



SIX MONTHS OF JOINT SUCCESS

MBCC INTEGRATION - SUCCESS STORIES AROUND THE WORLD

A Perfect Match

The MBCC Integration in Figures.

Sika Strategy 2028

Beyond the Expected.

Successful Collaborations

Sika and MBCC - a Great Fit.

Global but Local

Managing Global Businesses Successfully.

BUILDING TRUST



SIX MONTHS OF JOINT SUCCESS

SUCCESS STORIES AROUND THE WORLD

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REFLECTING ON SIX MONTHS OF JOINT SUCCESS

Six months ago, on May 2, 2023, we celebrated a special day in the history of our company: The acquisition of MBCC Group was formally closed. This day marked the end of a journey that had begun 18 months prior: on November 11, 2021, Sika announced its intention to join forces with MBCC.

Perseverance, focus, and confidence of all employees across the globe have paid off: Over 6,000 experienced and dedicated former MBCC colleagues officially joined our company. Together, we have grown bigger and stronger, and are now a leading force to be reckoned within our industry.

Overall, we have made significant progress and the integration is well on track: The base business of Sika and MBCC had very similar growth trajectories in the first nine months of 2023. With a moderate organic growth rate of 1% to 1.5% against an overall quite negative market we were able to gain market shares, a strong indication of trust by our customers. The integrated synergy creation is progressing well. More than 1,000 projects have been identified and in its new Strategy 2028, the Group has just committed to increasing its synergy target from CHF 160–180 million to CHF 180–200 million. Finally, the spirit on both sides of the organization is visibly strong. People understand that the acquisition presents many opportunities for our 33,000 employees. After half a year we’re proud to see colleagues from both companies collaborating very well together. On several occasions during joint meetings, former MBCC employees actively contributed to finding solutions as if they had been with Sika for several years. One result from the Integration Survey that stood out was that colleagues on both sides understand the upcoming integration path. This is key for an overall successful integration.

As the integration has progressed, we have proven time and again how well we complement each other – and how fun it is to work together. Whether it is the expansion of our global footprint to more than 400 sites or the complementary technologies we offer to meet our customers’ needs: We create great value for all our stakeholders. We have a great future ahead, let’s work together beyond the expected.

THOMAS HASLER
Chief Executive Officer



A PERFECT MATCH: CREATING AN INNOVATION AND SUSTAINABILITY CHAMPION

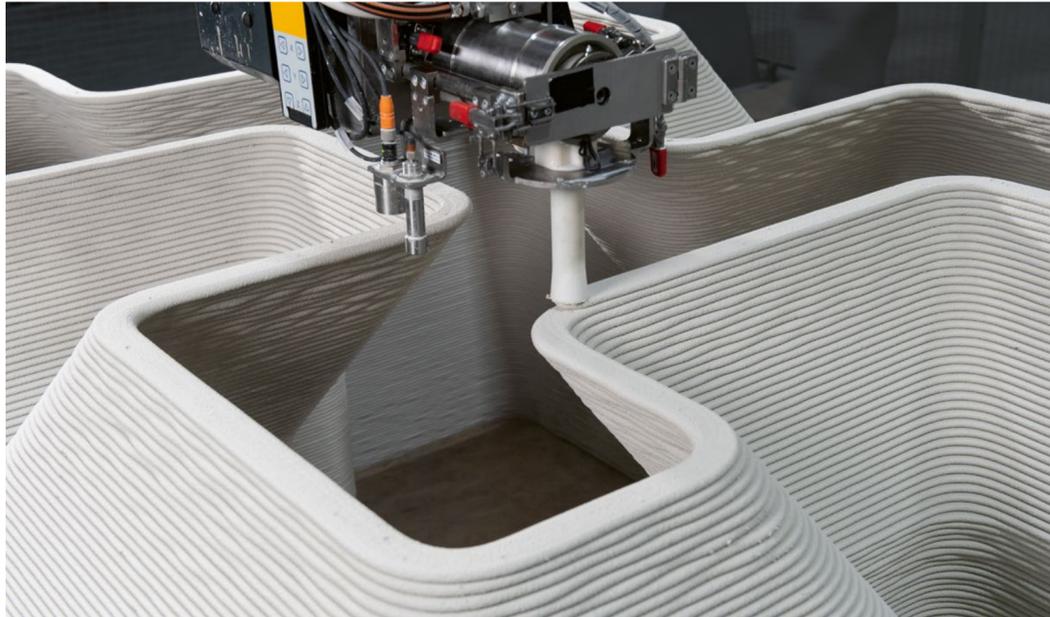
THE MBCC INTEGRATION IN FIGURES



SIKA AND MBCC TOGETHER

- More than 33,000 employees
- Active in more than 400 factories
- Present in 103 countries
- Strong global player in construction chemicals

Together, we are stronger! Together we will create an exciting future for Sika, a larger Sika, and a Sika that is ready to grow even further.



