

INTERNATIONAL

Realtà MAPEI

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Cover story

At this year's edition of Domotex Mapei also presented their new TX and DECOR lines for installing wallpaper, decorative fiberglass and textile floor and wall coverings.

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The European construction industry: growth continues

ITALY AND SPAIN ARE THE DRIVERS BEHIND INVESTMENTS IN 2019, GROWTH WILL BE SLOWER IN 2020; A SLOWDOWN IN FRANCE AND GERMANY, WHILE EASTERN EUROPE IS FARING BETTER

Overall, 2019 was a positive year for the European construction sector, with investments growing by an estimated 2.3%. The total construction output, however, slowed down compared with the previous two years, which were characterised by a higher rate of growth. For the two-year period 2020-2021, analysts expect investments in the European construction sector to grow by a more modest average of 1%. This article analyses trends in the construction sector for various countries, divided into four groups.

Main continental economies

Italy

Even though the country's economy is going through a period of stagnation, the Italian construction market managed to achieve significant growth in 2019, which was estimated to be 2.6%. After years of modest performance, the infrastructure sector started to grow again at a sustained rate, around 5%. Both the residential and non-residential construction sectors saw an increase in investments in 2019, which was estimated to be around 2%. The forecasts for the following years take into account what has been laid down by the 2020 Stability Law, which confirms that the incentives for renovation work will continue

Investments in infrastructures have taken off again in Italy in 2019 (+5%). Rising investment (+2%) in the housing sector, too

and has allocated more funds for investments in infrastructure projects. There has also been an increase in the number of requests for construction permission, the sign of a timid upswing in the new-builds sector. The graph below shows that the construction sector should also perform a lot better in the two-year period than the national economy. In 2020 the rate of growth in investments is expected to be around 2%, while for the following year it should be around 1.7%.

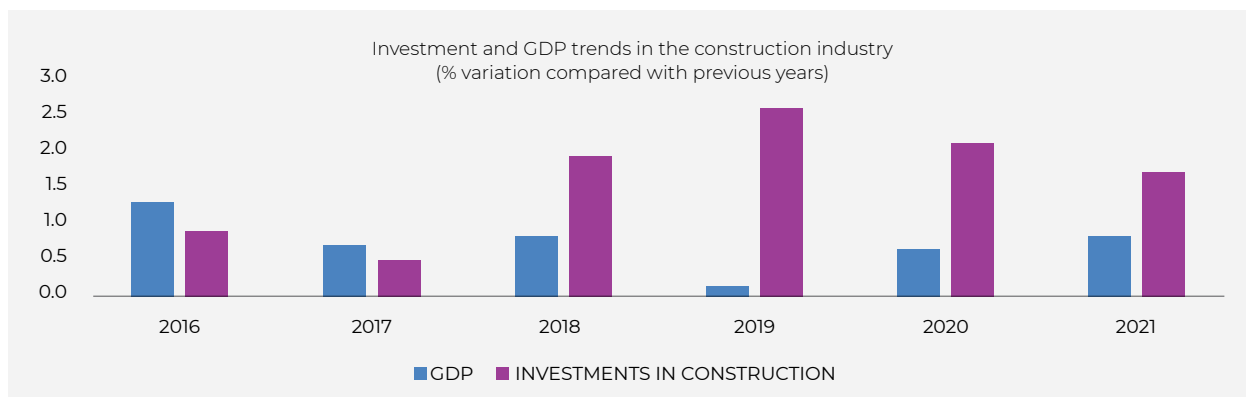
Germany

The German construction market is by far the largest in Europe and this year recorded a modest rate of growth (+0.8%), in line with the country's overall GDP. In the forthcoming two-year period, with only moderate economic growth to contend with, the construction sector is expected to go into a slight recession. A fall in investments is expected to penalise the non-residential and infrastructure sectors in particular.

France

According to the latest figures, in 2019 the French construction sector grew by an estimated 2.1%, higher than the European average. The driving force behind this growth was the infrastructure sector, while there was a fall in investments in the residential sector. In 2020 the French construction market will be characterised by a flat trend in investments. The civil engineering sector is the only one expected to grow by a significant amount.

INVESTMENTS IN CONSTRUCTION IN ITALY: BETTER THAN THE GDP





United Kingdom

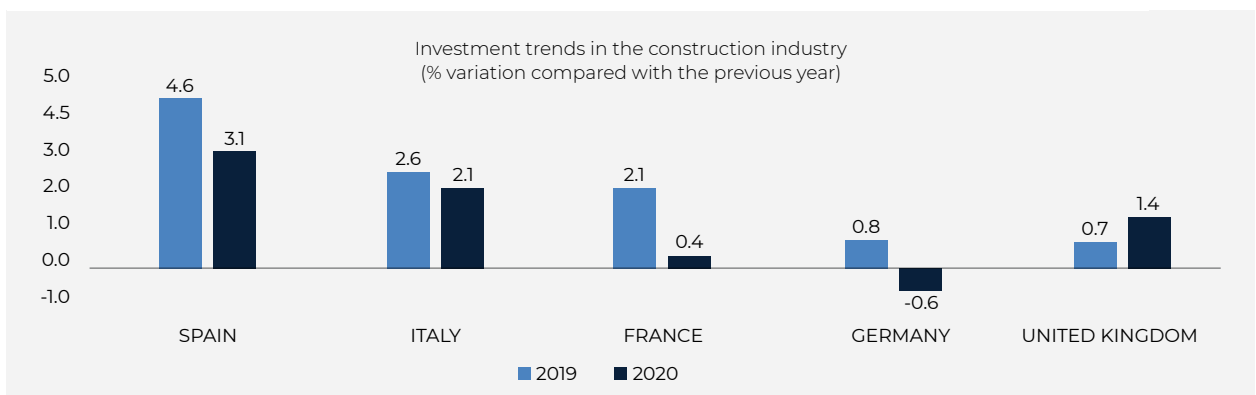
In view of the UK's forthcoming exit from the EU, the performance of the British economy and the construction industry in 2019 can be considered to be positive. The value of the construction market grew by 0.7%; the non-residential sector was the only one to have seen a fall in output, related to a cutback in investments by the multinationals operating in the sector of offices and logistics/production buildings. Estimates for 2020 are positive and point towards moderate growth in the residential sector and more generous investments in infrastructure projects.

Investment in Europe increased by 2.3% in 2019; the forecast is for a 1% rise over the two-year period from 2020 to 2021

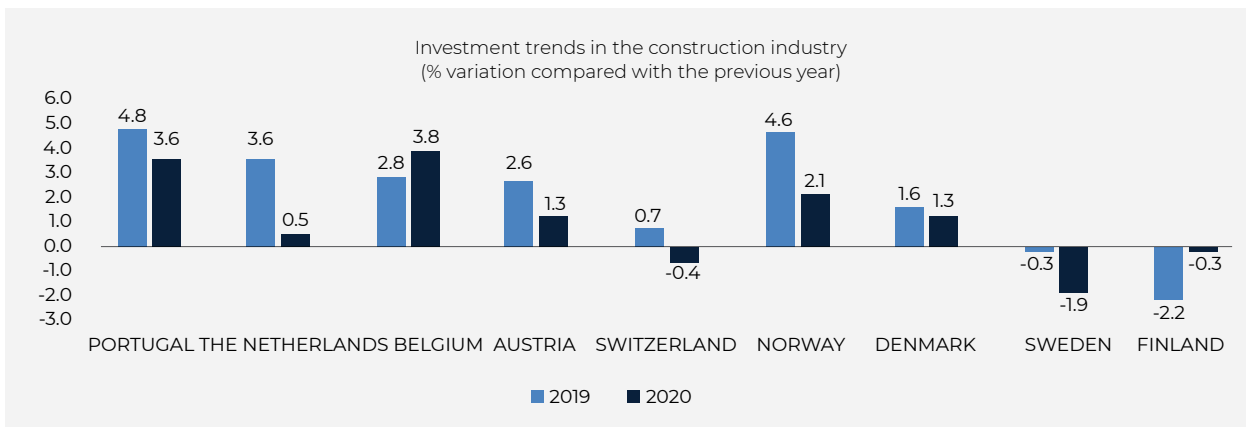
Spain

In 2019 Spain was the best performer amongst the five main European construction markets. Growth in investments in the construction industry was an estimated 4.6% and is an important part of the overall rise in GDP of 2%. This has been driven by the recovery of the residential market, with analysts hypothesising an increase of more than 6%. In 2020 market conditions should remain favourable and investments are expected to increase by more than 3%, which will be significantly higher than the +1.7% forecast for the national economy.

SPAIN: THE BEST PERFORMER AMONG EUROPE'S LEADING NATIONS



BELGIUM IS ENJOYING A DYNAMIC PERIOD



Other Western European countries

The highest rate of growth in the construction market was recorded in Portugal, a country where the consequences of the crisis in the construction sector have been devastating. On the Portuguese market, a considerable upturn in investments is expected in 2020 for construction work. 2019 looks to have seen an end to the long period of expansion in the residential sector in the Netherlands which, along with other sectors of the market, led to an estimated 3.6% increase in investments for construction work. For the current year, a fall in investments in new homes will lead to a period of stagnation in the entire construction sector. In Belgium, on the other hand, excellent rates of growth are expected for the construction sector and all areas of the market are expected to expand in the period for which forecasts have been made. Growth in the construction sector will be considerably higher than the European average and the growth in GDP.

Last year the Austrian construction market was confirmed as being one of the most dynamic in Europe. It is estimated that investments in construction increased by 2.6%, underpinned by the excellent trend in the residential sector. For the current year analysts believe that there will be more moderate growth in the residential sector and that this will lead to more contained growth in the

construction market, which is expected to be little more than 1%.

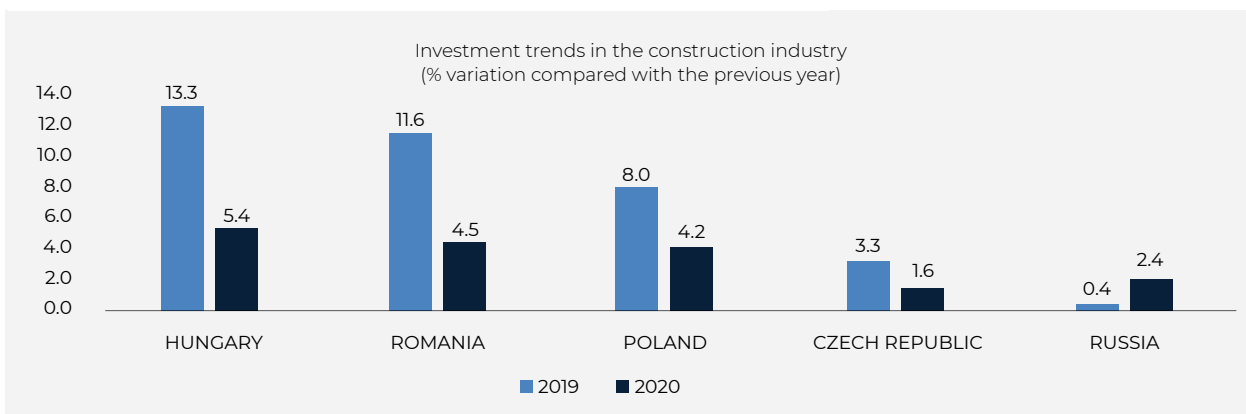
In Switzerland, 2019 saw the start of a period of recession as far as investments in new homes were concerned, and this is expected to continue into 2020. Growth in the infrastructure and non-residential sectors could partially compensate for the fall in the residential sector. In 2020, the market will probably have to go through a period of general stagnation in investments.

