



ONE YEAR OF TEAMWORK AND COLLABORATION

UPDATE ON THE MBCC INTEGRATION

Spain:
More capacity and
more value

Successful transfer of
powder lines.

Sika Japan's
formula
for success

Innovation, integration and
inspiration as key factors.

Europe North:
New waterproofing
mortars

Customers will benefit
from innovative portfolio.

Sika U.S. with
growth ambition

New Business Unit Sika
Facades established.

BUILDING TRUST



ONE YEAR OF TEAMWORK AND COLLABORATION

UPDATE ON THE MBCC INTEGRATION

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It has only been a year since we completed our MBCC acquisition, and we celebrated Day One in over 60 MBCC countries that joined Sika! Since then, there have been many great achievements. More than 1,000 synergy initiatives have been tracked across the organization. In the first eight months alone, synergies amounting to CHF 41 million were achieved, and our synergy target for 2026 was increased to CHF 180-200 million. The brand integration plans have been defined in eight countries, and the integration is progressing at full speed. ERP systems have been successfully integrated in 28 countries. Not only have we developed a strong innovation pipeline, but we can now also offer our customers an even stronger complementary product portfolio. My personal highlight of the integration is witnessing the many engaged and highly motivated people from both Sika and former MBCC working together, creating the strongest platform for future growth. After a year of working together, I can proudly say that this integration is a great success. I would like to thank everyone for their commitment and look forward to an even stronger Sika! [Link to video message.](#)



THOMAS HASLER
Chief Executive Officer

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Front picture: Sika’s Facade Team at the Build24 exhibition in Orlando, Florida.



Over the last year, our teams have done a great job in integrating the former MBCC’s people, assets, and product lines into Sika. We have also started integrating the IT systems of the former MBCC into Sika, building a strong and effective joint ERP system. We can already see that our joint product offering is extremely strong, based on more innovative and sustainable products and solutions. In this newsletter, we will reflect on the latest R&D projects and initiatives, as well as highlighting many examples of collaboration and success. From regular Pulse Check Surveys, we learned that we are on the right track, our new colleagues are already a highly valued part of our Sika family. I am very optimistic and really convinced about the great opportunities for 2024!

IVO SCHAEDLER
Head Construction

KEY ACHIEVEMENTS

AFTER ONE YEAR OF INTEGRATION

INTEGRATING
6,000
EMPLOYEES

1000+
SYNERGY INITIATIVES BEING
TRACKED

CHF 180-200 MN
YEARLY SYNERGIES EXPECTED
BY 2026

61
COUNTRIES REPORTING
SYNERGIES

3
NEW COUNTRY
ORGANIZATIONS

8
BRAND INTEGRATION PLANS
DEFINED – FULL SPEED AHEAD

CHF 41 MN
SYNERGIES ACHIEVED IN
THE FIRST EIGHT MONTHS

28
ERP SYSTEMS SUCCESSFULLY
INTEGRATED

STRONG
COMPLEMENTARY
PRODUCT PORTFOLIO

“TOGETHER, WE CAN PLAY A KEY ROLE IN DRIVING THE INDUSTRY FORWARD”

THIS IS HOW OUR SIKA TEAMS AND CUSTOMERS SEE THE INTEGRATION

SIKA TEAMS

MATT KUNKEL
VICE PRESIDENT CENTRAL REGION –
COMMERCIAL CONSTRUCTION,
FLOORING AND BUILDING FINISHING,
CANADA



“The acquisition by Sika marks a pivotal moment in our journey at MBCC, ushering in a new chapter filled with exciting opportunities and possibilities for growth. As we integrate into the

Sika family, we are inspired by their global leadership and vision. Together, we look forward to leveraging our combined strengths to drive innovation, deliver exceptional value to our customers, and shape the future of the industry.”

CAM VAN NGUYEN
PROJECT MARKETING SUPERVISOR,
VIETNAM

“The synergies created by combining marketing forces from two entities can lead to even greater success in our marketing initiatives. By leveraging our respective strengths, resources, and expertise, we have the opportunity to bring truly innovative solutions to the construction industry and deliver added value to our customers. Our confidence in introducing the best technology demonstrates our unwavering commitment to providing top-notch products and services that address the ever-changing needs of the construction sector. Together, we can achieve remarkable results and play a key role in driving the industry forward.”

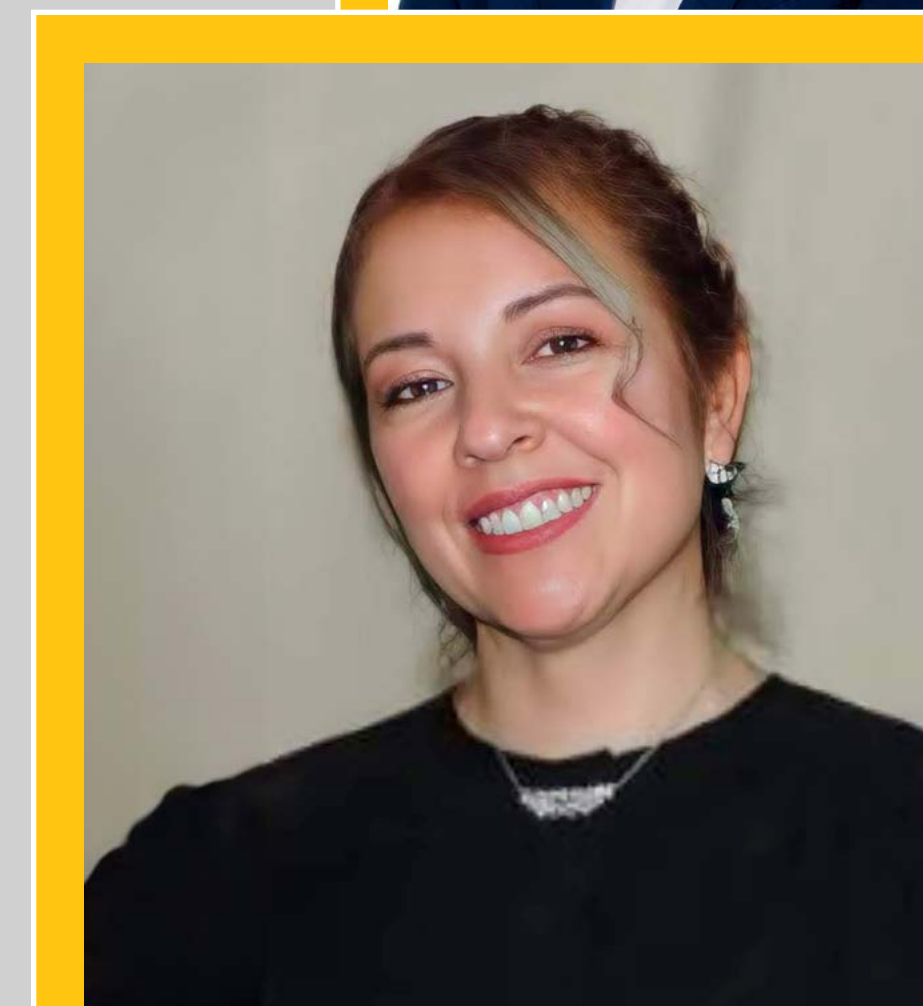


CUSTOMERS



“As a long-time customer, we didn’t know what to expect when we learned of the change in ownership of MBCC Group. We quickly experienced a smooth transition and a shared commitment to innovation and sustainability. We are confident that the combination of expert knowledge and complementary products will take our projects to a new level, giving us a competitive advantage in the market.”