> 1,400 SYNERGY INITIATIVES HAVE BEEN IDENTIFIED

60+ Production Transfers



STRATEGY 2028 – BEYOND THE EXPECTED

SUCCESSFUL INTEGRATION OF MBCC GROUP

Sika recently unveiled its new Strategy 2028 – “Beyond the Expected” in front of 200 Sika investors and analysts at the 2023 Sika Capital Markets Day on October 3 in Zurich. The new strategy builds on Sika’s successful growth model.

“Sika is perfectly positioned to benefit from megatrends, namely increasing world population, urbanization, resource scarcity, and digitalization. We are confident that we will be able to achieve and even exceed our targets,” said CEO Thomas Hasler.

Sika has set itself ambitious financial targets. Most notably, the annual growth rate will be lifted to 6-9% in local currencies and the profitability target will increase to an EBITDA margin of 20-23%. The higher profitability will mainly be achieved by creating growth leverage, enhancing operational efficiency, and improving material margins.

THOMAS HASLER, Chief Executive Officer:

“Beyond the Expected – that’s what Sika stands for both now and in the future. We have a proven track record of delivering outstanding performance and additional value for all our stakeholders. With our new Strategy 2028 we are perfectly positioned to continue on our successful path of sustainable profitable growth. Our ambitions for the coming years build upon our strength – our deeply rooted values, our performance-oriented culture, and in particular the dedicated Sika teams around the globe. With this new strategy we want to inspire and motivate our people to help drive the transformation towards a more sustainable future, for the benefit of our customers and generations to come.”



STRATEGY 2028 – BEYOND THE EXPECTED

SUCCESSFUL INTEGRATION OF MBCC GROUP

Former MBCC manager André Burghardt, presenting on the latest MBCC technologies and innovations during the break out sessions at Capital Markets Day



In the new strategy, sustainability is an integral part and a major cornerstone. Sika's aim is to reduce absolute scope 1 and 2 emissions – own greenhouse gas emissions – by 20% by 2028 compared to 2022. Sika is working towards decreasing emissions through its value chain – scope 3 – in line with its net-zero pledge by 2050. Moreover, the company is committed to saving natural resources and reducing waste volumes disposed and water discharged per ton sold by 15% by 2028 compared to 2022. Ultimately, it's the people that will help drive the transformation towards a more sustainable future, which both customers and future generations will benefit from.

Sika is proud of its culture and of the strong Sika Spirit which is embodied by all employees across the globe. Sika considers its employees as its most valuable asset and therefore wants to maintain the exceptional employee engagement rate of above 80% in the years to come. It is the employees that drive the strategy within the organization.



Visit the dedicated [Strategy 2028](#) microsite to find out more.

TECHNOLOGY HIGHLIGHTS WITH MBCC HERITAGE

INNOVATION AND SUSTAINABILITY ARE AT THE HEART OF SIKA'S MISSION. TWO INNOVATIVE TECHNOLOGY EXAMPLES FROM THE MBCC PORTFOLIO UNDERSCORE THE COMBINED COMPANY'S TECHNOLOGY EDGE.

Natural lightweight minerals such as pumice inspired the development of MasterProtect NFF 1000 IN and 2000 IN by the MBCC experts. The greatest challenges for building materials have essentially been the same for centuries: high strength combined with low density and good insulation.

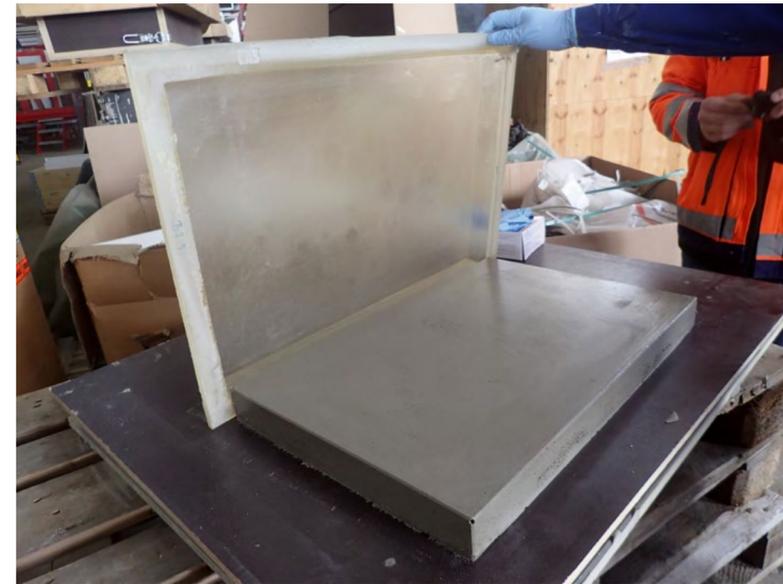
The idea behind MasterProtect NFF was to imitate the porous structure of natural pumice allowing for the development of similarly lightweight, noise-absorbing, and thermally insulating products. These products can also be given any shape or cast and can be produced continuously and in large batch sizes. As a result, MasterProtect NFF 1000 IN and 2000 IN can be implemented easily as boards, blocks, semi-finished parts, lightweight construction parts, and much more. The artificial minerals demonstrate many advantages and what's more, they can be completely recycled.



