

INTERNATIONAL

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77



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SAVE THE DATE

DOMOTEX 2020
HANNOVER (GERMANY)
10TH - 13TH JANUARY
Come and visit our stand (Hall 13, C50)!

DOMOTEX



COVER STORY

The new headquarters of the Durst Phototechnik in Bozen which was lately renovated and extended with Mapei products. This issue also encloses a special supplement devoted to Giorgio Squinzi.

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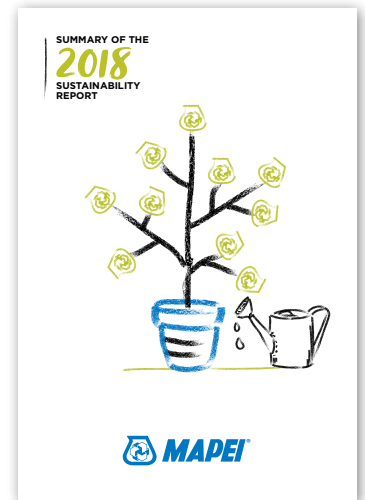
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SUSTAINABILITY

An increasingly important commitment

THE 2018 SUSTAINABILITY REPORT FOR MAPEI SPA AND THE GROUP'S ITALIAN SUBSIDIARIES HAS NOW BEEN PUBLISHED



Sustainability is becoming an increasingly decisive factor in Mapei's corporate development strategies as is confirmed by the results of the 2018 Sustainability Report. The report outlines the Mapei Group's Italian operations, which, in addition to the holding company, also include those of its Italian subsidiaries (Adesital, Cercol, Mosaico+, Polyglass, Vaga and Vinavil).

Here is a summary of the results attained in 2018:

- ▶ the company is worth 906 million Euros, 10% of which comes from products with life cycles of under three years; this figure has been rising over the last three years with a 14% increase compared to 2016 when Mapei SpA (Italy) published its first Sustainability Report.
 - ▶ 820.9 million Euros have been handed out to stakeholders (suppliers of raw materials and services, staff, shareholders, associations, local communities)
 - ▶ Investment in Research and Development, an increasingly important driver behind the Mapei Group's growth, has reached a figure of 35.7 million Euros, higher than previous years.
- Mapei launched 108 new products on the market in 2018.
- ▶ 32 million Euros have been spent on sports, cultural and social events to support local areas and communities.
 - ▶ Another important consideration is the focus on staff employed by the Group: 90% have been hired on permanent contracts. A total of 42,200 hours was devoted to training in 2018, and an agreement was signed with unions concerning holidays and the so-called Ethical Bank.

These facts and figures are a testi-

SUSTAINABILITY FIGURES

All figures refer to the Group's Italian subsidiaries*

35.7

MILLION EUROS SPENT ON R&D IN 2018



820.9

MILLION EUROS DISTRIBUTED TO STAKEHOLDERS IN 2018



10%

OF TURNOVER IN 2018 CAME FROM PRODUCTS WITH FORMULATIONS LESS THAN THREE YEARS OLD



108

NEW PRODUCTS INTRODUCED ON THE MARKET IN 2018



27%

LOWER WORK-RELATED INJURY RATE FOR THE THREE-YEAR PERIOD 2016-2018

APPROX. **42,200** HOURS OF TRAINING FOR EMPLOYEES (19 HOURS PER CAPITA)

APPROX. **32** MILLION EUROS AS CONTRIBUTION TO SPORTING, CULTURAL AND SOCIAL INITIATIVES



mony to Mapei's constant commitment towards creating an increasingly sustainable society. This awareness has resulted in the Group making sustainability one of the four fundamental pillars of its business approach. Sustainability stands alongside the three other columns that have always guided the Group's business operations (internationalisation, specialisation, Research & Development).

Well aware that it can make a significant contribution, the Mapei Group feels it is its duty to be in the front line in the challenge to make building more sustainable. This awareness means devoting increasing amounts of resources to designing innovative products to help enhance the sustainability of the buildings for which they are used, minimising the impact on both the surrounding environment and the health of the people who inhabit them. This commitment to the field of product sustainability does not distract the company from other commitments in the environmental and social fields, which Mapei has been undertaking with determination for decades now in order to serve the interests

of all its own stakeholders. The targets attained by the holding company and the Group's Italian subsidiaries are, then, the result of projects working in various directions. Above all in the field of research into developing innovative and sustainable solutions; operations co-ordinated on a worldwide scale by the Mapei Research & Development Centre in Milan and supported by very close ties with the scientific community. Another important factor is the creation of an efficient manufacturing process backed up by management systems, conscientious and sustainable management of the entire supply chain and the responsible use of materials, as well as careful management of all its operating plants. Mapei has always believed in the professional and personal growth of its

own staff (a total of 2197 in Italy at the end of 2018), as is proven by its investment in this field: a carefully structured corporate welfare system is the company's way of ensuring a high level of job satisfaction and, hence, of obtaining significant benefits by generating a sense of belonging (only 3.60% of staff leave the company), boosting productivity and enhancing its corporate reputation.

As well as the environment and economy, another of the three fundamental pillars of sustainability is the social side of business: the company generates value for the surrounding region and plays an active part in the life of local communities. For a long time now Mapei has helped support local projects and activities through sponsorships (in sport, culture and the arts) and donations to help and support various associations, while also offering its know-how and products free of charge.

STAKEHOLDERS

Individuals or groups of people who have a legitimate interest in a company and its business and whose voluntary or involuntary contribution is vital for its success.

You can download the summary of the 2018 Sustainability Report in its English version at mapei.it

TOTAL AMOUNT OF CO₂ DURING THE LIFE CYCLE OF KERAFLEX MAXI S1 ZERO ADHESIVE IN 2018 FULLY OFFSET BY PURCHASING CREDITS FOR A REFORESTATION PROJECT COVERING AN AREA OF MORE THAN

21,000 hectares



81%

OF PURCHASED GOODS (IN WEIGHT) FROM ITALIAN SUPPLIERS IN 2018



2,197

EMPLOYEES IN 2018 (+8% COMPARED TO 31/12/2016)

3.6%

EMPLOYEE RESIGNATIONS IN 2018



6.9%

NEW EMPLOYEES IN 2018



94%

OF EMPLOYEES WITH A PERMANENT WORK CONTRACT

*These figures do not include U.S. Sassuolo Calcio S.r.l., Mapei Stadium S.r.l. and Fili & Forme S.r.l.

Innovation and creativity: the keys to the Italian ceramics industry's success

85% OF THE INDUSTRY'S REVENUE COMES FROM ABROAD. SALES ON THE HOME MARKET ARE STILL STAGNATING

2.83

TOTAL REVENUE
(billion Euros)
in the first months
of 2019

5.38

INCOME
(billion Euros)
in 2018

4.54

REVENUE FROM EXPORTS
(billion Euros)
in 2018



The Italian ceramics industry remains competitive on international markets, but it must come to terms with a slowdown in business. After three years of uninterrupted growth, there was a drop in income for the first time in 2018 and production also fell by 1.65%. Fortunately, the forecasts for 2019 are less pessimistic: Confindustria Ceramica (the Confederation of the Italian Manufacturers of Ceramic Tiles and Refractory Materials) expects income to return to last year's level: "The second quarter, in particular - so the President, Mr Giovanni Savorani, told us at Cersaie - went better than the first and entitles us to look forwards with greater optimism".

International economic uncertainty, the slowdown in investment in building, a decline in sales of ceramic tiles, and tough competition from countries like Spain and Turkey, are all weighing heavily on the Italian industry. Nevertheless, it is, above all, the weakness of the home market that is slowing down sales: the Italian building industry does not seem to be recovering from the recession that began just over 10 years ago. Whereas 167 million ceramic tiles were sold in Italy in 2007, the latest figure is approximately half that (82 million).

In any case, Italian ceramics is still an incredibly big-hitter in the industry and a leading player on global markets, as can be seen from the following fact: 85% of income (approximately 5.38 billion Euros) comes from abroad (4.5 billion Euros). Western Europe is still the main outlet for tiles exports with increasing revenues; a rise in sales that compensates for difficulties in other geographical areas. According to Confindustria Ceramica, exports to the United States should be given a fresh boost thanks to the US Government's implementation of new antidumping measures against China.

Italy's leadership is guaranteed by its businesses' incredible capacity to innovate and in 2018 they continued to invest (508.2 million Euros, equal to 9.4% of income) taking expenditure on new technology to a figure of over 2 billion Euros in five years. Innovation, product quality and creativity are the main strengths of one of Italian design/manufacturing's biggest driving forces. But despite their dynamism, its companies must come to terms with the nation's structural shortcomings that also directly impact this business. Work on the Campogalliano-Sassuolo motorway link in the tiles manufacturing district of Central Italy had been on standby for many years now and development plans for the Port of Ravenna are another unresolved issue, meaning that ships still cannot enter the port due to the shallowness of the waters.

Thanks to internationalisation processes undertaken by Italian businesses, the ceramic tiles industry has reasserted itself as one of the most competitive sectors despite the general slowdown of the world's economies, difficulties on the home market and infrastructural shortcomings in Italy. A state of affairs that has not prevented a rise in employment that has seen the Italian companies increase the overall number of people they employ to almost 20,000.

508.24
INVESTMENT
(millions euro) in
innovation and new
technology in 2018

82
MILLION M² OF
TILES
sold in Italy in 2018.
Half the figure
for 2007



112,000
visitors

889
exhibitors

The Mapei stand provided a meeting place where building professionals and company technicians could exchange views.

CERSAIE 2019

New solutions for the ceramic

Cersaie 2019, the International Exhibition of Ceramic Tiles and Bathroom Furnishings held in Bologna from the 23rd to the 27th of September recorded a total of 112,340 visitors, 0.2% up on the 2018 figure and with attendance spread out evenly over the five days of the show. Despite the difficult situation in international markets, the event attracted 52,997 international visitors, 47.2% of the total. This marked a slight decrease on last year's figure (1.9%), while the number of Italian visitors grew by 2.2% to 59,343. This year's show stood out for the continuous improvement in the quality of exhibits and the presence of 889 exhibitors from 40 countries, 49 more than last year. These included 342 non-Italian exhibitors, 18 more than in 2018 and 38.5% of the total.

Even though the Italian ceramic industry has been suffering due to the recession in the economy in general and the building industry in particular, the quality standard of Italian tiles is continuing to rise and becoming more refined in taste and style.

Trade fairs have successfully attempted to recreate new trading/meeting places. This is exemplified by "Città della Posa (Tiling Town)" - a major space that has Mapei's support and backing, which focused on the importance of technological



Tradition and innovation, a winning



and natural stone market

experience in developing larger size tiles, particularly for use outdoors.

All that without forgetting how important it is to conform to good practices in the realm of sustainability and encourage more ethical relations between businesses and communities. Mapei published its third Sustainability Report just in time for Cersaie, a document focusing on the business operations carried out in 2018 by Mapei SpA and its Italian subsidiaries.

NEW PRODUCTS FOR A DEVELOPING MARKET

At Cersaie 2019, Mapei, took part with various new products for the installation of ceramics tiles and other supplementary solutions specifically developed for tile installers. Besides, Mapei presented decorative coatings and protective finishes to create design surroundings. There was also space for systems aimed at the building industry, with mock-ups of real settings reproducing indoor and outdoor residential and public spaces.

Tradition and innovation are the two bywords Mapei adopts when developing new solutions to meet the requirements of installers and the constantly evolving latest trends and fashions in the industry.

EXCELLENCE IN THE WORLD OF CERAMICS

Also presented at Cersaie 2019 were some of the “historical” solutions that have made Mapei such a famous name in the world of ceramics, such as KERAFLEX MAXI S1, the cementitious adhesive of excellence for installing ceramic, stone and mosaic, and KERAQUICK MAXI S1, the high-performance adhesive for installing ceramic and natural stone, including large slabs and tiles, enabling flooring to be reopened to intense traffic just 24 hours after installation.

Amongst the most innovative solutions that excel for their technological content, Mapei highlighted ULTRALITE lightweight, high-yield adhesives for installing ceramic tiles, including large format ones, and KERAPOXY DESIGN epoxy

combination underlying Mapei’s proposals



Product demonstrations showing the correct way to use Mapei systems

grout to enhance the beauty of coverings and surroundings in colours that remain uniform and stable over the years.

There was also an area dedicated to complementary solutions for installing ceramic tiles, such as TOPCEM PRONTO ready-to-use, normal setting, quick-drying mortar for screeds, as well as MAPELASTIC, MAPELASTIC TURBO and MONO-ELASTIC flexible membranes for waterproofing bathrooms, swimming pools and balconies before installing ceramic tiles.

NOT ONLY CERAMIC TILES

At Cersaie 2019 Mapei also exhibited specific solutions for

decorative coatings and a special place of honour goes to ULTRATOP LOFT, a seamless cementitious coating product for design interiors. ULTRATOP LOFT is a trowellable cementitious paste used for refurbishing, with a limited thickness, existing surfaces and creating new decorative coatings on floors and walls. Thanks to ULTRATOP EASYCOLOR it is also possible to create more than 200 colour shades of ULTRATOP LOFT, which means an infinite array of creative choices for interior design.

Mapei's proposals in the wall finishes field included DURSILAC, a water-based enamel paint for protecting and



ENRICO GERONIMI, MAPEI SPA TECHNICAL SERVICES

Let's talk about a very important issue when installing ceramic tiles: grout for joints.

Joints allow the modulus of elasticity of the tiled surface to be lowered and they also absorb the movements ceramic is subjected to when in service. They are particularly important in exterior floors because they are more affected by thermal expansion, but they are also important for interior floors because they allow them to absorb vibrations and small movements they are normally subjected to when in use.

And Mapei has developed a whole series of technologies for grouting joints that help

overcome a host of problems commonly encountered in this sector.

There are various products available for grouting joints: dispersion, cementitious, rapid-setting cementitious and epoxy-based grouts. Each single product is chosen according to its final use, the mechanical properties and resistance to chemicals required and the environment in which it will be used. The type that is most widely used in residential settings is cementitious grout. Mapei introduced ULTRACOLOR PLUS for this type of application many years ago and, even though it is a cementitious product, it has no Portland cement and, as a result, does not produce efflorescence. The aesthetics of joints are also important because they are on view and need to be appreciated by the client, which means homogeneity and the variety of colours available are also important.

Besides, ULTRACOLOR PLUS contains a special polymer, the BioBlock technology, which acts on the entire mass of the product to contrast the proliferation of bacteria and mould, making it the

ideal product for use in wet environments such as bathrooms and swimming pools.

Mapei has also developed a line of epoxy grouts.

Epoxy grouts were created for industrial environments which needed to have very high resistance to chemicals, particularly those where foodstuffs are processed. They are also becoming more widely used, however, in residential environments because the introduction of much larger tiles and slabs has led to a reduction in their consumption per square metre.

Mapei has created a colour palette that has something for every possible need.

More than 50 shades. It was important to keep in step with the ceramics sector as far as matching and combining colours were concerned; which is why we decided to insert new tones for grouts in different shades of brown and grey. As for epoxy grouts, KERAPOXY DESIGN can be mixed with glitter in gold, silver and various other colours.



ABOVE. From top, the conference for presenting the 2018 Sustainability Report and a visit to the stand by a group of players from Sassuolo's men's and women's teams.

decorating internal and external wood, steel and rigid PVC substrates, and MAPECOAT ACT acrylic-based enamel paints for the durable protection of internal surfaces in surroundings where a high level of hygiene is required, such as restaurants, kitchens, canteens, hospitals, medical and leisure centers.

In the spotlight also MAPETHERM SYSTEM, the external thermal insulation system which guarantees a reduction of energy consumption and an increase in the level of living comfort by balancing the temperature between rooms and walls.

For the installation of wood flooring, including in bathrooms, at Cersaie 2019 Mapei proposed ULTRABOND ECO S LITE, a lightweight, one-component, silylated polymer-based adhesive containing a high amount of resin and microbeads to make the product lighter.

SOLUTIONS FOR URBAN DESIGN

For the urban design sector, Mapei proposes the MAPESTONE and MAPESTONE JOINT systems for creating architectural stone paving, both fully compliant with UNI 11714-1:2018 standard, and MAPEI COLOR PAVING for ex-



MIKAELA DECIO, MAPEI SUSTAINABILITY MANAGER

What are Mapei's pillars of sustainability?

First and foremost, our motto is to "do more with less", i.e. to manufacture high-quality products with a longer service life. This means reducing waste from demolition operations (and hence the environmental impact caused by this waste) and consuming fewer natural resources. What we do is to measure the environmental impacts of our products throughout their whole life cycle, from the extraction of raw materials to their transportation, conversion into finished products, up to the delivery, distribution, maintenance, and the demolition/recycling of the product itself. We measure the greenhouse gases emissions coming from our products during their life cycle. We also measure impacts like eutrophication, i.e. the excessive growth of algae in rivers and seas. This is an extremely important part of our work: we measure them and then we get the results verified and certified by external bodies. In this case our third-party body is EPD international, which issues EPDs (Environmental Product Declarations), a certified document which avoids all kinds of "greenwashing", i.e. "fake" environmental claims that can be neither certified nor verified by other associations.

Nowadays the design world is increasingly focused on sustainability and designers are looking for products that contribute to LEED credits: Mapei is already part of all this.

We certainly are! Wherever it operates, Mapei is a member of the local branch of the Green Building Council. Mapei products contribute to eco-sustainable building protocols like LEED (which stands for Leadership in Environmental and Energy Design); we also provide architects and contractors with special tools to help them choose just the right eco-sustainable products. We have a LEED calculator on our website which, once they have entered their building data, allows designers to directly download LEED declarations and any documents required for LEED. Another extremely important protocol for public tenders in Italy are the so-called CAMs (Minimum Environmental Criteria). We lately began issuing a kind of green passport for every product, called PASS, which lists the sustainability traits and features of every single product and their contribution to LEED and CAM ratings. These "cards" are very easy to use and are available on our website to help architects design in a sustainable way.



Quality choices for the building industry

posed aggregate concrete road surfaces.

In the spotlight the new colour of mortars for the MAPESTONE. MAPESTONE PFS 2 (in a new white version) and MAPESTONE PFS VISCO WHITE are recommended for the grouting joints in external flagstone and block paving and road finishes with white or light-coloured stones in environmental conditions classified by EN 206 standard as XF4 and XS3.

Mapei also proposed MAPECOAT TNS EXTREME, the new resin coating launched during the 2019 Tour of Italy, for renovating surfaces used by vehicles, pedestrian zones and cycle lanes with a high level of durability and resistance to wear caused by traffic.



MOSAICO+

MOSAICO+ RECEIVES THE ADI BOOTH DESIGN AWARD

For the second year running Mosaico+ has received an award from the panel of judges of the Italian Association for Industrial Design (ADI) at the Cersaie exhibition in Bologna.

In 2018 the judges from the presented it with the ADI Ceramics & Bathrooms Awards for its 'Jointed' and 'Diamond' collections. This prize is awarded to the most innovative Italian projects in the ceramics and bathroom furniture industries; this year, on the other hand, the Mosaico+'s exhibition space won a prize.

The committee for this first edition of



the ADI Booth Design Award – for trade fair stands that promote the products and brand value of companies inside the trade fair itself - assessed all the installations and chose winners in four categories: Interior, Minimal, Research and Show. Mosaico+ received the ADI Booth Design Award in the Minimal category, because “the exhibition project is designed around rigorous forms perfectly incorporated in its graphics. Simplicity, candour and clarity in terms of its display are the distinctive features that make it look so stylish”. Mosaico+'s exhibition space was designed in partnership with Alberto Zattin and Paola Ascari from Lo Studio Design under the art direction of Massimo Nadalini.

SET the MOOD

PERSONALIZE YOUR SPACE
WITH MAPEI GROUT COLOUR COLLECTIONS



There are no two ways about it. The most attractive joints are always by **Mapei**. 5 collections to suit every taste and 4 products to cover all your needs: **Ultracolor Plus**, **Kerapoxy**, **Keracolor** and **Flexcolor**. For all your wall and floor coverings, make room for Mapei coloured joints.

EVERYTHING'S OK WITH MAPEI



MAPEGUARD UM35: a complete system

THE NEW UNCOUPLING, ANTI-FRACTURE
MEMBRANE WAS IN THE SPOTLIGHT AT CERSAIE

Standards covering the installation of ceramic tiles and natural stone, specify the main characteristics of substrates (such as cementitious substrates, existing ceramic and wood flooring and anhydrite screeds) to ensure they are suitable for the installation of ceramic or natural stone flooring.

However, under normal site conditions, substrates (both on new sites and in renovation work) do not always have the specified requirements: moisture levels, control joints, cracks, stability and waterproofing, for example, may cause aesthetic and functional problems in the flooring to be installed.

Also, the new types of ceramic tiles in increasingly larger formats which are now widely available on the market (such as porcelain tiles up to 1 x 3 m in size, or tiles measuring "only" 1 m x 1 m) force designers to find appropriate solutions that also take into consideration the construction features of the substrate, as well as the pattern and geometry of these new flooring materials.

For example, how do you overcome the problem of control joints in a screed with the aesthetic requirements of a

floor made up of large format tiles in a pattern that does not include cuts in the surface?

The MAPEGUARD UM35 system has been developed to provide a valid solution for all those situations mentioned above.

WHAT IS MAPEGUARD UM35?

MAPEGUARD UM 35 (UM stands for Uncoupling Membrane) is a waterproofing, uncoupling and anti-fracture membrane consisting of a layer of honeycomb HDPE

with a rough surface and a polypropylene fabric backing. With MAPEGUARD UM 35, Mapei can offer its clients a complete system that includes not only the actual membrane, but also a host of other products such as mortars for screeds, skimming compounds, adhesives, grouts, sealants, etc., all with the aim of carrying out perfect installation work.

WHEN SHOULD IT BE USED?

► **Cracks.** In the case of substrates with the required mechanical properties but which are cracked or fractured, MAPEGUARD UM 35 may be applied to act as an uncoupling and anti-fracture membrane. The function of the membrane is to prevent movements generated by the existing cracks (or in cracks that form in new, freshly-laid substrates) damaging the new bonded floor.

► **Joints.** By using MAPEGUARD UM 35, the position and layout of control joints in the substrate does not need to be respected in the ceramic or stone flooring, thereby avoiding having to cut the tiles or stone to be installed. After installing the tiles, expansion joints only need to be included in the final flooring, as specified in the aforementioned standards.

► **Vapour control.** Any residual moisture in the substrate is able to evaporate off thanks to the air channels in the back of the membrane. MAPEGUARD UM 35, therefore, is suitable for use on damp substrates and/or on substrates that are not fully cured, including in external surroundings.

► **Waterproofing.** MAPEGUARD UM 35 is a waterproofing membrane that protects substrates from infiltrations of water, thereby improving their durability. It may be used on both interior and exterior surfaces in combination with MAPEBAND EASY rubber tape to seal



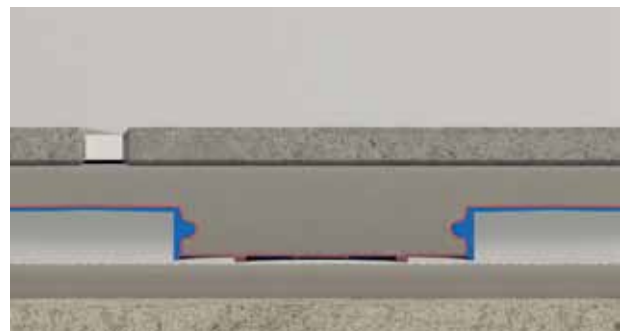
You can download the
MAPEGUARD UM 35
installation manual
and flyer in English at
mapei.it



- 1 Concrete substrate
- 2 Damp proofing barrier
- 3 **Topcem Pronto** cementitious screed
- 4 **Ultralite S1** adhesive
- 5 **Mapeguard UM 35** uncoupling and anti-fracture membrane
- 6 **Ultralite S1** adhesive
- 7 Large format porcelain tiles
- 8 **Ultracolor Plus** grout



MAPEGUARD UM 35 is an uncoupling, anti-fracture and waterproofing membrane that can be applied on a cementitious screed, without having to copy the layout of control joints in the substrate.



Thanks to the particular shape of the embosses on MAPEGUARD UM 35 surface, the adhesive used for installing the covering strongly bonds to it.

joints between adjacent sheets and to waterproof critical areas (corners, edges, etc.).

► **Heat distribution.** When applied on heated screeds, including compact screeds, the air channels in MAPEGUARD UM 35 guarantee that heat is distributed evenly, thereby preventing “hot-spots” forming in the floor.