Daniel Stiler
Business Owner, PHU FLOOR,
Poland



“The union of MBCC and Sika is an excellent opportunity for us to benefit from a strong portfolio. We will be able to expand our market share and create a stronger brand and awareness of our solutions among our customers.”

Yolanda Mora Aguilar
Commercial Director,
Comercialiadora Castaño Cardozo,
Colombia



“TOGETHER, WE CAN PLAY A KEY ROLE IN DRIVING THE INDUSTRY FORWARD”

THIS IS HOW OUR SIKA TEAMS AND CUSTOMERS SEE THE INTEGRATION

SIKA TEAMS

LINA GAVIRIA
PROJECT & SPECIFICATION MANAGER
LATAM, COLOMBIA

“The collaboration between new teams and good communication to approach common costumers and/or projects have been a key factor to achieve more sales. Learning from each other’s expertise has produced more tools with which to provide the expected service to our clients and long-standing partners.”



MELANIE HEIBEL
MARKETING MANAGER EMEA, GERMANY

“Becoming part of the Sika family has driven my personal and professional growth within the dynamic Sika environment. When asked at a marketing event what inspires me, I responded: “Passionate people with whom you can grow together beyond where you are”. This sentiment perfectly encapsulated my experience during those days within Sika. That’s why I am excited about the ongoing journey of our joined forces, as we come together to shape the industry’s future.”



JULISSA HIDALGO
DIRECTOR CONCRETE TECHNOLOGY,
AMERICAS

“Now, we are one strong team! Great innovative ideas are executed by great people like ours. It feels so exciting to be part of a team already working closer together to deliver the most effective solutions to the industry.”



CUSTOMERS



“I’ve been working with Sika and MBCC for several years now, and I think this acquisition by Sika can only be good for my business. Whether it’s a question of products, their availability, prices or technical and commercial service, I won’t have to ask myself any more questions and make trade-offs between the two. I now know that I can concentrate on my core business and grow my company with complete confidence. As far as we’re concerned, the acquisition went very smoothly, and I can see nothing but positives in it. Everything is really going to be a lot simpler, because I now have access to more products, on terms that suit me, all backed up by an efficient, locally based customer and technical service. So I’m very confident about the future.”

François-Xavier LaRue
President, SurfaceX,
Canada



“I believe that this collaboration is a great pathway moving forward for the overall construction industry. Not only will we be able to offer a wider product range to our clients but now with Sika and MBCC coming together, we can provide even more expansive and innovative construction solutions.”

Steed Bekker
Director, Pretoria Construction Chemicals,
South Africa

“TOGETHER, WE CAN PLAY A KEY ROLE IN DRIVING THE INDUSTRY FORWARD”

THIS IS HOW OUR SIKA TEAMS AND CUSTOMERS SEE THE INTEGRATION

SIKA TEAMS

KAYLA CHROMY
ASSOCIATE PRODUCT MANAGER,
U.S.

“Coming up on our first anniversary as Sika, I’m amazed at how much we have accomplished together: integrating our two strong product portfolios, rebranding the packaging to align with Sika’s current brands, maintain consistency for our customers and communicating all the major changes. None of it would have been possible if we didn’t work together as one team. The levels of talent brought together through the integration has truly created a force to take onto the market. I’m excited to see what we can do in the future.”



JUAN CAMILO LEMA ZAMBRANO
RESEARCH & DEVELOPMENT MANAGER,
MEXICO

“I foresee a bright future for our company. Having had the opportunity to work closely with the Sika team, I am very optimistic about our integration. With our abundant talent, industry knowledge, and experience, I believe that together we will be unstoppable.”



WEMA MBOGO
HEAD ADMIN MANAGER, TANZANIA

“I am excited to be part of a larger and more diversified organization. I am optimistic about the future and the potential for growth and innovation resulting from the integration. I strongly believe that this will empower us to stay ahead of competition.”



CUSTOMERS



“We think it is great that the expertise of two big players will be combined, and we, as clients, can expand our offering and service. Thanks to MBCC Group and the high quality of its products, Concretos y Pisos has become a benchmark and a very active company in the construction industry. This will allow us to grow and strengthen our portfolio and adopt a leading position with great opportunities and continued growth.”

Gladys Garcés Fajardo
Project Director, Concretos y Pisos,
Colombia



“As distributors, Sika and MBCC joining forces is great news, as it gives us the opportunity to expand our portfolio, our offering, and our customer base. Since the acquisition was announced, Tecnomaster has been in contact with Sika Guatemala and the attention they have given us has been excellent. Tecnomaster will continue to work together with Sika for the years to come - as it has with MBCC for the last 22 years.”

Fulbio Ricci
Director, Tecnomaster SA,
Guatemala



MORE CAPACITY AND MORE VALUE WITH A JOINT PRODUCTION FOOTPRINT IN SPAIN

In a strategic move to optimize its production capacity and efficiency, Sika is transferring two of its powder lines from its Alcobendas plant, close to Madrid, to the former MBCC plant in Cabanillas del Campo, near Guadalajara. The project, which was initiated shortly after the closing of the MBCC acquisition last year, was successfully implemented with the first products being produced in March 2024, thanks to the close collaboration and dedication of the Sika and former MBCC teams.

The aim of the transfer was to free up some space at the Alcobendas plant, which produces various technologies including powder and epoxy products, for future growth and expansion. Two main mortar lines were moved to the Cabanillas del Campo plant, which had available capacity and was located within 50 km of the Alcobendas plant.