After recording an increase in investments last year, the outlook for Norway and Denmark in 2020 is again positive. For Sweden and Finland, on the other hand, the construction market will probably have to face up to a period of lower output during the current year. In fact, in these countries, the residential sector is in net recession after years of double-digit growth, which led to more new housing stock being built than was actually required.

Eastern European countries

Apart from having the highest rate of growth in GDP in Europe, in 2019 Hungary also recorded the most positive trend in the construction market of the entire continent. At the root of the country's particularly high rate of growth is the strong growth in investments in civil engineering works, which has been encouraged by having access to

HUNGARY IS THE BEST PERFORMER IN EASTERN EUROPE



funding from the EU. The residential and non-residential sectors are also expanding at a high rate. Forecasts indicate that, for the current year, the trend for the Hungarian construction sector will remain positive, albeit with more moderate rates of growth; investments are estimated to rise by more than 5%.

In 2019, the Romanian construction industry was characterised by an excellent trend in investments in the residential sector, the non-residential sector and in the infrastructure market. The favourable market conditions will continue during the current year, although a downturn in the infrastructure sector will lead to the entire construction market growing at a more sustainable rate, with forecasts suggesting a figure of between 4 and 5%.

In 2019, the Polish construction market recorded one of the best trends in Europe, with an estimated growth of around 8%. The infrastructure sector was one of the main drivers of growth in the construction sector, but every component of the market benefitted from this positive trend. According to the latest forecasts, the Polish construction industry will continue expanding in 2020, albeit at a more moderate rate.

The construction industry in Eastern Europe is going through a better period than the Western European market, mainly thanks to the liveliness of the infrastructure market

The Russian construction industry had to face up to quite modest market conditions in 2019 and growth was limited to just 0.4%, less than the increase in GDP which analysts estimate to have been around 1%. During the current year, an upturn

in investments for housing and infrastructures will lead to more intense market growth. Figures indicate that the rate of growth will be an estimated 2.4%.

In the Czech Republic, trends in the construction industry are heavily influenced by the cycle of investments in infrastructures. 2019 was a year of growth in the civil engineering sector, which helped to achieve an overall figure for the market of more than 3%. In 2020 a downturn in the public works sector will lead to a cooling-down of market conditions in the construction sector, which is estimated to grow by 1.6%.

To conclude, the European construction industry will feel the effects of a cooling-down of the economy in 2020 and it is expected to grow at a more moderate pace. The main stakeholders in the construction industry will, nonetheless, benefit from growth in other mature markets (such as Spain and Italy) and from a positive trend in the whole of Eastern Europe, which should be guaranteed from the ongoing construction of basic infrastructure and the refurbishment of old construction stock.

in investments for housing and infrastructures will lead to more intense market growth. Figures indicate that the rate of growth will be an estimated 2.4%.

Francesco Doria. Market Research Manager, Mapei SpA (Italy)

THE EUROPEAN ECONOMY IS SLOWING DOWN

In 2019 the overall trend of the European economy was 1.4% growth, quite a modest increase and lower than the +2% in 2018. GDP should continue to grow at a constant rate over the next three years, the same as for 2019. The graph on the left shows the forecasts for the trends in GDP of the main continental markets and highlight how Italy will be at the tail-end of Europe, with a more or less stagnant 2019 and an average annual growth of less than 1% for the following three years.

The German economy is also characterised by a rather modest trend, with estimated growth in 2019 of 0.6% and then average annual growth of just 1% for 2020-2022.

Last year the growth in GDP in France was in line with the European average of 1.4% and over the coming years there could be a slightly more moderate rate of growth.

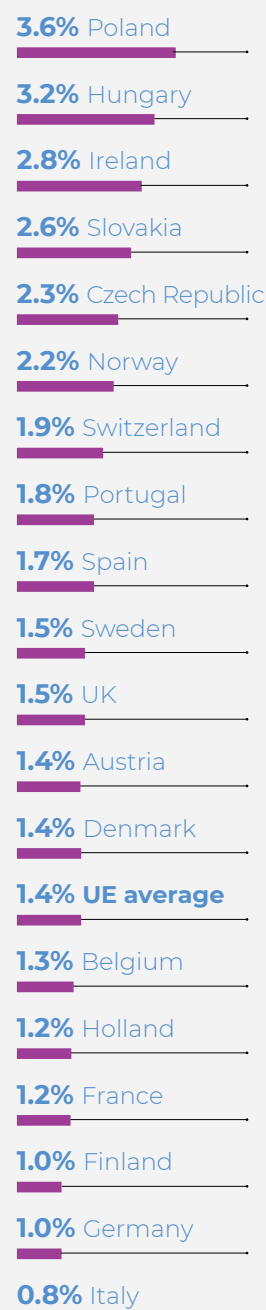
Spain benefited from positive market conditions and recorded growth of 2%, which is also expected to be slightly more moderate over the coming years. In 2019 the British economy managed to grow by more than 1%. Forecasts for the next three years point to an improvement in market conditions and average growth of 1.5%.

In the other Western European countries, economic growth should vary slightly compared with the average for the continent. The best performance is expected to come from the Irish and Portuguese economies.

For the main Eastern European countries, the results for 2019 and the forecasts for the next three years are all very positive. Poland, Hungary and Romania in particular were the best performers of the European economy, recording a growth this year of 4.5% and an estimated average annual increase of considerably more than 3% for 2020-2022.

The GDP in Russia is expected to grow by an average of 1.6% over the next three years.

AVERAGE GDP GROWTH IN THE 2020-2021 PERIOD BY COUNTRY (%)



LIVING IN NEW DIMENSIONS





From 10 to 13 January, the latest edition of DOMOTEX, the world's leading showcase for carpets and floor coverings, again stood out as the industry's biggest, most pivotal hub for trends and innovations. A total of 35,000 attendees – 70% of them from abroad – were on hand for the four-day event to explore the latest trends, products and solutions presented by over 1,400 exhibitors from more than 60 different nations.

The show's keynote theme of "ATMYSPPHERE" highlighted the aspects of flooring products that contribute to a sense of wellbeing and promoted naturalness and sustainability.

"We are delighted that the event attracts attendees from around the globe, who come for 2.3 days on average – 60% from Europe, 25% from Asia and 10% from the Americas, with the remainder from Africa and Australia," said Dr. Andreas Gruchow, the Deutsche Messe Managing Board member in charge of Domotex.

Anke Hattingh, Marketing Director of Mapei GmbH, praised the great diversity of exhibits as a "major source of inspiration." Indeed, Mapei was present at Domotex this year, too, where, beside its well-known range of solutions for installing LVT, it presented its latest proposals for textile floor and wall coverings, wallpaper, decorative fiberglass and wooden flooring.

There also was a wealth of information available about Mapei's commitment to sustainability as the company has always taken particular interest in the environment and the wellbeing of those who use its products and adopts ethical practices to help promote product, process and social sustainability. It is worth remembering that Mapei develops products and solutions that have a low impact on the environment and measures the effect they have during their whole life cycle by applying LCA (Life Cycle Assessment) methodology. Results are then documented in the EPDs (Environmental Product Declarations).

Thanks to this commitment, products manufactured by Mapei contribute to eco-sustainable projects to be developed in compliance with the most important and widely adopted green building ratings, such as LEED and BREEAM.

Most of Mapei adhesives have very low emission of VOC (Volatile Organic Compounds) and are certified by labels as EMI CODE EC1^{PLUS} (GEV), BLAUER ENGEL (the German Ecolabel), and M1 (a Finnish label, by Building Information Foundation RTS); all these adhesives are water-based, with a very low odour.



Decor and TX lines: new products by Mapei

Paola di Silvestro, Mapei Resilient Line Corporate Product Manager, describes the new product systems spotlighted at Domotex 2020, with a focus on decorative wallpaper

Mapei has always aimed at developing solutions which are functional, durable and reliable while meeting design requirements. What is your view on the combination of the world of aesthetics with design?

Mapei has always paid a lot of attention to the latest trends in construction materials and to all the requirements associated with these materials. In so doing, we are also able to propose specific lines of cutting-edge, reliable and professional products dedicated to the installation of new types of floor and

wall coverings.

Over the last few years, for example, Mapei was able to propose a range of high performance products for safer and more durable installation of LVT, SPC and rigid LVT, materials which have become increasingly popular with designers and architects thanks to their excellent performance properties and ease of installation and maintenance, not to mention their availability in a wide range of patterns that reproduce the finish of many other types of floor and wall coverings often used in residential and commercial build-



ings and in the hotel sector.

In particular, Mapei has made quite an impression for their development of SHOWER SYSTEM 4 LVT^{1,2,3}, three different, complete systems for waterproofing and installing LVT and SPC in damp surroundings and showers cabins, which are made up of various waterproofing solutions, ULTRABOND ECO MS 4 LVT WALL silylated polymer-based adhesive, MAPECOAT 4 LVT epoxy grout and MAPECOAT 4 LVT anti-slip finish, which can increase the slip-resistance of floors to up to class R11 (DIN 51130) and A+B (DIN 51097).

At this year's edition of Domotex Mapei also presented its new TX and DECOR lines for installing textile floor coverings, wallpaper, fiberglass wall coverings and decorative wall coverings in general, materials which are becoming increasingly popular and used by designers. Mapei's aim is to be partner for designers by supplying technical solutions suitable for high-impact, eye-catching projects.

Over the last few years we have witnessed wallpaper making a comeback. It's also thanks to the advances made in wallpaper technology that it is now possible to print any kind of pattern or design and many types of wallpaper are now also washable. Has Mapei



At Domotex 2020 Mapei technicians showed the application of the Decor line products for wallpaper.



ULTRABOND ECO DECOR WET and MAPECOAT DECOR PROTECTION make possible to bond decorative fiberglass and wallpaper in wet surroundings.

adapted its products to suit this quite surprising evolution?

Just like in other sectors, we have tried to keep pace with the evolution in wall coverings by developing innovative application systems that have led to the launch of the Decor line. This is a line of products dedicated to the installation and application of decorative wall coverings, such as all types of wallpaper, including printed fiberglass.

Firstly, the new Decor line includes a ready-to-use adhesive in water dispersion, ULTRABOND ECO DECOR DRY, which is used for bonding wallpaper on absorbent substrates in dry surroundings.

A completely new product, and the only one of its kind in the sector, is ULTRABOND ECO DECOR WET, a one-component, silylated polymer-based adhesive for decorative fiberglass and wallpaper in wet areas. It is also suitable for installing wallpaper on non-absorbent substrates.

When used in combination with MAPECOAT DECOR PROTECTION protective polyurethane finish, it makes possible to bond decorative fiberglass and wallpaper (as long

Decor Line

For the wallpaper and decorative fiberglass sector, Mapei proposes the Decor line for the latest trend of using decorative fiberglass and vinyl wallpaper, not only in dry surroundings, but also in damp surroundings and showers.



For installations in dry surroundings: ULTRABOND ECO DECOR DRY, a ready-to-use adhesive with very low emission of VOC for bonding wallpaper and decorative fiberglass on absorbent substrates.



For installation in damp surroundings: ULTRABOND ECO DECOR WET, a one-component, silylated polymer-based adhesive for bonding even on non-absorbent substrates.