“The driving forces behind inorganic insulating materials are their excellent properties with respect to fireproofing, insulating capability, recyclability, and their sustainable production. These unique properties offer many options to building designers and experts in the construction industry,”

says Herbert Ackermann, Global Innovation Manager at Sika.

By integrating the MasterProtect into its portfolio, Sika sets a new benchmark for sustainable innovation in the insulation industry.



Form and board manufacturing are possible with the new product family from Master Builders Solutions.



Example of a filled concrete block with insulating foam
35 mW / m*K



Example of insulated double-layer masonry. MasterProtect NFF 2000 IN insulates the wall and holds the facing formwork without reinforcement.

TECHNOLOGY HIGHLIGHTS WITH MBCC HERITAGE



Xolutec: Durability by Design

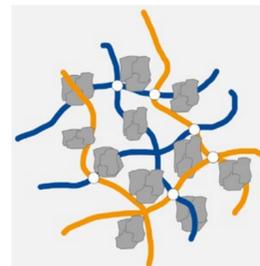
The Xolutec technology was developed by experts around the globe to solve the problems of reinforced concrete structures in challenging environments. In particular, Xolutec enables a new dimension in durability and is resistant against biogenic sulfuric acid. The two-component crack-bridging membrane based on Xolutec technology, for instance, provides seamless waterproofing for the inflow and outflow areas of water purification plants, sewage pipelines, biogas plants, and secondary containments (reservoirs).

The coating can be used on a range of surfaces both dry or wet: on horizontal and vertical surfaces, on reinforced concrete, against chemical attack, corrosion, and carbonation. Long maintenance cycles and lower life cycle costs significantly reduce the total cost of ownership. MasterSeal 7000 CR for wastewater and biogas applications was just the beginning. Based on these technologies, industrial floors have been developed with high value for the end user and outstanding properties. As a result, the product MasterTop XTC achieves exceptional mechanical properties like impact and abrasion resistance leading to prolonged service life.

Mike Byrne, CTH Coating Systems, points out a key advantage:



“Xolutec’s extreme versatility and capacity to formulate a wide variety of solutions for specific requirements create a new dimension in material technology for the construction industry. It contributes to building trust with our customers, allowing them to meet their challenges.”



Xolutec®
Durability by Design



GREAT MOVES

THE MBCC INTEGRATION BOOSTS PERSONAL CAREERS



JUMOKE ADEGUNLE

Jumoke Adegunle, former Managing Director at Master Builders Construction Chemicals Nigeria (MBCC), has taken over as **General Manager Sika Ivory Coast**, effective October 1, 2023.

“I am very pleased and honored to take over as Sika General Manager. I am convinced that with Sika and MBCC joining forces, we will have the chance to present exciting new products and solutions and to offer a bigger and even more sustainable portfolio to our customers. This will boost our market presence, especially in the fast-growing region of Western Africa. Joining the Sika family will give me the opportunity to grow further and to extend my personal skills and know-how.”

Jumoke joined MBCC Group in 2021 as Managing Director of MBCC Nigeria. She has a long track record in the construction industry in various management, strategic, and operational positions in both Asia and Africa.

EMRAH ERTIN

Emrah Ertin, formerly Area Manager Senior Vice President Eastern Europe at MBCC, has taken over the newly established role of **Head of Area Europe Northeast (EUNE)**, effective October 1, 2023. The new Area Europe Northeast consists of Russia, Belarus, Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan, Armenia, and Iran.

Thanks to his extensive experience in the construction chemicals business, Emrah will be instrumental in realizing synergies in various markets. He is based in Turkey.

“I am convinced that Sika and MBCC jointly offer a very comprehensive, sustainable, and innovative portfolio to the construction industry. This will enable our customers to be more successful. In combination with our deep application know-how and our excellent geographical footprint in the region of Europe Northeast, we will be a key player in the market. I feel very privileged to be heading a great Sika and MBCC team in Europe Northeast.”

Emrah joined MBCC in 1998. During his career in construction chemicals, he has held various management positions in technical, sales, and marketing, as well as country and area management positions. He was based in several locations such as Istanbul, Athens, Almaty, and Dubai.



THE MBCC INTEGRATION BOOSTS PERSONAL CAREERS



ANGELA MARIA BOTERO

Angela Maria Botero, currently Country Manager for the MBCC business in Colombia, has taken over the role of **BU Contractors Manager at Sika Colombia**, effective September 1, 2023.

“I am deeply grateful to the corporation for affording me the opportunity to collaborate in a field that I am passionate about. During this time, I have had the privilege of working with an exceptional professional team. The amalgamation of products from both companies holds great significance, as it allows us to create a comprehensive portfolio of solutions to contribute to the growth of the construction industry. This, in turn, propels us to expand our presence in the market and strengthen our group of applicators in each specialized field. Joining the Sika Group has introduced me to a team of individuals who are not only experts in their respective fields, but also exude a warmth as individuals that has captivated me and which I greatly appreciate.”