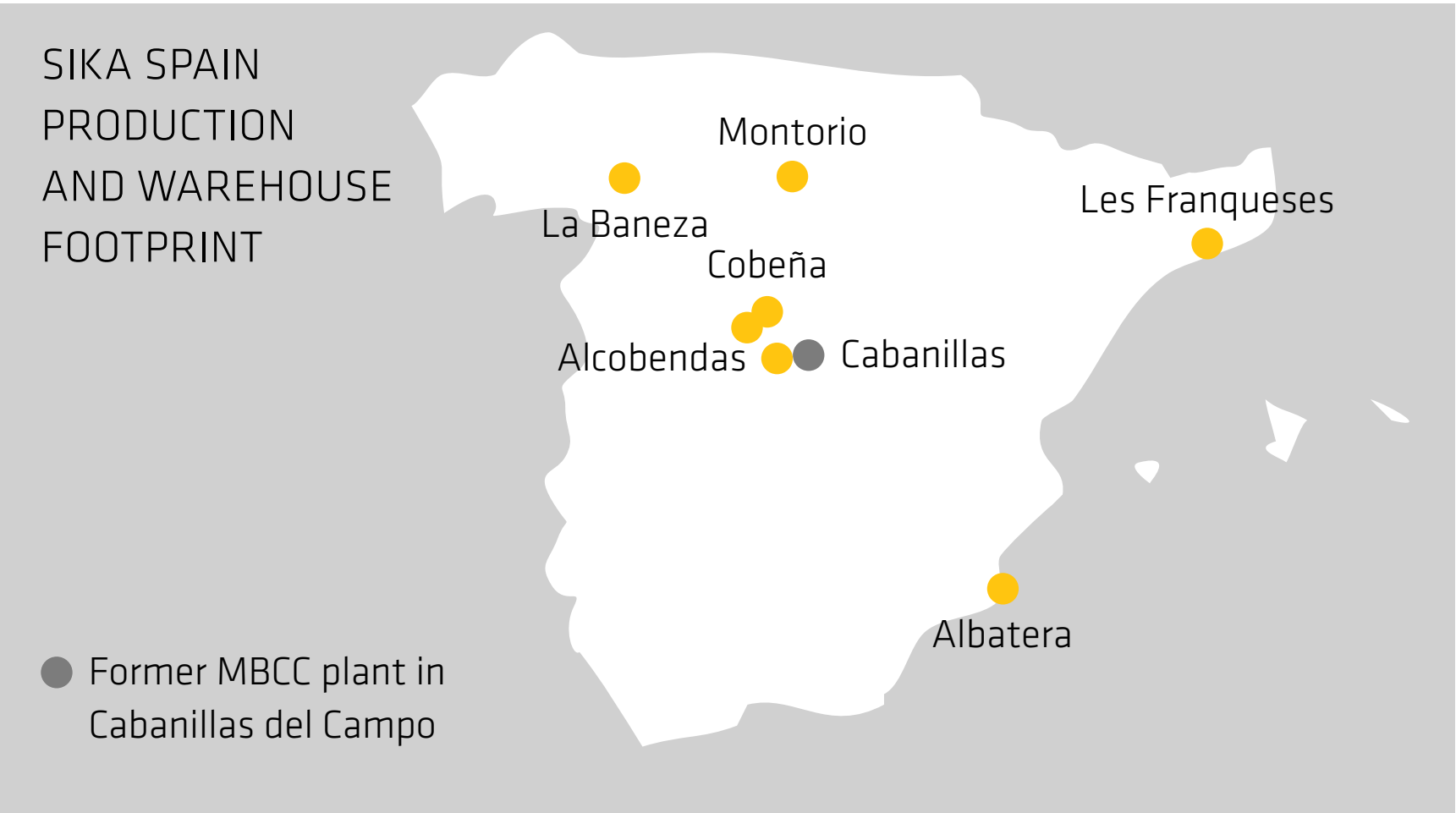
The project involved several challenges, such as adapting to the different plant set-up, raw material silos and production process at the Cabanillas del Campo plant. However, the project team, led by the project manager Jesus Mari Gutiérrez together with the MBCC plant manager Carmen Juárez, managed to overcome these difficulties and achieve operational excellence.

Not only did they move the products while keeping the same product performance and quality, but they also optimized the production process at the Cabanillas del Campo plant by leveraging the joint expertise and knowledge of the Sika and MBCC teams. They also received support from the regional teams, including Georgios Papageorgiou, who helped with the technical aspects of the transfer. Moreover, the project resulted in upgrading and investing in the Cabanillas del Campo plant, making it more modern and efficient.



The former MBCC plant in Cabanillas del Campo: the joint expertise and knowledge of the Sika and MBCC teams led to a new level of operational excellence.

MORE CAPACITY AND MORE VALUE WITH A JOINT PRODUCTION FOOTPRINT IN SPAIN



The key lessons from this project are the importance of teamwork, commitment, clear definition of roles and responsibilities, as well as alignment and collaboration between the teams. The project team, which consisted of representatives from R&D, operations and business, worked together towards a common goal and delivered the project on time and within budget. The project also demonstrated the value of cross-functional and cross-cultural synergies, as the Sika and former MBCC teams learned from each other and shared best practices.



Jorge Hernandez, Operations Manager Spain, states:
“I am proud of the achievements of the joint team. With this operations move, we are ready for future growth with efficient production processes. This project clearly showed the strength and expertise we have in our group – from R&D, business as well as operations.”



The project team worked together towards a common goal and delivered the product transfer on time and within budget.

SIKA'S STRONG COMMITMENT TO INNOVATION & DIGITALIZATION

TWO KEY PROJECTS FOR A NEW ERA OF COLLABORATION AND INNOVATION



Sika is committed to leveraging digital technologies for enhanced collaboration and innovation.

Innovation and digitalization facilitate seamless collaboration across organizations, breaking down traditional silos and enabling a more integrated approach to problem-solving and project management. Sika exemplifies this approach through its strategic implementation of key projects such as **Nuage** and the new release of the **Product Creation Process (PCP)**, both of which underscore Sika's commitment to leveraging digital technologies for enhanced collaboration and innovation.



Patricia Heidtman, Chief Innovation & Sustainability Officer at Sika:

“Efficient collaboration between R&D, operations, sustainability, and innovation is crucial for mastering challenges related to customer focus, digitalization, and sustainability – especially also against the background of the largest integration in our history. Each team, from R&D, operations, target markets to sustainability, plays a vital role, merging their unique perspectives to foster a culture of innovation that prioritizes both immediate customer needs and long-term environmental stewardship.”

Nuage, Sika's project for digitalizing R&D processes worldwide, stands as a testament to Sika's forward-thinking vision. By creating a global digital laboratory, Nuage enables R&D staff of all Sika (and former MBCC) locations to conduct experiments and simulations using cutting-edge digital tools and technologies, regardless of their physical location. This initiative fosters real-time collaboration across teams situated in various regions and grants access to an extensive array of data, software, and hardware resources. The success of Nuage, following its pilot phase across all core technologies and regions, is possible through the concerted efforts of the project teams and experts from all regions, every core technology group, as well as IT, procurement, operations, and technical service departments. With the rollout commencing in 2023 and the ongoing onboarding of R&D teams worldwide in 2024, Nuage is setting new standards for digital collaboration in research and development.