MAPECOAT DECOR PROTECTION protective, aliphatic, polyurethane finish in conjunction with ULTRABOND ECO DECOR WET provides a complete, safe system for installing decorative fiberglass and vinyl wallpaper with non woven fabric backing, even inside shower cabins. Particularly recommended also to make it easier to clean fiberglass wall coverings and printed wallpaper and to protect these types of wall covering from UV rays.

as it is resistant to water) in wet surroundings, such as in shower cabins, thereby forming a system particularly recommended in renovation work without necessarily having to remove the old wall covering.

Mapei already presented a solution for installing LVT in wet surroundings, including showers, two years ago, the first one to do it! And this year you have continued on this wave of cutting-edge developments by proposing sound, durable systems for installing wallpaper in wet surroundings. What types of product are they exactly? And what do you offer designers in particular?

Our SHOWER SYSTEM 4LVT is, in fact, what we consider to be our jewel in the crown which stands out from the others for installing LVT and SPC available on the world market. This innovative system has been a source of inspiration.

And in the wallpaper and decorative glass fibre sector, too, Mapei has



DOMOTEX 2020

again been the first company to propose complete, specific solutions to meet the requirements of the latest trend of using decorative fiberglass and vinyl wallpaper, not only in dry surroundings, but also in wet surroundings and showers. Thanks to the introduction of new production technology, the particularly high levels of aesthetics, functionality and resistance that some of these wallpapers and fiberglass wall coverings (including the printed ones) are able to achieve means they may also be used in surroundings where there is a particularly high level of moisture, such as bathrooms and even shower cabins, but obviously only if there is a suitable system.

In the case of renovation work, any solution that means you can eliminate having to remove (and dispose of) old coverings and substrates is a great help, for both designers and builders. Would you care to recommend some simple, quick solutions for wallpaper and fiberglass wall coverings?



Similarly with the 4LVT system, refurbishing any surroundings also becomes that much easier and quicker if you use products from the Decor line. For example, if you want to simply “freshen up” a tiled wall in a bathroom without having to remove the tiles, which means without creating dust, noise and material you then

have to dispose of, it is possible to level off and smooth over the tiles with PLANIPREP 4LVT ready-to-use, grout smoother and then, after just two hours, start bonding decorative fiberglass or wallpaper with ULTRABOND ECO DECOR WET reactive adhesive, which is obviously resistant to moisture produced by a shower. Then, after a further two hours, you can apply MAPECOAT DECOR PROTECTION, an aliphatic, polyurethane finish, which protects the pattern printed on the wallpaper, makes cleaning operations easier and protects the surface from discolouring and from UV rays. After just 24 hours the shower is ready to be used again.



For a number of years now Mapei has developed an entire line of ad hoc products and solutions dedicated to the world of textiles. Mapei adhesives and skimming compounds are both a perfect match for use with high quality carpet. What kind of research has been carried to reach such results?



Carpet, both broadloom and tiles, is a high quality, highly technological and innovative product. It is both elegant and versatile and has its own unique characteristics, which makes it not only the ideal flooring material, but also a focal point in the most exclusive settings, such as luxury hotels, cruise liners, theatres and airports.

This year Mapei has decided to launch a completely new line of adhesives on the market to guarantee maximum performance, maximum durability and the best aesthetic result, but also to support floor layers when carrying out their work in different conditions and in every area of use.

The new TX line is made up of four different types of adhesive for installing broadloom, which differ mainly for their application characteristics (initial tack, open time and final strength).

One that stands out in particular is ULTRABOND ECO TX3, characterised by its excellent wet grab, early build up of strength, and high and tough final strength. This makes it a

TX Line

For installing textile materials, Mapei presented at Domotex the following adhesives:

ULTRABOND ECO TX 3, excellent wet grab "premium" adhesive with early build up of strength for textile and linoleum floorings.



ULTRABOND ECO TX 2, "professional" adhesive with high initial grab and long open time for textile floorings.



ULTRABOND ECO TX1, "standard" hard set adhesive for textile and linoleum floorings.



ULTRABOND TX57, high and fast initial grab adhesive for installing textile and linoleum floorings. Particularly recommended for use in cold weather and on sites with insufficient heating.



For the installation of loose-lay carpet tiles, **ULTRABOND ECO TACK TX +**, an acrylic-based adhesive, provides a permanently tacky film when dry, to allow the removal and replacement of carpet tiles when required. Also suitable for fixing carpet.



universal product, suitable for bonding needle-punches and carpet with any type of backing on any standard substrate, including heated floors and carpet pads. The performance characteristics of this adhesive are very similar to those of the old (but still very praised) solvent-based adhesives but it has the added advantage of being Blauer Engel, EMICODE EC1^{plus} (GEV) and M1 (Building Foundation RTS) certified, which means it is a product with very low emissions of VOC and low odour according to ISO 16000:28 standards. The TX line also includes the new anti-slide tackifier for loose-lay carpet tiles, ULTRABOND ECO TACK TX+. This adhesive has been specifically developed to form a permanently tacky layer when dry, so that carpet tiles can be fixed without leaving them sliding and can be later easily removed and replaced. It is also suitable for fixing carpet pads and loose-lay LVT. This tackifier stands out from others available on the market for its ease of application with a roller, low consumption rate and very fast-drying properties.



New colours and solutions for wood

A few words from Angelo Giangiulio, Product Manager of the Mapei Product Line dedicated to wooden floors

Mapei has always taken great interest in the needs of designers and architects when creating surroundings that are both refined and aesthetically unique. And since wooden floors are being used more and more frequently in these types of setting, at Domotex we proposed a contemporary residential setting with an innovative solution, in which wood was not confined to just the floor but continued along the wall.

Apart from being eco-sustainable – let's bear in mind that wood is a natural storage tank for carbon dioxide which will never be released until it is burned – wood allows us to refurbish and change our surroundings without causing too much disruption in our homes. The setting presented at the trade fair rises up and flows along the wall, giving a completely different look to the room.



At Domotex 2020 Mapei showcased a setting where wood rises up and flows along the wall, giving a completely different look to the room.



At Domotex we proposed a product of the latest generation, ULTRABOND ECO S LITE, a one-component, silylated polymer-based adhesive that may be used to install any type of engineered flooring, and it is also certified EMICODE EC 1^{PLUS}. This adhesive is also formulated with Ultralite Technology, which means a bag of ULTRABOND ECO S LITE weighs less than the same volume of traditional adhesive. This makes it easier to handle, transport costs are lower and it has a higher yield.



The new ULTRACOAT HARD OIL FAST range proposes 18 colored oils for finishing wood.

little time to carry out all the work, particularly in the case of renovation projects.

The range is characterised, above all, by its variety of colours: we are presenting 18 of them, from the neutral base colour up to a range of darker colours. Our aim is to give wood a little colour and enhance its natural beauty, without distorting or changing its pattern or structure. And in so doing the grain, tone and fibers of parquet are enhanced even more. With 18 colours we are able to satisfy the most varied needs of designers who nowadays wish to offer an increasingly wide array of solutions to clients and buyers. Designers are often asked to use a colour that ties in with the furniture in a room. And now we are able to respond in full to these new requests.

What is more, because wood is a natural product, it also requires special care. Which is why at the trade fair we presented a range of products for the protection and daily care of parquet. When used regularly, these special treatments help preserve the life and beauty of wood and the colour it has been given.

New coloured oils for wooden floors

To keep in line with the new requirements in design and the demand for different shades, at Domotex Mapei presented a new line of products: ULTRACOAT HARD OIL FAST. "Hard" is used for products that have higher levels of resistance, "Oil" identifies the type of product and "Fast" indicates that, compared with the past, we have managed to reduce application times considerably because, unfortunately, nowadays there is very

Products for finishing and protecting wood

At Domotex Mapei presented lots of products, such as:

ULTRACOAT MT 2K, a water-based, acrylic-polyurethane varnish for wooden floors providing high resistance to wear and abrasion for floors exposed to medium levels of pedestrian traffic; two versions are available: Matt and Satin.



ULTRACOAT HT 2K, a water-based, 100% aliphatic polyurethane varnish for wooden floors with a high level of resistance to wear and abrasion, for floors exposed to extreme levels of pedestrian traffic in commercial surroundings; available in the versions: 0 gloss, 10 gloss, 30 gloss and 60 gloss.



ULTRACOAT HT A-S, a water-based polyurethane varnish with a class R9, non-slip finish for wooden floors in areas used by the general public; available in the versions: 0 gloss, 10 gloss and 30 gloss.



ULTRACOAT HARD OIL FAST, an impregnating oil for finishing off wooden floors; available either in neutral or various different shades.



Apart from the solutions for protecting wood, Mapei spotlighted:

ULTRACOAT POLISH A-S, a ready-to-use, natural product with a non-slip finish to protect wooden floors.



ULTRACOAT POLISH H-T, to protect wooden floors from wear and stains.



Sapphire Residential Complex BERLIN - GERMANY

This exclusive residential complex, designed by the famous architect Daniel Libeskind, rises up in the Mitte district of the German capital. Its silver and bluish façade sparkles like a sapphire. The complex is divided into 73 separate apartments, with balconies and elegant features and finishes. These include 3600 m² of 2 and 3-layer engineered wooden flooring installed with a Mapei system that guarantees its functionality and durability, and also meets the requirements of the client who specified the

use of certified, solvent-free products with low emission of volatile organic compounds. To guarantee the flatness of the substrates, they were primed with ECO PRIM T PLUS and then smoothed over with ULTRAPLAN ECO PLUS*. MAPETEX VLIES* isolating membrane was placed over the expansion joints to create a decoupled surface, before installing the wooden flooring with ULTRABOND ECO S940 1K one-component, solvent-free, silitated polymer-based adhesive.

TECHNICAL DATA

Period of construction: 2015-2016

Year of the Mapei intervention: 2016

Client: ZIEGERT
– Bank und Immobilienconsulting GmbH

Design: Libeskind Studio

Main contractor: PORR Deutschland GmbH

Installation company: strahuber AG

Mapei coordinator: Florian Korn, Mapei GmbH (Germany)

MAPEI PRODUCTS

Eco Prim T Plus, Ultraplan Eco Plus*, Ultrabond Eco S940 1K, Mapetex Vlies*

*These products are distributed by Mapei GmbH (Germany)

FROM GERMANY TO AUSTRALIA: A FEW EXAMPLES OF THE APPLICATION OF MAPEI SYSTEMS



Gaggenau Showroom

CHENGDU - CHINA

Gaggenau Hausgeräte, a German manufacturer of high-end home appliances, opened their fourth showroom in China in the financial district of Chengdu, a major hub for the economy of southern China. The space, purposely designed with an air of elegance and full of references to the Black Forest and traditional Chinese culture, reproduces the setting for a kitchen and dining room. Wood flooring was installed over an area of around 300 m². Firstly, the concrete substrate was treated with

PRIMER G synthetic resin-based primer in water dispersion and then levelled with ULTRAPLAN ultra rapid-hardening skimming compound. The wooden planks were then installed in a herringbone pattern with ULTRABOND P909 2K two-component, solvent-free polyurethane adhesive with very low emission of volatile organic compounds (VOC). It features ease of application, excellent rib stability and high bonding strength to all substrates, including the non absorbent ones.

TECHNICAL DATA

Period of construction: 2017-2018

Period of the intervention: 2017-2018

Client: Gaggenau Hausgeräte

Contractor: Neo Urban Decoration Corporation

Wooden floor

installation company: Neo Urban Decoration Corporation

Mapei coordinator:

David Hu, Mapei Construction Materials (Guangzhou) Co. Ltd.