HOW IS IT APPLIED?

Unroll and cut the membrane to the size and shape of the area with scissors or a craft knife, taking into account the presence of side walls, kerbs, pillars, drains, etc. The membrane is then bonded to the cementitious substrate with a Mapei improved adhesive (class C2 according to EN 12004 and ISO 13007-1 standards) applied with a notched trowel (e.g. a

5 mm notches trowel). When laying the membrane on wood or metal substrates or on resilient flooring, it is recommended to use a reactive adhesive such as KERALASTIC or ULTRABOND ECO PU 2K. Mapei adhesives impregnate quite easily into the membrane’s special fabric backing and ensure a tough bond forms between the membrane and the substrate.

When laying the rolls of membrane, it is recommended to leave a 3-5 mm gap between the sheets. When carrying out this part of the work, it is very important to go over the membrane with a float or roller and press it down into the adhesive (maximum 35 kg). The special fabric on the backside of MAPEGUARD UM 35 creates an excellent mechanical grip between the membrane and the adhesive and guarantees a great bond-

ing. Thanks to the particular shape of the embosses on MAPEGUARD UM 35 surface, the adhesive used for laying the covering strongly bonds to it. The special shape of the embosses offers a perfect mechanical bonding of the adhesive in order to obtain a high adhesion between the ceramic or stone covering and MAPEGUARD UM 35. And lastly, MAPEGUARD UM 35 is semi-transparent and this allows to verify the correct distribution of the adhesive underneath. It also allows to easily locate the presence of potential elements passing through the surfaces (such as drains) thus making the cutting of the membrane easier.

Marco Albelice, Andrea Annoni.
Technical Services, Mapei SpA (Italy)

TRADE FAIRS

MAR
MO+
MAC



69,000
trade
operators
(62% coming
from abroad)

The best solutions and systems for installing stone and creating architectural paving were in the spotlight on the Mapei stand.

MARMOMAC 2019

Complete systems for installing natural stone and architectural paving

69,000 trade operators from 154 countries and 1,650 companies from 61 countries attended the last edition of Marmomac in Verona (northern Italy). After four days (25th- 28th September) the world's landmark exhibition in the natural stone, machinery, processing technology and applied design sector closed with good results, including an increase of 1000 visitors that confirms the internationality of the event, by now at 62%. The Italian Stone Theatre, the hall focusing on design, innovation and experimentation this year dedicated to the theme of Naturality, played an increasingly important role within this edition of Marmomac.

THE MOST ADVANCED AND DURABLE SOLUTIONS FOR STONE

Mapei once again renewed its participation at Marmomac, proposing the best solutions and systems for installing stone and creating architectural paving. Thanks to the versatility of Mapei products, they are suitable



A wide range of solutions



GRAZIA SIGNORI, MAPESTONE LINE SPECIALIST AND COORDINATOR FOR THE GL 20/UNI CT 033: STANDARDS FOR NATURAL STONE

In keeping with your idea of proposing products that can be integrated with each other as well as with the surroundings in which they are applied, you have introduced a new colour for the grouts in the MAPESTONE system. Could you tell us more about the special care taken on the relationship between product and surroundings?

The MAPESTONE system for architectural stone paving is compatible with any type and format of stone and, thanks to its flexibility during application, it is also compatible with any kind of pattern you want to create, whether it is traditional or more innovative.

The new colour introduced for the grouting products MAPESTONE PFS 2 and MAPESTONE PFS 2 VISCO goes to complete the range and satisfies the demand for light-coloured joints for typical white, ivory, beige and light coloured stone that characterise paving in certain areas, while maintaining their excellent properties in terms of mechanical strength and resistance to de-icing salts, sea spray and freeze-thaw cycles already found in the Neutral and Dark Grey versions of MAPESTONE PFS 2 and MAPESTONE PFS2 VISCO.

Durability and sustainability when installing stone: how important are they?

They are two indispensable criteria and requirements, which is why they are also the two key words for the MAPESTONE line.

The exceptional technical properties of the products from this line are the result of targeted research into durability, that is to say, they are able to extend the service life of architectural paving significantly, even when subjected to severe mechanical stresses and loads and weather conditions, while the method adopted to supply MAPESTONE TFB, in silos, guarantees that waste and emissions associated with transport are reduced to a minimum.

We often hear people talking about a circular economy: how do you apply this concept to the stone installation sector?

There are an increasing number of examples of local councils that need to refurbish stone paving and roads that have become unstable because the joints and installation bed have deteriorated, while the actual stone elements and blocks are, by and large, in good condition.

With products from the MAPESTONE line, it is possible to refurbish stone paving and to reinstall the old stone elements once they have been graded and cleaned.

With this system you can create new paving by refurbishing the old one to give it a new lease of life, and at the same time reduce costs by not having to supply new stone and not having to throw away such a precious resource as stone that is still in good condition, which otherwise would have to be disposed of and sent for landfill. Strada Maggiore in Bologna, Piazza del Mercato in Spoleto (central Italy) and Piazza d'Azeglio with Via della Colonna in Florence are just a few examples of how you can give old stone surfaces a new lease of life which, apart from being a non-renewable resource, have often been worked by hand and are a surprising reminder of a disappearing art.

for both new installations and in renovation work on existing paving and coverings. They respond to a wide range of installers' needs and offer sound results, guaranteed by their classification in line with the most stringent norms and standards covering this sector.

The solutions presented in Verona this year include the high-performance, cementitious adhesives certified as EMICODE EC1 PLUS by GEV such as KERAFLEX MAXI S1 (deformable adhesive with Low Dust technology), KERAQUICK MAXI S1 (deformable, rapid-setting and hydrating adhesive with Fast Track Ready technology) and GRANIRAPID (two-component, fast-setting and hydrating adhesive). The grouts proposed include ULTRACOLOR PLUS antiefflorescence, non-irritating, fast-setting and drying polymer-modified mortar with DropEffect® and BioBlock® technology. And to seal expansion joints, MAPESIL LM neutral mould-resistant silicone sealant specific for stone.

SYSTEMS FOR ARCHITECTURAL STONE PAVING

At Marmomac 2019 Mapei also presented its systems for installing architectural stone paving in compliance with UNI 11714 standard: MAPESTONE SYSTEM (for building monolithic waterproofing paving) and MAPESTONE JOINT (for pervious and flexible paving) and MAPEI COLOR PAVING for architectural exposed-aggregate concrete surfaces. Aside the existing solutions for grouting joints in architectural stone paving (MAPESTONE PFS 2 NEUTRAL and MAPESTONE PFS 2 DARK GREY), Mapei also proposed a new product in a subtle, new shade for light-coloured stones: the white shade of MAPESTONE PFS 2, which is used for sealing white or light-colored setts, slabs, blocks, smolieri bricks, cobblestones, and prefabricated elements in environmental conditions classified by EN 206 standard as exposure class XF4 and XS3.

The next edition of Marmomac will once again be held in Verona from 30th September to 3rd October 2020.

guaranteeing durability and safety

Brixen (Italy)

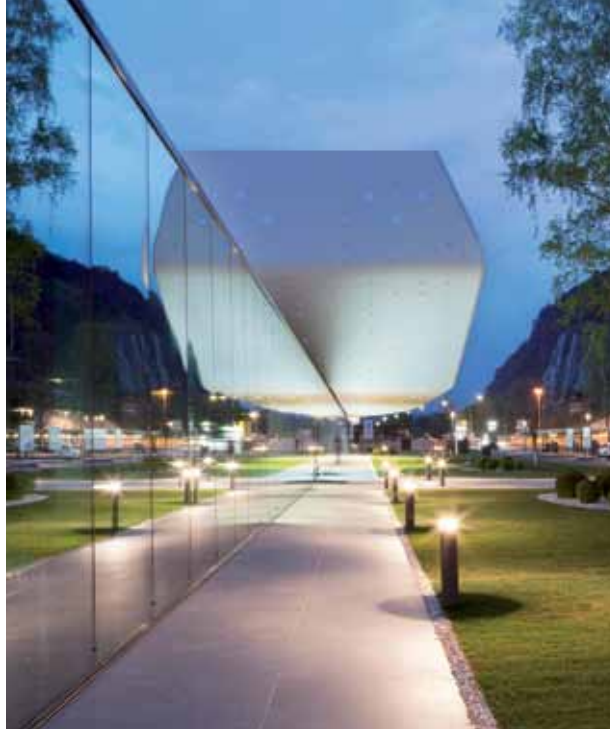
THE NEW HEADQUARTERS OF DURST PHOTOTECHNIK

THE COMPANY'S NEW HEADQUARTERS IS DOMINATED BY A TOWER WITH A PIXELATED FAÇADE: A REMINDER OF DIGITAL PHOTOGRAPHY AND PRINTING TECHNOLOGY



IN THESE PAGES

The Durst headquarters extension is a two-storey construction with a glass and steel façade with an elongated and compact form, which extends and then rises to form a 35 m tower in lightweight concrete.



Located in Brixen (Northern Italy), Durst Phototechnik produces inkjet printing systems for industrial applications and operates in the sector of transformation and digitalisation of industrial production processes. Two years ago, the South Tyrolean company decided to commission a new headquarters and instructed the design team from the Monovolume design studio to integrate the architectural and functional features of a new wing with the original headquarters designed in 1963 by the architect Othmar Barth.

The Durst headquarters extension is a two-storey construction with a glass and steel façade with an elongated and compact form, which extends and then rises to form a 5-storey tower in lightweight concrete (height 35 metres). Inspiration for the tower came from Othmar Barth's original design who, more than 50 years ago, had envisaged completing Durst headquarters in this style.

The façade of the tower is covered with powder-coated aluminium panels with 850 tiny windows. LED lights have been installed along the window jambs to create a pixelated surface that reflects the company's core business: digital photography and printing.

The ground floor is an open-plan space with a foyer, bar, service centres, laboratories, a showroom and the Innovation Centre. From the atrium of the building, a stairway leads to the first and second floors where there are offices of various sizes in a flexible design, with spaces for informal meetings, a small kitchen and a relaxation area overlooking a hanging garden between the new building and the original headquarters, which are connected by means of a footbridge. The third and fourth floors of the tower are used for the executive offices while the fifth floor is used for events. The wellbeing of employees is important to the company and the building includes a gymnasium with its own changing rooms and bathrooms.

RESIN FLOORS AND CERAMIC COVERINGS

The designers opted for an essential, "clean" style, a choice that was then maintained when choosing the materials to decorate the offices. The client and the designers also decided to go for high quality products with eco-sustainable character-



1



3

PHOTO 1. The entrance hall of the building and the staircase connecting the floors. KERAFLEX MAXI S1 ZERO was used to bond ceramic tiles on the floors.

PHOTO 2. In the offices wood-effect ceramic tiles were installed with KERAFLEX MAXI S1 ZERO. The textile floors were bonded with ULTRABOND TX57.

PHOTO 3. In the offices and meeting spaces the floors coated with ULTRATOP LOFT F were protected with MAPEFLOOR FINISH 58 W.

PHOTO 3. In the bathrooms KERAFLEX MAXI S1 ZERO was used to bond the ceramic tiles.

istics that would maintain their durability over the years. Basing their work on the mandate outlined by the project, Mapei Technical Services proposed using the ULTRATOP SYSTEM, a range of products used to create low-thickness, self-leveling cementitious flooring resistant to abrasion and with a particularly attractive finish for civil and industrial surroundings.

The first step was to treat the sand and cement screed (500 m²) with PRIMER SN two-component, solvent-free epoxy resin-based primer. After applying the primer, it was broadcast with QUARTZ 0.5 quartz sand. Once the primer had hardened, any excess quartz sand was vacuumed off and the surface was sanded, cleaned, treated with a second coat of PRIMER SN and then broadcast again with QUARTZ 0.5. After removing any excess sand, the surface was sanded and cleaned again.

The application of the coating could then commence, starting with the first layer of ULTRATOP LOFT F one-component, coarse-textured, trowellable cementitious paste, which is applied with a flat metal trowel. This product is used to create flooring with a decorative, marbled-effect finish resistant to abrasion and subjected to intense pedestrian use. This product's particular consistency, the reduced thickness of the layer applied (2-2.5 mm) and the possibility of combining various colours, gives designers the chance to express their creativity to the full when creating floor and wall coatings. The product was mixed with ULTRATOP COLOR PASTE pigment. Once the surface had dried, it was sanded with fine sandpaper to give it a smooth finish and to level off any areas where too much product had been applied.

The next step was to apply PRIMER LT one-component, acrylic adhesion promoter diluted 1:1 with water, followed



IN THE SPOTLIGHT ULTRATOP LOFT F

One-component, trowellable, coarse-textured cementitious paste applied in layers up to 2 mm thick to create decorative floors with a trowelled or mottled effect finish. Thanks to its ease of use, versatility and resistance to abrasion, this formulate is ideal for creating floors subjected to intense pedestrian traffic in areas such as bars, shops, restaurants, hotel lobbies, private homes, cafes, hotels and showrooms.



by a second layer of ULTRATOP LOFT F again mixed with ULTRATOP COLOR PASTE.

The surface was sanded down again, and the surface was protected with a coat of roller-applied ULTRATOP BASE COAT, a one-component acrylic formulate that is used as a base coat to even out absorption. The surface was then treated with two coats of MAPEFLOOR FINISH 58 W, a two-component, aliphatic, transparent, or coloured, matt polyurethane finish, which improves the resistance of surfaces to abrasion without altering their colour, as was requested by the client.

In the bathrooms, offices and entrance hall the ceramic tiles were installed with KERAFLEX MAXI S1 ZERO, a deformable cementitious adhesive with extended open time and no vertical slip and very low emission of volatile organic compounds. The tile joints were grouted with KERAPOXY CQ, an epoxy-based grout that guarantees high resistance to chemicals, while the expansion joints were sealed with MAPEFOAM closed cell polyethylene foam cord and MAPESIL AC elastic sealant.



Ceramic tiles were installed in several areas by Hofer Fliesen & Böden Srl

TECHNICAL DATA

Durst Phototechnik, Brixen (Italy)

Original design: Othmar Barth

Period of construction: 2018-2019

Period of the intervention: 2019

Intervention by Mapei: supplying materials for building cementitious floors and installing

ceramic tiles

Design: Studio Monovolume, Patrik Pedó

Client: Durst Phototechnik SpA
Installation company: Hofer Fliesen & Böden Srl

Mapei coordinators: Roberto Bonanomi and Alberto Castagnoli (Mapei SpA), Susanna Sas

Photos: Paolo Riolzi

MAPEI PRODUCTS

Installing and grouting ceramic tiles: Mapefoam, Keraflex Maxi S1 Zero, Kerapoxy Cleaner, Kerapoxy CQ

Sealing expansion joints:

Mapesil AC, Mapefoam
Preparing the substrates: Primer SN, Primer LT, Quartz 0.5

Cementitious floors:

Mapecolor Paste, Mapefloor I 910, Mapefloor Finish 58 W, Mapefloor I 910, Mapefloor I 300-SL, Ultratop Loft F, Ultratop Base Coat, Ultratop Color Paste
Installing textile floors: Ultrabond TX57

For further information on products visit mapei.com

AN INTERVIEW WITH
THE ARCHITECTS
FROM STUDIO
MONOVOLUME



Patrik Pedò and Jury Anton Pobitzer.

Glass and new materials to give added value to spaces

After graduating in architecture at the University of Innsbruck (Austria) in 2003, Jury Anton Pobitzer and Patrik Pedò founded the Monovolume design studio in Bolzano. Since then they have designed and constructed company head-offices, hotels, gymnasiums, power stations and houses and worked in the field of interior design.

A lot of your projects have been commissioned by local clients. What does it mean for you to work in such a picturesque area as South Tyrol?

This is a zone where a lot of construction work has been carried out over the last few years. One of the reasons is certainly because the local provincial authorities have used public tenders to award contracts to build primary schools, high schools and museums. These tenders are either open to all bidders or upon invitation only with expenses reimbursed. This gives the chance for various design studios to take part in the bids, which also means there is a more diverse range of architectural proposals. The tender system has also been extended to include private clients, who in this way have a range of designs available to choose from so they may select the one they prefer, or the one that is most suited to their particular needs, according to a series of factors, including economic considerations. Both private and public clients, therefore, invest more into the quality of a project or design at the cost of it taking a little longer or having to spend a little more.

In the Monovolume portfolio there are various projects for company head-offices, such as the one for Durst. How do you approach the relationship with this type of client, who has different requirements from those of a public tender or the owner of a single house?

If they are not head-offices to be designed and built from scratch – which doesn't happen very often! – requests are usu-

ally for extensions to existing ones, so the first thing we require from our clients is a detailed briefing on their precise needs. Then we visit the company and we gather information on the type of production, their work methods, the internal structure of the company and their logistics set-up. All these have an influence not only on the project, but also on the future life of the site itself. In fact, when constructing a production facility, we have to take into consideration that the company needs to carry on working and can't simply shut down while work is being carried out. Also, during the construction phase, we need to think about any inconveniences for the employees and prevent them at all costs.

➤ **THANKS TO NEW MATERIALS IT IS NOW POSSIBLE TO DESIGN BUILDINGS THAT WOULD HAVE BEEN IMPOSSIBLE TEN YEARS AGO**

In the Durst case, the requirements included the construction of a new head-office that would blend in harmoniously with the existing one, designed by the architect Othmar Barth. How did you end up with the final result?

This was one of the issues we discussed in particular during the briefing and was one of the factors we had to take into consideration during the design phase. In this specific case we studied the history of Durst, not only from a company perspective, but also from an architectural perspective, and bearing in mind not only what had already been built, but also what had not been built. In fact, we found out that, in the 1960's, apart from the final design, which was then built, other designs had also been submitted. At that time a much larger building with a higher impact had been included in the proposal but, for reasons unknown to us, it was never built. We examined the various designed submitted by Barth and they had all received a seal of approval from the local authorities and, by studying his designs, we re-proposed the idea of a tower on the side and designed a two-storey building with an elongated, compact form sweeping up into the form of a tower. The building sits on a lower construction with a glass façade. Over the years, however, Durst has changed, and not only internally. In fact, when a roundabout was built in front of

the company, it effected the flow of traffic, which meant internal logistics and goods-in area also had to be modified. This forced us to move a few things around and to design a connecting courtyard between the existing building elements and the new ones.

Many of your designs seem to favour the use of concrete, glass and steel and you place them within an alpine context where there are more traditional forms of building. Do you see this as a challenge or as a way of inserting contemporary architecture in harmony with a more natural context?

When selecting a particular material, be it concrete, wood or something else, we base our choices on the client's specific requests. If, on the other hand, there aren't any specific requirements, we take the project and make a proposal based also on a time/cost evaluation and use that as the basis to choose the most appropriate material. As far as glass is concerned, this is an element we love to work with. And also because we often find ourselves having to design something that will show off the surrounding landscape, something that will add even more value to the internal spaces. We also apply the same concept to production areas, such as in the case of Dr. Schär in Meran (Northern Italy), where we also privileged natural light and the surrounding landscape. For one of our older projects, the Rothoblaas company, we designed a warehouse with the west-facing and south-facing walls entirely in glass and, when the client asked why, we replied that it is the heart of the com-



Above, the new Durst headquarters blend in harmoniously with the existing one. Below, a view of the interiors.

pany and that it should be on display for everyone external to the company to see.

How important is the relationship with the materials and which ones are chosen? With the introduction of new materials how has life changed on site?

The building materials are chosen by us but, if we then receive requests or suggestions that would improve our choice, we take them into consideration, but the final choice is ours. The last few years have seen a significant change both in surfaces and materials, and also in the way materials are treated and processed. It is now possible to manufacture individual pieces that are different one from the other, something that would have been impossible ten years ago unless you were prepared to pay a very high price. Now in architecture we can do things that, before, would have been unimaginable, but we still take cost into consideration!

Durst specified that the internal surfaces should be covered with ceramic tiles. Durst produces printers for the ceramic industry so it was very important to use ceramic tiles made by them for some of their clients: in fact, all the tiles installed came off a Durst machine. We also took this aspect into consideration when choosing the ceramic and, in some of the open-plan areas, we proposed using a mix of seamless coverings with inserts of tiles with a wood-effect finish printed on them, made by Durst. In some of the executive offices in the tower the client requested a different type of finish for the floors and their idea was to have a more industrial look. After trying out a number of samples, the choice was for a seamless resin coating. We found this to be a particularly attractive combination, especially in the case of the offices in the tower which, unlike the others, are not open-plan: seamless flooring creates a feeling of being airier and more spacious.



Sydney, Australia

THE STAR EVENT CENTRE

MAPEI ADHESIVES AND GROUTS IN THE MOST LUXURIOUS HOTEL AND CASINO IN THE CAPITAL OF NEW SOUTH WALES, AUSTRALIA



The Star is a six-star, 60-level hotel and residential tower in Sydney. The competition winning design features a pair of gently adjusting tower-forms, slim at the base, that taper outwards at the top. This is an organic responsive architecture formed and shaped by the line of winter sun into public space and parks, curved to reduce wind effects and optimising amenity, access to harbour views and sunlight for the occupants.

The Star is Sydney's premium entertainment destination. The Star offers award-winning chefs and restaurants, luxury hotel accommodation and serviced apartments, a 13-room day spa, an international designer retail collection as well a world-class casino and international nightclub Marquee. The 100 million US dollar Star Event Centre is a state-of-the-art multi-use venue and has hosted more than 400 events since opening in January 2013, and international talent such as Coldplay, Ricky Martin, Seal, Garbage, One Republic, Jessica Mauboy and Alicia Keys. The new 22 million US dollar "Grand Foyer" includes a 25-m-long, 8K resolution crescent-shaped screen which



IN THE SPOTLIGHT KERAFLEX MAXI S1

High performance, deformable, cementitious adhesive with extended open time and no vertical slip, for the installation of ceramic tiles and stone material, with a very low emission level of volatile organic compounds. It is highly thixotropic and especially suitable for the installation of large-size porcelain tiles and natural stone. It features low viscosity, extended open and adjustability time, high workability, and good capability to accommodate the different deformation of the covering from the substrate.



showcases the works of Australian artists, university students, cinematographers and animators. Alongside the digital canvas, is the first sculptural water installation of its design in the Southern Hemisphere: the "Aquatique" artwork of falling water.

WATERPROOFING SUBSTRATES AND INSTALLING LARGE-SIZE CERAMIC TILES

A redevelopment project was carried out which also included a brand-new bar, luxury retailers and a world first permanent indoor light and interactive digital art foyer. The installation company Nash Group was commissioned to install 2000 m² of Cararra marble and Nero Marquina marble on the interior floors using KERAFLEX MAXI S1 high performance adhesive. About 2000 m² of black granite and grey granite slabs were installed in the external roadway entrance and footpaths directly outside the hotel using KERAQUICK S1, a fast-setting adhesive manufactured and distributed on the Australian market by Mapei Australia, which was superseded on the international market by KERAQUICK S1 MAXI.

1000 x 3000 mm large porcelain tiles were installed in the restrooms and 1200 x 1200 mm panels in the water feature of the main foyer by using GRANIRAPID cementitious adhesive. All the tile and stone joints were grouted with ULTRACOLOR PLUS anti-efflorescence, quick-setting and drying mortar. Joints in the water feature were grouted with KERAPOXY epoxy grout. Prior to the installation, all the wet substrates had been waterproofed using MAPELASTIC SMART high-flexibility cementitious mortar.



About 2000 m² of Cararra Marble and Nero Marquina marble slabs were installed on the floor in the interiors using KERAFLEX MAXI S1 adhesive.



TECHNICAL DATA
The Star Casino, Sydney
(Australia)

Period of construction:
2018-2019

Period of the intervention: 2018-2019
Intervention by Mapei:

supplying products to waterproof substrates, installing ceramic tiles and marble slabs and grouting joints

Client: Star Entertainment Group

Design: FJMT

Main contractor: Shape
Installation company: The Nash Group

Mapei coordinator: Joe Ceravolo, Mapei Australia

MAPEI PRODUCTS

Waterproofing substrates:
Mapelastic Smart
Bonding and grouting ceramic tiles and stone materials:
Keraflex Maxi S1, Keraquick S1*, Granirapid, Ultracolor Plus, Kerapoxy, Mapesil AC

*This product is manufactured and distributed on the Australian market by Mapei Australia.