SIKA'S STRONG COMMITMENT TO INNOVATION & DIGITALIZATION

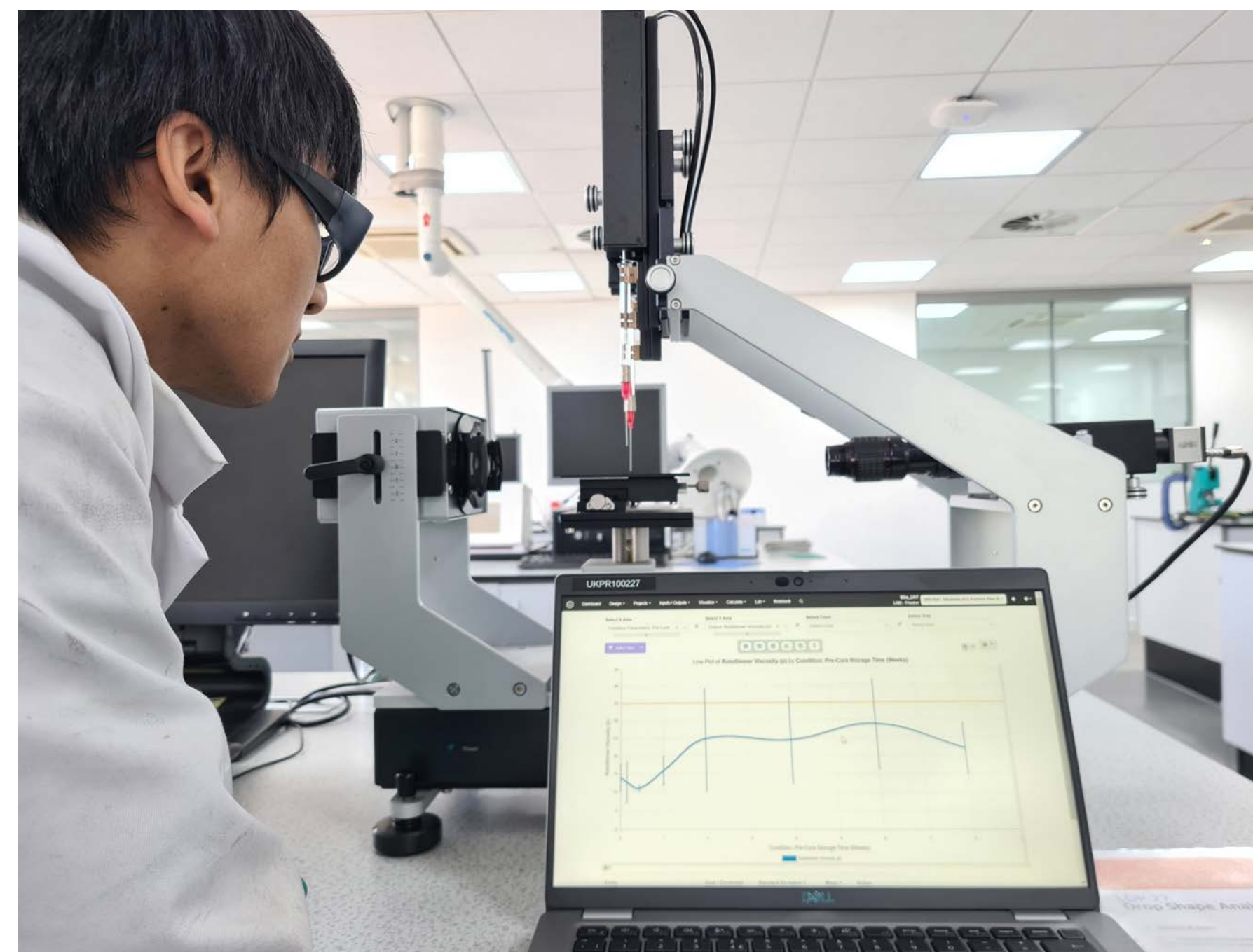


Luka Oblak, Project Lead Nuage, highlights:

“Launching Nuage represents a pivotal advancement in our R&D efforts. The fusion of digital technologies within our labs enhances collaboration across teams and the effectiveness of our research and development workflows, enabling us to deliver superior innovative solutions to our customers more swiftly.”

PCP: Parallel to Nuage, Sika's Product Creation Process (PCP) embodies the company's strategic approach to innovation in product development and market offerings. The new PCP 2023 outlines clear responsibilities and procedures for the creation, modification, and delivery of new products and system solutions, aligning with Sika's goals for long-term profitability and customer satisfaction. This comprehensive process emphasizes the reduction of product risks, adherence to environmental, health, safety, and regulatory compliance, and the integration of sustainability considerations throughout the product's lifecycle, including Sustainability Portfolio Management assessments. By doing so, the PCP 2023 ensures that Sika solutions meet the highest standards of quality and safety and contribute positively to the environment and society.

The Product Creation Process (PCP) is crucial in transitioning from a mere product idea to a market-ready solution that aligns with the company's customer-centric strategy. It engages all necessary components and personnel required to enhance, innovate, or develop new products. This includes steps from developing a business case and planning resources, to formulating and designing the product, as well as overseeing production, logistics, and even marketing and sales efforts.



The global digital laboratory enables R&D staff to collaborate, regardless of their physical location.



Herbert Ackermann, Head of Global Innovation Management explains:

“The PCP 2023 stands as a collaborative effort across various business disciplines, serving as the cornerstone of our innovation. It embodies the spirit and culture that have generated Sika's success. As we continue to focus on innovative technologies and products, our Product Creation Process ensures that we deliver solutions that not only meet but exceed our customers' expectations, thereby sustaining our growth and success.”

SIKA JAPAN'S FORMULA FOR GLOBAL SUCCESS: INNOVATION, INTEGRATION, INSPIRATION

In an enlightening conversation, Bernhard Bosshard, Regional Head of R&D Asia Pacific, Elyes Jendoubi, Head of Innovation & Sustainability Japan, and Michael Guenther, Head of Corporate Intellectual Property, shed light on how Sika Japan has become a cornerstone of innovation within the global Sika landscape. By managing the integration of acquired companies and fostering an environment where innovation thrives, Sika Japan exemplifies the company's commitment to leading the industry.

Sika Japan contributed 18% to Sika's total global inventions. Could you please share what the key factors are that have contributed to this success?

Elyes: Sika Japan's recognition is a proof of our strategic and cultural commitment to innovation. This success is underpinned by several critical practices. Firstly, we start with a clear vision, strategy and yearly targets ensuring that our team is aligned and motivated, pushing the boundaries of innovation within our industry. It is crucial that every employee understands our aim which can be summarized as: Become a technology leader through innovation. Identifying, planning, and executing high-quality research and product development projects play a very critical role. Secondly, it is important to provide our team with the space and freedom to innovate. We allocate dedicated resources and time for exploration and experimentation. We've cultivated a culture that values creativity and learns from failures. Innovation is a team sport. Lastly, our team's diversity is a significant contributor to our innovation success.



“Our open R&D culture allows us to share knowledge and technologies, which fosters ideas and progress.”



Bernhard Bosshard
Regional Head of R&D Asia Pacific



Michael Guenther
Head of Corporate Intellectual Property



Elyes Jendoubi
Head of Innovation & Sustainability Japan



Sika R&D in Japan harnesses advanced technology and collaborative spirit.

SIKA JAPAN'S FORMULA FOR GLOBAL SUCCESS: INNOVATION, INTEGRATION, INSPIRATION



Could you describe the impact of collaboration between IP and R&D teams to encourage innovation? How does this partnership ensure that new ideas are both innovative and well-protected?