MAPEI PRODUCTS

Primer G, Ultraplan, Ultrabond P909 2K





Hope Island (Gold Coast, Queensland, Australia) HOPE ISLAND RESORT

TIMBER FLOORING
WAS INSTALLED
THROUGHOUT THE
CLUB HOUSE IN THIS
LUXURIOUS GOLF CLUB

Since opening in March 1993, the golf course at Hope Island has consistently ranked in Australia's top ten resort courses. Host to the 1997 Johnnie Walker Classic and Qantas Legends Golf Classic, the course is both nationally and internationally renowned. Designed by five times British Open Champion, Peter Thomson, and partner, Mike Wolveridge, it is rated by Australian golfing legend, Peter Senior, as "one of the best championship

links courses you'll play". An iconic course it forms the centrepiece of the Hope Island Resort located on the north shore of the Gold Coast, just 20 minutes from Surfers Paradise and 40 minutes from the Brisbane CBD. The Golf Course was constructed over the three years spanning 1991 to 1993 under the direction of architects Thomson, Wolveridge and Associates. The layout is set in a 360 ha residential resort community and the par 72 course measures approximately 6,500 m off the championship tees. Careful strategic thinking must be employed around the natural and man made hazards and 128 challenging pot style bunkers.

The golf resort was recently purchased by Golden Horse Nine Dragon Lake Holdings Limited and refurbishment was scheduled for the club house and restaurant areas. Stage 1 of Hope Island Resort Development featured an international 5-star hotel with about 166 hotel rooms and new golf facilities. With total investment of 55 million Euros, Hope Island Resort Development has formally engaged Accor to be the hotel operator of the first Swissôtel Resort in Austral-

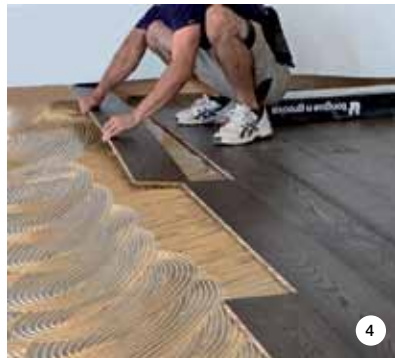




ia. As part of the stage 1 development, the refurbishment and extension of the existing clubhouse facilities created an intimate, luxurious, opulent and sophisticated feel, to suit the design and experience of an international 5-star hotel which opened to the public in late 2019.

Timber floorings for the clubhouse and dining areas

100% oak, fully engineered and pre-finished timber plank flooring was installed throughout the club house and dining areas. The floor-layers prepared the substrate by applying a moisture barrier with MAPEPROOF 1K TURBO, a solvent-free, rapid drying polyurethane surface membrane which is manufactured and distributed on the Australian market by Mapei Australia. UC LEVELLER levelling compound (which is also distributed on the Australian market by Mapei Australia) was then and topped with a 3 mm coat of ULTRAPLAN ultra-fast drying, self-levelling compound to ensure a "fit for purpose" substrate



for the installation of over 800 m² of the timber flooring. Brass inlays were inserted where the timber flooring changed colour, shape and direction. Once the levelling compound was dry, the oak timber flooring was bonded using ULTRABOND P990 1K adhesive. This one-component, solvent-free, ready-to-use elastic polyurethane adhesive with an extremely low emission level of volatile organic compounds (VOC) is ideal for pre-finished, multi-layered and traditional jointed solid wooden floors. Planks, hands and tools were then cleaned with CLEANER H damp wipes.

1. The golf course at Hope Island Golf is rated as one of the best championship links courses in the world.

2, 3, 4. In several areas of the golf resort high quality timber floors were installed with ULTRABOND P990 1K.

ULTRABOND P990 1K

One-component, solvent-free, ready-to-use elastic polyurethane adhesive with an extremely low emission level of volatile organic compounds (VOC), for pre-finished, multi-layered and traditional jointed solid wooden floors.

FIND OUT MORE



TECHNICAL DATA
Links Hope Island Golf Club, Hope Island, Gold Coast (Queensland, Australia)
Period of construction: 2018- 2019
Period of the Mapei

intervention: 2019
Client: Golden Horse Nine Dragon Lake Holdings Limited
Installation company: Scribed Flooring
Design: Thomson, Wolveridge and Associates

Mapei coordinator: Troy Bartlett, Mapei Australia

MAPEI PRODUCTS
Preparing the substrates: Mapeproof 1K Turbo*, Ultraplan, UC Leveller*
Installing timber floors:

Ultrabond P990 1K
Cleaning: Cleaner H

For further information see mapei.com and mapei.ae

*These products are distributed by Mapei Australia



Hyatt Place FRANKFURT - GERMANY

The 4-star Hyatt Place Hotel is situated near Frankfurt Airport and is the first hotel in the chain to have opened in Germany. The interior design is the creation of JOI-Design and particular care was taken to ensure the guests of the hotel were surrounded by comfort and tranquillity. The carpets in the corridors and rooms were chosen with these requirements in mind and have felt backing to guarantee excellent soundproofing. To install this type of floor covering it was decided to use ULTRABOND

ECO 140, a hard-set adhesive with very low emission of volatile organic compounds (VOC). This product was also chosen because the client had specified the use of eco-sustainable materials, which enabled the hotel to be awarded LEED Silver certification. The adhesive, which later evolved into ULTRABOND ECO TX1, is indeed-certified EMICODE EC1 PLUS by GEV and also carries the Blauer Engel logo which, on the German market, is used to identify products that have very low impact on the environment.

TECHNICAL DATA

Period of construction: 2017-2018

Year of the Mapei intervention: 2018

Client: Union Investment Real Estate GmbH

Project development:

Feuring Hotelconsulting GmbH

Design: Reichel + Stauth, Braunschweig

Interior design: JOI-Design

Main contractor: Dach Arge Hyatt Bilfinger Hochbau/Karl Gemünden

Installation company:

Sybotec GmbH
Mapei coordinator: Olaf Enke, Mapei GmbH (Germany)

MAPEI PRODUCTS

Ultrabond Eco 140 (now available as Ultrabond Eco TX1)



Westin Perth Hotel

PERTH - AUSTRALIA

The new five-star Westin Perth Hotel has 368 rooms and 28 luxury suites, a restaurant, a spa centre, a swimming pool, a fitness centre, a ballroom and various meeting rooms. Various types of textile flooring were installed in many of the rooms, the lobby, the lifts, the ballroom and in various service areas with ULTRABOND ECO 170 adhesive with high initial tack and extended open time (now available in a new version with an improved formula, ULTRABOND ECO TX2) and with ULTRABOND ECO

TACK, an acrylic tackifier dispersed in water, which is also suitable for the installation of soundproofing mats under the textile coverings. Vinyl flooring was also installed in some of the rooms using ULTRABOND ECO V4 SP, a high-performance, universal adhesive in water dispersion specifically developed for floors subjected to static and dynamic loads, including intense loads.

In other areas wooden floors were installed using ULTRABOND ECO S955 1K and ULTRABOND ECO P990 1K.



TECHNICAL DATA

Period of construction: 2017-2018

Period of the Mapei intervention: 2017-2018

Client: City of Perth, Tourism WA, Heritage Council WA, LandCorp, DFES, Starwood/

Marriott

Design: Hassell

Main contractor: Bpi

Installation company: Floorwise

Mapei coordinator:

Gary Byrne, Mapei Australia

MAPEI PRODUCTS

Ultrabond Eco 170*, Ultrabond Eco Tack, Ultrabond Eco V4 SP, Ultrabond Eco S955 1K, Ultrabond P990 1K

*This product is now available as ULTRABOND ECO TX2



Prague (Czech Republic)

PYTLOUN BOUTIQUE HOTEL

AN INNOVATIVE SYSTEM BY MAPEI TO INSTALL LVT IN THE SHOWERS



LEFT. The new Pytloun Boutique Hotel is located in the heart of Prague, overlooking the famous Wenceslas Square.

TOP OF THE PAGES. LVT coverings were installed using the innovative SHOWER SYSTEM 4 LVT³, especially developed by Mapei for damp environments.



The new Pytloun Boutique Hotel is located in the heart of Prague, overlooking the famous Wenceslas Square. The hotel occupies the third to the seventh floors of a historic building designed at the beginning of the 1900's as a shopping centre, before becoming the Hotel Majestic (which later changed its name to the Družba Hotel) and then a branch of the Česká spořitelna bank.

The Pytloun Hotels chain decided to invest almost 28 million Euros and convert the building into a luxury 56-room hotel equipped with all the creature comforts and technology imaginable as well as a magnificent view of the city from its panoramic viewing terrace.

LVT also used in the showers

Over the course of the redevelopment work lasting ten months, Mapei products were also used inside the Pytloun Boutique Hotel in Prague. For example, LVT (luxury vinyl tiles) planks and tiles by Moduleo IVC were chosen to cover the walls, floors and ceilings in many areas of the hotel and Mapei systems were used to both install the LVT and to prepare the substrates prior to installation.

For example, SHOWER SYSTEM 4 LVT³ was chosen for the showers, a

system which may be applied on both new and old substrates, and even on ceramic tiles and stone, as long as they are well bonded to the substrate. The uneven areas in the substrate were firstly levelled off with PLANIPREP 4 LVT ready-mixed, acrylic resin-based smoothing and levelling compound in water dispersion. The surfaces were then waterproofed with MONOLASTIC one-component, cementitious waterproofing mortar in combination with MAPEBAND rubber tape, which was applied over the expansion joints. The LVT covering was bonded with ULTRABOND ECO MS 4 LVT WALL high performance, silylated polymer-based adhesive, specific for bonding LVT, SPC and rigid LVT to floors and walls. Very tough and highly resistant to shear loads, this product is suitable for floors exposed to direct sunlight or subjected to intense mechanical loads or, as in this case, for areas subjected to the constant presence of water (restaurant kitchens, showers, etc.). Thanks to the use of SHOWER SYSTEM 4 LVT³, installation of the LVT was easier, a barrier impermeable to moisture was created and the surfaces where the system was used have particularly high performance characteristics.

SHOWER SYSTEM 4 LVT³

System consisting of an elastic, waterproofing, cementitious mortar, a one-component, silylated polymer-based adhesive and other accessory items for the installation of LVT, SPC and rigid LVT in showers and damp areas, including over existing floor and wall coverings.