For further information on products see mapei.com and mapei.com.au



Doha (Qatar) RED LINE NORTH METRO RAILWAY

LINE 3 IS PART OF A MORE COMPREHENSIVE TRANSPORT PROJECT SCHEDULED TO BE INAUGURATED TO MARK QATAR 2022. MAPEI ALSO TOOK PART IN CONSTRUCTION WORKS

The 7th of May this year saw the official inauguration of the stretch of the Red Line Metro Railway running between the stations at Al Qassar and Al Wakra, bringing the number of stations to 13 of the 18 planned, for a total length of 40 km.

The infrastructure is part of a more comprehensive programme to mark the opening of the “Qatar 2022” world soccer championships, which should see 40 stations and four metro railway lines open to the public: Red Line, Gold Line, Green Line and Blue Line.

The aim is to complete the Red Line and a further two lines, the Green Line and the Gold Line, by 2020, while it will be 2026 before the Blue Line is opened.

The Red Line is considered to be one of the main pillars of Qatar’s new integrated transport system. This comprehensive infrastructure project also included the construction of pedestrian walkways and cycle lanes, a significant

innovation for a country where cars are the most used means of transport. The aim of the programme of investments in the infrastructures is to reduce the number of cars on the roads and, as a result, reduce their impact on the environment.

WATERPROOFING IN A COMPLEX SITUATION

Also known as the Coast Line, the line consists of a stretch called the “Red Line North Underground”, a project that included the excavation of two tunnels running parallel in both directions. The North stretch has seven stations and the volume of soil excavated to construct them amounted to 1,700,000 m³. Mapei was involved in the project right from the design stage, especially regarding its underground waterproofing requirements. In fact, the tunnels are below the water line and, at their lowest point, reach a depth of 36-42 m. The water is contaminated and has a high





LEFT. A plan view of the future transport system in Doha.

saline level.

The tunnels where Mapei products were employed are in an urban area with a particularly high volume of traffic and a containment wall had to be built to support the ground to prevent subsidence before tunnelling work could commence.

The chosen waterproofing system included a double-layer of PVC membranes including MAPEPLAN TU S and MAPEPLAN PROTECTION.

MAPEPLAN TU S is a single layer waterproofing membrane with orange signal layer. MAPEPLAN PROTECTION is a homogeneous black membrane, used as protection layer of the MAPEPLAN PVC synthetic waterproofing membranes. MAPEPLAN TU S membrane

was installed around the structure and divided into compartments measuring 150 - 200 m² with IDROSTOP PVC BEC ME 32T waterstops.

The waterstops also included a network of IDROSTOP MULTI 11 re-injectable hoses, which were used to seal and waterproof injections in construction joints. MICROCEM 8000 was chosen to reduce infiltrations into the various compartments, a micro-fine hydraulic binder with pozzolanic action for ground consolidation and waterproofing throughout injections into cementitious mixes.

For the anchor points a special waterproofing system had to be designed, and the solution was to form a collar of MAPEPLAN TU S membrane filled to one third its height with MAPEGEL UTT

SYSTEM gel. This was then encapsulated in PLANIGROUT 300 ME PCT epoxy resin grout, which is used to form structural anchors (and distributed in Qatar by Mapei Doha).

CUTTING-EDGE TECHNOLOGY FOR UNDERGROUND WORKS

The Doha Metro Railway has proven to be a challenge from both a technical point of view and an architectural point of view.

Tunnelling operations were carried out by a full-section, 7.1 m diameter EPB (Earth Pressure Balanced) type TBM (Tunnel Boring Machine), specially designed to operate in areas with water under high pressure.

Mapei provided support for the contrac-

4 METRO RAILWAY LINES:

Red (North and South),
Green, Gold and Blue

300 KM

total
length

2026

scheduled completion date
of the metro railway system

55.7 KM

length of the Red
Line North

11.6 KM

length of two tunnels
excavated with TBM
(Red Line North)

13

STATIONS
completed (Red Line North)

18

STATIONS
along the Red Line North



IN THE SPOTLIGHT

ADESILEX P10

High performance white cementitious adhesive, with no vertical slip and extended open time for glass, ceramic and marble mosaic. It is used for the interior and exterior bonding of normal or heavy weight mesh-backed or paper-faced glass, ceramic and marble mosaic on floors and walls.



tors when they were choosing the most suitable products for underground operations, which were specifically selected to guarantee excellent performance from the TBM cutting head, even under such challenging geological and hydrological conditions.

This is why POLYFOAMER FP and POLYFOAMER FP/LL liquid foaming agents were chosen, specifically developed to condition soil during mechanised tunnelling operations, along with MAPEDRILL M3 liquid synthetic polymer for water-based fluids to be employed in mechanized tunnelling and drilling.



CEMENTITIOUS COATINGS AND CERAMIC COVERINGS

The product chosen to create seamless flooring with a “terrazzo alla veneziana” effect in various areas of the stations (200,000 m²), was ULTRATOP self-levelling mortar, which is used to create floors resistant to abrasion and wear caused by intense foot traffic.

The first step was to apply a coat of PRIMER SN with a smooth steel trowel. The still fresh surface was fully broadcast with QUARTZ 1.2 quartz sand in order to guarantee the perfect bonding of the next layer of ULTRATOP mortar. Metal profiles were installed to set the required aesthetic effect according to the lay-out of the project.

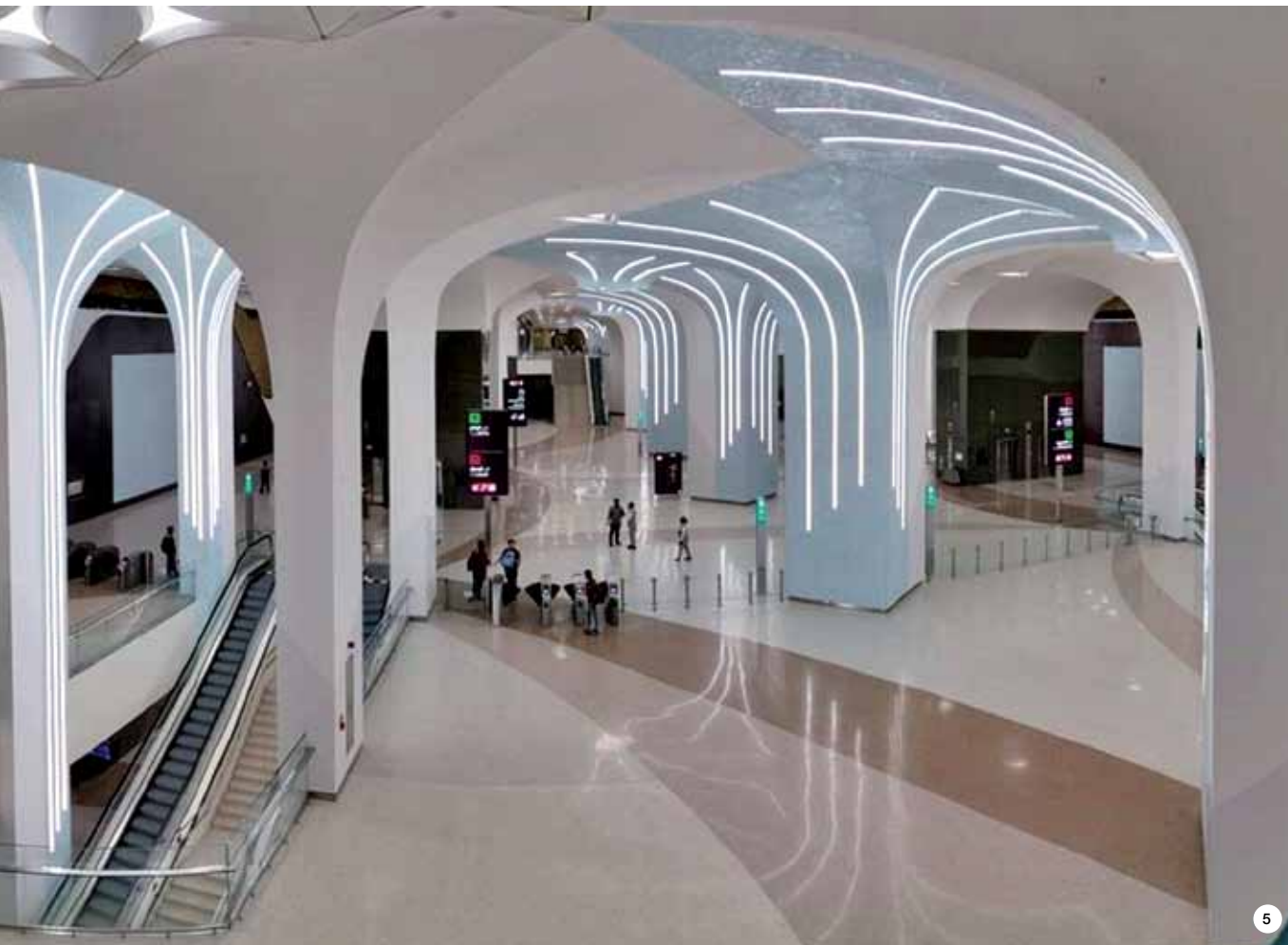
ULTRATOP, combined with the required aggregates or coloured glasses, was then applied at the required thickness. After several operations of grinding and polishing, surface pinholes, which inevitably came out after these treatments, were repaired with ULTRATOP STUCCO grout; the polishing operations were finally carried out until a smooth



PHOTO 1. A special waterproofing system was designed for the anchoring points consisting of MAPEPLAN TU S, MAPEGEL UTT SYSTEM and PLANIGROUT 300 ME PCT.

PHOTOS 2 AND 3. ADESILEX P10 mixed with ISOLASTIC was used to bond the hexagonal mosaic tiles supplied by Mosaico+ onto several surfaces, including the curved ones.

PHOTOS 4 AND 5. ULTRATOP was used to coat the floors in the stations with a “terrazzo alla veneziana” effect. The surface was then finished with MAPECRETE STAIN PROTECTION and MAPELUX LUCIDA.



5

and shining surface was obtained. MAPECRETE STAIN PROTECTION and MAPELUX LUCIDA were applied on the surface as a final finish.

Installation of a mixture of hexagonal, molten glass finish tiles on a 75,000 m² surface of the curved walls required a product that was up to the job. The mosaic tiles, in a pale blue colour with the Qatar Rail logo printed on them and with an opalescent finish, were made by

Mosaico+ (a subsidiary of Mapei Group) exclusively for this project.

And for this part of the work, the product chosen was ADESILEX P10, a high-performance cementitious adhesive, with no vertical slip and extended open time. To improve its performance characteristics and deformability to the requirements of class S1 (deformable adhesive) according to EN 12004 standards, 50% of the mixing water for

ADESILEX P10 adhesive was replaced with ISOLASTIC latex additive.

This bonding system also has the capacity to withstand vibrations generated by passing trains.

To grout the joints of the mosaic tiles in the prayer rooms and ablution rooms (5,000 m²), the product chosen was ULTRACOLOR PLUS high-performance, antiefflorescence, quick-setting and drying polymer-modified mortar.

TECHNICAL DATA

Red Line North Underground, Doha metro system, Doha (Qatar)

Period of construction: 2014-2020

Period of the Mapei intervention: 2017-2018

Intervention by Mapei: supplying products for waterproofing, anchoring, laying cementitious coatings and bonding ceramic tiles and mosaics in the stations

Client: Qatar Railways Company

Main contractor: Salini Impregilo SpA

Cementitious coatings contractors: CMTC

(Construction Material Trading Company), BMC, Fribel

Waterproofing contractors: CMTC-IAT, Ranesco

Mapei coordinators: Sameh Hanna, Mapei Doha LLC (Qatar), Giovanna Novella and Dario Casile, Mapei SpA (Italy)

MAPEI PRODUCTS

Waterproofing underground structures: Idrostop PVC BEC

ME 32T*, Idrostop Multi 11,

Mapeplan TU S, Mapeplan Protection, Mapeplan Injection

valves, Microcem 8000, Planigrout 300 ME PCT*

Anchoring: Mapeplan TU S, Mapegel UTT System

Admixtures for TBM: Mapedrill M3, Polyfoamer FP, Polyfoamer FP/LL

Cementitious floors: Mapecrete

Stain Protection, Primer SN, Quartz 1.2, Ultratop, Ultratop Stucco, Mapelux Lucida
Bonding and grouting ceramic tiles and mosaics: Adesilex P10, Isolastic, Ultracolor Plus

*These products are distributed on the Qatar market by Mapei Doha.

For further information see mapei.qa and mapei.com



In the heart of Asia Pacific

EXCELLENT RESULTS FOR MAPEI MALAYSIA AFTER 25 YEARS OPERATING ON THE MALAYSIAN MARKET

The Mapei Group's Malaysian subsidiary started trading activities in 1994 with only six staff members, mainly distributing high-performance adhesives for installing ceramic tiles and stone materials. By 2001, the success of this effort had made it necessary to begin local production in Rawang, just north of Kuala Lumpur. Production operations at the plant were then extended to latex-based liquid products in 2008, followed by additives for cement production in 2010. A high-tech, high-volume, automated mixer was installed in 2011 to meet growing demands in Malaysia as well as export markets.

Meanwhile, leadership of the company had changed hands in 2010 to a new Managing Director who recognised the local building and construction industry's need for other product technologies in the Mapei portfolio which had performed so well internationally. He worked towards fulfilling this potential by assembling a team of knowledgeable and experienced staff to provide technical assistance, sales and marketing support to industry professionals and contractors. The scope of the company's application fields expanded to cover waterproofing materials, grouts for joints, sealants, products for protect-

ing and repairing, solutions for structural strengthening, materials for industrial and sports floorings, and concrete admixtures. The products distributed were widened to cover construction of all types of buildings as well as industrial installations and civil engineering works in infrastructural projects. Branch offices in Johor Bahru, Penang and Kuching were opened to provide support to customers and projects outside the Klang Valley region.

Industry-wide acceptance of Mapei as a complete solutions provider grew rapidly to drive turn-over to new heights and, by 2013, the results had provided enough confidence to spur investments in a new ultra-modern production plant on a 2.5-hectare site in Nilai, about 45 km south of Kuala Lumpur. This facility was completed in December 2014 to house the subsidiary's production and logistics operations. It is equipped with a warehouse, separate laboratories for quality control, product development (for building products and cement additives), and concrete trial mixes, technical service workshops, and a training centre. A new wing was added in 2018 to increase warehousing capacity as growth continued apace.

Thanks to this expansion in its range

of products and increase in headcount (now a total of 160), the Malaysian subsidiary generated revenues equivalent to 25 million Euros in 2018, including some intercompany sales to other Group subsidiaries in the Asia Pacific region.

Further testimony to the excellent results Mapei has achieved in Malaysia may be found in prestigious projects the subsidiary has contributed to. Examples are the Arcoris Mont Kiara and Damansara City Mixed Developments, the St Regis and Equatorial Hotels, the





IN THE FACING PAGE.

The Mapei Malaysia manufacturing plant in Nilai is also equipped with a warehouse and a Research & Development laboratory.

LEFT. Initially employing just 6 members of staff, the Malaysian subsidiary now has 160.

106-Storey Signature Tower, the KLIA2 Terminal Building, the Klang Valley MRT Lines 1 & 2 Viaducts and Stations, LRT Lines 2 & 3, Suke & Dash Highway Viaducts, Mapletree Logistics Warehouse in PTP, Ikea Outlets in KL and Tebrau, the Pulau Tioman Jetty, the Sepang International F1 Circuit, the National Mosque, and the 19th-century St Mary's Cathedral.

QUALITY, TRAINING AND EVENTS

Mapei Malaysia's commitment to quality and consistency of product per-

formance and in service delivery has helped it win the trust and confidence of its customers. Its Quality Management System was certified to ISO 9001 in year 2000. The current ISO 9001:2015 certification issued by DQS (a leading German certification institute) with registration no. 50451263 QM15 is valid until 2021.

In 2019 Mapei Malaysia began the process of aligning its Environmental Management System to ISO 14001:2015 and expects to achieve certification by the end of the year.

Another pillar of Mapei Malaysia's success has been its investment in technical training programmes to raise industry standards. This is done on four levels: to company staff to raise competencies and skill levels; to contractors to raise workmanship standards; to

THE FIGURES OF MAPEI MALAYSIA

1994

THE YEAR IT STARTED ITS OPERATIONS IN MALAYSIA

1

MANUFACTURING PLANT IN NILAI

1

RESEARCH & DEVELOPMENT LABORATORY

160

STAFF

25

MILLION EUROS TURNOVER IN 2018



LEFT. Mapei Malaysia invests heavily in training and organises lots of courses, seminars and workshops at its headquarters and on customers' own premises.



This year the Malaysian subsidiary took part in Archidex, the country's biggest trade fair in architecture, building and interior design.

MAPEI MALAYSIA IS INVOLVED IN PLENTY OF MARKETING OPERATIONS SUCH AS TRADE FAIRS

project owners and consultants to raise awareness of material performance standards, selection criteria and solutions options, and new technologies when these are launched; to renovators and small contractors with “how-to-use” product roadshows at retail outlets.

In 2018 the subsidiary organised 40 training events and 8 seminars, as well as 44 road shows. Thanks to Malaysia's strategic position in Asia-Pacific, many regional meetings and training programmes for the Group's subsidiaries are also held here.

Mapei Malaysia is very active in its marketing operations. This year's participation in ARCHIDEX 2019, held in Kuala Lumpur from 3rd to 6th July, further reinforced the company's branding and strong standing amongst design professionals. Described as “the region's leading architecture business event”, the trade show covered 24,000 m² of floor space with 600 exhibitors from 20 different nations. The Minister of Works together with the President of the Malaysian Institute of Architects visited the booth after the show opened. A large number of professionals visited the Mapei stand and showed keen interest in the technical

exhibits and promotional materials. Enquiries and expressions of interest were recorded, not just from Malaysia, but also from its regional neighbours.

A Mapei Fun Run was held on 25 August to celebrate the company's 25 years of activity with customer participation in this outdoor event. Celebration banners were on festive display at the Perdana Botanical Gardens as over 600 participants happily turned up that Sunday morning despite the wet conditions. Runners for the 10 km, 5 km, and 3 km runs were flagged off in turn. After the run, the gathering was kept entertained with a ‘football challenge’ activity, a photo-booth, food trucks, health screening, and lucky draws. The day of sport, celebrations and entertainment certainly helped strengthen relations between Mapei Malaysia and its business partners and customers.

Mapei Malaysia is looking forward with confidence and optimism to the coming years and the inevitable industry changes which would present themselves. New challenges provide fresh opportunities to roll out new technologies, products, and support services. The company has progressed impressively thanks to a dedicated team which combines senior experience and knowledge with youthful energy and enthusiasm. United and strengthened by a shared belief in the values of Dedication, Innovation and Mutual Respect, the Mapei Malaysia team looks forward to greater successes in the years ahead.



The Mapei Fun run organised by Mapei Malaysia was held on 25th August to celebrate the company's 25 years of activity with its customers and friends.



EVERYTHING'S
OK
WITH
MAPEI

Keraflex[®]

From the **Mapei Research & Development** Laboratories, the range of **Keraflex** cementitious adhesives: high performance products to improve installation of ceramic and stone tiles.

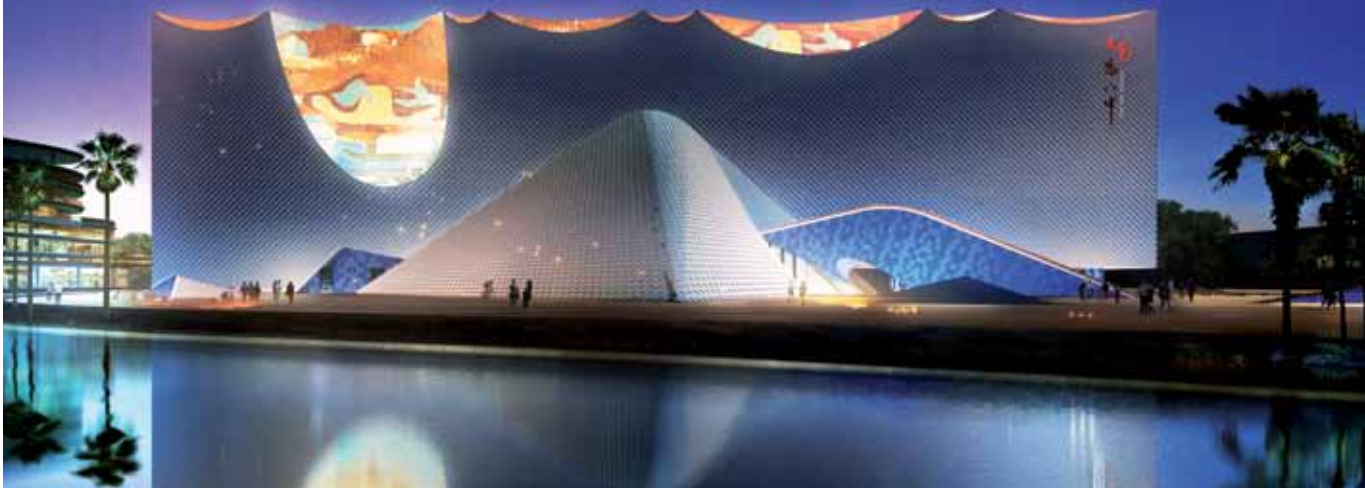
Certified for the wellbeing and living comfort of end users.





Malacca (Malaysia)

ENCORE MELAKA THEATRE



WATERPROOFING WORK IN THE MAIN THEATRE OF MALACCA CITY

IN THE SPOTLIGHT MAPELASTIC

Two-component cementitious mortar, flexible down to -20°C , for waterproofing balconies, terraces, bathrooms and swimming pools. It offers the following advantages: it remains flexible at very low temperatures (-20°C) and protects the surface of concrete from CO_2 penetration (carbonation) for more than 50 years; it is resistant to UV rays and CE-certified in compliance with EN 1504-2 and EN 14891; it may also be applied on existing coverings; it is compatible with ceramic, mosaic and natural stone coverings and certified EC1 R Plus by GEV.



ABOVE. An external view of the theatre.

LEFT. The columns of water that fall from the ceiling are collected in a storage tank on the stage waterproofed with MAPELASTIC.

Overlooking the Straits of Malacca and situated along the promenade of the city of the same name, the Encore Melaka Theatre has a form which is both contemporary and avant-garde. The building is just a part of a more comprehensive development programme known as Impression City Melaka which, in the coming years, will see the construction of hotels, residences, shopping and business centres, schools and wellness facilities.

A CUTTING-EDGE THEATRE

The entire complex extends over an area of more than 60,000 m^2 and, with a capacity of more than 20,000, it is the largest theatre ever built in Asia.

In his design, the architect Wang Ge from the Beijing Institute of Architectural Design was aiming to promote the multi-ethnicity and cultural wealth which has been a feature of Malacca for many centuries by creating a structure that, on the surface, may appear to be quite simple, with facades covered entirely with white porcelain tiles, but one that is sophisticated in terms of construction technology.

The uniformity of the covering material is broken by inserting LED panels that illuminate the structure at night. The internal spaces, as well as the foyer where spectators are welcomed, are characterised by the colours blue and white, a symbol of purity and eternity.

The theatre is full of cutting-edge technology, included a complex hydraulics system to raise and lower platforms built into the stage, a high-tech audio system, 3D mapping projection



LEFT. The floors in the corridors and on the stage were waterproofed with PLASTIMUL PU membrane.
RIGHT. PLANISEAL 288 mortar was applied to waterproof the substrates in the bathrooms and showers.

equipment and a spectacular platform that is able to rotate 360 degrees. The platform – the first of its kind in south-east Asia – allows the entire auditorium to rotate automatically during a show, thereby giving a different perspective of the stage. The theatre puts on performances of Impression & Encore Series, an avant-garde production that recounts the history of the city over the centuries, with stories of the first travellers, indigenous settlements and inter-cultural encounters through the medium of song and dance.

WATERPROOFING DIFFERENT AREAS WITH DIFFERENT PRODUCTS

The contractor that built the theatre needed to waterproof a large part of the internal areas of the structure (flat surfaces, lift shafts, bearing walls, pump room, storage tanks, balconies, corridors, bathrooms and kitchens) and certain areas of the stage. In fact, during the Impression & Encore shows, water is always present on the stage, either falling from above or collected in a storage tank on the stage itself. The waterproofing products proposed by Mapei Technical Services met the requirements of the client, designer and contractor. Waterproofing of the bearing walls and lift shafts (a total of 600 m²) was carried out with MAPELASTIC

FOUNDATION, a two-component cementitious mortar specifically developed for concrete retaining walls applied in two coats with a roller to form a layer at least 2 mm thick.

To waterproof the rainwater collection tank, the pump room, the storage tank for the spray-mist and the storage tank located on the stage (total surface area 620 m²), Mapei Technical Services recommended using MAPELASTIC two-component cementitious mortar.