Angela has been with MBCC since 2002, holding various positions that have enabled her to contribute significantly over all these years within the organization.

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT

UNITED STATES: CREATING NEW OPPORTUNITIES

The MBCC integration in the US is in full swing and the sales teams are collaborating every day. “The overall excitement is high, and we are already cross selling by taking advantage of new product offerings and bundles for projects. There is a lot of cooperative training where we work with our existing target customers on both MBCC and Sika products to provide awareness and create new opportunities given the broader product portfolio for our end users,” says Michael Mastro, Vice President Sika Corporation – Commercial RSB.



The training program was set up with one of Sika’s largest contractor targets in Los Angeles, US. The newly combined team in Southern California trained the contractor on Sikalastic® OneShot and MBCC’s PUMA deck coating system. Sika teams have already begun to sell the MBCC PUMA system exclusively over its old PUMA system and have secured several large projects for 2024 with estimated sales over USD 1 million.



Gene Shevchenko, ex MBCC, and Joe Vullo, Sika, built a new “bundle” of products that meets the customers’ needs and was also readily available locally. For an existing parking garage project, two Sika sealants were used in combination with MBCC Deck Membrane and Sikagard®-705L.



SIKA AND MBCC – A GREAT FIT

MOROCCO: WELL POSITIONED TO SUPPORT THE LOCAL CONSTRUCTION INDUSTRY

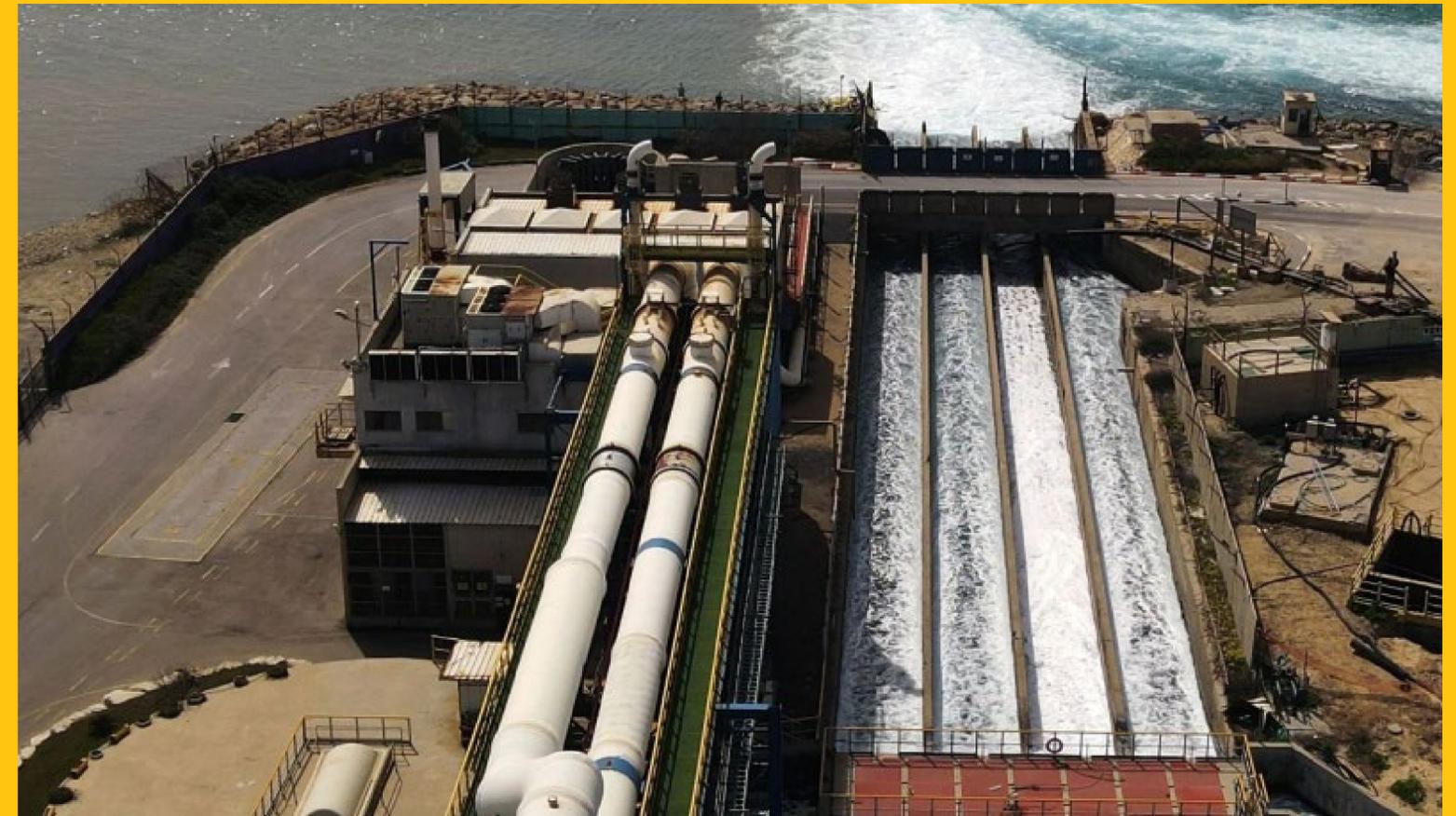
Morocco, which is in Northwest Africa and has a population of 35 million, is experiencing solid growth. Sika employs almost 200 people in the Kingdom.