FIND OUT MORE



TECHNICAL DATA

Pytloun Boutique Hotel,
Prague (Czech Republic)

Year of construction: 1926

Period of redevelopment works: 2017-2018

Period of the Mapei

intervention: 2017-2018

Design: Vrtiška + Žák

Client: Pytloun Hotels

Main contractor: Pytloun Hotels

Installed materials:

Moduleo LVT by IVC

Project manager: Lukáš

Pytloun

Mapei distributor: Koberce

BRENO

Mapei coordinators:

Martin Kořínek, Zdeněk Runštuk, Mapei spol s.r.o. (Czech Republic)

MAPEI PRODUCTS

Preparing substrates:

Planiprep 4 LVT

Waterproofing: Monolastic,

Mapeband

Installing LVT: Ultrabond Eco MS 4 LVT Wall

For further information see mapei.com and mapei.cz

Abu Dhabi (United Arab Emirates)

LOUVRE ABU DHABI

MARBLE SLABS WERE INSTALLED ON DIFFERENT
KINDS OF SUBSTRATES IN THIS PRESTIGIOUS MUSEUM
DESIGNED BY JEAN NOUVEL

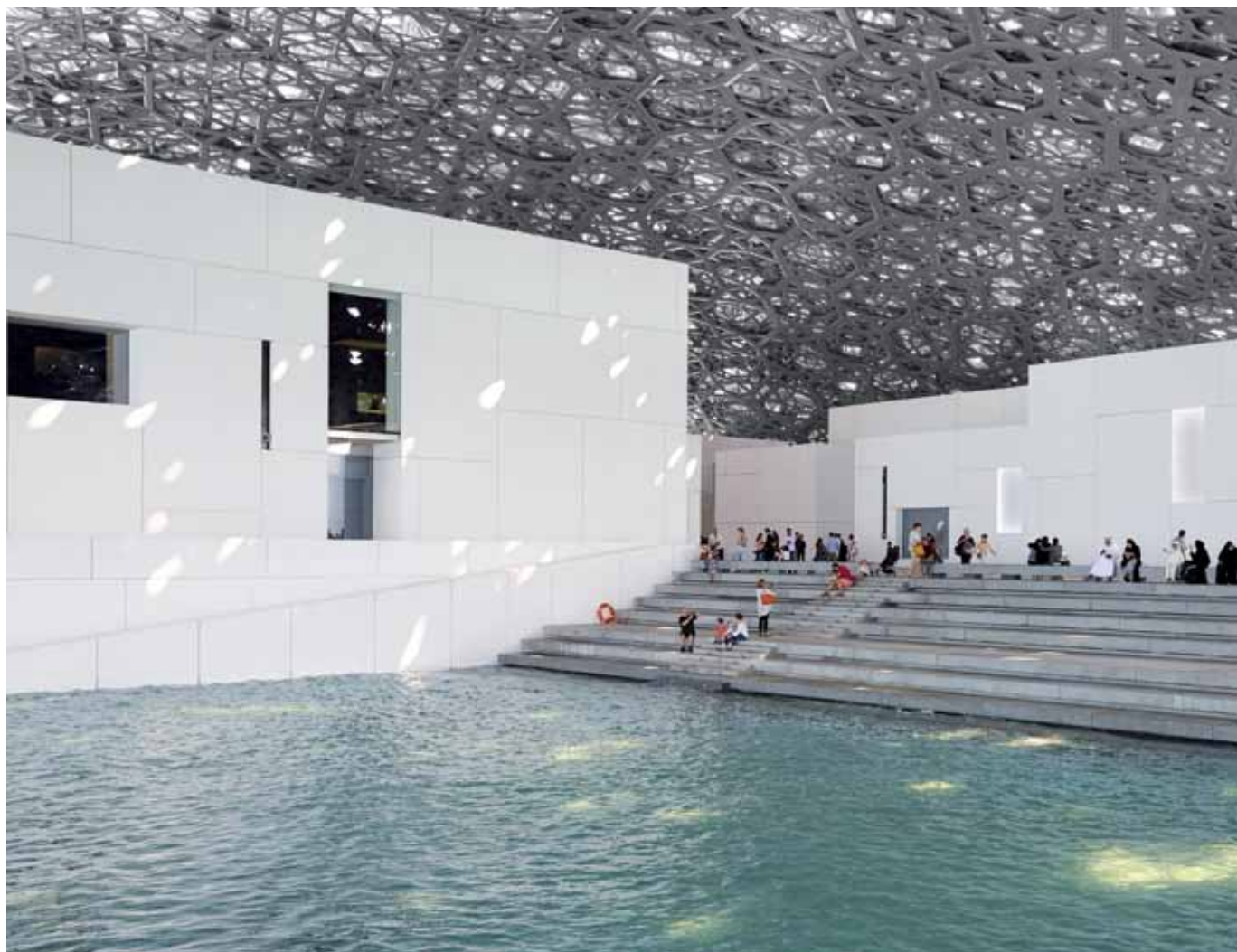




The Louvre Abu Dhabi rises up off the coast of Abu Dhabi on the island of Saadiyat, which over the course of the next several years has been singled out to become the Saadiyat Cultural District, entirely dedicated to the arts and culture. The local government's plans for the future also include the Zayed National Museum designed by Norman Foster, the Maritime Museum designed by Tadao Ando Architect & Associates, the Guggenheim Abu Dhabi by Frank Gehry and the Abu Dhabi Performing Arts Centre by Zaha Hadid Architects. At the current time the museum, designed by the French architect Jean Nouvel, is the only one to have been completed and was inaugurated in 2017. The idea was born back in 2007, the result of an international agreement between the governments of Abu Dhabi and France, whereby the Louvre Abu Dhabi will be allowed to use the name "Louvre" for 30 years and 6 months and be able to count on works of art loaned by the 13 most important museums in France. Not only that, the new museum will also have the support of curators and experts from the museums and the museums themselves will take it in turns to organise four exhibitions every year for the next fifteen years. Millions of dollars have been invested in this project, a commitment undertaken by Abu Dhabi that is set to last a number of years, with the aim of turning the city into one of the most important cultural and museum hubs in the world.

The museum project

Jean Nouvel's idea was to create a conglomerate of 55 white buildings (with a total surface area of 87,000 m²), as if to recall the structure of a Medina quarter, with the museum crowned by a 180 m high, 565 m diameter cupola. To create the "shower of light" effect inside the museum, the steel structural nucleus of the cupola has been adorned with eight layers of perforated covering, made up of 7,850 star-shaped elements in aluminium and stainless steel. The function of the honeycomb pattern is to filter the intense light (only 2% of the light is able to penetrate into the building during the day) and allevi-



1. The partially-submerged marble on the stairways was installed with KERAFLEX MAXI S1 and KERAPOXY ADHESIVE. ULTRACOLOR PLUS and KERAPOXY were used to grout the joints.

2. One of the exhibition rooms inside the museum.

ate the heat, a sensation that is also amplified by a network of corridors and canals that channel the waters of the Persian Gulf into the museum. A microclimate allows visitors to be protected from the sun so they can move around freely in cooler surroundings, without air conditioning. The first part of the exhibition is divided into four macro areas, with the exhibits on display in 23 rooms arranged chronologically to show the evolution of the history of art and mankind, from ancient times right up to the period of globalisation. In the centre of the second part there are works of art from the French museums, while the final part of the journey is dedicated to contemporary art.

Cutting-edge products

For Mapei Technical Services working inside the Louvre Abu Dhabi proved to be quite a challenge due

to the complexity of the project and the extreme atmospheric conditions. Mapei Technical Services worked very closely with the client, the designers and contractors to help solve the various problems as they came to light and find the best solutions. Mapei was contacted to propose high quality systems to prepare the substrates and to install marble slabs. One of the biggest challenges was when the flooring contractor put in a request for products suitable for installing marble in a vast space inside the museum that had both dry areas and wet areas. In fact, the Louvre Abu Dhabi has been built on an island, with all the problems inherent with this type of location.

The marble slabs had to be installed on a variety of complex substrates, each with its own particular requirements: precast concrete elements, steel and glass panels. Also, certain



1

areas were prone to large deformations, whereas in other areas the marble had to be installed on surfaces which were then to be immersed. This is why Mapei Technical Services carried out a series of surveys and an in-depth analysis of the surfaces, so they would be able to supply the most suitable products. The products recommended in this case were KERAFLEX MAXI S1



2

high performance, deformable cementitious white adhesive and KERAPOXY ADHESIVE two-component, epoxy adhesive, while for grouting the joints the products chosen were KERAPOXY acid-resistant epoxy mortar and ULTRACOLOR PLUS cementitious mortar. The sealants MAPESIL LM and MAPESIL AC were used to seal expansion joints. Another problem Mapei Technical Services was presented with was the request for a coating product suitable for a service tunnel which had to be cleaned on a daily basis with abrasive equipment and washed down by hydro-blasting with aggressive industrial detergents. Certain areas of the damaged concrete substrate were initially repaired with ADESILEX PG2 two-component, thixotropic epoxy adhesive and MAPECOAT W SP two-component epoxy paint in water dispersion was applied thereupon. The latter product is distributed on the local market by Mapei Construction Chemicals LLC.

MAPESIL LM

Neutral mould-resistant silicone sealant with very low emission level of volatile organic compounds (VOC) for stone and marble.

FIND OUT MORE



TECHNICAL DATA

Louvre Abu Dhabi, Abu Dhabi (UAE)

Period of construction: 2013-2017

Period of the intervention: 2015-2017

Intervention by Mapei: supplying products for preparing substrates, installing stone slabs and coating surfaces

Design: Jean Nouvel

Client: Tourism Development & Investement Co.

Main contractors: San Jose JV, Arabtec JV, Oger

Installation company: Al Hashem Marble Middle East

Mapei coordinator: Mohammed Qunber, Mapei Construction Chemicals LLC (UAE)

MAPEI PRODUCTS

Preparing the substrates:

Eco Prim Grip, Primer G, Ultraplan Maxi

Installing and grouting

marble slabs: Kerapoxy Adhesive, Keraflex Maxi S1, Ultracolor Plus, Kerapoxy

Sealing expansion joints:

Mapesil LM, Mapesil AC

Repairing and coating surfaces in a service tunnel:

Adesilex PG2, Mapecoat W SP*

*This product is distributed by Mapei Construction Chemicals LLC

For further information see mapei.com and mapei.ae



Taranto (Italy)

FUSCO THEATRE

COMPLEX STRUCTURAL STRENGTHENING WORK HAS GIVEN A NEW LEASE OF LIFE TO A HISTORIC THEATRE IN SOUTHERN ITALY

Inaugurated in Taranto (Southern Italy) in 1907, the “Cinematografo Internazionale” theatre was commissioned by a local business man. It was then bought by the local City Council in 2000 and, after encountering various problems, a request for tender was issued in 2015 for bids to restore and refurbish the building. Finally, at the end of December 2018, work was completed and the Fusco Theatre was inaugurated, for a total cost of more than 4 million Euros.

The auditorium can seat 456 people and is equipped with the most up-to-date technology in terms of acoustics and scenery. While carrying out the work, ancient ovens and several tombs were unearthed and these have now been put on display to create an archaeology exhibition.

From design to application

Mapei Technical Services also participated in the complex design phase of the project and worked alongside the design team and the Local Heritage Authority. The work was divided into several stages.

Static strengthening and seismic upgrading work. Localised repair work was carried out on various concrete elements that had been damaged over the years (beams and pillars) by removing all rust from the steel reinforcements, passivating them with MAPEFER anti-corrosion cementitious mortar and then applying MAPEGROUT THIXOTROPIC repair mortar. The next step was to improve



the static and seismic capacity of the building by applying composite C-FRP systems. Some of the reinforced concrete pillars were confined with products from the MAPEWRAP SYSTEM line and the same system was used to improve the shear and flexural strength of some of the beams, which were also made of reinforced concrete. In this case, the products used were MAPEWRAP PRIMER 1 two-component primer to prepare the substrate, MAPEWRAP 12 two-component thixotropic epoxy putty for levelling the surface and MAPEWRAP C UNI-AX 600/25 carbon fibre embedded between two layers of the two-component epoxy matrix MAPEWRAP 31 for impregnating and bonding. The surface was then broadcast with QUARTZ 1.9 sand to make the following finishing operations easier. While carrying out the strengthening work, MAPEWRAP C FIOCCO/12 mm carbon fibre cords were also applied. The section to be anchored in the concrete was

impregnated with MAPEWRAP 21 two-component epoxy resin before broadcasting with QUARTZ 1.9 sand. This preformed part was anchored in the concrete with MAPEFIX EP 385, a chemical anchoring product certified C1 for structural loads in seismic zones. The remaining fibre cord was splayed with MAPEWRAP 31 over the previously applied C-FRP system. MAPEFIX VE SF 300 vinylester anchor (which is also certified C1 according to the European Standards ETA for structural loads in seismic zones) was used, on the other hand, for the chemical anchors of MAPEWRAP S FIOCCO/12 cords and MAPEWRAP 12 two-component epoxy grout for the splayed portions of the cords.