For the floor surfaces on the stage and the corridors inside the theatre (8,820 m²), the product applied was PLASTIMUL PU waterproofing membrane, which is distributed on the Malaysian market by Mapei Malaysia.

In the bathrooms, showers, kitchens and areas housing the air-conditioning system, the surfaces were treated with PLANISEAL 288 two-component cementitious mortar which can be used for waterproofing underground structures, storage tanks and concrete structures in general.

The concrete road surfaces in the carpark and in the loading bays (12,000 m²) were treated with MAPETOP SP (natural color), which is distributed in Malaysia by Mapei Malaysia. This surface hardener is used to make both internal and external concrete surfaces more abrasion-resistant when they are subjected, as in this case, to a high level of traffic.

TECHNICAL DATA
Encore Melaka Theatre,
 Malacca (Malaysia)

Period of construction:
 2016-2018

Period of the intervention:
 2016-2018

Intervention by Mapei:
 supplying products for
 waterproofing substrates on

lift shafts, bearing walls, tanks,
 corridors, bathrooms, showers,
 and kitchens

Design: Asima Architects Sdn
 Bhd

Client: Yong Tai Berhad

Main contractor: CCC

Construction Sdn Bhd

Waterproofing contractor:

Monarch CC Sdn Bhd

Mapei coordinators: Simon
 Yap, Mapei Malaysia

MAPEI PRODUCTS

Waterproofing substrates:
 Mapelastatic, Mapelastatic
 Foundation, Mapetop SP*,
 Planiseal 288, Plastimul PU*
Treating concrete road
surfaces: Mapetop SP*

*These products are distributed
 on the Malaysian market by
 Mapei Malaysia

For further information see
mapei.com and mapei.com.my



EVERYTHING'S OK WITH MAPEI

Mapelastik[®]

From the Mapei Research and Development laboratories, the **Mapelastik** range of elastic cementitious mortars: 30 years of **waterproofing** solutions with certified quality for sound and permanent results.

Comfortable surroundings
and respect for the environment



BRIDGES, MANUFACTURING PLANTS, PUBLIC AND COMMERCIAL FACILITIES; ICONIC LANDMARKS AND BUILDINGS USED ON A DAILY BASIS WERE COMPLETED WITH MAPEI SOLUTIONS IN MALAYSIA



DARUL HANA BRIDGE KUCHING, SARAWAK

Construction of the bridge was commissioned in 2013 to mark the golden anniversary of Sarawak's union with Malaya and Sabah to form the country of Malaysia. It is 330 m long and winds and twists its way over the Sarawak River, supported by two steel piles pointing outwards and upwards, with their ends in the form of a stylised head of a hornbill, the symbol of the state of Sarawak. The bridge, has a 3 m wide pavement for pedestrians and two viewing platforms, which needed a durable coating with a

non-slip finish and good resistance to chemical and atmospheric agents. The solution proposed by Mapei involved the application of PRIMER SN, two-component fillerized epoxy primer, which was mixed with QUARTZ 0.5 and applied in a scratch coat, and then broadcast with sand to create the necessary mechanical grip for the following operations. This was followed by the application of MAPECOAT CF AP*, a coloured polyurethane coating, and MAPEFLOOR FINISH 57* polyurethane coating.

TECHNICAL DATA

Period of construction: 2016 - 2017

Period of the Mapei intervention: August - November 2017

Client: Sarawak Economic Development Corporation

Main designers: Ng Chun Chien; Kamal Fozdar

Civil and structural

engineers: KTA (Sarawak) Sdn Bhd

Main contractor: PPES Works (Sarawak) Sdn Bhd-Naim Land Sdn Bhd

Coatings contractor: IPUE Resources Sdn Bhd

Mapei coordinator: Cayden Tan, Mapei Malaysia

MAPEI PRODUCTS

Primer SN, Quartz 0.5, Mapecoat CF AP*, Mapefloor Finish 57*



NATIONAL AQUATIC CENTRE KUALA LUMPUR

The modernisation of the National Aquatic Centre in Kuala Lumpur was part of a more comprehensive re-development project for Kuala Lumpur Sports City in preparation for the 2017 South-east Asian Games. The works included the installation of new waterproofing layers and ceramic tiles in the pools used for various aquatic sports. The selection of high-quality Italian tiles led to the choice of an adhesive system that would be able to guarantee the durability and performance properties of the covering.

Mapei Malaysia was able to propose a complete system of products to carry out the entire work cycle: from products to prepare the substrates (TOPCEM PRONTO and NIVOPLAN) to waterproofing products for these surfaces (MAPELASTIC, MAPELASTIC SMART, MAPENET 150, MAPEBAND and MAPEBAND TPE), and from products to bond the tiles (KERABOND + ISOLASTIC 50* and KERAFLEX) to grouts for joints (KERAPOXY and ULTRACOLOR PLUS).

TECHNICAL DATA

Period of construction: 1990's

Period of the Mapei intervention: 2016-2017

Period of the Mapei intervention: February-May 2017

Client: Kementerian Belia & Sukan Malaysia (Malaysian Ministry of Youth and Sports)

Design: RSP Architects / Populous

Main contractor: Malaysian Resources Corporation Berhad

Waterproofing contractor: KSPC POOL & SPA (M) Sdn Bhd

Mapei coordinators: Aaron Ang and Kenneth Sim, Mapei Malaysia

MAPEI PRODUCTS

Topcem Pronto, Nivoplan, Mapelastic, Mapenet 150, Mapeband, Mapelastic Smart, Mapeband TPE, Kerabond T, Isolastic 50*, Kerapoxy, Keraflex, Ultracolor Plus





EQUATORIAL PLAZA KUALA LUMPUR

The original Equatorial Plaza Hotel, built in the 1970's, had been an iconic feature in the skyline of Kuala Lumpur over the decades and was renowned for its restaurants. The architects from the GDP design studio had intended renovating the hotel but they ended up giving it a completely new look, creating two distinctive, interlacing, high-rise towers that house both the hotel and offices. Mapei products were chosen to install the high-quality floor and wall coverings and ensured compliance with the requirements

of GBI (Green Building Index) Malaysia Gold Standard. KERAFLEX, KERAFLEX MAXI S1, KERABOND T + ISOLASTIC 50*, ADESILEX PG2 TG* and KERASET + PLANICRETE SP1* adhesive systems were used to bond granite, marble and ceramic floor and wall coverings in the lobby, bathrooms and swimming pools. The joints inside the complex were grouted with KERACOLOR SF, while the KERACOLOR FF + FUGOLASTIC grouting system was used for the joints in the swimming pools.

TECHNICAL DATA

Period of construction: 2015 - 2018
Period of the intervention: 2016 - 2018
Year of the Mapei intervention: 2018
Design: GDP Architects
Client: Hotel Equatorial Kuala Lumpur
Main contractor: IJM

Construction Sdn Bhd
Installation companies: GLN Marble Sdn Bhd, Regionwell Marketing Sdn Bhd and TCB Construction Sdn Bhd
Mapei coordinator: Alisonn Bong, Mapei Malaysia

MAPEI PRODUCTS

Keraflex, Keraflex Maxi S1, Kerabond T + Isolastic 50*, Adesilex PG2 TG*, Keraset+Planicrete SP1*, Keracolor SF, Keracolor FF+Fugolastic



AIRASIA OFFICES SEPANG

AirAsia is a Malaysian low-cost airline and the largest in Asia in terms of number of passengers carried and size of the fleet. The company's main hub is KLIA2 airport in Sepang. A new home for AirAsia's global headquarters, nick-named "Red Quarters" (after the logo's colour) and located near KLIA2, was opened in November 2016 housing a staff of over 2,000. Construction work on the 6-storey building to house the company offices, as well as a restaurant, canteen, coffee shop, car park, gymnasium and

other service areas, started in May 2015. Mapei systems were chosen for 15,000 m² of flooring in the entrance hall, coffee shop, bar and work stations that would provide aesthetic appeal as well as guarantee a certain level of resistance and durability. The system included the application of PRIMER SN two-component, fillerized epoxy primer, MAPEFLOOR I 302 SL two-component, epoxy formulate, and MAPECOAT CF-AP*, a protective finish distributed in Malaysia by Mapei Malaysia.

TECHNICAL DATA

Period of construction:
2015-2016

Period of the Mapei intervention: June-October 2016

Client: Air Asia Berhad
Design: Veritas Architects Sdn Bhd

Main contractor: In Strike Sdn Bhd

Installation company:

Floorit Asia S/B

Mapei coordinator:

Eltva Leong, Mapei Malaysia

MAPEI PRODUCTS

Primer SN, Mapefloor I 302 SL, Mapecoat CF-AP*

*These products are distributed in Malaysia by Mapei Malaysia.

For further information on products see mapei.com and mapei.com.my



Savio di Ravenna (Italy)

THE LARGEST HYDROPONICS FARM IN EUROPE

MAPEPLAN MEMBRANES FOR A PROJECT OF EXCELLENCE IN THE NAME OF SUSTAINABILITY

Savio, in the province of Ravenna (central Italy), just on the edge of the Po Delta Regional Park, is the home of Valle Standiana Farm. Polyglass supplied MAPEPLAN T WT membrane to waterproof 13 hectares of tanks used for hydroponic cultivation, the largest in Europe in terms of size, applied technology and quality of crops harvested. A truly hi-tech greenhouse where various

varieties of lettuce are grown in tanks floating on water, with a low impact on the environment and almost zero waste. The idea to transform 13 hectares of land into a hydroponics farm came from a visionary businessman, Gianluca Rossi. After a number of years studying the subject and spending time abroad, he decided to take on the risks caused by climate change and the various dis-

eases found in open-field cultivation, as well as improve working conditions. Which was how the Ninfa brand of lettuce was developed, marketed by the companies Rossi Ortofrutta Srl and Agr'lt Produce Srl.

99% of Valle Standiana Farm's hydroponic cultivation system is automated, guaranteeing that products are consistently high in quality without the risks



» **MAPEPLAN T WT
IS NON-TOXIC
AND IS ALSO
PROVIDED
WITH ITS OWN EPD**



The water tanks were waterproofed using MAPEPLAN T WT.



normally associated with open-field farming. In fact, thanks to this floating system, it is possible to grow lettuce without the use of herbicides, considerably reducing the use of chemical substances.

Unlike traditional cultivation systems, nutrients (mineral salts) are contained in the water and are fed through a high technology distribution system. They are absorbed by the plants according to their individual daily requirements, which means there is no leaching phenomenon or waste and they do not end up in the surrounding land or ground-water.

The greenhouses also have open sides to provide natural ventilation and oxygenation.

WATERPROOFING THE TANKS

Design work on this complex system also involved the contribution of Polyglass to waterproof the water tanks. The product chosen in this case was

MAPEPLAN T WT, a synthetic waterproofing membrane in flexible polyolefin TPO/FPO, suitable for hydroponic cultivation systems, potable water tanks, reservoirs, basins, cisterns, and irrigation canals. This type of membrane is root-resistant and resistant to microbiological attacks and weathering and has excellent mechanical properties, good workability and excellent weldability. MAPEPLAN T WT waterproofing membranes are thermoplastic elastomers and are hot air welded. This process forms a fusion between the chains of molecules and the weld beads in MAPEPLAN T WT membranes are resistant to hydraulic heads and mechanical loads and stresses.

MAPEPLAN T WT membranes are flexible and have a glass mat reinforcement, which gives them a high level of dimensional stability and a low rate of linear thermal expansion, ensuring a minimum amount of movement caused by temperature variations (day/night, winter/

summer) and, therefore, no risk of folds and waves, thereby forming a perfect membrane to ensure the hydroponic system functions perfectly.

MAPEPLAN T WT membranes come in a special green colour to help them blend in with its surroundings, but the colour also acts as a signal layer so that any damage caused by impact, scratches or tears in the surface can be identified and repaired immediately.

MAPEPLAN T WT is non-toxic, formulated without plasticizers and without hazardous substances which can be dangerous for both the human health and the planet. It is provided with its own EPD (Environmental Product Declaration). An Environmental Product Declaration is a report, written according to international standards (ISO 14025 and EN 15804), which documents the environmental impacts of a product during its whole life-cycle, measured according to the LCA (Life Cycle Assessment) methodology. This is further proof of the commitment of Polyglass and the Mapei Group to the issues of environmental sustainability and transparency towards their clientele. MAPEPLAN T WT contains neither plasticizers nor substances that could be dangerous or harmful for human health and the environment.

In 2019, Valle Standiana Farm is expecting to cultivate around 9 million plants using the floating system, for a total of 4,000 tonnes of lettuce. Using traditional cultivation methods, it would take around 180 hectares of land to produce the same amount as the floating system, which only requires an area of 13 hectares. In savings terms, this system requires 70-80% less water and completely eliminates the use of herbicides, reducing the use of chemicals to a minimum. This cultivation system is a perfect example of the values shared by Polyglass: sustainable progress and technological development that respects the environment and reduces energy consumption.

TECHNICAL DATA

Hydroponic cultivation tanks, Savio di Ravenna (Italy)
Year of construction: 2017
Year of the intervention: 2017

Intervention by

Polyglass: supply of products to waterproof tanks used in hydroponic cultivation
Client: Valle Standiana

Farm

Installation contractor: Fotonica Srl
Polyglass coordinator: Mauro Redemagni, Polyglass SpA (Italy)

POLYGLASS PRODUCT

Mapeplan T WT
 For further information on products visit www.polyglass.com

Milwaukee (USA) FISERV FORUM

TOP GRADE PRODUCTS FOR AWARD WINNING INSTALLERS
IN A 524-MILLION-DOLLAR PROJECT

The newest, publicly funded Fiserv Forum in Milwaukee, the biggest city in Wisconsin (USA), was formerly known as the Milwaukee Bucks Arena. The 524 million US dollar NBA arena is located in the center of downtown Milwaukee and is at the heart of the city's revitalization plan. A sports facility with multi-use applications, this has been a high-profile, nationally recognized project not only within the sports world, but also within the design community.

While the outside has been designed by Populous to resemble a beer barrel in homage to Milwaukee's beer-brewing history, the inside is high-tech futuristic featuring an open concourse design, fiber-optic and wireless communications, and an original art collection highlighting hometown artists. Plus, every seat has a view to the floor. And speaking of the floors, they have been installed with the highest attention to craftsman-

ship and design using Mapei products for waterproofing the substrates, as well as for installing ceramic tiles.

The contractor for this intervention, Grazzini Brothers, are equally nationally recognized for their craftsmanship and commitment to quality installations and only use Mapei materials on their projects. Grazzini was recently awarded the National Tile Contractor Association (NTCA) Five-Star Contractor Project of the Year People's Choice Award for their work on this project.

MAPEI PRODUCTS ON THE JOBSITE

As part of the city's revitalization plan, the old arena was demolished, and the new structure was built on the existing footprint. The Grazzini crew was given the contract to turn newly installed concrete floors and backer board walls into a showplace. They employed a crew of 37 for this 14000 m² project.

To begin the installation process, the crew first applied MAPELASTIC AQUADEFENSE ready-to-use, ultra-quick drying, flexible liquid membrane for waterproofing the substrates. MAPELASTIC AQUADEFENSE dries very quickly to form a flexible membrane without a sticky surface. It is resistant to light pedestrian traffic after just 3 hours and forms an excellent grip with all types of adhesive for laying ceramic, stone material and mosaic of all kinds. The flexible nature of this product helps it withstand normal movements caused by expansion and shrinkage of the substrate due to temperature variations and vibration.

The waterproofing operations were followed by the installation of the ceramic tiles and stone slabs with a few adhesives manufactured and distributed on the US market by Mapei Corp such as ULTRAFLEX 2, ULTRAFLEX LFT, and ULTRALITE. After the tiles were in place, the joints were grouted with either ULTRACOLOR PLUS FA (also distributed on the US market by Mapei Corp) or with epoxy grouts such as KERAPOXY and KERAPOXY CQ. The latter are two-component, acid-resistant epoxy grouts, easy to apply, with excellent cleanability and BioBlock® technology, ideal for grouting the joints of ceramic tiles and mosaics.

The arena officially opened on August 26, 2018. The Milwaukee Bucks (the Milwaukee-based professional basketball team) have a 30-year lease to play in the arena. Located near-by, Marquette University is also slated to host their home games at the arena. Concerts have started to book the venue as well — the Killers and Violent Femmes were the first concert on September 4, 2018. The arena will also host the 2020 Democratic National Convention.



An exterior view of the Fiserv Forum.



IN THIS PAGE. Mapei materials for waterproofing substrates and installing ceramic tiles and stone slabs were used in several areas of the complex.



TECHNICAL DATA
Fiserv Forum (Milwaukee Bucks Arena), Milwaukee (Wisconsin, USA)
Period of construction: 2016-2018
Period of the Mapei intervention: 2017-2018
Intervention by Mapei: Supplying products for waterproofing substrates and

installing ceramic tiles
Design: Populous, HNTB, Eppstein Uhen
Main contractor: Mortenson
Installation company: Grazzini Bros
Mapei distributors: Daltile and Carpet Cushions and Supplies
Project manager: Mark Miranda

Mapei coordinator: Patrick Armitage, Mapei Corp. (USA)
Photos: Grazzini Bros

MAPEI PRODUCTS

Waterproofing substrates: Mapelastac Aquadefense
Installing ceramic tiles: Ultraflex 2*, Ultraflex LFT*, Ultralite*
Grouting joints: Ultracolor Plus FA*, Kerapoxy, Kerapoxy CQ

*These products are manufactured and distributed in the US market by Mapei Corp. (USA)

For further information on products see mapei.com



Mapei Cement Academy 2019

THE ANNUAL MEETING ORGANISED BY MAPEI'S C-ADD DIVISION FOCUSES ON THE CHALLENGES FACING THE CEMENT INDUSTRY

From the 17th to the 19th of June the Unahotels Expofiera in Milan was the setting for the 2019 edition of the "Mapei Cement Academy", a technical training course for the cement industry, in which the participants included company executives, works directors, process engineers and quality managers.

Compared with last year's event, this year's edition had an even larger number of participants from major cement manufacturing groups from all around the world, providing them with the opportunity to compare their experience in the business and to exchange information.

"Mapei Cement Academy 2019" was divided into technical sessions focusing on the main challenges the cement industry is facing over the coming years: the sustainability of production processes (such as grinding efficiency, reduction in energy consumption and a reduction in the use of raw materials from non-renewable sources), increasingly stringent environmental regulations (CO₂ quotes/reduction and the reduction of hexavalent chromium content in cement) and market dynamics that influence the production/export of clinkers and cement on a global level. Within this scenario, Mapei's C-ADD Division covers a number of important roles: at a technical level, regarding the offer of innovative solutions and products, and at a strategic level, as consultant to the cement industry on the issue of global trends. It is important to point out that cement additives, which in themselves are relatively simple chemical additives, have a significant effect on the optimisation of the entire cement production process: reducing clinker, saving energy, optimising the performance properties of cement and reducing

the impact on the environment.

Going into detail, the following subjects were discussed:

■ **Grinding efficiency:** a comparison was made between traditional (but extremely effective) ball mills and more modern vertical roller mills by analysing the pros and cons of both systems in terms of reliability, energy consumption and the quality of cement produced. The relator invited to talk about ball mills was Tim Novak from the German company Christian Pfeiffer Maschinenfabrik GmbH, while Anand Subramanian, from Mapei Nigeria, illustrated the latest technology in additive dosage and stabilisation systems for vertical mills.

■ **Reduction of energy consumption:** Jaleel Mohamed, from Mapei Construction Chemicals (Dubai), talked about energy reduction in the cement grinding process and optimisation of the grinding process through the use of cement additives, while Maurizio Marchi, from HeidelbergCement, presented the new range of sulphur-aluminous cements and their advantages compared with traditional Portland cement.

■ **Environmental regulations and sustainability:** Paolo Forni, from Mapei S.p.A. (Italy) Research & Development Laboratory, discussed the reduction of hexavalent chromium content in cement and the optimisation of clinker/CO₂ reduction, with interventions from Matteo Magistri and Anna Bravo from Mapei S.p.A. and Hugh Wang from Mapei Corp. (USA).

■ **Market dynamics and the export of clinker and cement:** the focus was on the current scenario and the overcapacity of cement plants in certain markets (Turkey, parts of Europe and parts of Asia), which has been partially offset through legislation and levies (such as CO₂) and the lack of cement/clinker in other regions. This situation generates significant export dynamics and has a heavy impact on the cement manufacturing process in certain regions. Another factor analysed was the lack of good quality slag and fly-ash at a reasonable price, which is having a significant impact on the availability of cement on certain markets; in this case, too, the role of cement additives can be a determining factor in stabilising certain situations in the market.

The high number of participants and the highly positive feedback consolidated the image of Mapei as a company of excellence for the technical support it offers and the innovations it is bringing into the cement sector.



LEFT Mapei Cement Academy 2019 had a large number of participants from major cement manufacturing groups from all around the world.

The Vertical Revolution

Advanced Mapei Cement Additives for Vertical Mills



C-ADD  **MAPEI**[®]
 CEMENT ADDITIVES DIVISION

MAPEI's new-generation Grinding Additives, specifically developed for use in vertical mills, allow significant increases in terms of mill output, thanks to the stabilisation of the grinding bed and the reduction of the related vibration levels.

These new-generation additives can be employed in order **to improve the cement's chemical-physical properties and/or to reduce water additions during the grinding operation.**

Product Group	Typical Application	Production Increase*	Strength Increase*	Workability*	Cr(VI) reduction*	CO ₂ reduction*
MA.G.A./VM	All Cement Types	•••	••			•••
MA.P.E./VM	Blended Cements	••	•••	•••		•••
MA.P.E./Cr VM	All Cement Types				•••	

* at typical Dosage

• Possible •• Recommended ••• Highly Recommended





WORLDS IN YORKSHIRE



Mapei's legendary ties with cycling extend well back into the past. You never forget your first love and cycling has always been the sport closest to the company's heart. No more so when the World Championships come around each year attracting fans' attention all over the world. Mapei joined the world's best cyclists again this year from 22nd to 29th September again right in the heart of the county of Yorkshire (Great Britain), delighted to be the Main Sponsor of the 2019 UCI Road World Championships, the most important event on road cycling's international schedule. This year in Yorkshire was the 11th time the company has partnered the UCI International Cycling Union), starting with the World Championships held in Va-

rese in 2008.

This year's World Championships were a highly successful and record-breaking event from every point of view. 12 million pounds were allocated to the entire operation, the highest amount of money ever involved in the organisation of a cycling world championship.

The Mapei brand was showcased in 1000 different ways. First and foremost on TV with all the races broadcast across five continents on leading global TV networks. Eurosport broadcast all the races right across Europe, while the event was distributed by NBC Universal in the USA. The global audience for the 98th edition of the UCI Road World Championships was approximately 250 million viewers, plus an additional 2.6



LEFT. Pedersen, Trentin and Küng in a breakaway during the men elite road race. **RIGHT.** In the women elite road race Elisa Longo Borghini came fifth.



MAPEI WAS AGAIN THE MAIN SPONSOR OF THE UCI ROAD WORLD CHAMPIONSHIPS THAT THIS YEAR TOOK PLACE IN GREAT BRITAIN

million spectators cheering on the athletes along the roadside.

THE BLUE AND WHITE LOGO WAS VISIBLE WORLDWIDE

The Mapei logo was clearly visible throughout the event along the race route, at the backdrop of prize-giving ceremonies, during press conferences and interviews in the finish area, and also on numerous arches and columns placed along cycle paths. Mapei UK gave 500 guests a very special welcome, providing them with the chance to watch the world championship races from an exclusive location, and enjoyed an excellent catering service in a specially reserved Hospitality Area. Mapei UK's General Manager, Phil Breakspear, the Commercial Planning and Strategy Manager, Sarah Ridgway and other colleagues joined their guests to enjoy all the racing in close proximity with all the

world-class cyclists.

Confirmation that this global sporting event is an integral part of the company's vision of the future from a communications viewpoint was the official announcement made in Yorkshire that Mapei will be renewing its partnership with the International Cycling Union (UCI) for the 2020-2022 period. Mapei will once again be the Main Partner at the forthcoming Road World Championships scheduled to be held in Aigle-Martigny (Switzerland) in 2020, in Flanders (Belgium) in 2021 and Wollongong (Australia) in 2022. The global future with reference to which David Lappartient, President of the UCI, claimed: "Mapei has been a partner of our Road World Championships for 11 years now, with its name appearing on the advertising arches, banners and cars. Its logo has always been very closely connected with our event".