In the first few weeks after the acquisition, the local teams from Sika and MBCC managed to turn their cooperation into shared business success. For Marouane Zohry, General Manager in Morocco, the combination of competence and determination was crucial. “Right from the start, we were able to leverage our respective strengths and offer real added value.”

An example is an order for the Safi desalination plant. As a country, Morocco has been busy improving the water supply for the population for years – desalination plants are therefore important infrastructure projects. For the customer Sogea, Sika Morocco is bringing an innovative solution from the MBCC portfolio into the large-scale project: MasterSeal 7000 CR. The product is based on the Xolutec technology, a unique combination of a cross-linked polymer network and high-density embedded inorganic components that provides extreme durability to sealing systems and floors.

However, the key customer benefits not only included the technical innovation, but also the fast delivery time of the concrete protection system. This was only possible because Sika’s Moroccan team had many years of trusted customer access, whereas the MBCC team was able to convince with their technical expertise. Marouane Zohry says: “It was real cooperation and real teamwork.”

In another prestigious project, the local Sika sales team was able to rely on a solution from Watson Bowman Acme. As part of the Dakhla Atlantic Port megaproject, the customer, Société Générale des Travaux du Maroc (SGTM), will receive WABO ElatoDec E elastomeric bearings. They are needed to absorb strong vibrations and seismic shocks in concrete structures. Here too, the Sika and MBCC teams complemented each other for the benefit of the customer.



Unlocking success: collaboration and innovation for the Safi desalination plant



Marouane Zohry is confident:
“**With our local capacities and team spirit, we are well positioned to support the Moroccan construction industry.**”

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT



DUBAI, UAE: 2023 AMEAP MARKETING MEETING FOSTERING CREATIVITY

In September, the marketing teams of MBCC and Sika converged in Dubai for the Africa, Middle East & Asia Pacific (AMEAP) Marketing Meeting. Ignacio Sanchez, the Local Site Manager, led the team on a plant tour, offering insights into the meticulous systems governing the production site. Following a brief intermission, participants dived into productive sessions with the concrete and construction system teams. On the second day, the team explored the state-of-the-art R&D facility carried by Michael Schmidt, VP of Development AMEAP, and his team. The dialogue focused on the portfolios of all the recently launched and under-development products. In essence, the outcome of the overall Dubai meeting was about building connections, fostering creativity, and celebrating teamwork.

CZECH REPUBLIC: EMEA R&D CEMENTITIOUS SCREEDS WORKSHOP

The EMEA R&D Cementitious Screeds Workshop 2023 in Chrudim, Czech Republic, focused on integrating new screed solutions from Sika and PCI/MBCC. It aimed to assess the market fit and potential of Sika screeds across the region. During the workshop, new screed types were proposed for benchmarking. These innovations, including fast drying, flowable, and leveling screeds, offer added value for customers. The R&D team in Augsburg will now conduct benchmarking tests, with results to be discussed in Q2 2024. Imerys Aluminates, a key Sika supplier, delivered an informative speech on the EMEA screeds market, advanced screed development, and sustainability. Juan Izquierdo, Regional Technology Head of EMEA Cementitious Systems: “The EMEA R&D Cementitious Screeds Workshop showcased the power of collaboration and innovation, as new colleagues were seamlessly integrated to shape the future of our portfolio.”



Participants of the EMEA R&D Cementitious Screeds Workshop

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT

GERMANY: A HIGHER LEVEL OF MARKET SUCCESS THROUGH SYNERGIES

Market success always depends on how closely sales teams work with other functions and across different product brands. In order to get to know each other in the important German market, coordinate their efforts, and launch joint initiatives, a “Meet & Greet” meeting was held recently. Around 220 colleagues, mainly from sales, as well as representatives from Sika and former MBCC, came together in Ludwigsburg. In addition to a workshop on Strategy 2028, the participants engaged in discussion rounds on topics such as sustainability and digitalization. The focus was on a common goal: to leverage synergies and create the conditions for further profitable growth.

The sales and marketing managers of Sika and MBCC’s direct German business had already met in late summer to discuss synergies. There was great agreement among the participants, especially regarding strengthening the Sika sales organization in Germany, which will act jointly in the future. The customer contacts of the sales organizations can now help to achieve synergies from the market potential of both businesses – either directly with applicators or in the specifications of project planners. Sika scores particularly well with cementitious products, conductive coatings, screed and joint systems; MBCC with polyurea spray membranes and coating systems tested according to the Water Resources Act, Ucrete flooring solutions, and special mortars. MBCC is also strong in building materials in the field of waterproofing and injection technology. The respective products and systems can be excellently combined, especially in construction projects such as parking garage renovations, wind energy plants, industrial buildings, or infrastructure projects. Significant opportunities for additional project benefits arise from this expanded product portfolio.



SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT



INDIA: A WEEK FULL OF JOINT ACTIVITIES AROUND CONCRETE, ONE OF SIKA'S CORE TARGET MARKETS

In October, more than 50 Concrete specialists from the Sika and former MBCC teams came together for the Regional APAC Concrete Expert meeting in Mumbai, India, to discuss business opportunities, strategic initiatives, procurement and technology updates, and supply chain optimizations. In parallel, both R&D teams went through key project updates.



Yumi Kan, Head of Target Market Concrete in Asia Pacific Region (APAC) and Area Manager South Asia at Sika, who hosted the meeting, concluded:

“We have great opportunities ahead with the joint expertise of Sika and MBCC for our concrete business in Asia Pacific with our innovative technologies and solutions, to serve our customers in the best way. The showcases and solutions that were successfully demonstrated have been very well received by all participants.”

In addition to the meeting, Sika India participated as a premium partner of the World of Concrete India Expo (WoC) featuring Sika's sustainable solutions for the construction industry.

VIETNAM – BCI EQUINOX EXHIBITION: REDUCING CARBON FOOTPRINT IN THE CONSTRUCTION INDUSTRY

The BCI EQUINOX is a boutique cocktail and networking exhibition organized with the opportunity for suppliers and manufacturers to showcase their products and services to the architectural and design industry. This year's event was held in August in Ho Chi Minh City, featuring the theme “Net Zero & Energy Solutions”. The event saw a footfall of over 1,000 visitors from investors to architects, consultants, contractors, as well as students of architecture and construction. During the session, sales and specification teams from Sika and former MBCC presented practical solutions to reduce greenhouse gas emissions, for example the Sarnafil® green roofing system with optimized applications for planting roofs. The networking session allowed professionals to connect and exchange ideas, fostering collaboration and future partnerships within the architecture and construction communities.



SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT

BIG IN JAPAN

In Japan, the integration of MBCC Pozzolith into the Sika organization is a great fit. In a joint effort, the teams have identified big synergy opportunities in sales, supply chain, and R&D with the overarching aim to best serve their customers with the ideal products and solutions for their needs.

For instance, combining Sika's and MBCC's concrete business makes it possible to increase the focus on Ready-Mix Concrete customers and support them with innovative solutions and digital tools to help grow their business.

Another focus segment with big opportunities is in the Civil Engineering segment and infrastructure sector such as Tunnels, Bridges, and Roads, but also the Energy sector with the growing Wind Power segment.



“The combined and complementary product offering paired with the strong sales teams and supply chain will enable us to offer our customers a comprehensive portfolio in order to position ourselves as the number-one supplier for innovative and sustainable construction solutions in Japan,”
says Marco Ammann, General Manager Sika Japan.

Hagisono site in Chigasaki City is the headquarter of Pozzolith Solutions Ltd, the former MBCC business in Japan. It is home to a Construction Competency Center, R&D and experiment facilities, seminar rooms and administrative offices. Around 130 of the 300 Pozzolith employees work at Hagisono site. In total, Sika employs more than 1,150 employees in Japan, including Pozzolith.



THE ART OF BEING “GLOBAL BUT LOCAL”

MANAGING GLOBAL BUSINESSES SUCCESSFULLY

Having strong local roots in over 100 countries has been a significant factor in the success of Sika and MBCC. However, it is sometimes important to coordinate on a global level when implementing strategies.

As part of the integration process, three “globally coordinated businesses” have been identified:

- Wind turbine grouts
- High-performance industrial floors
- Tunneling & mining

In these businesses, it often makes sense to utilize global product brands that are consistent for both Sika and MBCC, implement a common sales strategy, or cater to globally active customers. In the meantime, Sika and MBCC expert teams came up with their integration plans with the main objective of reaping synergies and increasing market penetration.

In the realm of wind power, for instance, aligning production processes for grouting mortars between Sika and MBCC will lead to synergies. Also, the production footprint increased and brings activities closer to customers. The enhanced knowledge exchange between the expert teams for onshore and offshore is now opening up new ways for differentiation in the market place.

In the field of high-performance industrial floors, the main Ucrete product portfolio will be extended by complementary PurCem products to cater for a wide range of customer requirements.



Juraj Smatrala, Head of Corporate Target Market Flooring, is also committed to increasing the sustainability performance of his segment:

“We have bold ambitions to save resources, for example in the area of packaging for resin components. We will cut waste volume by almost 90%.”



The Coca-Cola Enterprises plant at Wakefield, UK, is the largest soft drinks plant by volume in Europe, manufacturing and distributing over 100 million cases per year.

