fresh, credible data showing that consumers overwhelmingly support paper choice, are concerned about digital security, and view paper and cardboard as the most sustainable packaging option. That research directly supports the Foundation's education and advocacy work across all three institutes.

Keep Us Posted Collaboration – The Keep US Posted video series, "Mr. Mismanagement," produced in collaboration with the EMA Foundation to expose postal mismanagement and the damaging effects of repeated rate increases, continued to be shared across digital platforms in 2025. The video continued the pressure on and elevated the voices of businesses and consumers who depend on a reliable, affordable postal system.

The EcMA Foundation exists to strengthen the case for paper-based communications through research, education, and strategic initiatives.

Building the Institute Infrastructure

In 2025, EMAF undertook a comprehensive organizational effort, developing governance frameworks, creating Institute Oversight Committee (IOC) materials, establishing standard operating procedures, and building the onboarding infrastructure needed to bring member volunteers into each institute. The Foundation also completed a gap analysis and member survey to better understand EMAF's communications and accessibility of its resources, updated website content, including launching the Institute for Consumer Choice webpage, and built out an advocacy toolkit to help members effectively engage their elected officials. By late 2025, the expression-of-interest process for IOC membership went live, welcoming 10 EMA members into leadership positions within EMAF's Institutes.

EMAF Priorities for 2026

Institute for Postal Studies (IPS) | Chair: Cheryl Chapman

- **The Negative Impacts of Proposed Changes to USPS Ratemaking Authority:** The IPS commissioned original research in response to two formal USPS petitions to the Postal Regulatory Commission (PRC) that would significantly expand USPS rate-setting authority. The research, designed to document the harm these proposals would cause to mailers and provide a data-backed response for submission to the PRC, is pointed: USPS has a cost problem, not a revenue problem. The study further found that expanded rate authority would not restore financial balance and could worsen outcomes by accelerating volume loss and reducing network utilization, and that the credible path to sustainability runs through cost containment and productivity reform, not higher postage rates. Those findings were submitted to the PRC in early 2026 and presented on Capitol Hill ahead of the 2026 Annual Meeting.
- **U.S. Mailing Industry Jobs and Revenue Report:** The Foundation is planning an update to the American Mailing Industry Jobs and Revenue Study to ensure the data that anchors EMA's Hill advocacy reflects current economic conditions and the latest available figures.

Institute for Environmental Studies (IES) | Co-Chairs: Karen Weil and Justin Rock

- **Extended Producer Responsibility (EPR) Member Education:** The IES is focused on helping members navigate the rapidly expanding landscape of Extended Producer Responsibility legislation, which now covers seven states with active or enacted frameworks that directly affect

CONTINUED ON PAGE 12

Continued from page 11

paper and packaging producers. The IES's strategy is to amplify existing partner resources rather than duplicating work already done well, develop materials where needed for member education, and make the broader public case that paper is not a waste problem but a recycling success story.

- **Mailing Industry Sustainability Advocacy Resource:** The IES is developing a resource that highlights the industry's positive aspects, including recycling facts about envelopes and mailing. The resource will include a graphic illustrating the circular economy of an envelope.

Institute for Consumer Choice (ICC)

Chair: Mike Budd

Vice Chair: Tina Howard

- **ICC Recruitment:** As one of its first priorities, the ICC will conduct a landscape analysis of existing research on consumer paper choice, digital access gaps, and the risks of mandatory electronic delivery, mapping what is already known and identifying where evidence needs strengthening. This analysis will ensure that future Foundation research investments are targeted where they will have the greatest advocacy impact.
- **Consumer Choice Landscape Analysis:** As one of its first priorities, the ICC will conduct a landscape analysis of existing research on consumer paper choice, digital access gaps, and the risks of mandatory electronic delivery, mapping what is already known and identifying where evidence needs strengthening. Organizations like AARP, the American Consumers Institute, and the Consumer Federation of America have already produced relevant research the ICC can build on, ensuring that future Foundation research investments are targeted where they will have the greatest advocacy impact.

EMA Committees

EMA committees are member-driven groups that guide the Association's priorities, shape industry initiatives, and ensure that EMA's programs reflect the needs of its members. Each committee brings together leaders from across the paper-based communications and mailing industry to collaborate on advocacy, innovation, education, and sustainability. EMA committees ensure the Association remains the trusted voice and champion of our industry's future.

Interested in joining a committee? Contact Kim Moses.

Meetings & Content Committee: Develops the overall theme, content, design, and development for the Annual Meeting, and provides oversight to other educational activities of EMA on a continuous basis.

Membership & Marketing Committee: Promotes the value of EMA membership and encourages active engagement from current members. Supports the Association's marketing efforts and helps implement the First-Time Attendee/Host program.