PEDERSEN AND MOLLEMA ON TOP OF THE WORLD WITH MAPEI SPORT

Rain and cold weather caused havoc during a number of the races at the 2019 Road World Championships. There was stormy weather at the finish of the men's road race in particular, won by the Danish cyclist Mads Pedersen riding for Trek-Segafredo. Pedersen showed great strength in beating the favourite Matteo Trentin and the Swiss rider Stefan Küng in a sprint finish.

Trek-Segafredo's men and women professional teams are managed by Luca Guerclena and draw on the expertise of Mapei Sport Research Centre. In the past, Mr. Guerclena worked for Mapei Sport and was also Sport Director of the Mapei Professional Cycling Youth Team. As well as Pedersen's gold medal in the men's elite road race, Guerclena's team also won the mixed-relay world championship in Harrogate thanks to Bauke Mollema (trained at Mapei Sport) riding for the Netherlands alongside Jos van Emden, Koen Bouwman and the female riders Amy Pieters, Riejanne Markus and Lucinda Brand.

Italy finished fourth, 55"89 behind the Netherlands, penalised after Elisa Longo Borghini punctured. Elisa is also a member of the Trek-Segafredo team that draws on Mapei Sport's expertise. Longo Borghini rode with Elena Cecchini, Tatiana Guderzo, Edoardo Affini, Elia Viviani and Davide Martinelli. Elisa Longo Borghini finished fifth and was the highest placed Italian rider in the women's elite road race won handsomely by the Dutch rider Annemiek Van Vleuten.

The women's road race also included Letizia Paternoster, another member of Trek-Segafredo. Letizia put in an excellent performance in a long and grueling race.

TOP OF PAGE. Left, the podium for the men elite road race: Trentin, second place, the winner Pedersen and Küng, who finished third. Right, Annemiek Van Vleuten, winner of the women's elite road race after a 105 km solo breakaway.

RIGHT. Quinn Simmons (USA), winner of the men junior road race at the 2019 World Championships.

BELOW. The podium of the junior girls Nations Cup with the rankings based on points from UCI races. From left, Great Britain, second place, the Netherlands, the winners, and United States, third place.



RIGHT. In the first photo, Mads Pedersen celebrates becoming world champion with Andrea Morelli, Mapei Sport Centre; in the second photo, Bauke Mollema, one of the winners of the mixed relay, with Morelli.



THE TESTS FOR PEDERSEN AND MOLLEMA

Mapei Sport Centre's cycling department is managed by Dr. Andrea Morelli with the help of the technicians Matteo Azzolini and Massimo Induni. As Morelli told us: "The Trek-Segafredo riders undergo physiological evaluation in our lab and other performance tests on the road during the seasonal training camps". The athletes undergo various tests in the lab. "The first test – so Morelli went on to say – is an endurance test in which we measure lactate level in the athletes blood through a capillary sample drawn from the earlobe. The endurance test is a development of a test that Prof. Aldo Sassi (the late Director of Mapei Sport) and his staff fine-tuned a few years ago to calculate rider's endurance at a given power output. It allows to estimate the time to exhaustion of the rider at that intensity. It is carried out up to the so-called lactate threshold and allows to determine the heart rate and power zones for training providing information about the athlete's endurance capability. The second test measures their VO2max (maximum oxygen consumption), basically the power of the athlete's aerobic engine. In the case of sprinters we also carry out a sprint test to measure peak and average power maximal short effort". These tests are then integrated with data collected outdoor on the road during the training camps. "Riders undergo an uphill test out on the road – so Dr. Morelli went on to explain - monitoring their power level at a steady heart rate. In this case, the athletes ride up three hills at a medium heart rate and their perceived effort – RPE – and average power are recorded". Trek-Segafredo riders are split into different groups during the outdoor testing: classic races riders, stage races contenders or climbers and time trialists. "The classics races riders and time trialists also undergo three minutes all out test on flat course". Mapei Sport provides Trek-Segafredo team's staff with scientific support and useful information to both coaches and Guercilena and the sports directors for youth talent identification.

HISTORY IS MADE USING VAR

The 2019 Road World Championships will enter the history books for being the first to have a result changed after consulting VAR and GPS technology. The world champion's jersey in the under 23 road race was eventually awarded to Samuele Battistella, who actually finished second behind the Dutch rider Nils Eekhoff, who was disqualified after studying GPS data. This was the first

time a result of a World Championship race was overturned by GPS data and video pictures. The judges made use of the vehicle carrying the VAR monitoring equipment, which showed that Eekhoff was pulled by a car for at least six seconds after he suffered a fall: disqualification was inevitable. So Battistella was joined on the podium by Stefan Bissegger in second place and Thomas Pidcock in third.

THE WINNERS

TEAM TIME TRIAL MIXED RELAY

1 The Netherlands, 2 Germany, 3 Great Britain

WOMEN JUNIOR INDIVIDUAL TIME TRIAL

1 Aigul Gareeva (Russia), 2 Shirin Van Anrooij (Netherlands), 3 Elynor Backstedt (Great Britain)

MEN JUNIOR INDIVIDUAL TIME TRIAL

1 Antonio Tiberi (Italy), 2 Enzo Leijnse (Netherlands), 3 Marco Brenner (Germany)

MEN UNDER 23 INDIVIDUAL TIME TRIAL

1 Mikkel Bjerg (Denmark), 2 Ian Garrison (USA), 3 Brandon McNulty (USA)

WOMEN ELITE INDIVIDUAL TIME TRIAL

1 Chloe Dygert (USA), 2 Anna Van Der Breggen (Netherlands), 3 Annemiek Van Vleuten (Netherlands)

MEN ELITE INDIVIDUAL TIME TRIAL

1 Rohan Dennis (Australia), 2 Remco Evenepoel (Belgium), 3 Filippo Ganna (Italy)

WOMEN JUNIOR ROAD RACE

1 Megan Jastrab (USA), 2 Julie De Wilde (Belgium), 3 Lieke Nooijen (Netherlands)

MEN JUNIOR ROAD RACE

1 Quinn Simmons (USA), 2 Alessio Martinelli (Italy), 3 Magnus Sheffield (USA)

MEN UNDER 23 ROAD RACE

1 Samuele Battistella (Italy), 2 Stefan Bissegger (Switzerland), 3 Thomas Pidcock (Great Britain)

WOMEN ELITE ROAD RACE

1 Annemiek Van Vleuten (Netherlands), 2 Anna Van Der Breggen (Netherlands), 3 Amanda Spratt (Australia)

MEN ELITE ROAD RACE

1 Mads Pedersen (Denmark), 2 Matteo Trentin (Italy), 3 Stefan Küng (Switzerland)

Manuel Locatelli: “Ready to give



LEFT. Locatelli in action playing for Italy's Under 21 team.

ABOVE. Locatelli takes on De Silvestri in the Torino–Sassuolo match.



ALREADY CAPTAIN OF THE ITALIAN UNDER 21 TEAM, HE IS NOW KNOCKING ON THE DOOR OF THE FIRST TEAM

“Manuel Locatelli is a midfielder with international prospects”, so Giovanni Carnevali told us, the Managing and General Director of Sassuolo. Manuel, who is now in his second season playing for Sassuolo, was born in Lecco (Northern Italy) in 1998. His father Emanuele was his team manager when he played for his local team Pescate. At the age of 11, Manuel joined AC Milan’s youth team and, as he moved through the ranks, his managers included De Vecchi and Brocchi. “They taught me so much”, so Manuel is quick to note. He made his debut playing for AC Milan in the Italian Serie A in the match against Carpi on 21st April 2016. He was then transferred from AC Milan to Sassuolo in summer 2018.

“After my first season playing for Sassuolo - so the midfielder revealed - various clubs showed an interest in me, but I was more than happy to stay in the

Mapei-sponsored team. I think I am at a very competitive club, which has really made the grade thanks mainly to its wonderful and unforgettable owner, the late Mr Giorgio Squinzi. Here at Sassuolo we have the Mapei Football Center for training, as well as other great modern facilities”. Manuel has two role models as a player: “When I was little, I really admired Pirlo and I have always tried to play like him, a midfielder with great vision. One of my favourite players at the moment is Toni Kroos from Real Madrid. I am a central midfield player, but I can also play in a more attacking position. I often pushed forward more when I was playing for youth teams”.

Sassuolo did not get off to a great start in the first few games of the 2019-2020 season, even though the team completely overwhelmed Sampdoria in its opening match. “I played my best in

everything for Sassuolo”



the match against Sampdoria”, so Manuel told us. But Sassuolo then lost its second match 2-1 against Torino. “We played well in the second half and were unlucky. We did not deserve to lose. I did not really play my best against Torino and was disappointed at the end of the game”. The Mapei-sponsored club then beat Spal quite comfortably in its next match. “I only came on towards the end of the game – so Locatelli admitted - and it was all pretty easy thanks to how well my teammates had played”. Sassuolo then lost against both Roma and Atalanta. “After playing badly in the first half against Roma at the Olympic Stadium, we played better in the second half scoring two goals against a really good team, but it was too little, too late”. Despite struggling in the early autumn, many people believe Sassuolo will finish mid-table again this season. “My team-

mates and I are determined to keep our feet firmly on the ground: our first target is to avoid relegation.”. Manuel frequently speaks with the General and Managing Director, Mr Carnevali: “Giovanni encourages me and the rest of the young players to keep on improving”.

Thanks to Sassuolo, Locatelli is also getting his chance with the Italy team. Before the start of the 2019-2020 season, Manuel had already played 10 times for Italy Under 21 under team manager Paolo Nicolato. “Playing for the national team is always something special, you really get the feeling that everybody in the country is rooting for you. I’m incredibly proud that the manager Di Biagio and the rest of the staff decided to make me captain. I have always given my very best for the national team and I hope to persuade the manager of the first national team, Mr Mancini, to call me up into his squad. Playing for Italy is something every young player dreams of when they begin their football career”.

Despite the tricky start to the season, Sassuolo still hopes to finish in the top 11, possibly even improving on its position over the last two seasons. Will Manuel treat himself to anything special if the team is in a much better position at the end of the season than it was at the beginning of autumn? “The best present I can give myself is to dedicate my success to my parents and my brother and sister Mattia and Martina”. He also added: “I began my career at AC Milan, a club where there was always talk of the Champions League and other international trophies. Now at Sassuolo we have to do our utmost to move up the table. First of all, we must make sure we stay in the top division, so I do not want to talk about European trophies at the moment. Sassuolo is doing so much for me, so I will do everything I can in future to help the team qualify for Europe, may be even in the Champions League. Once again I would like to point out that I will do my absolute best for the club”.

BERARDI IS A RECORD-BREAKER

Domenico Berardi is a record-breaking forward. He has now scored 62 goals in the Italian Serie A after the away match against Lecce.

The 25-year-old Sassuolo player is one of just four footballers born from 1994 onwards, who have scored at least 50 goals in Europe’s five most important leagues. He is in the company of players of the calibre of Kylian Mbappé (Paris Saint Germain), who won the World Cup playing for France, Timo Werner (Leipzig), and Raheem Sterling (Manchester City). Among this elite group he is the player who has scored most hat tricks.

The most goals Domenico has scored in one single match was in the match against AC Milan on 12th January 2014 that Sassuolo won 4-3. He scored all four goals for Sassuolo.





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2019/2020

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MAPEI
FOOTBALL CENTER



SEASON

 **MAPEI**  **Kappa**

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ROBERTO DE ZERBI - ROGERIO - JEREMY TOLJAN - FILIP DJURICIC - MEHDI BOURABIA - FILIPPO ROMAGNA
NELLI - DOMENICO BERARDI - PEDRO OBIANG - FRANCESCO CAPUTO - VLAD CHIRICHES - JUNIOR TRAORÉ

Download the Sassuolo team photo!



NEWS FROM THE **MAPEI** WORLD

EVENTS, TRADE FAIRS AND PROJECTS BY THE GROUP'S SUBSIDIARIES

USA - MAPEI CORP. WINS THE GREENSTEP INTERNATIONAL AWARD

Mapei Corp., the Group's US subsidiary, was awarded the GreenStep International Award on 18th September. The specialist magazine Floor Covering Weekly awards this prize to international companies who are leading the industry in the practice of sustainability and transparency. Upon winning the award, Jim Whitfield, Director of Mapei Corp.'s Technical Services Department, and Brittany Storm, Sustainability Manager, proclaimed that: "This award is the culmination of extensive research and communication between the U.S. and Italian sustainability and executive teams. Our commitment is built into everything we do and reflects in our triple bottom line – People, Products and Planet – whether it is employee training, product documentation and transparency, or operating processes that are designed to reduce our carbon footprint."



Jim Whitfield, Director of Mapei Corp.'s Technical Services Department, and Brittany Storm (on the right), Sustainability Manager, at the award-giving ceremony.

UK, SPAIN, PORTUGAL, SWITZERLAND, GERMANY QUALITY, SAFETY, HEALTH AND ENVIRONMENT

In June Mapei Spain, the Group's Spanish subsidiary, came through auditing by the official Certification Body, with all its operating centres' proving their full compliance with ISO 9001, ISO 14001 and OHSAS 18001 standards. Mapei UK, the Group's British subsidiary, also passed all the Certifications Audits for compliance with ISO 9001, ISO 14001 and ISO 45001 management standards (the latest version for Health and Safety Management Systems). In 2019 Mapei GmbH (Germany), Lusomapei (Portugal), Mapei Suisse (Switzerland), Mapei Construction Chemicals LLC (UAE)



and lots of other Group subsidiaries were all visited by Certification Bodies and clearly demonstrated their commitment to be compliant with international standards.

In the picture: Mapei UK's plant in Halesowen.



UK - MAPEI FOOTBALL CENTER SHOWCASED IN LONDON

ESSMA, the European Stadium & Safety Management Association, this year held its Development & Management workshop at Tottenham Hotspur Stadium in London on 3rd-4th September. Tottenham Hotspur's stadium is used for hosting both soccer matches and American football games thanks to fact that this is the world's only stadium that can be used with either a natural grass or artificial surface. Projects for European stadiums were presented to 19 members of the ESSMA from 16 nations. Elisa Portigliatti, Mapei Corporate Product Manager - Sports System Technology, and the architect Cesare Galligani from the Onsite firm, provided a detailed overview of the construction of Mapei Football Center in Sassuolo as a case study for cutting-edge facilities serving professional sports purposes and associated activities for young people, also mentioning Mapei products and technology for plant-engineering in the realm of sports.



CROATIA - MAPEI AT FEICA 2019

FEICA, the European Association of Manufacturers of Adhesives and Sealants, represents the sector on a European scale and works with various public/private institutions on improving economic/legal aspects of the industry. Every year the association holds a conference in a different city. This year it took place in Dubrovnik from 11th to 13th September. The Mapei Group took part in a forum about sustainable development and Mikaela Decio, the Environmental Sustainability Manager (in the picture), also gave a presentation entitled "Sustainability as a driver of innovation" focusing



on Mapei solutions for eco-sustainable buildings and its commitment for the environment.

GERMANY - MAPEI GMBH MET JOURNALISTS IN MUNICH

Once again this year Mapei GmbH, the Group's German subsidiary, dedicates two days to the specialist press. A group of journalists and representatives from the industry have been invited to Munich on 6th-7th November to attend an event that included presentations of product lines and systems, technical discussions about various topics, and descriptions of both local and international projects Mapei has been involved in. This was encompassed in a striking tour of the city: after an initial welcome in Künstlervilla, those taking part visited a number of buildings whose construction or renovation used some of the company products for installing resilient/textile materials, wood, ceramics and stone and solutions for building interventions. These buildings include the Bayerischer Hof and Steigenberger hotels, Ratskeller and Paulaner am Nockherberg restaurants, and the headquarters of BayWa Zentrale.





PRODUCTS IN THE SPOTLIGHT

WATERPROOFING, SMOOTHING AND SEALING:
A FEW SOLUTIONS FROM THE MAPEI WORLD



PLANISEAL 288

To waterproof underground structures, tanks and concrete structures in general, choose **PLANISEAL 288**, a two-component cementitious mortar made from cementitious binders, selected aggregates, special additives and synthetic polymers in water dispersion. When the two components are mixed together, they form a fluid mix that may be applied with a spreader or brush. It adheres very strongly to the substrate and guarantees excellent waterproofing for the base layer, including in the presence of water at up to 1.5 bar of pressure. It is available in two different colours (white and grey) in pre-dosed kits. It is highly permeable to water vapour, easy to apply and complies with the performance requirements of European standard EN 1504-2.

**WATERPROOFING
CONCRETE STRUCTURES**



PLANITOP RASO MAX

It is a smooth-textured, fibre-reinforced, waterproof, lime-cement smoothing and levelling mortar applied in layers 2 to 10 mm thick over cementitious renders, concrete and plastic coatings. **PLANITOP RASO MAX** can be used for smoothing the surface of walls, including walls painted with washable acrylic or quartz-based paint, plastic coatings, etc., as long as they are sound, clean and well-anchored to the substrate. Its special composition forms a highly-adhesive mortar with high workability. In good weather conditions, coloured finishing products from the **PLANITOP RASO MAX** complies with the principles defined in EN 1504-9 standard and the minimum requirements of EN 1504-3 standard.

**SMOOTHING
AND RENDERING**



EPORIP SCR

It is a very quick-hardening, urethane-silicate resin with low odour that can be used for sealing cracks and joints in cementitious screeds and concrete floors, as well as for interior and exterior bonding of concrete, ceramic tiles, and stone material in small repairs. **EPORIP SCR** is characterized by very quick-hardening which permits to apply the levelling compounds or the adhesives after approx 45 minutes. **EPORIP SCR** has a very good fluidity, which ensures a very good penetration into the screed and therefore a very good bonding. It is odourless, solvent free, with very low emissions of volatile organic compounds (VOC) and labelled with EMICODE EC1 R Plus.

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AND BONDING**



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Constructing with **eco-sustainable** criteria is a fundamental commitment: Mapei has always invested in Research & Development so that the products we have available for designers, contractors, installers and clients are **safe, reliable** and **durable** and have the **lowest impact possible** on our health and on the environment.

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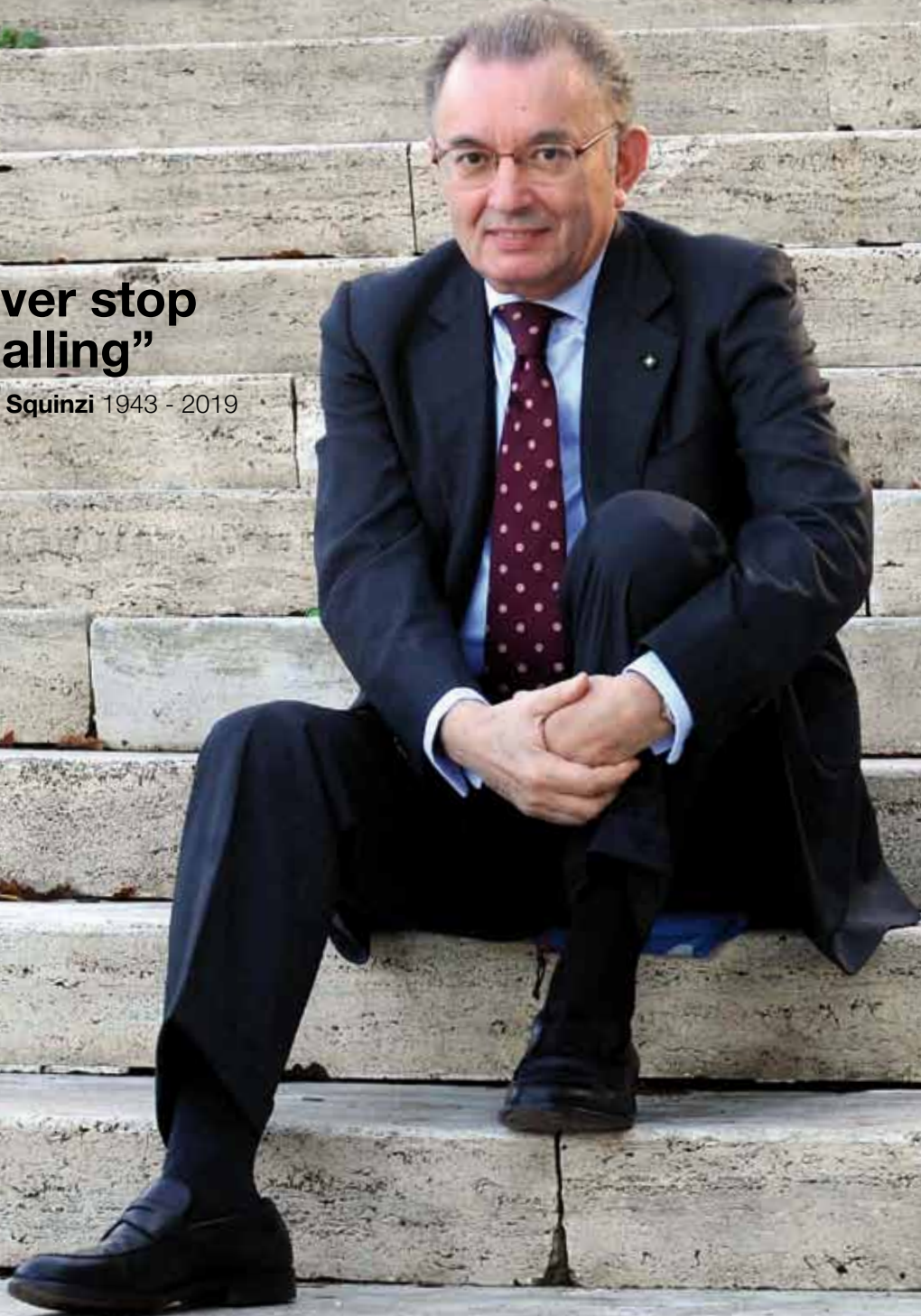
INTERNATIONAL

Realtà MAPEI

ISSUE 77

**“Never stop
pedalling”**

Giorgio Squinzi 1943 - 2019







**ADRIANA
SPAZZOLI**
*Realtà Mapei
International's*
Editor-in-chief

Farewell Giorgio.

That is the title we have chosen to open this special supplement to *Realtà Mapei International*, a title we wish we did not have to write. Giorgio Squinzi, the President of the Mapei Group, left us on the evening of 2nd October: a life divided between his family, company, business associations, sport, culture and social work. His motto “Never stop pedalling” epitomised his approach to both work and life.

Giorgio Squinzi had lots of friends in all those realms to which he contributed his expertise, rigour, passion and humanity; always in his own sober and unobtrusive style that conveyed such great charisma and respect. He knew how to listen, and people listened to him. We have asked some of the friends who accompanied him on life's journey to give us their own personal recollections of the man. Memories we have collected in the pages of this special supplement to *Realtà Mapei International*; all these words and stories clearly demonstrate the great affection people had for Giorgio Squinzi in the most disparate of realms.

His expertise, precision and passion will now be taken up by his children, Veronica and Marco, who were appointed as Chief Executive Officers in July 2019.

They will lead the group along the path first trodden with such far-sighted vision by Rodolfo and then Giorgio Squinzi that made Mapei great all over the world.

Enjoy your reading everybody.

A handwritten signature in black ink that reads "Adriano Spazzoli".

**LOTS OF HIS
FRIENDS GAVE
US THEIR OWN
PERSONAL
RECOLLECTIONS**



Farewell Giorgio

Giorgio Squinzi, the CEO of the Mapei Group, passed away on 2nd October. We would like to remember him by publishing the eulogies written by lots of his business friends, employees, and leading figures from the world of sport, culture and business.





HOW MR. SQUINZI MADE MAPEI GREAT

by Carlo Pecchi

I first met Giorgio Giorgio Squinzi in May 1977 when I was introduced to him by my predecessor, Mr Rocco Fortunato. He made a great impression on me right from the start. His father, Mr Rodolfo Squinzi, was the Sole Administrator of Mapei back then. After that initial interview, I was hired on 1st July 1977 and I worked closely with him for about 10 hours-a-day for over 42 years.

When I first joined Mapei, it was an Italian family business employing about 70 people, including office staff and workers, and had income of just over 7 billion lire (equivalent to 3 million Euros). The company offices and manufacturing activities were all located at no.22, via Cafiero in Milan. The new manufacturing plant in Robbiano di Mediglia, in the outskirts of Milan, only opened the following year.