Michael: Collaboration between research and development (R&D) and intellectual property (IP) teams is essential for fostering innovation, particularly in technology-intensive fields involving chemists and engineers. These professionals must understand IP rights and protection mechanisms, which enhances their ability to innovate within a legal and competitive framework. Integrating IP training and having access to in-house patent attorneys and engineers in locations like Japan boosts IP awareness among R&D personnel. This setup streamlines the invention reporting and protection process. The patent filing process introduces a beneficial structure to innovation. However, securing a patent does not guarantee market success; an invention must meet market needs and preferences in order to be viable. Thus, the collaboration between R&D and IP is pivotal for securing IP rights and aligning innovations with market potential. It is satisfying to see our products skyrocket in the marketplace and know that our patents hold firm.

When integrating an acquired company, there are often challenges such as merging technologies and aligning corporate cultures. Could you provide examples of such challenges that R&D in APAC has faced?

Bernhard: At the beginning, there are often many questions and unknowns, which can make people feel uneasy. However, by prioritizing people and engaging with them in a collaborative and inclusive manner, we can help build trust and make them feel like a part of our Sika family. Our open R&D culture allows us to share knowledge and technologies, which fosters ideas and progress. For example, when we acquired Hamatite, they participated in our global chemist days already on the second day and were excited about our curing by design technology. They quickly implemented this technology. Another instance was when we held an admixture R&D workshop just one month after acquiring MBCC.



From lab to market: Joint MBCC and Sika Japan meeting with local customers to release the Sika strategy 2028 for the admixture and concrete segment, presenting the new and innovative joint portfolio.

And how is R&D in APAC preparing to address and leverage these challenges?

Bernhard: The MBCC acquisition was an exciting acquisition for R&D since we combined interesting and valuable technologies. We immediately had a common understanding and were excited to exchange and learn from each other.

HOW THE MBCC INTEGRATION BOOSTS PERSONAL CAREERS

UPEN PATEL

Upen Patel is **Head of Target Markets - APAC**, located in Singapore. He joined the MBCC Group in 2002, back then he started as Regional Sales Manager. Upen says that the biggest change for him in the past year was the transition from an uncertain environment to a stable and exciting one with a clear long-term vision and mission. Upen defines the Sika Spirit as applying innovative solutions to the construction industry challenges with an entrepreneurial mindset. "For me," he says, "the Sika culture is very welcoming, collaborative and inclusive."



"We moved from uncertainty to stability"

One of the projects that was significant for Upen and typical of the cooperation between colleagues at Sika and MBCC was the open and transparent workshops on product re-branding with the corporate target market teams. He says that these workshops gave him the confidence to contribute as an equal. Upen sees the biggest opportunity in improving the construction efficiency, extending the life-cycle of the structures and reducing the need for maintenance, resulting in sustainable construction. He says that Sika has a strong portfolio of products and solutions that can address these challenges and create value for customers and society.



"EHSQ must be practical"

ASTRID GOERGE

When it comes to managing environment, health, safety and quality, Astrid Goerge is an expert through and through. She has been involved in EHSQ throughout her career. Either as a plant manager, using EHSQ services, or as head of EHSQ corporate functions, designing and delivering these services. "Having experienced EHSQ from both perspectives is very helpful when we want to further develop key EHSQ within Sika," she says. EHSQ issues need to be presented in a way that is understandable to the entire organization, and support needs to be provided throughout the EHSQ community so that we can further develop our safety culture.

As **Head of EHSQ EMEA for Sika**, she is currently responsible for the function throughout the region – a role she previously held globally for MBCC. One year after the acquisition, she describes the merging of the different organizational forms as the biggest change. "And because people are always more important than organizational charts, it was especially important for me to quickly identify and integrate the key players from both organizations," says Astrid.

The Sika Spirit was very helpful. This culture means that there is a lot of direct communication and that managers meet and exchange ideas across hierarchical levels. "Internal events make good ideas visible and also show how motivated Sika people are", she says. "We have to make sure that safety in particular is always top of mind. There is always room for improvement in terms of performance, but the trend shows that we are on the right track."

Further improvements will be achieved through targeted safety campaigns. "Our goal is for all employees to realize that they are the most important part of any safety culture. And we, the EHSQ community, provide the necessary tools, processes and information. Good performance in areas such as safety, health and environmental protection is also a factor in reputation. "For example, I am proud when young graduates join Sika because we offer a healthy and safe working environment – and are also committed to a greener future."

HOW THE MBCC INTEGRATION BOOSTS PERSONAL CAREERS

CARLOS HENRÍQUEZ

In Chile, the integration process was led by Carlos Henríquez, who was General Manager of MBCC Chile and is now **General Manager of Sika Chile**. He worked for Sika Chile from 2010 to 2015, before joining BASF as General Manager of the Construction Chemicals division in Chile and then steering the business as a standalone entity under MBCC.

Carlos says that “one of our priorities now is to lead the cultural fit, embrace diversity, manage expectations and build One Sika.”

According to Carlos, the organization is already living this ‘new’ process, but it “requires flexibility and collaboration. Sometimes it demands that we leave our comfort zone and be open to new responsibilities.” Carlos believes the acquisition has brought many opportunities and synergies to the business: “For me, the Sika Spirit means delivering results beyond the expected, working in an agile way with transparency and ownership.” He is convinced about sharing similar values – and: “I feel we speak a common business language.” He also highlights some of the achievements of the integration process in Chile, such as the creation of a new Business Unit (BU) for Mining and the reorganization of the BU Concrete & Infrastructure and the BU Contractors.

One of the milestones of the integration process was the welcome event held in May, where the MBCC and Sika teams met for the first time. For Carlos, the event was a success because people realized they had a lot in common. “Before the activity, there was a certain amount of nervousness, but when we started working together, I saw that people felt comfortable.”



“We speak a common business language”



“Commitment to construction”

FRANK RÖSIGER

Frank Rösiger has been announced as the new **Head of Operations at Sika Germany** effective April 1, 2024. He was previously Head of Operations & Technology at PCI, the tile adhesive specialist. Frank started his career in the construction chemicals industry at PCI in 1997, right after graduating from university. He then held various positions at BASF before returning to PCI in 2013, initially as Head of Operations and since 2017 also as Technical Managing Director.

The acquisition of MBCC by Sika exactly one year ago was a big step for him: “We finally became part of a strong company for which construction chemicals have always been a core business,” says Frank. For him, this meant: finally mutual understanding in projects with the parent company, finally discussions at eye level. Frank immediately felt the Sika Spirit in his first meetings with his Operations colleagues at the EMEA level. “I was impressed by Sika’s can-do attitude right from the start, the belief in technology, the commitment to construction and the close cooperation with users.”