Coatings for the internal flooring. To improve the performance properties of the floorings, Mapei Technical Services proposed using ULTRATOP LOFT, a high-strength, protective cementitious coating system with high resistance to wear, ideal for pedestrian traffic in theatres and able to

meet the requirements of engineers from the Local Heritage Authority and the City Council's engineering department.

The substrate was treated with a first coat of PRIMER SN, preliminary fillerized with QUARTZ 0.5 quartz sand, and reinforced with MAPENET 150 mesh. Then, using the wet-on-wet technique, the surface was broadcast with QUARTZ 0.5 sand and a second coat of PRIMER SN was applied. Once the primer had set, the surface was sanded down and the residual dust was vacuumed off until a layer of ULTRATOP LOFT F, one-component, coarse-textured, trowellable cementitious paste in the "Natural" color, was applied.

After 6 hours, the surface was sanded down again to level off any areas where too much product had been applied.

A coat of PRIMER LT, diluted 1:1 by weight with water, was then applied in order to seal the porosities formed after the sanding treatment and to facilitate the application of the following layer of ULTRATOP LOFT W, one-component, trowellable, fine-textured cementitious paste, again in the "Natural" color.

Thanks to this product, the pattern and finish obtained complied with the specifications of the client and,

consequently, of the project management.

After sanding the surface of ULTRATOP LOFT W, which had completely hardened, a coat of ULTRATOP BASE-COAT, transparent, acrylic formulation, was applied to seal the pores on the surface.

Once this product was completely dry, work was completed by applying a coat of MAPEFLOOR FINISH 50 N, two-component, transparent polyurethane finish, followed by a coat of MAPEFLOOR FINISH 58W, a finishing product with protective properties that improves the resistance to wear and scratches, while limiting dirt pick-up and making routine cleaning and maintenance operations simpler.

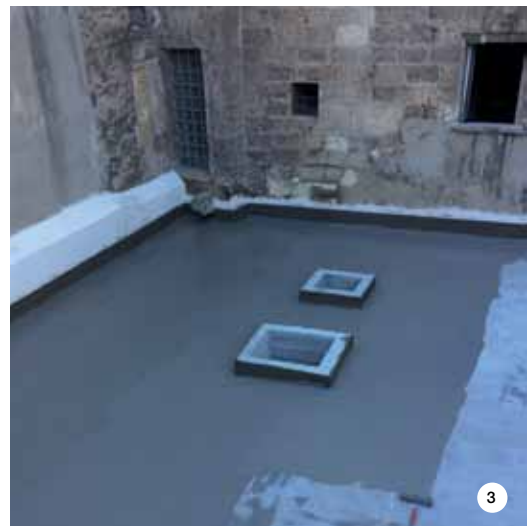
Waterproofing system for the roof. After demolishing and removing the old waterproofing system, a new screed was applied over the entire roof surface. The perimeter walls, on the other hand, were regularized with PLANITOP FAST 330, fast-setting, fibre-reinforced cementitious mortar.

The surfaces to be left exposed were waterproofed with AQUAFLEX ROOF PLUS, a hybrid, ready-to-use, highly elastic and quick drying, liquid waterproofing membrane.

All surfaces were suitably cleaned



1. Various beams and pillars were repaired with MAPEFER and MAPEGROUT THIXOTROPIC.
2. The work required to improve and upgrade the theatre's static and seismic capacity was carried out using the MAPEWRAP C UNI-AX SYSTEM.
3. The roof was waterproofed with AQUAFLEX ROOF PLUS liquid waterproofing membrane reinforced with MAPETEX 50 mesh.
4. ULTRATOP LOFT F and ULTRATOP LOFT W were used to create highly resistant cementitious floors that would meet the requirements of the project management.
5. The archaeology exhibition recently completed under the theatre.





4



5

and primed. AQUAFLEX ROOF PLUS was then applied with MAPETEX 50 non-woven fabric embedded within the two layers. The first coat was followed by three other coats of the same product. MAPEBAND SA, an adhesive butyl tape with alkali-resistant non-woven fabric, was applied on the joints between vertical and horizontal surfaces.

As for the surfaces to be covered with ceramic tiles, MAPEBAND rubber tape with alkali-resistant fabric was applied on the control joints and on the joints between horizontal and vertical surfaces. The sur-

faces were then waterproofed with MAPELASTIC, a two-component, elastic, cementitious mortar for balconies, terraces, bathrooms and swimming pools.

During the application of the two coats, MAPENET 150 alkali-resistant fiberglass mesh was embedded between the two layers.

Once the two coats were completely dry, the stone covering was bonded with ADESILEX P9. This is an improved, slip resistant, cementitious adhesive with extended open time classified as C2TE according to EN 12004 standard.

MAPEWRAP C UNI-AX SYSTEM

Structural strengthening system consisting of high-strength, high-modulus, unidirectional carbon fibre fabric and epoxy resins to impregnate and bond the fabric (FRP)

FIND OUT MORE



TECHNICAL DATA

Teatro Fusco, Taranto (Italy)

Year of construction: 1907, rebuilt in masonry in 1927

Period of the Mapei intervention: 2017-2018

Intervention by Mapei: supplying products for seismic upgrading and structural strengthening, laying cementitious floors, waterproofing the roof

Design: Studio START, Techn Srl, Leda Ragusa, Enrico Conte, Gabriele Napolitano, Maria Grazia Pupino, Alessandro Sangermano, Giorgio Tonti,

Laura Tonti, Pietro Pepe

Client: Taranto City Council

Supervision: Archeology, Fine Arts and Landscape Office for the Brindisi, Lecce and Taranto

provinces (Augusto Ressa, Antonietta dell'Aglio)

Project manager: Vincenzo Piccolo (Taranto City Council)

Works director: Cosimo Netti

Site director: Domenico Speciale

Contractor: GI.PI. Appalti

Mapei distributor: Commerbit srl

Mapei coordinators:

Achille Carcagni, Giammarco Dispoto, Michele Cannarile, Gianni Capriglia, and Giuseppe La Neve, Mapei SpA (Italy)

MAPEI PRODUCTS

Concrete repair: Mapefer, Mapegrout Thixotropic
Seismic upgrading and structural strengthening: MapeWrap Primer 1, MapeWrap 12, MapeWrap 31, MapeWrap 21, MapeWrap 3, MapeWrap C Fiocco, MapeWrap C UNI-AX, Quartz 1.9, Mapefix EP 385, Mapefix VE SF

Cementitious floors:

Mapenet 150, Primer LT, Primer SN, Quartz 0.5, Ultratop Basecoat, Ultratop Loft F, Ultratop Loft W, Mapefloor Finish 50 N, Mapefloor Finish 58W

Waterproofing roofs:

Aquaflex Roof Plus, Mapeband, Mapeband SA, Mapeelastic, Mapetex 50, Mape-net 150, Planitop Fast 330

Installing stone floors:

Adesilex P9

For further information on products see www.mapei.com

An operation in three phases

WE TALK WITH THE DESIGNERS OF THE FUSCO THEATRE

Founded in 1973 by Gianfranco Tonti and Stefano Tomassi, the ST.ART. associated design studio can count on highly skilled contribution from a dozen professionals. Techin S.r.l. is an engineering company and integrated services provider for the civil and industrial engineering sector.

Did you carry out any research on the materials and construction techniques of the theatre before making a start on the project?

The design work was developed by a group of "local" professionals from ST.ART, Techin srl, the architect Leda Ragusa and several other young professionals. ST.ART were mainly involved in the architectural and structural design of the theatre, while Techin were mainly involved in the design of the plant and service equipment. The starting point was a preliminary design issued by the local council and, once the contract had been awarded, before proceeding with the executive design phase, a thorough survey and inspection was carried out to define the theatre's materials and structure and an in-depth study was undertaken. Extra attention was paid to the structural problems of the theatre, above all because of the need to upgrade the building and bring it in line with current norms and standards. In-depth work was also carried out to address any technical issues that would be able to guarantee the integrity of the work over the years and its aesthetic quality. During the design phase, a series of products that complied with the specified performance constraints were identified. Then, once the executive phase of the project had gotten under way, which was followed by the council's own team

of engineers, the main contractor made the final choice and opted for Mapei systems for the strengthening work, to renovate the floors inside the theatre and for the new waterproofing package for the roof.

In general, when working on a renovation project, how much of a help is to be able to rely on tried-and-tested, cutting-edge products, such as those proposed by Mapei?

Thanks to the teams of technicians and engineers Mapei has based around the country, they are undoubtedly able to provide invaluable support to engineers during the design phase and then to contractors during the executive phase. And it was not the first time our company has interfaced with Mapei Technical Services; there is usually an initial approach when we present and discuss any problems associated with the work with Mapei technicians. After that, we are put in contact with specialists from the various product lines with expertise in that particular field.

Your clients include public authorities, building companies and private customers. How do you approach the relationship with different types of client?

When you talk with private clients, they are usually particularly focused on the cost of the work to be carried

out and they often try to find the right balance between the quality of the products and the amount they need to spend during the site phase.

When you speak directly with public authorities, on the other hand, it is more likely that you will find solutions for the building work that tend to favour quality and reliable performance properties, within the constraints of the budget approved by the public authority.

For the work on the Fusco Theatre, for example, since the contract was awarded to the best bid, the contractor made every effort to be awarded the contract and, to do so, offered products and treatments that were each characterised by their particularly high level of quality.

The work was divided into three phases: upgrading the theatre's static and seismic capacity, installing interior floors and a providing a new waterproofing system for the roof. Which phase was the most complex?

The most challenging areas were undoubtedly the structural modelling part and the subsequent design phase for the work required to upgrade its seismic capacity and to carry out static consolidation of the entire structure. As the building was so badly deteriorated, it was very important to carry out a particularly thorough survey of the existing structural framework to fully understand the state of the entire structure and, as a result, to be able to intervene with the most suitable strengthening systems. This was certainly a highly complex phase which required an in-depth study of the building, the outcome of which can be seen through the renovation work carried out.



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Ultratop Loft, an innovative proposal in which shades, linearity and end results become the solution for contemporary interior design
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EVERYTHING'S OK WITH MAPEI





Rimini (Italy)

REDEVELOPMENT OF PIAZZA MALATESTA

THE CENTRE OF RIMINI IS UNDERGOING REDEVELOPMENT WORK SO THAT THE ENTIRE SISMONDO CASTLE AREA MAY BE HANDED BACK TO THE CITY

The redevelopment work on Piazza Malatesta in Rimini (Central Italy) is just part of a more far-reaching restoration project to upgrade the urban areas of the whole of the city. Up until 2015 the piazza was mainly used as a car park and for a twice-weekly market. Once these two services had been eliminated, it was possible to open the site to carry out a campaign of archaeological digs in the Corte a Mare area, which were completed in 2016 and played an important part in deciding how to redevelop the entire area.

The redevelopment work got under way in the middle of 2017 and was divided into three lots. Initially it covered the area along the perimeter of the Corte a Mare, which was cordoned off from the defensive wall formed by the polygon shaped rampart standing between the entrance to the castle and the old moat, with

gardens, lawns and pathways, new street furniture and a display of archaeological treasures.