I would now like to talk about some of my own recollections and personal memories of this wonderful relationship. A few years after joining the company, the company had to change its administration, business and manufacturing systems to accommodate more modern

equipment. Thanks to the decision taken by Mr. Squinzi, Mr Fortunato and myself, we moved on from a "Litton" accounting system (little more than a typewriter) to the very latest IBM systems at that time (34, 36, and AS400), which revolutionised our way of working.

In 1978, Mr Squinzi decided it was time for Mapei to make its first major foreign investment. I remember all the problems we had transferring the corporate capital we needed to start operating in Canada. At the time there was a real squeeze on credit and numerous constraints on transferring capital. For a full 9 months we filled in forms and handled all the other paperwork required by the 2 banks we were working with without getting anywhere. We only managed to close the operation after Mr Squinzi met with the top executives of what was then called Banca Commerciale Italiana. At that time most of Mr Squinzi's work was carried out in the laboratory, where he was involved in research with a few trusted assistants. I often saw him testing out new products for himself or carrying out pull-test tests.

He was always completely at ease in the laboratory. Over the following few years investment in research, both by hiring young graduates/school leavers or buying the very latest equipment, laid the foundations for Mapei's success. Internationalisation was another extremely important activity. After setting up the first company in Canada, we founded nine companies across every continent in the 1980s.

It is worth mentioning the establishing of Mapei Arizona, which later became Mapei Corp. I can remember the difficulties we encountered during the first few years of this important venture. When we talked about it, I focused on the difficulties involved and suggested we might rethink this investment. Mr Squinzi's reply was categorical: "Pecchi, if we can't break onto the American market, we should not be in this business". Once again, he was right. We now have income of approximately 1 billion Euros in North America making extremely good profits.

His father Rodolfo died suddenly in 1984 and Mr. Squinzi took over full responsibility for all the operations of what was by now an international



Official opening of the manufacturing plant in Laval (Canada) in 1984.



Giorgio Squinzi with Carlo Pecchi.

Laying the first stone at the manufacturing plant in Montgru Saint-Hilaire in France.



group.

In 1987 we made an investment in Latina (central Italy) in order to carry out manufacturing closer to all our customers in central-southern Italy, setting up Mapei Centro Sud. This was not one of those investments designed to obtain government grant only to close down operations and emigrate overseas. Indeed, over 30 year after first opening, the plant in Latina is still a pride of our Group with its cutting-edge systems and a rising number of staff. Once again, you can see the visionary thinking of this great businessman. So now let's talk about cycling. We entered the world of cycling in 1992 because Mr. Squinzi, who was a keen amateur cyclist, believed it could be an important means of promoting our products. This investment lasted for about ten years. Here are some of my fondest memories from this great venture. The first time we took part in the Tour de France, we invited our most important customers to watch the final stage on the Champs Élysées in Paris followed by a dinner at the Tour d'Argent together with the entire cycling team. An unforgettable evening

with a final speech by Mr. Squinzi that all the customers who were there still remember fondly even today. A few years later I went with Mr Squinzi to Biarritz to watch the finish of another stage of the Tour de France. It was a Saturday and Mr Squinzi wanted to fly there in the morning, because he had arranged meetings with two important customers before enjoying the finish of the stage. In other words, he made the very most of his time because business was always in his thoughts. Mr Squinzi was extremely upset when he decided to abandon professional cycling. After 10 years at the very top of cycling with over 600 wins, he was betrayed by the sport he loved. He failed to beat doping, as he believed he could, because the rest of the top teams refused to follow his lead. Mr Squinzi had invested so much in the sport, even setting up a special company, Sport Service Mapei, together with the late and much-lamented Prof Sassi, with a view to cleaning up the sport. This company, which is now called Mapei Sport Center, is still fully-operational and helps both professional athletes and amateurs

improve their performances. After cycling came football with a major investment in Sassuolo Calcio. This was also intended to promote the company on the Italian market in particular. In football, just like in cycling, Ms Adriana Spazzoli played a key role in making the most of these opportunities on a promotional/media level. Once again, Mr Squinzi was not content to just invest in advertising, he wanted to create something that would last. As usual, Mr Squinzi wanted to do things properly to help young players develop with a view to the future. He took on a team in the lower echelons of Italian football and, year after year, got the club promoted through the various divisions (C2, C1, B and then A) until it eventually qualified for the Europa League. The hope was to play in the Champions League one day. A truly thrilling venture. In the meantime, Mapei bought a stadium in Reggio Emilia (in Italy only 3 football clubs own their own ground), which, with the help of further investment, has become one of the very few UEFA-approved stadiums in Italy. The Mapei Football Center was then



From left on. Rodolfo, Giorgio and Marco Squinzi.



Guido Trussardi, Roberto Boselli, Sergio Ceresa, Giorgio Squinzi and Luciano Trussardi.

“He always treated all the staff in the same way, with a smile on his face. He was an optimist and even when facing difficulties, he managed to find a positive solution”.

built in Sassuolo in 2019, a real jewel in the crown, where all Sassuolo Calcio's teams can now train. It can even be used by people from the local area. In the 1990s, as well as setting up new companies all over the world, Mr Squinzi's strategic vision led to the purchasing of important companies:

- Vinavil from the Eni Group in 1994. This was also a winning gamble. The company, which was almost dead and buried at the time, was gradually revitalised over the years. I can remember the months of work before the acquisition, the negotiations with Enichem Synthesis, and the day we finally closed the deal: there were plenty of executive managers from Enichem and our company at the table. Talking about the manufacturing plants, none of the sales people were well-informed about the location of the plants, while Mr Squinzi was the only person who knew exactly what the deal was about after just one visit.
- Mapei Ag (now Mapei Suisse) again in 1994. The company had plants for manufacturing powdered milk. With great foresight, Mr Squinzi immediately

realised these plants could be converted to manufacture an important ingredient in powder form that could serve the entire Mapei Group.

- Gorka was purchased from the Polish Government in 1999. The company was on the verge of bankruptcy and had obsolete plants. The suppliers no longer trusted the company and wanted to be paid in advance for their supplies. Once again, the situation was turned around by Mapei's intervention. Gorka now has some extremely efficient plants for manufacturing a certain kind of cement and can boast a notable turnover with excellent profits.
- The purchasing of the Rescon Group in Norway in 1999 was intended to extend the Mapei range of products in the booming sector of alkali-free accelerating admixtures for concrete mainly used for underground engineering projects such as in tunnels. This operation allowed Mapei to make its mark in this market.
- Mr Squinzi was determined to take over the Sopro Group in 2001. Sopro was part of the German cement manufacturing colossus Dyckerhoff,

which, for in-house reasons, had to sell its non-cement-based operations. They suggested the takeover should happen in November 2001, with the deadline for closing the deal set as 31st December 2001. There was very little time to make such an important acquisition. Mr Squinzi immediately organised the takeover, dividing up the work inside our company between a number of teams specialising in manufacturing plants and commercial, legal, administration and financial operations. I was involved in the latter and I can remember the final meeting at the headquarters of Credito Italiano (now Unicredit) in piazza Cordusio in Milan attended by Mr Squinzi, Mr Profumo (Unicredit) and myself. The deal was successfully concluded. We managed to transfer the money for the acquisition by 30th December 2001.

- Finally, another important takeover I can remember was Polyglass in 2008, a company operating in the field of bituminous and synthetic membranes. Mr Squinzi was equally committed when it came to representative organisations. He was elected



Visit to the Mapei plant in Latina (built in Central Italy in 1987) during the “Open Factories” event held in 2011.



Giorgio Squinzi with Luciano Longhetti (at the time Managing Director of Vinavil) in 1994, when Vinavil was acquired by Mapei



President of the Italian Federation of Chemical Industry Associations in 1997 with 99% of the votes. His time in office was extremely successful and he was reappointed for a further four years. After a two-year break, he was re-elected with the same landslide vote for a third four-year term in office. The Italian Federation of Chemical Industry Associations was the presidency he loved most. Mr Squinzi had chemicals in his blood, and he was extremely proud to be able to do something for his own sector.

He supported the Federation's "Fabbriche Aperte (open factories)" activities, which he saw as opportunities to meet with both staff and local people. On these occasions, Mr Squinzi made sure all the manufacturing plants were fully committed.

He was then elected President of Confindustria, the Confederation of Italian Manufacturing and Service Companies, from 2012 to 2016. He never really enjoyed the political-industrial climate in Rome and, poignantly, on the day of his official reconfirmation for a two-year term

in office, he decided to dine with members of his family and Mapei staff and not the leaders of the Confederation.

Another extremely important issue was Mr Squinzi's determination to drive home the concept of "quality" in all the staff. Mapei was the first Italian company in our industry to be awarded ISO 9001 certification and all Mapei subsidiaries, even those in the most remote locations, are certified or in the process of being certified.

I would like to point out that in all the interviews he gave Mr Squinzi was always quick to point out that there had been no collective dismissals or redundancy packages at any Mapei companies. I can confirm that that is entirely true, but I would also like to add that the Group's Italian companies all have their tax bases in Italy (i.e. they pay their taxes in Italy) without transferring capital into tax havens as many other business people, even from extremely well-known companies, have done over the last few years. This proves just what a serious Entrepreneur with a capital "E" he really was.

It was inspiring to work so closely with Mr Squinzi. I got the chance to admire his incredible work skills and the way he was able to focus on concrete things with no-frills; he was, as they say, always 'on the ball'. He always treated all the staff, both executives and ordinary workers, in the same way. He always had a smile on his face and a few words of encouragement when required. He was an optimist and always saw the glass half full. Even when facing difficulties (and there are always hard times in life), he managed to find a positive solution. And this influenced all of us. His favourite motto was to "never stop pedalling", which really summed up his way of life. I would like to end with a personal recollection: in mid-September this year, I caught pneumonia. Despite the fact that Mr Squinzi was so seriously ill, he called me every day to find out how I was feeling and encourage me to look after myself. That was Mr Squinzi. I will miss him, we will all miss him, so very much.

Mapei Group's CFO.



Giorgio Squinzi with Michael Hecker and Andreas Wilbrand at an event organised by Sopro, the group taken over in 2001.



Visit to a Polyglass plant, a group taken over in 2008.



by Roberto Boselli

NOTHING WAS IMPOSSIBLE

I am rather reluctant to talk about my relationship with Mr Squinzi because, quite apart from the fact I began working for him almost 42 years ago when I was little more than a boy, I will always cherish the extremely close relationship we had that became even closer down the years.

It was 1978 when I had my first job interview to join Mapei. The manufacturing plant in Mediglia was still being built and it was back when the company was about to expand worldwide and make internationalisation one of the great pillars of its growth. I will never forget that interview, a handful of minutes that could decide my future when I knew I had to make the best impression possible.

The interview was, in fact, with Mr Squinzi himself and his father Rodolfo Squinzi, the founder of Mapei. I immediately realised that they shared the same line of thinking about the company's future, but above all, I was delighted to see that they both had the gift of making everybody feel important. That was where Giorgio Squinzi's charisma came from. He knew how to motivate the people who worked alongside him and, above all, had the patience to listen to them in order to work together to solve the problems being faced. The kind of charisma built around very definite human values, so deeply entrenched that they were gradually passed on to the whole of Mapei over time, almost as if they were contagious.

He had a very simple and direct way of engaging you and encouraging you to give your best at all times. When Mapei took over its professional cycling team, Mr Squinzi gave me one of the team's racing bikes as a present and asked me if I wanted to go cycling on Sundays with him and his group of extremely keen fellow amateur cyclists, including some of my colleagues. I had never ridden a racing bike, just ordinary city bikes, and my sport had always been football. Nevertheless, I decided to join them for a ride around Brianza. I warned Mr Squinzi: "I have never ridden up a hill in my life!", to which he replied "do not worry, it is not particularly hard", even though everybody was already gasping and panting! He took me up two climbs, one of which, Colle Brianza, was an insurmountable climb for a beginner like me. I was the last to get to the top and I was completely shattered. Mr Squinzi was already there waiting for me with the others and everybody burst out laughing, him more than anybody, and then he said: "You see, I was right, it was not impossible!". Over all those years, when he taught me so much, helped me get on and encouraged me to do my best, Mr Squinzi was like a father or older brother to me. He was definitely an important male figure in my education and taught me how to get by in both work and life by simply following just a few simple rules: be honest, respectful, polite and always willing to help others.

These family values were conveyed to and shared by all of us and lie at the foundations of what has now become a multinational company famous worldwide.

His visits to the manufacturing plant in Mediglia, extremely frequent before he took on important official posts during the later period of his life, were extremely helpful professionally for me and all the staff, but above all they were extremely happy moments. He knew everybody and always exchanged a few words with all of us. There are plenty of stories that now come to mind at this time of deep suffering, but one stands out in particular. After twenty years working in the same place, I began to travel around the world and on 11th September 2001 I happened to be in the United States during the terrorist attack on the Twin Towers. Stuck in the USA over the days following that disaster, I tried to get back to Italy by driving down to Mexico. Mr Squinzi and his wife Adriana called me several times a day to make sure I was alright and advise me how to get back to Italy.

Knowing you belong to a Group that will never abandon you is extremely important, and it is even more important to feel the warmth of a family that is always by your side when things are difficult. And that is another reason why I really miss Mr Squinzi now.

Mapei Operations Group Director

OUR GET TOGETHERS IN AMERICA: WORK AND BOAT TRIPS

When I think about Giorgio, a flood of memories come to mind from over 40 years of a very close friendship. It is really hard to pick out one that really gives a good idea of who he was and why everybody loved and respected him so much. Even finding a simple adjective to describe him seems impossible to me. Giorgio Squinzi was simply legendary. When he occasionally came over to visit us in the United States, he used to make a speech to the staff, who would listen to him with great emotional engagement. His words conveyed real enthusiasm for Mapei, respect for work done well, and a desire to continue along the path we were all following together, from the very lowest levels to the very top. He was like a general addressing his troops and we would have followed him to the ends of the earth if he had asked us to. Because everybody knew that people always came first for him, he knew how to listen to without imposing his own views. Truth was the most important thing for him and, if need be, he could forgive mistakes with great kindness and compassion. When I spoke to him, I always felt really privileged. You were given the chance to express yourself by somebody who trusted, understood and was kind to you, a person who had plenty of patience and common sense. He only needed to take a quick glance to understand what was going on and he found something valuable in everything, people and things, a quality worth noting and respecting. In so many years of friendship I never heard him say a single word that was not full of gentle acumen.



by Nick di Tempora

He was the most intelligent person I ever met. When I attended meetings in the laboratories, I was astounded by the solutions he found to problems, his expertise and flexibility. He could magically come up with brilliant ideas just when they were needed. He had an inquiring mind and was interested in the surrounding world, in progress in all fields and possibilities that actually came to fruition. In his opinion, all this was perfectly embodied by the United States, a country Giorgio always loved. I enjoyed observing his enthusiasm, curiosity and admiration for beauty and innovation. Wherever I moved to live, there was always an apartment where he could stay, so that we could spend some time together outside of our urgent professional commitments for Mapei. I can remember a wonderful

boat trip we went on with our wives to Harbour Island during a visit to Florida. While we were out sailing, the captain spotted an uninhabited island. As the four of us prepared to explore it, the captain caught some lobster and then cooked some delicious spaghetti and Giorgio, who loved good cooking, was absolutely thrilled... He was a man who loved life, had a kind and honest heart, knew how to appreciate the good things in life and people's virtues and that is how I would like to remember him in my own private thoughts.

Honorary President of Mapei Corp., the Group's US subsidiary.

“He was one of us”: how staff remem

“I first met Mr Squinzi in March 1989 at a job interview for Mapei. It was a small company at the time and we were one big family. Mr Squinzi was a kind of “father” figure, always ready to encourage us and teach us something new. He was always extremely respectful and kind. I can remember Mr Squinzi consoling and supporting me when my father passed away. I admired his great sincerity and his attention to people, and I feel very lucky to have known him”.

Roberta Corti. *Secretary, R&D Laboratory, Mapei SpA*



“For years I was Mr Squinzi’s personal driver after being his mechanic. Right until the very end he always had a smile on his lips, was ready to give advice and was always friendly with everybody, despite his busy schedule. He never made me feel different from him, because he always made everybody feel at ease through his kindness and simplicity. We often spoke about football and he promised me we would watch the Sassuolo-Inter Milan match together but, unfortunately, he did not make it. He was a wonderful person and I will miss him”.

Luciano Consolo. *Giorgio Squinzi’s personal driver*



Mr Squinzi was a special man and I spent almost half my life with him: I set off on a wonderfully exciting business journey with him 32 years ago (developing and launching Mapei’s line of products for the building industry all over the world), during which I learnt so much. As our relationship became closer, I got the chance to admire his humanity and humility, qualities which, alas, are rare in many of us, but not in him and his family. He was a great boss who became a friend and who always found time to listen to me. It only took a few

words or just a look in his eyes, a smile or a frown, for me to realize whether what I had in mind was a good idea or not. Even now, when I go up to the sixth floor of Mapei SpA’s offices, I cannot help looking over to the left towards his office. His armchair is, alas, unoccupied. I think about him every day. We have lost a great man who taught me so much. I will always remember him.

Pasquale Zaffaroni. *Product Manager, Mapei Building Line.*



I had the great fortune to spend over 40 year working alongside Mr Squinzi. I joined the company in 1973 as a chemical analyst with expertise in gas chromatography. In 1980 Mapei began researching into different types of cement and I gained plenty of invaluable experience. Under Mr Squinzi’s guidance we achieved remarkable results developing what were then innovative high-speed products.

How could I ever forget those meetings about international standards, when, due to my non-existent knowledge of English, I used to whisper the results of the work carried out in the laboratory, so that Mr Squinzi could simultaneously translate them as if he had been directly involved in the work himself?

And then there was his love of cycling. I vividly remember Mr Squinzi taking me on board the team car during a cycling race in the United States: it was a real treat for a great cycling fan like me.

And cycling did not just mean sharing those incredible achievements of great champions but also our Sunday rides around the hills of Brianza. It was during one of these rides that Mr Squinzi acted as “my personal mechanic” to solve a problem that had forced me to stop and get off my bike.

He knew the names of all his staff, both in Italy and abroad, and when the opportunity presented itself, he would chat with everybody, always remembering to ask them about their families. More recently he told me of his frustration about

not knowing all the new employees personally, due to how big the company had grown. His office door was always open ready to listen to both business and personal problems, always ready to help solve either, even just by taking time out for a simple chat.

Vittorio Riunno. *Research & Development Lab, Mapei SpA*



I am honoured to be a member of his staff, because he was an exceptional person, a man with a big heart I always respected, liked and was grateful to, as if he were a father. He made us feel important, always asking how we were, how our work was going and often saying “thanks for everything”. When he came to visit us at the plant in Mediglia, he would eat with the workers and was always pleased to see us. He was always smiling, and you could tell from his smile just how honest he was.

Ivo Cremaschini. *QC Laboratory, Mapei plant in Robbiano di Mediglia (Italy)*



Mr Squinzi was always kind and polite, showing an interest in us as people and not just our work. He was a stickler for working the best way possible and was always pleased if we had any suggestions that might boost our efficiency. I remember once we were making boxes that were not perfectly straight when they came out of the machine. After I mentioned it, he immediately got somebody to call the supplier, who came over within the hour to solve what might have seemed an insignificant little glitch but was extremely important to Mr Squinzi. He was also very understanding when it came to our mistakes: a mistake was an opportunity to improve and learn more. He knew how to get the best out of people.

Ruggiero Dimiccoli. *Operator in the powdered products department at the Mapei plant in Robbiano di Mediglia*

Remember him

I have always felt a real sense of belonging to the company ever since I first joined Mapei and met Mr Squinzi for the first time. That was back in Christmas 1995 when he and his family came over to wish me the season's greetings while I was busy at work. Mr Squinzi always tried to interact with the workers and often asked technical questions. He was an enlightened person, who built a company in which I did not just grow professionally but also as a person. He has always felt a very powerful sense of sharing, both in his work and also as for the firm's business successes.

Giuseppe Iannaccone. *Head of the warehouse for finished products at the Mapei plant in Robbiano di Mediglia.*



The first time I met Mr Squinzi was way back in 1983, just a few days after I was hired by his father Rodolfo. When I told him that the interview ended with his father saying in the Milanese dialect 'ches chi l'è un brav fiò' (this one is a good lad), he started laughing and immediately began helping me take my first steps in the company. I soon realised I was part of a huge enterprise that was run like a family business. The company had just been fitted out with its first Computer Centre and at the end of the week I created histograms on graph paper. Mr Squinzi always turned up to check on the sales figures. The thing that struck me most was his incredible capacity to assimilate and memorize an unbelievable amount of information in a very short space of time. He could remember details about building operations and practices from decades earlier even more accurately than I could, and I had followed them in person. Mr Squinzi always showed a great interest in his fellow workers and was never short of a smile or a pat on the shoulders. I even got my ears pulled a few times, but these warnings were always instructive and given in a firm,



clear voice. It only took a few words from him to motivate us with his favorite saying: "never stop pedalling". A few decades ago, during the Cersaie exhibition, I was told I would be sharing a room with him. I had not been at the company for very long and I was a bit apprehensive. Mr Squinzi immediately made me feel at ease and we ended up chatting and exchanging views on the book he was reading. These are just a few stories that are close to my heart, and I will always be endlessly grateful to him for these and many others like them.

Paolo Giglio. *Technical Services, Mapei SpA*



My career working for Mapei began after a job interview with Mr Squinzi way back in 1987. At the time he was the President of a European Standards Committee for adhesives for ceramics and we travelled frequently to meet leading manufacturers in the industry: the esteem and respect with which he was greeted at every meeting with his leading competitors always amazed me.

His humanity and ability to convey enthusiasm and love for this company have certainly made Mapei one big family from which it is hard to be separated.

Thank you, Mr Squinzi!"

Manuela Orlando. *Corporate Marketing Activities and International Fairs Manager, Mapei SpA*

THE "BIG BOSS"

You see, dear Giorgio, the fact is that you didn't know how to be "the big boss".

For us, for all of us, you were just "il Dottore (the Doctor)".

Because a boss never has time to come over and ask you "how's it going?".

The boss is never interested in your opinion about your work; the boss just gives out orders, period!

But you, on the other hand, were always asking questions with the utmost humility.

So, let me tell you, you were not "cut out" to be the boss; just accept it, you did not have what it takes.

At best you could have been the team captain; like in a sports team, all sweat and determination.

At most you could have been and..... and for us you were, some sort of father, but never a boss!

And..... when, up there on the top floor, they ask you

"Who were you when you were down there?"

I'm certain you will simply reply..

"I was just.. one of them".

Pierluigi Scarpellini. *Procurement Specialist at Mapei plant in Robbiano di Mediglia*

HE ALWAYS KNEW HOW TO THINK BIG

Giorgio Squinzi's passing is a terrible loss for Italy and Milan. We are all familiar with his life, career and successes and there would be no need to mention them again, if it were not for the more urgent need than ever for positive examples and virtuous models to remind us who we are and what we can achieve if we have confidence in ourselves and our country.

Giorgio Squinzi was, first and foremost, a hard worker; a man who really devoted himself to creating wealth and employment as few others have over the last few decades, combining in exemplary fashion a vocation for business and a passionate interest in research and innovation. Mapei has always manufactured cutting-edge products that have been used on so many projects and iconic buildings all over the planet. Mapei, which employs thousands of staff and has dozens of manufacturing plants worldwide, is the most obvious proof of his entrepreneurial vision and enterprise. A vision further reinforced by his awareness of the social responsibility accompanying business and the need for open, constructive and pragmatic dialogue with the working world; as President of the Confederation of the Italian Manufacturing and Service Companies



by Giuseppe Sala

and CEO of his company, his relations with the unions were exemplary from this viewpoint and set a benchmark we should all try and emulate. An aspect of Giorgio Squinzi's personality that really struck me was the way he followed his own individual passions with the same enthusiasm he devoted to his work. We all know about his love for sport (from cycling to football), but I would also like to emphasise his love of music. Over recent times I got the chance to attend La Scala Opera House board meetings with him: he always made an important contribution to those meetings, showing the kind of enthusiasm and extraordinary expertise that characterised him right to the very end. The best way to celebrate his life's

work and remarkable endeavours would be to now witness the emergence of a new generation of businesspeople ready to draw on the example he set.

The country needs men and women interested in doing business properly and thinking big; businesspeople with a broad outlook on the society in which they live and the world as a whole. People who are not content with small successes and are driven to keep on growing and improving

all the time, ready to work with other businesses and the rest of the working world and its representatives. Milan admires and appreciates anybody embodying these values. The "Ambrogino d'Oro" prize he was awarded by the Milan City Council in 1996 certainly shows that Giorgio Squinzi was completely in synch with the city; everything his colleagues, staff and ordinary people had to say as they fondly remembered him in Piazza del Duomo on the day of his funeral clearly illustrates that Giorgio Squinzi was one of us, and it is as one of us that we would like to keep on remembering him.