THE ART OF BEING “GLOBAL BUT LOCAL”



The underground construction sector around tunneling and mining is the largest of the three globally coordinated businesses. Most of that business will be organized in Sika's Target Market Concrete, led by Jan Baumgartner. He is poised for growth: “The elements of our portfolio complement each other wonderfully, and this synergy will enhance our hit rate for attractive projects.” For instance, MBCC offers products for tunnel boring machines (TBMs) and injection resins, while Sika specializes in waterproofing membranes, all of which are essential in tunnel and mining construction.

With this complete offering, Sika now becomes a leading supplier to both TBM projects as well as drill and blast tunneling. Given that high-growth markets exist primarily in countries like China and India, a complementing offering will make a significant impact.

Another area where synergy potential is evident is the streamlining of product lines. Sven Asmus, Integration Manager for Concrete Admixtures, points out:



“We have a very diverse product portfolio in underground construction on both sides. Yet, surprisingly, it was relatively easy to agree on a single product offering for similar solutions in each case. In one area, for example, we reduced the variety of products from 61 to 29, achieving the intended simplification that also benefits our customers.”

A typical example is the consolidation of the foaming agent's portfolio used in TBMs, where almost identically performing products were merged into one solution package for the customer.

As discussions progress, Baumgartner and Asmus emphasize that they are conducted at eye level and with objectivity. “In tunneling and mining, we have passionate industry experts. We aim to harness this enthusiasm to successfully implement our integration plans and offer excellent customer service.”



Line 6 Metro in São Paulo, 15.3 km long with 15 stations capable of serving 600,000 passengers per day

“EXPERIENCE IN THE RETAIL BUSINESS IS OUR GREAT ASSET”

Joachim Straub, what are you particularly looking forward to in your new role as Managing Director of PCI?

First, I am looking forward to getting to know many more employees of PCI personally soon. The future success of our company is based on the trust and commitment of all our employees.

Which opportunities does the integration offer from your point of view?

Together we are stronger. We are working in countless workshops to identify synergies and develop a joint Strategy 2028. With a combined portfolio, we can offer customers in Germany and Europe significantly more value. PCI's vast experience in the retail business and our joint expertise in research and development are valuable assets here.

What current challenges do you see?

We have an extremely challenging market environment. The main challenges are the significant decline in construction orders, rising costs and high energy costs. In addition, markets are changing very quickly today, and we have to remain agile and ready for change. For that, we are very well positioned in the market with our product offerings and solutions for our customers, with an excellent team!

What will be your next focus for PCI?

In the short term, our priority is to jointly align the sales organisation. Furthermore, we are preparing the integration of PCI into Sika on all levels.

About PCI Augsburg GmbH

- Leader in the tile laying materials sector for specialist firms in Germany, Austria, and Switzerland
- Has around 1,150 employees in Europe and generated sales of almost €350 million net in 2022
- Supplies product systems for waterproofing, concrete protection, and repair, as well as a complete product range for the flooring sector



Joachim Straub

- Joined Sika in 1989, started in field sales
- 15 years as Managing Director of Sika Deutschland GmbH and Sika Holding in Germany
- Manager Area DACH at Sika
- Since October 1, 2023, Managing Director of PCI Augsburg GmbH



Sika has a wealth of experience in the integration of companies. In the last 10 years alone, the company has made around 70 acquisitions, creating lasting value for all employees, customers, and other stakeholders. And yet the acquisition of MBCC Group is a special challenge, if only because of its size.

Every successful integration requires professional management of all relevant activities. It is the task of the global Integration Management Office (IMO) to provide a structure and planning for the overall integration process and to drive synergy implementation in order to support the countries conducting a successful integration.

The IMO is staffed with a core team led by Micah Sims, along with Georgiana Ene and Matthias Arnet. They are strongly supported by an extended team of regional and corporate colleagues, the aim being to closely support the country organizations and drive the projects in the various regions around the world.

“Every integration is different,” explains Micah Sims, “there is no blueprint, and we have to be very proactive to ensure that all these integration projects complement each other and move in the desired direction.” For this to succeed, the coordinating initiatives of the IMO team are indispensable. Through a systematic approach and continuous tracking, the team ensures that the process runs as smoothly as possible.

Matthias Arnet gives examples: “We help set up project organizations, coordinate interfaces and interdependencies, and provide the integration teams and functional leads with context information to drive the overall integration. We also ensure a broad flow of information.” The IMO team therefore works closely with the local integration managers and controllers, the general managers, functional experts, and other parties involved in the process – in a total of 65 countries. “Having a close exchange with the countries is key to ensuring that the integration is progressing in the desired way and to achieving the identified synergies to grow the joint businesses,” says Georgiana Ene.