This is just a part of the overall project and the aim is to create a "Piazza of the Arts" within the so-called "Fellini Museum" project, which has been funded to the tune of 12 million Euros by the Italian Ministry of Cultural Heritage and Activities.

The Piazza will link together various parts of the old part of Rimini, once

they have been redeveloped and closed to traffic, in a kind of cultural journey between the buildings from different eras.

Working with cutting-edge systems

First Lot: Corte a Mare. As per the project design, the defensive wall, a feature which follows the polygon form of the ancient external castle rampart, was turned into a continu-





ous seating area covered with Lessina stone. Mapei Technical Services recommended bonding the stone with KERAFLEX MAXI S1 deformable, cementitious white adhesive. The archaeological dig carried out in this area had unearthed small portions of paving dating back to the nineteenth century which was restored using MAPESTONE PFS2, a pre-mixed, high-strength mortar with exposure classes XF4 and XS3. All these different areas are joined together by a series of paths made from light coloured stabilised material with a natural finish, rammed and consolidated using COLD PAV 1 as a binder. COLD PAV 1 is a fibro-reinforced powder binder based on hydraulic components for the treatment of first-use, recycled and RAP soils and aggregates used for the construction of foundation layers and road surfaces with a high working load.

Second lot: Castle Gardens. Redevelopment of the area continued along the western side. The Castle Gardens overlooking the area were created by remodelling and landscaping the green areas and includes an arena with wooden benches where open-air meetings, shows and concerts will be held. The paving for the footpaths, the arena and the raised eaves was made from architectonic coloured concrete using the MAPEI COLOR PAVING®. The system is specifically developed to make high performance, durable exposed aggregate concrete paving, with a pattern similar to that of terrazzo alla Veneziana floors. Depending on the type, nature and colour of the aggregates used, their exposure class, the possible addition of inserts or joints and so on, bespoke patterns can be created for a personalised finish, making it fully integrable with its surroundings.

ABOVE. The exposed aggregate concrete footpaths in the Castle Gardens were built with the MAPEI COLOR PAVING® system.

1 and 2. KERAFLEX MAXI S1 was used to bond stone on the seating area in the Corte a Mare section.

MAPEWASH PO

Biodegradable vegetable oil-based surface set retardant with a curing effect to create an architectural exposed aggregate finish on the surface of cast concrete

FIND OUT MORE



TECHNICAL DATA

Corte a Mare and Castle Gardens, Rimini (Italy)

Period of construction: 1437-1456

Period of the intervention: 2018-2019

Intervention by Mapei: supplying products for installing stone paving, grouting joints, building

footpaths, building exposed aggregate concrete floors in exteriors

Design: Manuela Masini, Luigi Baroni and Rosella Santolini, Rimini City Council

Client: Rimini City Council
Works director: Gianni Arlotti

Main contractor: Pesaresi Giuseppe SpA

Installation companies:

D.D.F. Marmi and Lithos Pav

Mapei coordinators:

Fabio Costanzi, Francesco Cerutti, Fabrizio Maltoni and Andrea Bettini, Mapei SpA (Italy)

MAPEI PRODUCTS

Bonding stone: Keraflex

Maxi S1

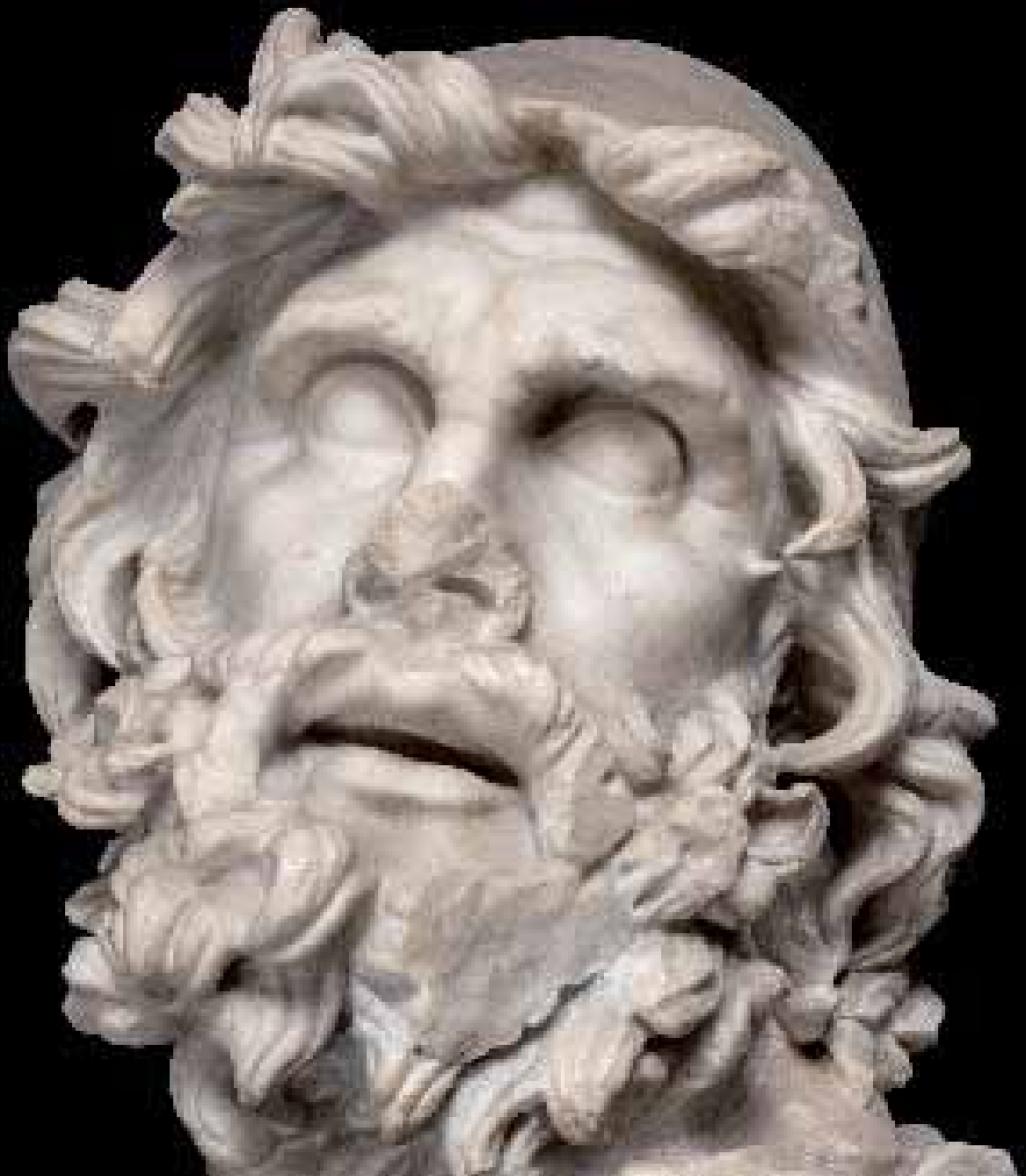
Grouting joints: Mapestone PF S2

Building exposed aggregate concrete footpaths: Mapei Color Paving®.

For further information on products visit www.mapei.com

ULYSSES. Art and Myth

THE NEW EXHIBITION ON DISPLAY IN SAN DOMENICO MUSEUMS IN FORLÌ RETRACES THE FIGURE OF ULYSSES IN ART ACROSS THE AGES



1. *Ulysses*, 1st century A.D., marble. Sperlonga, Museo Archeologico Nazionale.
2. Domenico Beccafumi, *Penelope*, detail, 1519, olio on panel, Venice, Pinacoteca Manfrediniana del Seminario Patriarcale.

Ulysses, the main character of *The Odyssey*, casts a long shadow across the Western man's psyche. His legend has been portrayed in both art and literature right down the ages. The exhibition entitled "Ulysses. Art and Myth", which recently opened at San Domenico Museums in Forlì (Central Italy) and will be running until 21st June, revolves around this paradigmatic figure. Its 15 separate sections provide an overview of the close relationship between art and mythology down the centuries: more specifically, how art has transformed mythology by the way it has depicted it. The exhibition is organised by Fondazione Cassa dei Risparmi di Forlì in partnership with Forlì City Council. It is curated by Fernando Mazzocca, Francesco Leone, Fabrizio Paolucci and Paola Refice under the managerial supervision of Gianfranco Brunelli. The scientific committee is headed by Antonio Paolucci. Once again this year Mapei is supporting San Domenico Museums as a Partner in organising the exhibition. Mapei has been supporting this Forlì-based Institute as a main spon-



Once again this year Mapei supports San Domenico Museums in organising an exhibition which includes over 200 works

sor for the fifth year running: from 2016 to the present day the various exhibitions sponsored by Mapei are: "Piero della Francesca. Exploring a legend", "Art Deco. The roaring years in Italy", "Eternity and Time from Michelangelo to Caravaggio" and "The 19th-century. Italian art from Hayez to Segantini", emphasising Mapei's very close ties with art and culture. Mapei is also a partner in the special TV show created in conjunction with the event that will be broadcast on Sky Arte channel in a prime-time slot for the entire duration of the exhibition. There will also be 20 repeats shown over the months that follow.

A journey through the past and present

The exhibition's main subject is travel, travel between the past, present and future, with works from antiquity counterbalanced by futuristic installations. An innovative approach in which the ancient and modern coexist, interact and are interwoven. The exhibition includes over 200 of the most important works from all ages, from antiquity to the 20th century. Paintings and sculptures, miniatures, mosaics, ceramics, tapestries and graphic designs reconstructing Ulysses' journey as a journey through art. From *The Odyssey* to Dante's *Divine Comedy*, from Tennyson to

Joyce and the entire 20th century, Ulysses is portrayed as the hero representing human experience, patience, intelligence, eloquence, knowledge, survival and trickery.

In search of Ithaca from antiquity to Joyce

From ancient times, artists have never attempted to provide a purely didactic or didactic rendering of the entire *Odyssey*. Attention back in antiquity was mainly focused on the stories of Polyphemus, Circe, Scylla and the Sirens, while in classical times the main focus was on encounters and connections: encounters with Tiresias, Athena, Nausicaa and



Telemachus, the pain and trickery associated with Penelope's weaving a burial shroud, the acknowledging of Eurycleia and the slaying of Penelope's suitors.

Dante, who wrote two thousand years after Homer, drew on Latin writers, who emphasised Ulysses' human qualities. Hence, in Canto XXVI of *Inferno*, he places a fresh focus on Ulysses of the kind never previously explored. Dante's Ulysses is not motivated by nostalgia for home, nor (as in Virgil's *Aeneid*) is he on some sort of mission; he is just a traveller driven by the desire "to become an expert on the world/and on human vices and valour", and he sets off "on the open seas" on a "mad flight". Dante's influence on art is not confined to just codes and miniatures, capitals and drawings, it even reaches artists like Botticelli and his illustrated rereading of the *Divine Comedy*, Signorelli and Federico Zuccari, before being shrouded in a long silence un-



and new archaeological discoveries – made the eighteenth century a very Homeric period.

There was a further revival later on in the form of Hayez's romanticism. The myth of travellers and voyagers re-emerged in the 19th century with a very Odysseus-inspired vision of the fate of modern man. The 20th-century - in the wake of literary masterpieces by Eliot, Kafka, Pascoli, Pavese, Primo Levi, Kavafis, and above all, James Joyce's *Ulysses* - turned Ulysses into

3. Dohn W. Waterhouse, *Mermaid*, 1900, oil on canvas, London, Royal Academy of Arts.

4. *Penelope*, 1st century AD, from a Greek statue dating 460 b.C., marble, Vatican Museums, Vatican City.