Mayor of Milan



by Romano Prodi

IN ITALIAN PEOPLE'S HEARTS IN SPORT AND BUSINESS

My friendship with Giorgio did not stem from discussions about economics or our shared love of cycling. We actually met through his dear wife Adriana. Fate would have it that I was the examining tutor for Adriana's university degree thesis at the Faculty of Political Science in Bologna. She was a very clever and quick student, as is sometimes the case with young students from the Romagna region. We eventually met up again a few years later when she introduced me to Giorgio: it only took me a few minutes to realise how crucial their relationship was in terms of both their private lives and in the world of business. Sadly, in the solemn surroundings of Milan Cathedral, I realised just how painful their final separation was. They built the great company Mapei together: Giorgio working on its manufacturing facilities and Adriana handling its image, making the company so familiar not just to Italians but all over the world. A very special business enterprise, whose distinctive traits meant locating manufacturing plants close to consumers across every continent. I frequently took advantage of this fact to find out from Giorgio how the markets were moving, learning how difficult it was to distinguish between them and how they were evolving. It also taught me the importance not only of following these developments but

also of anticipating them by equipping even the smallest and most distant plants with the research and marketing tools required to interpret the endless nuances of the market.

This attention to detail allowed him to develop his business into a global leader in an industry which, due to low transport costs, tends to be fragmented among small regional manufacturers. A market in which Mapei continued to grow so successfully that it never had to resort to laying off workers or organising redundancy packages.

The end result is that Italy now has a truly multinational company employing over 10,000 staff and operating in over 80 countries worldwide.

Mapei has entered the hearts of the Italian people not only through its products but also through its love of sport. Sport viewed not just in terms of competition but also of ensuring compliance with the necessary rules of ethics and responsibility. That is how Giorgio explained to me his decision to leave the world of cycling after winning every imaginable type of race. It is the same reason he decided to build a sports centre focused on promoting the true values of sport and, in particular, careful monitoring against doping and everything it entails.

I am mainly talking about cycling

because it was not just a passion we shared, but also an opportunity for us to go on lots of rides together.

His love of sport also involved an extraordinary venture in the world of football, where he led his team, Sassuolo, up into the very top flight of Italian football, once again combining his passion for sport with his industrial operations as a homage to the city hosting Europe's leading ceramic tiles manufacturing centre and the biggest market in Italy for Mapei's adhesives and chemical products.

I think Giorgio (and also Adriana) will be pleased to know that as I remember him, in addition to our discussions about Italian industry or the intricacies of Italian politics, I cannot help thinking about that moment way back in July 2006 when we rejoiced together in the stands of Dortmund Stadium after Italy's unforgettable victory against Germany. I think it is nice to remember friends during those happy moments spent together.

*Past President of the EU Commission
and Past Prime Minister of Italy.*

LOOKING INTO THE FUTURE

Giorgio Squinzi leaves behind a brightly shining example of humanity for all of us to admire: a person who could see beyond boundaries (Mapei is a successful company operating in over 50 countries), without ever forgetting his own roots, a distinctive trait of which he was rightly proud and which, not surprisingly, led him to be a member of the board of directors of two organisations that are most representative of Milan: Veneranda Fabbrica del Duomo and La Scala Opera House.

His love for his homeland translated into a business style: Giorgio was a sensitive man with deep empathy for workers as he clearly demonstrated when he was President of the Italian Federation of Chemical Industry Associations, achieving some quite remarkable results such as the signing of six contracts that revolutionised this industry without the need for even an hour's strike, and also as

the head of the Confederation of Italian Manufacturing and Service Companies. A way of life which saw him - with heroic stoicism - still at work in his company office right up until the final days of his life. This style fitted in harmoniously - an apt expression bearing in mind his love of music - with his role as a husband and father. It is often said that behind every great man there is a great woman and, together with Adriana and their children Veronica and Marco, Giorgio created a wonderful family. I have lots of memories that bind us together: operas, concerts and so much more, our shared love for football and healthy sport, something he promoted tirelessly.

When he "adopted" a spire depicting a Young Saint on Milan Cathedral on 15th May 2018, Giorgio Squinzi wanted his nearest and dearest by his side during the ceremony held on the Cathedral Terraces so that he could point out the direction in which they should be looking: into the future. That statue and what it signifies are an enduring testimony to a life lived to the full. I am certain that the light Giorgio gave off through his shining example will never go out and will continue to show the way ahead for everybody who follows in his footsteps.

President of Veneranda Fabbrica del Duomo di Milano.



by Fedele Confalonieri

A GUIDING LIGHT FOR US ALL



by Emma Marcegaglia

I have so many fond memories and so many stories still going around my mind from my long and very close family friendship with Giorgio, Adriana, Veronica and Marco.

One of the most unforgettable of all these memories, which I always recollect with great fondness and emotion, dates back to an afternoon back in 2002 at Milan Polytechnic. That was when Giorgio was asked to give a speech to the university's academic board and rector. He gave a "lectio magistralis" as part of the ceremony during which he was awarded an honorary degree in engineering, together with my dad Steno, to cap an extraordinary business career.

All that ceremony and commotion were not just a fitting reward for Giorgio,

who was made a "prince of chemistry", complete with cap and gown. Above all, it was an appropriate way of honouring an extraordinary man who, through his brilliance, hard work, commitment, sobriety and humanity, had managed to make his family business and the company Mapei a unique, universal business success. These were the same principles and values that worked as a guiding light to my family and my father. That is why, whenever I think about Giorgio Squinzi, I also think about Steno Marcegaglia: the startling example they both set as businessmen and their incomparable human qualities.

President of Eni and Past President of Confindustria.

AN EXEMPLARY STORY ABOUT A FAMILY BUSINESS



by Diana Bracco

There is something special about family businesses: a wealth of values that run through different generations like DNA and translate into a love of what is produced, the work that goes into it, the people involved in the company and the communities in which it operates. All this very much applies to Mapei and the Squinzi family. I believe that businessmen can only achieve great results with the backing of a united team that has great faith in the company and its possibilities for growth. Giorgio could always rely on that and it allowed him to achieve some extraordinary goals by concentrating on research and internationalisation based around long-term thinking and an almost “obsessive” focus on growth.

He was a tireless worker from when he took over the company in 1984 from his father Rodolfo. Over the last 30 years Giorgio Squinzi took the company to the top of the world. Together with his wife, Adriana Spazzoli, and his children, Marco and Veronica, he developed the business into one of the biggest global companies in the chemicals and building industries. Everybody who works at Mapei can and must be proud of these astonishing facts. I can remember back in 2017, when the company was celebrating its 80th anniversary, Mr Squinzi proudly announced that, in its whole history, Mapei “had never made a loss, never resorted to redundancy packages and never fired anybody to reduce staff”. An extraordinary thing.

But Giorgio Squinzi was not just a great businessman, he was also a steadfast guiding figure for all those associations that wanted him to be their President. I

am thinking in particular (with heartfelt emotion) about his appointment as the head of Confindustria, the Confederation of Italian Manufacturing and Service Companies, which he led from May 2012 to May 2016 with outstanding dedication and commitment. He always worked solely in his colleagues’ interest, sacrificing his time and even his health. He was motivated by an extraordinary sense of duty, just like when he was asked to lead the CEFIC, the European Chemical Industry Council. Always pro-European and a great believer in the United States of Europe, Squinzi’s voice also counted in Brussels and he was so talented that the European Chemical Industry Council wanted him as their President. Prior to that, he was twice elected President of the Italian Federation of the chemical industry, first from 1997 to 2003, when we exchanged its leadership, and then again from June 2005 to June 2011. That was when we really became friends, when we began sharing so many positions and doing so many wonderful things together. We have always been committed to such issues as the central importance of business and the firm belief that politics should focus on manufacturing and research.

For me, Giorgio was more a friend (and I would say almost a brother) than a business colleague. We shared so many passions: from the love of the chemicals industry and our commitment to business associations to a passion for culture and sport and a firm belief in fundamental values.

Something else we had in common was a love of music. Together we

managed to get the great conductor Riccardo Muti to come and perform two unforgettable concerts at La Scala Opera House accompanied by the Chicago Symphony Orchestra. It was a wonderful event.

Then there was sport, which made him a popular figure with the general public, first through the Mapei Professional Cycling Team and then later when he took over Sassuolo football club. My husband once said to me: “You just wait and see, Sassuolo will get promoted into the Italian Serie A”. And that is what happened. Everything Squinzi touched turned to gold.

A wonderful father and husband, Giorgio was a loyal, honest and brave man; a quiet but extremely friendly person. Never excessive, never overstated, he was one of those businessmen that made Italy great: a generation motivated by commitment, the idea of a “poor family and a rich company”, and global thinking, local action. I can remember, for example, all those speeches he gave at meetings of the Bracco Group’s Board of Directors he was part of for years. I was always extremely interested in his views and global vision of Europe, China and the United States. He was always very well-prepared, asked poignant questions, and gave invaluable advice.

Giorgio Squinzi’s passing means the Italian and European chemicals industry has lost a leading figure and Milan has lost an exemplary citizen and great patron, somebody all of us should always remember with affectionate gratitude.

President and CEO of the Bracco Group.

A MODEL BUSINESSMAN

by Angelo Tantazzi

I first met Giorgio Squinzi about 20 years ago during the presentation of a publication by Prometeia about the tiles industry. That was a key moment for the Italian ceramics industry: the ceramic tiles manufacturing industry was facing major challenges back then, as part of it still is today, concerning its growth and internationalisation.

Thanks to Giorgio and his clear-thinking, Mapei played an absolutely vital role in that context. Mapei set an example: a real focus on products (partly due to his individual know-how) and an understanding of foreign markets,

which, thanks to his long-term thinking, he treated just like the home market. All this helped make Mapei what it is today, an international colossus.

His sense of responsibility led him to take on a number of official duties, first and foremost his post representing Confindustria, the Confederation of Italian Manufacturing and Service Companies, where he tackled the issues and problems facing medium-sized industry and the Italian manufacturing sector in general. My own personal memory of Giorgio is

his smile, his sincere but affectionate politeness, and our enjoyable meetings, even though they were relatively infrequent. He was always a great worker, and everybody will remember his generosity, professional expertise and vision of what an Italian entrepreneur should be like today and how they should act.

President of Prometeia SpA, an Italian provider of consulting services, software solutions and economic research on Risk, Wealth & Performance Management.



PROUD TO BE ITALIAN, A CITIZEN OF THE WORLD



by Adriana Cerretelli

Simplicity has a greatness all of its own. Particularly in those who manage to hold onto this simplicity even after turning their father's small family business into a worldwide enterprise. Eventually becoming a global businessman, the face and trusted brand of a distinctly Italian kind of excellence. With a family feel.

Giorgio Squinzi was always true to himself: an ambitious entrepreneur armed, first and foremost, with a wealth of personal and family values untarnished by all the hard work, risks and surprises encountered navigating the shark-infested waters of big business. He saw these dangers, faced up to them and continued on his way, sure of himself, the quality of his products and the endless promises his investment in research had to offer.

When I used to come back from Brussels or Rome, we would meet up

on Saturday mornings at Mapei. We would drink coffee together and chat about Italy, Europe and the world, the general air of decline and, together, try and work out where we were going. We would talk about Italian and European politics and he expressed his concerns over the economy, the nation's future and the future of his children and grandchildren.

"We have to be brave enough to leave all this behind", so I used to tell him, even the last time I saw him. But he always refused to give up: he was a tireless fighter, a great Italian deeply rooted in his origins and yet multinational "on his own", like very few other Italian businessmen.

I will miss you, dear Giorgio, with your Milanese accent, clever insight, concrete business mind, culture and love of music, the example you have set and, above all, your smile, that of an honest man. I am proud to have known you. I hope people will try and imitate you: Italy desperately needs people like you.

Journalist.

THE VALUE OF INNOVATION IN THE NAME OF PROGRESS

Giorgio Squinzi is no longer with us, but his legacy and example have already left their mark. I shall forthwith mention some of the most salient features of this exceptional personage and friend. I will do so by using the conceptual nomenclature which is familiar to me as a scholar. These concepts might appear abstract, but they were not so in Giorgio's work, with which I was keenly in tune.

Rather than going through the many successes of his prodigious entrepreneurial career, I shall focus on four paradigms which Giorgio fleshed out and which have resonated with me over many decades, as each pursued his own field of 'work'. Giorgio implemented impressive projects on these paradigms, which for my part were cultivated along decades of research from the scholarly perspective. The first paradigm addresses the role of scientific research as a main motor for innovation and modern entrepreneurship. Giorgio's convictions were not merely focused on using research as an applied tool for productive innovation. Actually he recognized the need for pure research, which in itself meant progress since its ramifications often went far beyond initial expectations. Therefore, he often discussed issues related to research with Lincean Fellows specialized in pure research and technoscience as well as with structural economists (like myself) who were particularly interested in the workings of the real economies. The second paradigm focuses on the role of innovation as an overall frame-



by Alberto Quadrio Curzio

work in which the entrepreneur brings together a broad array of concepts and skills: technoscientific, organizational, economic and institutional. Often the 'cultures' of academia and business struggle to find common ground. The former can consider the latter "too practical" and approximate, while the latter can consider the former as "too theoretical" and abstract. Giorgio thought "outside the box" and avoided being ensnared in these stereotypical categories; he created his own category, and this made him a truly innovative entrepreneur able to constructively converse with the abovementioned 'cultures'. The third paradigm regards internationalisation. Giorgio knew that it meant more than exporting goods, as it includes production in varied contexts: economic, institutional, cultural, and territorial settings. In his multifaceted model, human and cultural factors played a significant role. Technoscience,

production and the market economy are crucial components as are the individuals living in their social contexts.

The fourth paradigm centers on what I called in my studies "social liberalism". Here, by applying the principle of subsidiarity, associations play a key role and provide an organized form of expression which leads to complementarity of sectoral and overall interests. This holds true also for relations among individual EU

member states and the European Union as a whole, in which Giorgio strongly believed.

Lastly, I wish to recall one of the many public events I participated at with Giorgio. In May 2012, I presented my book of interviews "Oltre la Crisi" at the Catholic University in Milan and invited Romano Prodi, a lifelong friend, and Giorgio Squinzi as the main guest speakers. On that occasion we discussed these four paradigms from the various angles of our fields of 'work' and ascertained once again the complementarity of our approaches. I believe this was appreciated by his wife Adriana (who had been a student of Romano's and mine) who was present that day and to whom my most affectionate thoughts go for the earthly loss of Giorgio.

*Emeritus Professor of Political Economy,
Catholic University of Milan
President Emeritus, Lincei National
Academy*

THE SMILE OF SOMEBODY WHO KNEW HOW TO LISTEN

by Vittorio Grigolo

Dear, gentle, much-loved Giorgio,
Your smile was always the first thing to greet us, a gentle soothing smile full of humble but irresistible magnetism. We all fell into your web of love and pure, genuine friendship. I can still feel your "presence" standing in front of me with a glass of wine in one hand and a slice of freshly cut ham you kindly handed me, fresh from your table. Sharing has always been your motto, above all sharing with a smile, the smile

of somebody who does not expect anything back in return. Talking about music, sports or anything else was a pleasure, because you made everybody feel at ease. The great code of a great man... knowing how to listen and appreciate things. You are still here deep inside me, even in my voice, now and forever. Thank you for dedicating so many precious moments of your time to me,

together with Adriana, and for opening up the doors to your beloved family, who will remain in my heart now and forever.

Italian tenor.



*A terrible loss for the world of culture, economics and sport,
an exceptional person of great honesty and profundity,
a wonderful person, a real person.*

Riccardo Muti, Conductor

A GREAT PASSION FOR WORK AND A TRUE FRIENDSHIP

by Alexander Pereira

Dear Giorgio,
Even before I first came to La Scala Opera House, some Austrian friends of mine told me that there was somebody special in Milan called Giorgio Squinzi. A man with a big heart who loved opera and was full of bursting enthusiasm for the theatre. When I came to La Scala and met you for the very first time, I thought about what they had told me and that serene look on your face, your laugh and the way you carried your "heart in your hand" (as they say in Vienna and also Milan), touched me instantly.

I knew straight away that our friendship would be extremely important for the Opera House. I will never forget you telling me that your father took you to La Scala for the first time on 2nd January 1954. Maria Callas was singing Cherubini's *Médée* conducted by Leonard Bernstein and that was the start of a passion that lasted your entire lifetime. Personally, I will never forget one evening in 1956 when my mother took me to listen to Maria Callas in Vienna performing Donizetti's *Lucia di Lammermoor* conducted by Herbert von Karajan. A production that originally came from La Scala. When we first began thinking about and discussing La Scala Opera House and your experiences in this theatre, I knew you would be the right man for the Board of Directors. The theatre already had plenty of reasons for thanking you, including your generosity in contributing money and materials for the major renovation project on the building undertaken in partnership with Milan City Council based on a project designed by the architect Mario Botta. That was another reason why I was embarrassed to ask for your financial



support in joining the Board, but I knew your contribution to the theatre would go way beyond just money, and having you alongside me was crucial in many decisions I made, as well as an opportunity to get to know you better personally.

So, I got the chance to know you better right at the time when you fell ill, and you showed everybody that your optimism, kindness and love of life were stronger than the fear and pain you must have endured over these last few years. I might even dare to say I became quite friendly with you, and you are certainly one of the very few true friends I have had over the last few years and I consider that to be a great gift: one of those friendships that rarely form except during childhood. Today I promise you that for the rest of my life I will show the same kind of affection and attention to your family that you showed to me.

Thank you for everything.

CEO and Artistic Director of La Scala Opera House.

WHEN “DOING” IS WORTH MORE THAN “SAYING”

Giorgio Squinzi telephoned me to arrange what we have been taught to refer to using the (often inappropriate) word “meeting”. As is often the case with people in the public eye, we already knew each other: I had just left my post as the President of Milan Law Court and had thrown myself “heart and soul” into No’hma Theatre, which my sister, Teresa, had left me; he had finished his term in office at Confindustria, the Confederation of Italian Manufacturing and Service Companies. But being members of the same club does not necessarily mean you know each other. Under his Presidency Italy had gone through the “blood and tears” of Prime Minister Monti’s government and almost defaulted. Squinzi’s courage had managed to recharge the engines of hope by focusing on industry and the manufacturing sector to fend off any risk of

“industrial desertification”, as he referred to it. And he had encouraged the world of politics to inject what he described (using sporting jargon) as “a change of pace”, so as to try and cure our chronically ailing public administration with all its “fetters and constraints”. Back then, as alas is still the case, Squinzi ran up against European budget constraints on financing infrastructures and research, the two great platforms of growth that could get us back on our feet. And nothing has changed.

After his term in office at Confindustria, Squinzi went on to continue his public service as the Chairman of the Board of the Sole 24 Ore Group, and his telephone call was to ask me to join the team: jump on board. Ours was not a very happy experience, having to take on - as we did - a highly complicated state of affairs (accounts in the red and unhappy relations between the newspaper’s management and staff). But that tragic situation (how could we possibly forget that 30th September, when Gabriele Del Torchio suddenly fell ill?) was



by Livia Pomodoro

what led to and ultimately cemented the very close friendship between us.

As well as having business written in his DNA, which explains the sheer scope and scale of an industrial giant operating in more than 50 countries worldwide, Giorgio Squinzi certainly did not deny himself other pleasures: starting with sport, where he had a vast array of unrepeatable successes first in cycling and then football, setting off on a wonderful venture with Sassuolo: an impetuous rise from the lower divisions to the top flight. Here again he showed his farsighted thinking by ensuring the club had its own stadium, still a significant exception among Italian football clubs. But it was not just sport: Squinzi also developed a love for the visual arts and bel canto, as the Guggenheim Foundation and La Scala Opera House know only too well.

Actions and emotions bequeathed to our country, actions and emotions that made him such an incredibly generous person. Particularly with me and my theatre. He even contributed to covering

the costs of renovating old Santa Marta Church for the Brera Academy that I now preside over.

I think Giorgio Squinzi will be pleased to know that all this positive energy will now be taken up by his wife Adriana. Starting with her work for Sodalitas, the Foundation she chairs that is focused on issues like growth and social business responsibility. Finally, if we happened to measure - something we do so very rarely, bearing in mind how indulgent we are towards ourselves - the distance separating what we say from what we do, then we would be pleasantly surprised to find that Giorgio Squinzi had played a zero-sum game. Indeed, it would turn out that he had done even more than he said he would. And it is this final consideration that makes his friendship with me and all those people who loved him such a rare privilege, a special kind of ‘meeting’.

President of the Brera Academy of Fine Arts and President of No’hma Theatre.



by Mario Botta

THE BEAUTY OF PLANNING THE OPTIMISTIC APPROACH TO LIFE

In the wake of Giorgio Squinzi's funeral held in the striking setting of Milan Cathedral surrounded by his family and friends, I now often find myself suddenly thinking about Giorgio during breaks in my everyday work, remembering him on one hand as if he were still part of my everyday life and on the other as a distinct echo from the past.

His enduring presence wavering between the present and past sounds rather disturbing.

Does this mean Giorgio is still part of my everyday life or is he somebody I just remember from our work together?

The ambiguity of this situation evokes a constant presence-absence that did not come to end when he left this Earth. His optimism in dealing with the contradictions of life coincides with the enduring

force of his thinking: the beauty of "doing", the beauty of building, the beauty of planning in the firm belief that even individual work can contribute to the common good. This perspective allows us to overcome hurdles and set our sights on our ultimate goals.

I worked with Giorgio on various architectural designs: the project to modernise La Scala Opera House in Milan and the project to build Mapei's laboratories in his manufacturing plant in Robbiano di Mediglia, in the outskirts of Milan.

No bureaucratic or structural hurdles were ever capable getting in the way of completing these enterprises.

For the architect, it showed that architecture in itself does not exist and only becomes such through the work of architecture in question. Thank you

again Giorgio!

After all, leaving aside our business ventures together, Giorgio Squinzi always had a very positive impact on my life from a personal viewpoint. His faith in human endeavour is something that has accompanied me throughout my career. I now realise that a significant part of my very own identity has been lost with his passing.

Architect



by Father Giuseppe Bettoni

A LIFE SERVING THE COMMON GOOD

Lots of us have gathered around you today in your beloved Milan Cathedral to try and be of some small comfort to your much-loved wife Adriana. We hope we can, in some way, console her, your much-loved children Veronica and Marco, their families and your beloved grandchildren, in the hope we can lessen their suffering just a little. When your illness came to a dramatic end it was 2nd October, the day when the Church commemorates the Guardian Angels, something which for us worldly-wide adults now seems more like a children's story relegated into those blurred and mysteriously realms of fairy tales and fantasy... And yet I think it might be the key to interpreting your life.

There is an old story that tells us that when God created the world everything was beautiful, and everybody lived in peace. One day the devil, who was enraged with envy, dug deep into the ground with his claws creating ravines and valleys to separate the nations, raising up cliffs and mountains so that people could no longer communicate and get on with each other until everybody suddenly found themselves divided and forced to shout out to each other from opposing mountainsides. Seeing how people were searching for each other and crying out, God sent angels to them, so they could use their wings to form bridges and people could come together again. Our Eternal

Lord is still doing this today: he keeps on sending us angels whose wings act as bridges, as meeting places and as means of friendship, so that people can come back together and love each other. Leaving aside this angelic tale of ethereal religiousness and acknowledging the gift you were, Giorgio, to your family, your beloved city, your country and so many others... we might say you were like an angel, who never hesitated to spread his wings or, in other words, use your great skills and talent for building bridges, filling valleys, creating bonds between people and keeping this world going.

In a country where so many people keep on relentlessly scraping away at the earth to create barriers and walls, your intensely lived life, Giorgio, is telling us that it is still possible to live differently, that it is possible to use one's skills and talents for the benefit of the community and everybody's common good. Today you are surrounded by people you did business with, some involved in research, some in sport, some in the arts and music, some in politics and some in other services... you were surrounded by different realms that you managed to criss-cross and bring together. From La Scala Opera House to Milan Cathedral, from industry to football stadiums and social work. Giorgio, I and so many others can bear witness to the fact that you never ignored those who had it

hardest, those who struggled. Without your help, I could never have done so many of the things we achieved together working for Arché, because you believed in solidarity and charity in the concrete sense of feeling genuinely responsible for other people's fate, in deeds and not just words.