In terms of content, the Sika and MBCC teams were able to “dock on” right away. “In the operational area, however, we are very dependent on common platforms and their integration is not yet complete.” That’s why impatience is growing: “We want to accelerate.” Frank is convinced: “Once the IT platform is in place, we will be able to unleash even more power and reap our full potential. Motivation for the future also comes from Sika’s focus on sustainability. His plan: “Of course, we also want to bring our plants to ‘Net Zero’ which is not only good for the environment, but customers also expect us to lead the way as an innovation champion.” And that can only be achieved by sharing knowledge across plant boundaries. “The foundation has been laid, now we are taking off,” says Frank.

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT

EMEA: JOINT EXPERTISE FOR A SUSTAINABLE WATERPROOFING MORTAR RANGE FOR EUROPE NORTH'S DISTRIBUTION BUSINESS

The former MBCC factory in Ham, Belgium, was the venue of a product demonstration and training workshop involving Sika's Europe North Distribution Managers as well as regional and corporate Waterproofing, Distribution and R&D experts, organized by Haktan Sahin and Carl Knight from EMEA Waterproofing, hosted by Paul Magera, General Manager of Sika Belgium.

The main purpose of the workshop was to discuss the launch of a new range of waterproofing mortars. These products are not only more sustainable but also offer higher performance for the customers. They are cement-reduced or even cement-free, which means they have a lower environmental impact, while featuring improved workability, adhesion, and resistance to water and frost.

The team had the opportunity to learn more about the features and benefits of the new products, as well as the technical and marketing support that Sika provides for the roll-out into the countries. The workshop also allowed for a fruitful exchange of expertise and best practices among the participants, who shared their insights and feedback on the products and the market trends. It also highlighted the benefits of the extended production footprint that Sika gained from the acquisition of the former MBCC plant in Ham, and the joint expertise of the teams that supported the product development and domestication for the production at the plant.

The workshop was a perfect example of how Sika unites experts and works together for successful future growth, launching sustainable solutions for the customers. It also underscored the joint collaboration between R&D experts, Operations, Technical teams, and Sales teams.



The workshop team in Ham: Joint collaboration across functions.



Product demonstration.



Zoran Iljadica, Area Manager

Europe North, said:

“Up to a few years ago, cement-free mortars sounded unfeasible, but at Sika, we are eager to go beyond the expected, and our

experts made that reality. Our waterproofing mortars are now even more sustainable and providing better performances. With our improved joint production footprint and expertise, we have the great opportunity to best serve our customers with innovative solutions.”



SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT



Team leaders from both Sika and former MBCC were brought together to grow their leadership skills.

EMEA: LEADERSHIP ACCELERATOR PROGRAM FOR SUCCESSFUL INTEGRATION IN EUROPE EAST

People & Culture is one of Sika's strategic pillars, and investing in employees and future leaders through leadership training is a key element. A recent example is the implementation of the "Leadership Accelerator Program (LAP)" for all people managers, developed by Corporate HR/Learning & Development.

In Europe East, the program was used as one of many activities to drive the integration of former MBCC colleagues. A few months after closing the MBCC acquisition, department and team leaders from both Sika and former MBCC were brought together to grow their leadership skills in light of the Leadership Commitment and embrace the Sika Spirit everyday.



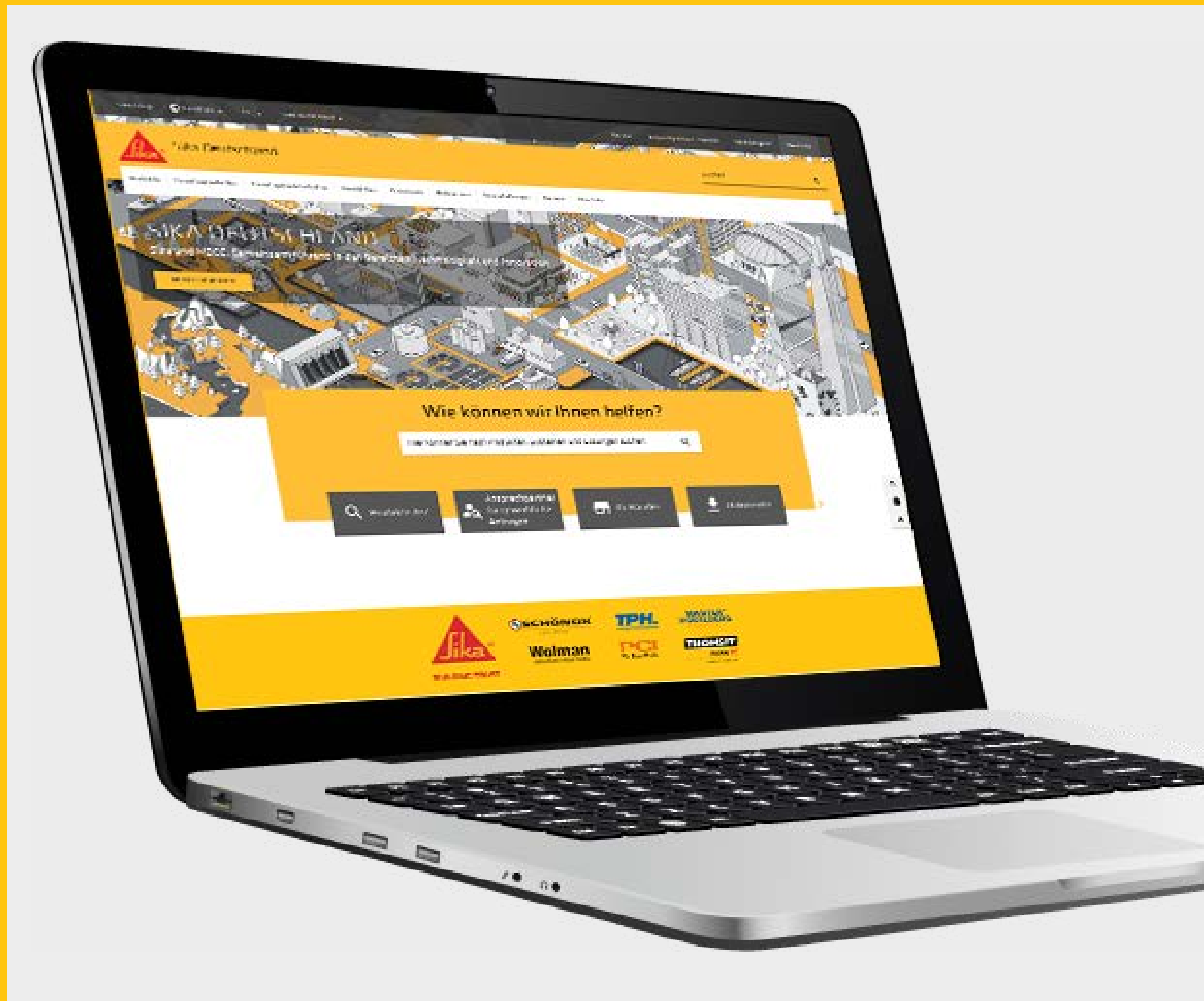
Thomas Schobinger, Area HR Manager Europe East, states:

"Bringing together the leadership teams of Sika and former MBCC shortly after closing the acquisition to discuss and share values and principles is one of the key factors for a successful integration into Sika. It is also an important way to demonstrate that we are now One Team. During the three

sessions with participants from 10 countries, it was very impressive to see how the colleagues exchanged experiences and grew together. Additionally, delivery of the LAP exemplifies our ability to embed the Leadership Commitment – our global leadership values and principles – deep into the local organizations."