Management & Technology Committee: Provides insight into key management and technical processes, such as environmental and sustainability practices, manufacturing and general management, human resources and financial management, converting processes, raw materials assessment, and printing technologies, through speakers, training programs, and other educational initiatives.

Postal & Public Policy Committee: Leads EMA's legislative and postal regulatory efforts, working closely with the United States Postal Service and MTAC. It oversees the Postal Partner Program, manages postal-related communications, and provides regular briefings to members on key policy developments. The committee also provides guidance on bipartisan, bicameral contributions for the Envelope Political Action Committee (EPAC) to recognize and support legislative champions of our industry.

Finance Committee: Ensures the EMA's financial stability through careful oversight, thoughtful inputs, strategic planning, and alignment of resources with member-driven priorities.

New Members in 2025

EMA is proud to welcome the newest members who joined our community in 2025. Each new member strengthens our collective voice and expands the expertise and perspectives that make EMA a vital resource for the industry.



quadient

- Goelzer Industries
- Quadient Global



- Colorado Envelope Inc. (a division of Clamptt Paper)
- Standard Envelopes Inc

As we look ahead, we encourage all EMA members to actively support our growth by sharing referrals and introducing prospective members to EMA's value. Whether through a personal introduction or simply forwarding marketing materials, your support is vital to expanding our reach and ensuring the continued success of EMA.

Fiance Committee Report

	EMA	FOUNDATION	ELIMINATIONS	TOTAL
Unrestricted activities				
Revenue				
Member dues	\$732,072			\$732,072
Contributions		\$0		\$0
Meetings	\$299,836			\$299,836
Interest and dividend income	\$29,038	\$274,899		\$303,936
Associate dues	\$163,840			\$163,840
Affiliate dues	\$18,400			\$18,400
Training and Certificates	\$4,510			\$4,510
Other programs	\$0			\$0
Management fee and related	\$130,000		(\$130,000)	\$0
Net assets released from restriction – satisfaction of program restriction	\$0	\$0		\$0
Total Revenues	\$1,377,696	\$274,892	(\$130,000)	\$1,522,594
Expense				
Administration	\$310,762			\$310,762
Foundation activities		\$417,913	(\$130,000)	\$287,913
Meetings	\$424,337			\$424,337
Association programs	\$425,533			\$425,533
Communications	\$191,392			\$191,392
Association research	\$43,301			\$43,301
Total Expenses	\$1,395,325	\$417,913	(\$130,000)	\$1,683,239
Change in unrestricted net assets before net gain on investments	(\$17,630)	(\$143,015)		(\$160,644)
Net gain on investments	73,588	\$732,404		\$805,993
Change in unrestricted net assets	\$55,959	\$589,390		\$645,348
Temporarily restricted activities				
Contributions	\$11,001	\$0		\$11,001
Interest and Dividends	\$0	\$50,250		\$50,250
Net assets released from restriction	\$0	\$0		\$0
Change in restricted net assets	\$11,001	\$50,250		\$61,251
Change in net assets	\$66,959	\$639,640		\$706,599
Net assets, January 1, 2024	\$1,061,216	\$8,963,028		\$10,024,245
Net assets, December 31, 2024	\$1,128,176	\$9,602,668		\$10,730,844

EMA Leadership

2025 EMA Board of Directors

David Mitchell*Chairman*
Susan Foley *Vice Chairwoman*
T. Hunter Wilson..... *Secretary/Treasurer*
Mark Cunningham*Director (2023–2026)*
Steven W. Myrvold*Director (2023–2026)*
Richard Eichfeld*Director (2024–2027)*
Tuomas Kronqvist.....*Director (2024–2027)*
Myron I. Shapiro*Director (2024–2027)*
Lon S. Robinson, III*Director (2022–2025)*

2025 EMA Foundation Board of Trustees

Robert Melton.....*Chairman*
Mark Greenberg *Vice Chairman*
T. Hunter Wilson..... *Secretary/Treasurer*
Cheryl Z. Chapman *Trustee | IPS Chairwoman*
Michael J. Hogan *Trustee*
Marcus G. Sheanshang *Trustee*
Paul A. Siegle.....*Immediate Past Chairman*
David Mitchell*Ex-officio*

EMA Staff

Marie Clarke.....*President*
Kim Moses*Vice President*

EMA Committees

Finance

Stephen M. Bunker.....*Chairman*

Management & Technology

Daniel Hedstrom*Chairman*

Meetings & Content

Michael J. Hogan*Chairman*

Membership & Marketing

Christina M. Howard *Chairwoman*

Postal Affairs

Lon S. Robinson, III*Chairman*

Public Policy

William S. Berkley.....*Chairman*

EMA

700 S. Washington Street, Suite 260

Alexandria, VA 22314

Phone: 703-739-2200

www.envelope.org