I thank the Lord for giving us somebody our country owes so much to; a man of faith or, rather, a man we could have faith in, because your spirituality was steeped in history, studying life carefully, always searching, always dynamic and on the move, as epitomised by your love of cycling. You always said: never stop pedalling! We might say that the bicycle is a perfect metaphor for your busy life, as Madeleine Delbrêl wrote in her "Spirituality of the bicycle":

You chose us to be in a strange state of balance.

A balance that cannot be attained or held except in motion,

except when driving forwards.

A bit like a bike that cannot stand up without going around,

a bike that leans against a wall until somebody gets on it

and rides it swiftly along the street

President of Arché Foundation.

This letter was first published in the Italian newspaper Repubblica on the 7th of October.



by Father Antonio Mazzi

I do not know how or when my very special and warm relationship with Giorgio came about, it was just one of those things that sometimes happen. His smile and his genuineness won me over immediately and he became a lifelong companion, almost a fellow traveller. "How is it going? How are you? Do you need anything?...". Describing Giorgio as just the boss of Mapei, the President of the Confederation of Italian Manufacturing and Service Companies or any of those other titles he held, would, for me, be like dismissing or ignoring that incredibly rare richness of character you hardly ever come across in that kind of environment.

I am almost tempted to say, "a primary school classmate has passed away". This is the nicest thing I can say about those three or four friends I still have left. Friends I see a couple of times a

I HOPE SOMEBODY ELSE LIKE GIORGIO COMES INTO THIS WORLD

year to whom I can never say no: "Toni, shall we go and eat some polenta or drink a glass of wine". And so off we go to that little restaurant that still happens to be there, although it has been renovated a bit.

When I was interviewed for television just after the Mass held in Duomo Cathedral in Milan, all I managed to say was: "I just hope another Giorgio is born soon, because our Heavenly Father doesn't make people like that very often, and the world certainly needs them."

Somebody capable of bringing together technology, strategy, cutting-edge business enterprise, sport, honesty, solidarity, friendship and simplicity, is a rare breed indeed.

I fondly remember those get-togethers around Christmas time at Colnago's, our days at the sports arena in Bormio, cycling up Stelvio Pass, and those convivial meals with everybody present, adults and youngsters, that his wife Adriana was so good at organising when there was always a gift for the kids at Exodus.

Unfortunately, alongside those pleasant encounters I will never forget meeting him those times when, suffering from his terrible illness, he would hobble up using his walking aids and, despite everything, stop, smile, say hello and, as usual, ask me "how is that business of yours going...". And what an unforgettable hug he would give me.....! Here is another anecdote: we were such good friends that when I was in-

vited to watch the Sassuolo-Inter Milan match, I couldn't refuse to go because I felt I had to cheer on his team for him. I have remembered just a few wonderful moments, not many, just enough to show who Giorgio was for me. But I also feel bound to mention the pain I felt when, while celebrating Mass from the presbytery of Milan Cathedral, I saw Adriana bent over and overwhelmed with suffering.

And then when she came over for the "kiss of peace" and I tried to stroke her face that was now little more than just two eyes shining more brightly than ever, "buried in tears," she had the strength to whisper "I'm sorry... I just couldn't bring myself to call you". To have lost a friend at a time when humanity is really struggling makes this lost twice as bad and brings home to each and every one of us the need to live in a cleaner, more genuine, more sensitive, more sporting and more "inhabitable" society.

President of Exodus Foundation.

A VISIONARY IN THE WORLD OF CYCLING, WHO SPOKE TO PEOPLE'S HEARTS

by Andrea Tafi

Thank you. I would simply like to express my most sincere thanks for everything Giorgio Squinzi did for me. This heartfelt but rather bland 'thank you' is my way of thanking Giorgio Squinzi for everything he represented for me and for all those people, who, like me, were lucky enough to meet him along their way.

In summer 1993 I was fortunate enough to meet somebody for the first time, who, just a few minutes later, would become my official sponsor and my boss. After entering his office, I soon realised that I was not just in an ordinary company or in the midst of the usual business people, I had entered a family of men and women, every last one of whom felt a real sense of belonging. All it took was a handshake, way before I even signed the contract that would tie me to that great "Mapei era" for my entire career, too brief and short lived to be considered an age, but extremely prolific, so much so that it was considered to be a golden period in cycling. After chatting for about a minute I realised he was an extremely well-informed and passionate man, attentive and respectful, who could talk to people's hearts in a way very few people could. His humaneness, attention and respect, combined with an incomparable sense of responsibility and rigour, immediately won me over. His great qualities were plain to see. I managed to gain his esteem, trust and

friendship and I was fortunate enough to win one of the world's greatest bike races, in my opinion the best of all, a race that Giorgio Squinzi and his wife, Adriana Spazzoli, truly loved: the Paris-Roubaix. An extreme race that has come to be associated with the company and its famous cycling team with its distinctive "cube patterned" jersey; a team that built its now legendary reputation on the cobbles of the "Queen of the classics".

I was lucky enough to win it on a day when Giorgio Squinzi watched the race with my entire family at the Roubaix velodrome. What happiness, what celebrations and how many fond memories now shrouded in sadness. They are what help us to keep on going, to keep on doing better, the way he taught us to. We must never stop pedalling whatever happens. But it is undeniable that there is now a feeling of regret and a strong one, as strong as the love that was with him along that final kilometre and that will be with us for the rest of our days.

So, what does Mr Squinzi leave behind? A bit of everything. It is there for all to us. A great family. A great company. Lots of little enterprises of the highest calibre that have become benchmarks over the years, such as the Mapei Sport Center, which he first envisaged and set about creating with Aldo Sassi, who is also still in all our hearts. It is just a pity that the best cycling team in the world

came to the end of the road in 2002.

But once again it happened Mapei style, in the manner of Mr Squinzi and Ms Spazzoli: without ever stopping pedalling.

They left cycling so they could contribute something more and even better for the world of sport. They left a gaping hole behind, but also a visionary philosophy that has captured the minds of so many entrepreneurs, who are now trying to put this method into practice in the whole of the World Tour.

Do you remember when Mapei launched its youth team in 2000? Many people thought it was a bit too much, almost a provocation, overstepping the mark and going too far, but it was just the kind of vision of the future that only Giorgio Squinzi had.

Mapei was the first example of a global team in a sport - cycling - that was only just becoming a worldwide affair. And all this was thought up, envisaged and first tested out by a man who was always one step ahead of the rest, sensing and encouraging change before it happened. For this reason and many others, all I can say to him now is thank you. I will never forget him and never stop pedalling.

Former cyclist of the Mapei Professional Cycling Team.





by Ernesto Colnago

PARIS-ROUBAIX AND THE CARBON BIKE: A WINNING GAMBLE FOR BOTH OF US

There is something so unfair about my being here to remember you, dear Giorgio, so it is with a heavy heart that I am writing these few lines to tell people a little about a certain friendship: our friendship. A real, deep and sincere friendship with you and all of your wonderful family.

Memories are like precious jewels we carry around in a secret box, and I would like to take this opportunity to take out a couple of them to talk about you and about us, and about our journey together in the world of cycling. The first of these memories dates back to summer 1993. You had only just entered professional cycling a few months earlier after saving the team created by Marco Giovannetti. You had just celebrated the Mapei team's first success after Stefano Della Santa won the Melinda Trophy when I called you to talk about a team called Clas. It was a Spanish team that was about to close down, even though it could boast such top riders as Rominger and Olano: they raced on my bikes and I was always concerned about the fate of teams that chose and choose to ride my bikes. So, I suggested you might be interested in a merger and you did not hesitate, grasping this opportunity to form the

Mapei Clas team, which immediately started winning. Indeed, in 1994 it won an amazing total of 62 races, including the Paris-Nice and Vuelta a España thanks to Tony Rominger and the World Cup thanks to Gianluca Bortolami. I distinctly remember it was the year you and Adriana discovered the charm and severity of the Paris-Roubaix road race, and one of my fondest memories of you is connected with that race. It was 1996, I had just started experimenting with carbon frames and used this particular material to build bikes for the Paris-Roubaix. Plenty of people in the team were not totally convinced by my decision. Other manufacturers had brought out full suspended bikes that year and it was feared that carbon was not ideal for that kind of road surface. In actual fact, people suspected carbon would shatter on the incredibly harsh French cobblestones. "I have studied things carefully and carried out tests - so I reassured you on the phone - and you will find the bikes are competitive". But the night before the race, I remember it was actually 10 p.m., you called me again. "Ernesto, are you quite sure about this? The good reputation of your company and my team are at stake here...". "Definitely, I

have not changed my mind", so I replied. And then you said something typical of Giorgio Squinzi: "Alright then, let's do it. And if we lose, we both lose." Everybody knows what happened after that. We did not lose, on the contrary, we triumphed thanks to Museeuw, Bortolami and Tafi. And that Paris-Roubaix is still a milestone in the history of cycling.

One of the last things I remember has a definite date: 9th February 2018, the day of my 86th birthday. You took the stage at the Unicredit Pavilion in Piazza Gae Aulenti in Milan, along with my new C64 bike and Fabio Aru, the UAE Emirates team's most important new signing, a team that has been racing with my bikes for two seasons. I wanted you up alongside me again so that I could give you one of these customised bikes in the Mapei colours as a special gift. You were emotional, everybody noticed it, and you whispered to me: "Ernesto, you keep the bike, I will come around and pick it up as soon as I am feeling better...". That bike is still here in my museum. It symbolises a great story and a great friendship, as well as a journey I hoped would last much longer.

President of Colnago Ernesto & C. S.r.l.



THOSE WORDS ALWAYS FULL OF WISDOM AND COMMON SENSE

by Gianni Bugno

Hello there Gianni, how's it going? That was how Mr Squinzi used to greet me whenever he phoned me, and he did so regularly. To tell the truth I called him too, but less regularly, because anybody who knows me will tell you I am always shy, reserved and slightly introverted, but that is the way I am and Mr Squinzi, who understood people (including me), knew what I was like, so he would call first. Hello there Gianni, how's it going? And although I was usually a little reluctant to talk about myself, I used to let myself go with him, because Mr Squinzi

always had this power over me and not only me. I felt comfortable, delighted to have the attention of a man I always admired and envied for his greatness and wisdom. For his boundless humanity. That way he had of always making you feel at ease, never making you feel intimidated about who he was and what he represented. After all, Mr Squinzi was a giant. A captain of industry who created a global colossus and held so many important posts without the greatest ease. In a nutshell, he has always been an absolute champion but, at the

same time, he always treated everybody with the utmost gentleness and sobriety, something only great people know how to do. Hello there Gianni, how's it going? It was all fine, Mr Squinzi. It was fine for many years, but what are we going to do now? How will I manage without hearing your voice, your phone calls, your words always full of wisdom and common sense? I will miss you, dear Mr Squinzi. Oh yes, I really will.

Former cyclist of the Mapei Professional Cycling Team.

I PERSUADED HIM TO GET INTO CYCLING



by Ercole Baldini

Giorgio Squinzi is no longer with us and that makes me feel incredibly sad as he was such a classy and highly cultured person. I was lucky enough to meet Mr Squinzi about 40 years ago for business reasons: I was working for the ceramic tile manufacturer Iris Ceramiche and my company was involved in a business venture with Mapei. Giorgio was already a well-established businessman and organised special courses to teach installers how to use his products. Of course, I knew that cycling was his great love and Giorgio had told me that he would like to sponsor a professional team. The chance came around in 1993 when a team lost its financial backing just before the start of the Tour of Italy. I arranged for him to meet the team manager Marco Giovannetti and in just a few hours Giorgio decided to get involved in cycling and take part in the Tour of Italy. People often point out that I was re-

sponsible for getting Mapei into cycling and I consider that a great achievement. Mr Squinzi never expressed any regrets about the decision he made and that makes me feel proud. Back in the 1990s I was also involved in the managerial side of professional cycling and I had contacts with the International Cycling Union (UCI). I often talked about Giorgio's great qualities to the President of the UCI, Hein Verbruggen. In the beginning he and many others thought all the praise I heaped on Giorgio was rather excessive. But then even the UCI realised that Mr Squinzi was an extraordinary person and had created something fabulous as a business man. I am sorry Giorgio has now left us. Now lots of people are remembering Giorgio and the realisation that he had so many friends makes me happy.

Former cyclist

HIS HUG AT THE WORLD CHAMPIONSHIPS STILL BRINGS TEARS TO MY EYES



by Cadel Evans

From our first meeting at the Mapei Professional Cycling Team presentation in 2002, I got to know a man that lead, not from being a leader, not from his authority but from respect. Respect for his ability, his generosity, his fairness, his humbleness. Every member of the cycling team and all the staff at Mapei, were more than a team. In becoming a part of Mapei, I joined a family of colleagues, all motivated and inspired by Mr Squinzi. His inspiration made us a league, all wanting to give our best, together, “vincere insieme”, culminating in the success of Mapei. In our sport of cycling, his contributions will never be completely comprehended. From sponsoring young development teams, national

teams and the ‘super team’ of cycling (‘Mapei’ as it is affectionally known through all of its various iterations), and Mapei Sport Research Center. A sports center that transformed our sport for the better through Mr. Squinzi’s emphasis on research and learning to improve. This, combined with the guidance of our dear Professor Sassi, in a few short years, made cycling move decades ahead. Despite the short sightedness of colleagues, officials and federations, Mr. Squinzi persisted in improving our sport, maintaining the cycling World Championships during a period of cycling’s mismanagement. I, as a disciple of Mapei Sport Center, won one of these World Titles. Memories of

the hug from Giorgio after the finish line brings tears to my eyes. In life we all hope to make a difference, but few of us can ever dream of making a difference to the world as Mr. Squinzi. Giorgio, I thank you, for your contributions to my sport, the opportunities you gave to me, but above all, I thank you for all those you have inspired through sport, though business, through politics, and through being the humble, respectful individual you have been. You were, and always will be, an inspiration for us all. Rest In Peace.

Former cyclist of the Mapei Professional Cycling Team



"AS A TEAM" UP THE STELVIO PASS

by Mario Zangrando

I like to remember him with something he used to say all the time: "If only we Italians could be more like a team, then we would not need to fear anybody". And that is how it was from when we first met: we formed a "team". We rode up Stelvio Pass together, a team of friends sharing the same love of cycling. I would spend 3 (even 4) hours talking with him about bikes, victories,

champions, young talents, football, local and even national politics. It was a great honour to be by your side, dear Giorgio, to help you complete that climb and when you have reached the top of "our" Stelvio Pass each year you were so excited with your face covered in sweat and tears. Now you have got there, Giorgio. I like to think you have joined Aldo (Sassi) and Franco

(Ballerini) along that final kilometer; they are waiting for you ready to pedal together once again towards the Pass.....a Team forever".

President of the cycling section of Unione Sportiva Bormiese.

SUNDAYS RIDING ALONG THE BRIANZA ROADS



For many years Giorgio Squinzi and a group of keen cyclist friends used to meet up at a roundabout in Monza (Northern Italy) to ride along the roads of Brianza together. It turned into a sort of Sunday ritual as they pedalled hard in good company, inevitably ending the ride by enjoying a little tipple together.

THOSE SATURDAYS CHATTING ABOUT CYCLING

I used to get a phone call around 5:30 PM. "Will you be in Milan tomorrow, Pier Augusto? If you can, come around to my office at the usual time and we will have a coffee together".

He always called me by my name and was always extremely formal and polite. That was just the way Mr Squinzi was, although over the last few years I always referred to him as "President". The Friday phone call was always a godsend for me; it had that same sweet taste, since I knew how great the next day would be: it was really important for me to meet up with him and spend a little bit of time with him in his office in Viale Jenner, where we generally chatted about a bit of everything, but mainly cycling. It was the evening before a wonderful, special day: all for us. A habit we always found time for, even without even mentioning it, that had been going on for years by now.

It did not take much: just a quick phone call and then the next day I was there at around 10 o'clock in the morning to enjoy a tasty coffee with the President, reminiscing, telling stories and anecdotes and gossiping. We talked about so many different things: Nibali, Aru and those young cyclists who were struggling to progress. And then, of course, those Italian World Tour teams that had suddenly vanished off the radar and, needless to say, the Tour of Italy and Tour of France, all subjects that inevitably lead on to all sorts of stories and eventually took us back to the Mapei Professional Cycling Team and an experience that was not just cycling, it was a business, communication and marketing enterprise (the cube-patterned cycling jersey designed by Ms Spazzoli is still there to be admired: an icon) with a very human side to it.



by Pier Augusto Stagi

And then the time would inevitably come around when I had to let him know the date of the "tuttoBICI Oscars", an event he was so fond of and always pencilled into the diary he kept in the left-hand pocket of his jacket. "I will be there...", so he would tell me. Like that day when he asked me: "Will Nibali be there?". "Yes, of course President. He won the Oscar". And then, with a bit of boyish reticence, he said: "Could you put me on his table?...". "But of course, President".

And then we talked about "Le Vele", the non-profit organisation based in Pioltello, near Milan, which meant so much to him and to Ms Adriana Spazzoli. Even the date of the pre-Christmas dinner was a must and was always written down in the diary and never missed. A meal based around the traditional Milanese "casseoula" enjoyed in the company of so many friends, with so much good already done and so much

still to do.

His phone call that fell on a Friday was always an extremely important call for me, since I always felt my friendship with Mr Squinzi – that began way back in 1993 - was a special gift. Something precious. It meant so much to me and I was always so proud to be his friend. I can still remember the 18th May 2002 (his birthday), just after he had found out that Stefano Garzelli had failed a drugs test during the Tour of Italy, when he called me to let me know that he would be folding the team at the end of the season and asked me to write a book about those nine years of top-class cycle racing that left their mark on history of cycling and ended up in a box of memories entitled "Cubes of Glory". How I miss those Friday calls: I'm afraid it will never be Sunday again.

Journalist



by Francesco Magnanelli

HUMILITY, HARD WORK AND SACRIFICE TO BUILD A WINNING TEAM

He was a great man, there is no question about that.... he was different from everybody else. I had the good luck and pleasure of knowing him and sharing so many experiences with him. I will never forget what he always used to ask me when we met. "Captain, how is the team?" He had his own way of taking an interest in the team. The first thing he always asked was how we all were..... because for him, we were more than just a company, an ordinary football team, we were almost like children to him, and so he was concerned about his children's well-being. We always had everything we needed, and I think the affection shown by all the people who attended his last farewell at Milan Cathedral is clear proof of who he was and what he meant to so many of us.

So, who was Giorgio Squinzi?? I think lots of people know what kind of person he was, what values he tried to convey and what he managed to create. Personally speaking, I can tell you about the relationship he had with me and the team.

He and his family always tried to let us know how important we were to them;

right from the beginning, they focused on planning, humility, hard work, sacrifice and, above all, achieving certain goals without taking shortcuts.

A farsighted owner, who could see beyond individual matches and tried to build the foundations for something bigger and longer-lasting.

We shared so many moments together, fortunately more good moments than bad ones, but to tell the truth it was when things were hard that he and his family made the difference, helping and supporting us.

Personally speaking, I had a great relationship with him, I held him in the highest esteem for the way he took things on and the determination with which he achieved his results.

I will never forget the phone call we had 20 minutes after being promoted into the Italian Serie A (which also happened to be his birthday), the look in our eyes and hugs after our first wins against Inter Milan (his greatest rivals as an AC Milan fan) and his support when I had to undergo an operation on my knee.

Of course we will miss him, but he has left us so much, he has left us ideas,

guidelines, methods and thoughts about how to play as a team that we need to really focus on... he was unique.

Of course, at the moment we would like to go out and crush everyone, dedicate as many things as possible to him, but that is not the way things are. The fact is that we need to try and get as many points as possible to do as well as we can, because the league championship is tricky and difficult, as he knew only too well. But we came from nowhere to reach the top level, so why cannot we eventually do even better? We cannot say no to our owner, we cannot refuse to at least dream. I will really miss knowing that if I need him he will no longer be there, but at the same time I can draw on everything he taught me over the years, things I guard jealously... Rest in peace.

Captain of Sassuolo football team.

“GIOVANNI, HAVE YOU BOUGHT MESSI FOR ME?”

Dear Mr. Squinzi, there is not enough space in this magazine to express the great void you leave behind. Even though I knew about your illness, this day came suddenly, almost unexpected, and now I find myself here thinking about everything you taught me: your bravery, your determination, your enthusiasm and your strength, but above all, your humility.

Dear Mr Squinzi, I really did not think we would go our separate ways so soon. I took it for granted we would be together for many more years. You are much more than just an employer to me; you are everything: a maestro, an example, sometimes almost like a father. Together with your wife Adriana, you always made me feel welcome and I think of you as part of my family.

Our meetings to talk about your team Sassuolo, our phone calls after matches, the way you always backed my decisions. Countless times you ended up consoling me after defeats. You always found the right words to cheer me up and you were always at my side. Memories are our strongest weapon: nobody can cancel them out, and they give me and your football team, Sassuolo, the strength to keep on going. You and your family have always made sure we have everything we need. You know your players by name and always have a thought and a kind word for everybody, from the players who have been at the club longest to the new boys.

With your support, we followed the policy of taking small steps to keep on improving our results, achieving our goals through hard work and never taking the easy option. And that is how we made a dream come true, the creation of the football centre, because you always wanted your lads to have



by Giovanni Carnevali

the best.

Thank you.

You have helped me remember what really counts through your open, respectful attitude and genuineness. Respect for people, respect for the rules, respect for teammates.

Commitment, sacrifice, hard work, a love of life and sharing in the good times and bad times we shared together.

I will keep on working with great enthusiasm and humility just the way you always taught me, but I will miss you so much.

I can already feel your absence, your consoling words, the hugs when I came into your office, it always made me feel part of your family.

My thoughts go to your wife, Adriana, you were inseparable, I can remember all the time you said to me “I need to hear what my wife thinks”. The two of you welcomed us, now you have left me in her hands, and she will give me

the strength to keep on going.

I will miss that question always asking me jokingly to hide your true ambition: “Giovanni, have you bought Messi for me?” And I used to say “Mr Squinzi, we’re working on it!”.

Maybe one day I will manage to buy him and dedicate him to you and you alone.

Mr Squinzi, you will always be in my heart, part of you will always be with me, and I will carry on with our project for your sake.

I have written to you in the present tense, because I know you are, and always will be, by my side.

A big hug from me, Mr Squinzi.

Sassuolo's Managing and General Director.

AN EXTRAORDINARY PERSON

I will never forget what an extraordinary person he was, somebody who always stood out for his humility and simplicity, the true qualities of a great man. Thinking about what an important businessman he was and yet the way he behaved, acted and related to other people really gives you an idea of what kind of person he was. One of his qualities I most admired was the way he made the person or people he was talking to feel so at ease. I had so much more than just a working relationship with him. I will never forget when I met him once on a flight to the United States. I was with my daughter Valentina and he was with his wife Adriana. We travelled together and then enjoyed a wonderful evening in New York. After that,

whenever we met, they always asked me about my daughter, something I really appreciated and made me very fond of them both. During the year I was at Sassuolo when we won the league championship and got promoted into the Italian Serie B, we did not see Mr Squinzi that often. It was his first few years at the club and he had so many business commitments, but you could always feel his presence and we managed to build a good relationship that was

fantastic for me. We were never out of touch after that. We talked about football, sport and other matters; for me it was a privilege to have enjoyed this kind of relationship with such an exceptional person as him.

Football team manager.



by Massimiliano Allegri

A RELATIONSHIP FAR BEYOND FOOTBALL



by Francesco Acerbi

chosen words he always managed to get to the point. Our relationship went far beyond football, perhaps because

I remember Mr Squinzi as a great man. He was not very talkative and had very little to say even in the changing rooms. But you could not help liking him, he was an extremely humble but remarkable person. I have not met many people like him in my entire life. Despite having created an empire like Mapei, he has always remained down-to-earth. He never raised his voice when he spoke to you and with just a few carefully

of the illness we both suffered from. When I decided to ask for a transfer to Lazio, he wanted me to stay at first, but then he understood my ambition as a footballer and gave me his okay. Of course, if he had said no I would have stayed for his sake, out of a sense of gratitude and affection towards him. When I was ill, I drew incredible strength from the simple messages he sent me. I realised I was important to him. Everybody will miss him at Sassuolo, both as a businessman and a person who everybody liked and respected. I will never forget the times we embraced, sometimes after a big win or just at an emotional or difficult time. Gestures like that made words superfluous.

Former Sassuolo footballer.



Players and fans remembering Giorgio Squinzi at the Sassuolo-Inter Milan match on 20th October 2019.