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT



EMEA: GERMANY – THE SIKA, PCI, THOMSIT AND SCHÖNOX BRANDS ARE GROWING TOGETHER

As of April 1, 2024, Sika has merged and reorganized its distribution business as part of the integration of the MBCC Group in Germany: Sika now offers a combined portfolio of the Sika, PCI, SCHÖNOX and THOMSIT brands to their customers in the distribution business. As a result of the integration of the brands, there will also be a joint sales organization and joint marketing. With this new set-up, Sika is setting the course for further growth over the coming years.



“This represents real added value for our customers, as we will be able to offer them our innovative and sustainable solutions and products from a single source in the future. In this way, we are accelerating the sustainable transformation of the construction industry and supporting our partners in further reducing their carbon footprint. With a powerful and strong joint sales organization, we will achieve further growth for Sika and can ensure significant cross-selling effects,” says Daniela Schmiedle, General Manager Sika Germany.

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT

EMEA: SAUDI ARABIA – DIVERSIFYING ENERGY SOURCES AND PROMOTING SUSTAINABILITY

The Kingdom of Saudi Arabia, with a population of around 35 million, has ambitious plans for the future. Numerous gigaprojects are expected to drive high growth rates in the construction industry over the next few years. The futuristic NEOM development zone alone has already attracted construction contracts worth some USD 30 bn. Other major projects are in the pipeline, and residential construction is also growing dynamically.

Against this background, the first joint Sika/MBCC sales meeting took place. During the meeting, the local team focused on a variety of topics, including market analysis, business development strategies, a sales performance review and the new organizational structure.



The meeting brought together some 400 employees from across Saudi Arabia. “We are now one team and we are optimistic about the future”.



Ali Hakami, General Manager of Sika Saudi Arabia, also highlighted a brainstorming session that generated ideas for growth opportunities:
“With Sika and the former MBCC now joining forces, we are poised for growth. Cross-selling opportunities with our combined portfolio was an important topic .”

Due to a special situation in the ownership structure, Sika in Saudi Arabia only started the official integration in January of this year. However, the sales team was already working to create synergies between all departments. Synergies between two procurement teams have already yielded results. One notable example of synergy was the collaboration between the Sika and ex-MBCC teams working on the NEOM project. “By aligning their market knowledge and reinforcing each other, we were able to capture more business opportunities, resulting in an increase in market share,” says Ali Hakami.

In the Saudi Arabian market landscape, attractive prospects are emerging in the renewable energy sector. This growth is fueled by the government’s proactive measures to diversify energy sources and promote sustainability.

In addition to discussing sales strategies, the meeting also helped build team spirit: “The meeting was like a ‘Day One’ for us,” said Marketing Manager Anzad Batharudeen. The second day of the meeting brought together some 400 employees from across Saudi Arabia, who participated in a variety of team-building activities.

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT



AMERICAS: DOMINICAN REPUBLIC – STRONG TECHNOLOGICAL SYNERGIES AND CROSS-SELLING OPPORTUNITIES

The Dominican Republic is one of the most mineral-rich countries in the Caribbean. The country has a long history of mining and has attracted foreign investment from various large corporations. Sika Dominicana, a leader in concrete solutions, has entered the mining segment in the last two years, supplying epoxy and cementitious grouts for open pit mines. Now, the company is also providing solutions for the first subway tunnel in the country, which is under preparation and production. Thanks to the acquisition of MBCC, strong cross-selling opportunities and technological synergies have been leveraged: Customers can optimize their productive and operational processes in the shotcrete casting cycle, improving efficiency, rebound control, compliance with the compressive strength and ensuring a mixture that creates an adequate safety standard. The company is committed to implementing innovative technologies from both Sika and MBCC to become a strategic partner for this sector. Sika Dominicana now offers consolidation solutions, such as injection resins, repair of damaged shotcrete areas, polypropylene fibers and other value adding solutions.

AMERICAS: MEXICO – FLOORING & ROOFING REGIONAL MEETING 2024

Sika's LATAM Flooring & Roofing Meeting was a great success. For the first time, the event was held at a former MBCC plant in Tlanepantla, State of Mexico, from March 11 to 15. More than 35 colleagues from different countries in the region attended, together with the corporate experts, making the meeting a great forum for discussion, debate, ideas, and above all, great teamwork. The agenda was filled with key topics such as joint cross-selling opportunities and promising market segments such as data centers and new technologies in both markets. Participants also discussed the latest developments in product integration, for example with Sika Ucrete. Hands-on demonstrations of products and systems were also organized. In turn, some countries shared with the Forum their current situation, strengths, challenges, threats, but above all opportunities.



SIKA AND MBCC – A GREAT FIT

AMERICAS: SIKA U.S. – STRONGER TOGETHER WITH NEW BUSINESS UNIT SIKA FACADES

The Sika US Facades business is a division of Sika which offers a comprehensive range of products and systems for exterior insulation finishing systems (EIFS) and stucco applications. EIFS and stucco are cladding systems that provide improved thermal insulation, weather resistance, and aesthetic appeal for building facades.

EIFS is a key driver for saving heat loss through the building envelope and facade, which accounts for a great amount of energy consumption in buildings. Sika operates with multiple brands in the Facade business, including Parex®, LaHabra®, and SikaWall® for auxiliary products. The portfolio now has been enhanced by Senergy® from MBCC. These brands cover a wide range of products, such as air/weather barriers, base coats, finishes, adhesives, sealants, coatings, and accessories.

Sika has recently created a new business unit, Sika Facades, to integrate the former Parex/Sika and MBCC teams and to streamline the operations and strategies for the Facade segment. The business is optimizing its production and supply chain footprint to come closer to customers and at the same time enhancing customer and color service processes for a better customer experience. The new business unit is headed by Konrad Wernthaler, Senior Vice President Building Finishing Systems, who previously had management roles within MBCC U.S..

The Sika US Facades business unit is profiting from the joint know-how and expertise of the former Parex/Sika and MBCC employees, who quickly came together to form one joint team to best serve customers and to deliver high-quality products and systems. The new business unit is also benefiting from the cross-selling opportunities, thereby offering complementary product portfolios from other Sika business units. Moreover, the new business unit is leveraging the R&D and innovation resources of Sika to develop new and improved solutions for the Facade market, focusing on sustainability, performance, and esthetics.



Sika U.S. focuses on facades.



Sustainability, performance, and esthetics are key for innovative facades.