Micah Sims



Matthias Arnet



Georgiana Ene

IMO TEAM RESPONSIBILITIES

PROCESS, STRUCTURE AND POST MERGER INTEGRATION REPORTING

- Support in-country integration planning with guidelines and templates for Integration Master Plan
- Conduct synergy reporting with countries and provide Group Management with visibility on synergy achievement and integration progress

FUNCTIONAL COORDINATION & RISK MANAGEMENT

- Continuous alignment with Global & Regional functions (e.g. IT, Tax, HR) on key integration activities and ensure cross-functional interdependencies are resolved
- Anticipate risks and support mitigation; raise critical risks and deviations to Group Management

BEST PRACTICE SHARING & CAPABILITY SHARING

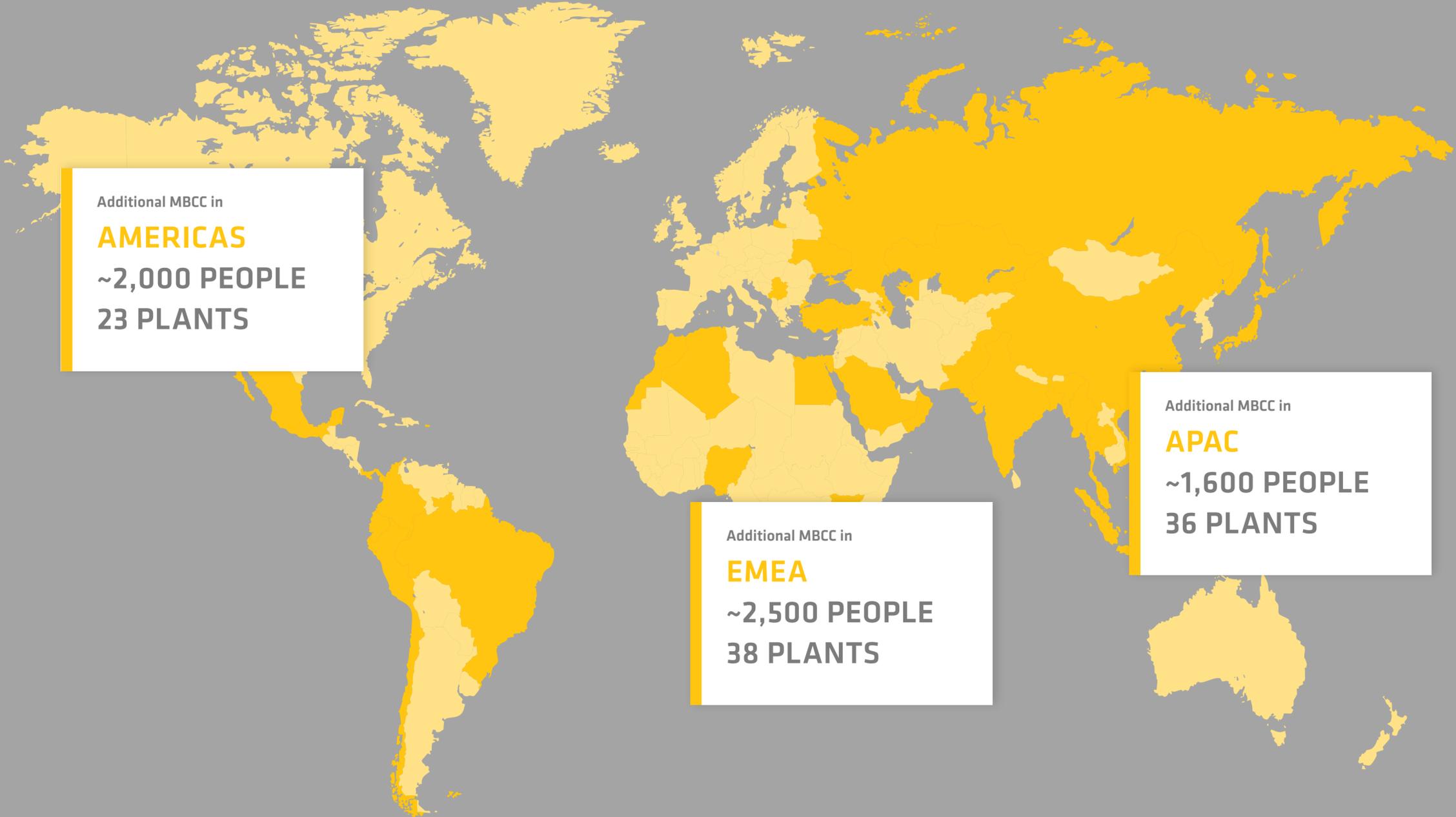
- Identify best demonstrated practices and facilitate cross-country sharing and exchange
- Act as sparring partner that guides country teams

BRAND & PRODUCT INTEGRATION

- Support countries with the creation and implementation of brand integration plans, together with Corporate Communications
- Support commercial and product line integration with relevant stakeholders

FACTS AND FIGURES

WE WELCOME 6,100 NEW MBCC COLLEAGUES IN 65 COUNTRIES
TOGETHER WE ARE NOW A STRONG FORCE OF OVER 33,000 EMPLOYEES BASED IN OVER 101 COUNTRIES



Additional MBCC in
AMERICAS
~2,000 PEOPLE
23 PLANTS

Additional MBCC in
EMEA
~2,500 PEOPLE
38 PLANTS

Additional MBCC in
APAC
~1,600 PEOPLE
36 PLANTS