Konrad Wernthaler commented:



“We are very excited to bring together the best of both worlds from legacy Parex/Sika and legacy MBCC. With our strong brands, experienced team, and innovative sustainable solutions Sika will become the industry leader in the facades market. We see a huge potential for rapid profitable growth in this segment, driven by a healthy US housing market and the increasing demand for efficient thermal insulation delivered by our EIFS systems.”

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT

Carlo Faber, Corporate Market Development Manager Building Finishing, said:



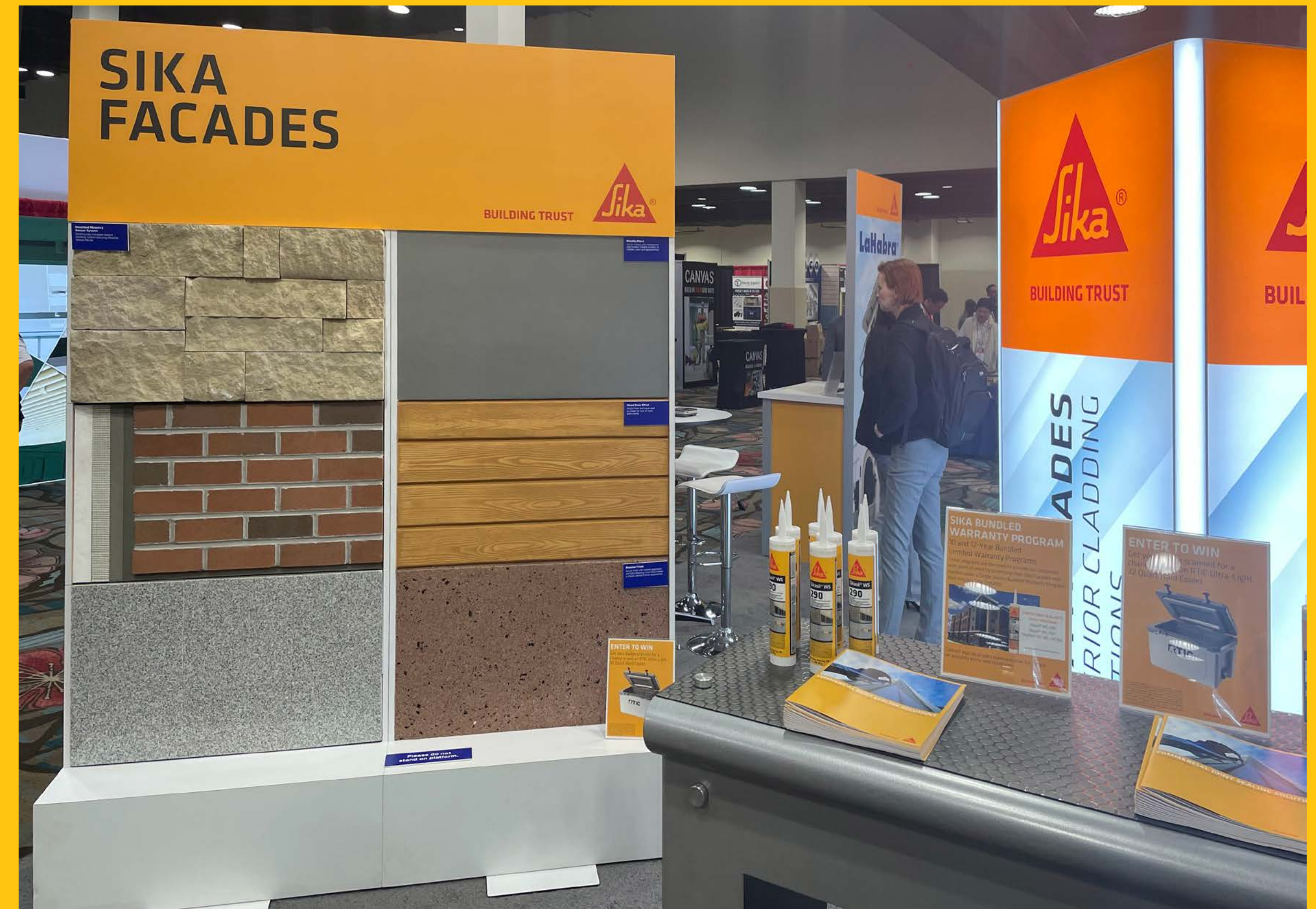
“We are becoming the true leader in sustainable solutions for the construction industry. With our integrated product portfolio, we have everything at hand to best serve our customers.”



Products and solutions were demonstrated.



Sika recently participated in the Build24 exhibition, organized by the Association of the Wall and Ceiling Industry (AWCI) in Orlando, Florida. The exhibition was a platform for showcasing the latest products, services, and solutions for the wall and ceiling industry, and for bringing together the professionals and experts from across the sector. Sika presented its diverse range of products and systems for EIFS and demonstrated its leadership position. Sika also hosted a variety of in-depth training sessions, networking events, and customer meetings, to share its knowledge and insights.



Sika showcased its diverse range of products and systems for walls and ceilings.

SUCCESSFUL COLLABORATIONS

SIKA AND MBCC – A GREAT FIT

ASIA PACIFIC: SIKA SHOWCASES OFFSHORE INNOVATIONS AT WIND POWER EVENTS IN ASIA

The new and combined Sika/MBCC portfolio opens a new dimension of sustainable solutions for renewable energy. Sika presented its innovative grouting solutions and services at two major wind energy events in Asia: Wind Energy Asia 2024 in Taiwan and Wind Expo 2024 in Japan.

Wind Energy Asia 2024, held on March 6-8 at the Kaohsiung Exhibition Center, was Taiwan's largest wind energy exhibition. Sika showcased its best-in-class offshore grouting solutions and past reference projects completed in the region. Sika's offshore grouts are specially formulated to provide high-strength structural stabilization and precision alignment for offshore wind farm foundations. They can withstand the most demanding environments and have been used in several offshore wind projects in Taiwan, China and Japan, including the latest Hai Long project in Taiwan.

Wind Expo 2024, held at the Tokyo Big Sight from February 28 to March 1, was Japan's largest wind energy exhibition. Sika's Offshore & Marine Construction team presented its offshore grouting solutions and services to potential customers and partners. Offshore wind power is a key sector for achieving carbon neutrality, and Sika is committed to supporting its growth and development.

Official figures suggest a target of 10 GW of installed capacity by 2030 and a remarkable 30-45 GW by 2040. Sika has delivered more than 40,000 MT of offshore grouts to offshore projects in APAC since 2020, maintaining its position as a strong industry supplier. In addition to innovative grouts for offshore applications, Sika is also strong in the area of onshore wind power installations. The company offers solutions for the onshore wind industry from blade to base and is committed to providing the right technical support for more economical, faster, safer and better results.



At Wind Energy Asia in Taiwan, the local team welcomed Philippe Jost, Regional Manager Asia/Pacific and Jonathon Sharkey, Head of Target Market Engineering Refurbishment APAC, on the launch day.

SIKA IS EVERYWHERE, NOW EVEN STRONGER.