5. Giorgio De Chirico, *The Disquieting Muses*, 1924, oil on canvas, Rome, Galleria Nazionale d'Arte Moderna e Contemporanea.

The exhibition's main subject is travel, travel between the past, present and future, with works from antiquity counterbalanced by futuristic installations

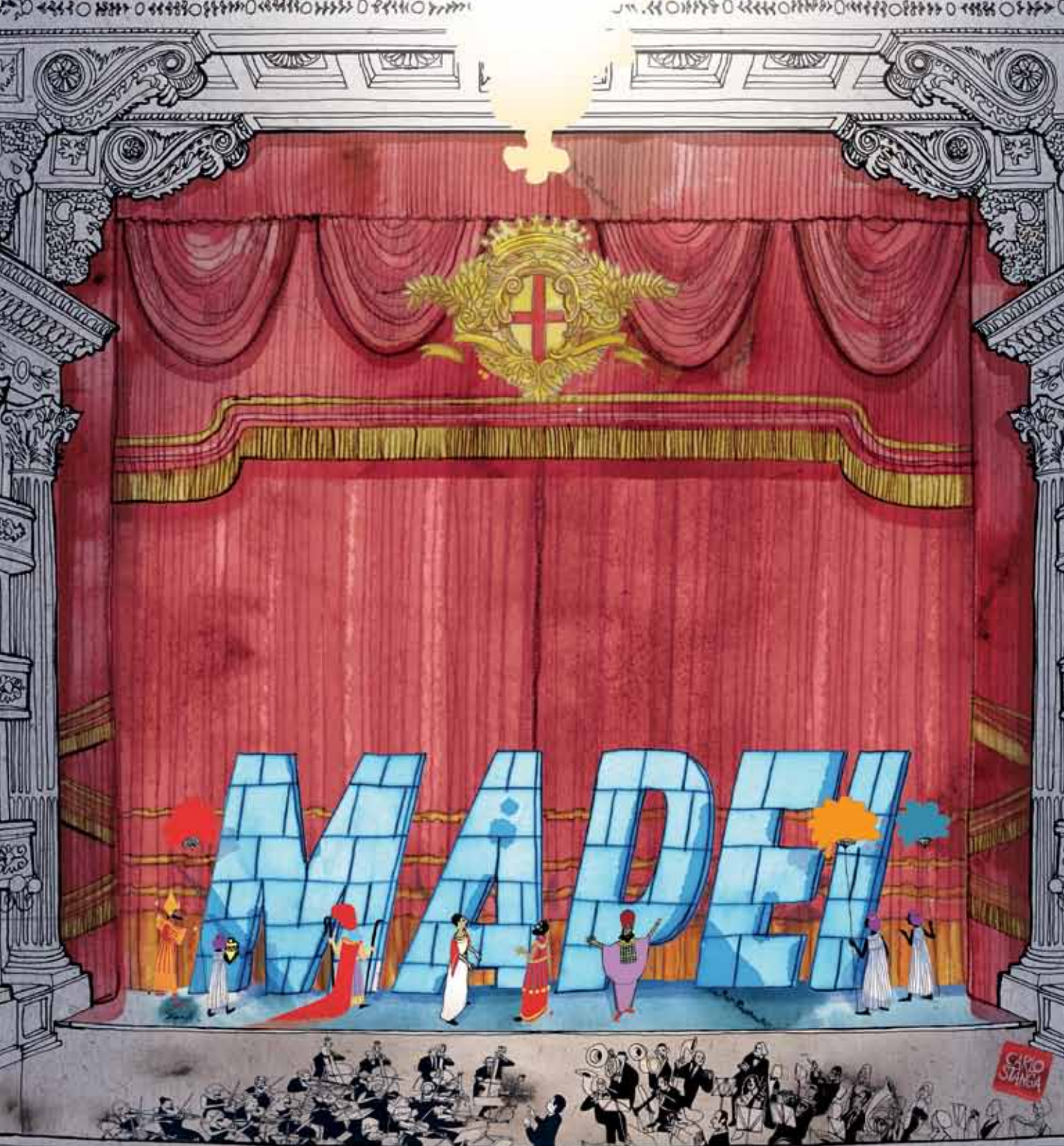
til William Blake and the 19th century. The various interpretations of Ulysses can also be seen in figurative paintings from the 16th century found in stately homes and palaces throughout Europe. More than just illustrated or decorative, they represent a complete synthesis of the formal and moral values expressed by artists of the calibre of Pinturicchio, Nicolò dell'Abate and Primaticcio and in canvases painted by Beccafumi, Dossi and Spranger. In this realm, Ulysses is the virtuous man who takes on and overcomes personal and public challenges. Poised between nature and theatre, 17th-century artists like Rubens, Bruegel, Lorrain, Jordaens and Cornelis portrayed and spread the legend even in the form of manufactured articles.

The classicism of Canova, Mengs, Pelagi, Coghetti, Füssli and David - including a revival in studies of Homer

the prototype of contemporary man: perplexed, alienated and irrevocably separated from his own ego. So, more than a complete revival of the legend and how it was told, art celebrated isolated and partial depictions of the great hero. From Böcklin to De Chirico, from Savinio and Sironi to Cagli, from Beckmann to McGregor Paxton, from Rodin to Meštrović and Martini, we witnessed art being defined as experimentation and the representation of an opening or possible way out otherwise denied to the hero-turned-man. 20th-century Ulysses never actually managed to get back to Ithaca and "forgetting going home" means forgetting the shape of your own destiny. The journey through such an extraordinarily rich world depicted in this exhibition allows us to grasp the most distinctive traits of the various aspects of figurative tradition.

Art and social responsibility

Part of the takings from ticket sales for the exhibition will be donated to **Mediafriends to support the Casa Betania project** this year. The project, which is being carried out by Fondazione Buon Pastore Caritas di Forlì, aims to renovate an old church so that it can be converted into a hostel for less fortunate young people, providing them with education/training. The exhibition and charity project will be promoted on Mediaset networks by 30 weekly adverts that will be broadcast for the entire duration of the exhibition.



MAPEI FOR THE ARTS AND CULTURE

The attention which Mapei has always paid to arts and culture is a cornerstone of the Company's philosophy, which has its roots way back in time, and is borne out of the firm conviction that "work can never be separated from the arts and passion".



“Ambrogino” Memorial Award for Giorgio Squinzi

RECOGNITION FOR HIS COMMITMENT TO THE CITY OF MILAN

Giorgio Squinzi, the former CEO of the Mapei Group who passed away on 2nd October, was one of the recipients of this year's “Ambrogino” Memorial Awards. The announcement was made on 7th December, the day devoted to St. Ambrose, the Patron Saint of Milan. Veronica and Marco Squinzi, who are currently both CEO of the Group, accepted the award for civic merit from the Mayor of Milan, Giuseppe Sala, during an extremely well-attended ceremony. This was the second “Ambrogino”

for Mr Squinzi following the award he received from the city of Milan in 1996 for his services to sport and business. Mr Sala stated that his remarkable endeavours in supporting and promoting the city were the main grounds for him being awarded this prestigious prize: “Although he was not born in Milan, he was Milanese in every way. As a chemist and businessman, he founded and led a highly successful company, Mapei, which expanded well beyond the borders of Italy turning a family business into one of the world's leading manufacturers of adhesives and chemical products for the building industry. A company that employs over 10,000 people and boasts over 80 manufacturing plants all over the world. As a passionate sports fan, Giorgio Squinzi took over Sassuolo Football Club, which went on to enjoy its most successful years under his ownership. He was also President of the Italian Federation of the chemical industry from 1997 to 2003 and from 2005 to 2011 and President of the Confederation of the Italian manufacturing and service companies from 2012 to 2016. A meticulous and unassuming man, who firmly believed that the real economy and manufacturing were more important than finance, he always reinvested corporate dividends in the company and never made anybody redundant while managing to make a profit every year. As a generous patron of Milan, he contributed to the renovation of many of the city's most important landmarks”.

Giorgio Squinzi, who was born in Cisano Bergamasco (Northern Italy) but made Milan his home, was always very closely tied to the city of Milan. Over the years Mapei has associated its name with many of the city's landmarks, such as La Scala Opera House, contributing to its renovation through its products. Mapei has also been a Corporate Subscriber since 1984 and one of the theatre's official benefactors since 2008, when the company also became a Founding Partner. Giorgio Squinzi's love of opera and the theatre resulted in him

This was the second “Ambrogino” for Mr Squinzi, after the first one in 1996

being appointed a member of the Scala Opera House's Board of Directors in 2016. Mapei product systems have also been used on another of the city's great landmarks, Milan Cathedral. In 2018 Mapei became one of the Major Donators of the Veneranda Fabbrica (the institution responsible for the conservation and development of the Cathedral) and by supporting the “Get your Spire” project, it contributed to the renovation of its spires. The close ties between Mapei and the city cathedral resulted in Giorgio Squinzi being made a member of the Board of Directors in 2016.

Mapei also partners with other city institutions: the Leonardo da Vinci National Museum of Science and Technology, contributing as a Technical Partner for a number of exhibition areas, La Verdi Orchestra, Triennale Foundation and No'hma Theatre, which it sponsors, and Cesare Baccaria Correctional Facility for Young Offenders, supplying products for restructuring its operations.



FROM LEFT ON. Milan City Councillor Lamberto Bertolè, Veronica Squinzi, CEO and Global Development Director of the Mapei Group, Giuseppe Sala, Mayor of Milan, and Marco Squinzi, CEO and Research & Development Director for the Mapei Group.



Corte di Quarto

MAPEI IS CONTINUING TO SUPPORT THE ARCHÉ FOUNDATION, WHICH HAS OPENED A NEW BUILDING IN THE SUBURBS OF MILAN

“Corte di Quarto” officially opened in the Quarto Oggiaro suburb of Milan on 17th December last year after three years’ work. This building stands alongside (and completing) CasArché, where the CasArché Foundation - a non-profit organisation founded in Milan in 1991 by Father Giuseppe Bettoni - has been hosting a mother-child community for the last three years.

As was the case in 2016 when it donated its products for the construction of CasArché, a former nursery school converted into an educational community, Mapei was once again involved in the redevelopment of this new facility commissioned by

the CasArché Foundation supplying numerous solutions for both the interiors and exteriors and its qualified technicians’ assistance on site.

The doors of the house were officially opened by a special guest, His Eminence Cardinal Pietro Parolin, Secretary of the Vatican State, who took part in the opening ceremony together with father Giuseppe Bettoni, founder and head of the CasArché Foundation, Gabriele Rabaiotti, Councillor for Social and Housing Policies for Milan City Council, Daniela Maldini, Mayor of the town of Novate Milanese, and some of the most important backers of the “Corte di Quarto” project, including Jean

Pierre Mustier and Cesare Bisoni, respectively the CEO and Chairman of UniCredit bank.

Plenty of other guests from the world of charity work, associations and politics also took part in the official opening of a building that is so much more than just a simple house: it will be a place for social regeneration designed to accommodate struggling families and people committed to supporting them as part of an experiment into the idea of open, inclusive citizenship in close interaction with the surrounding territory. In a nutshell, from housing to homing.

The building’s 14 apartments will not



OPPOSITE PAGE AND ABOVE.

Renderings of Corte di Quarto facility designed by 23bassi.

RIGHT. The ribbon-cutting ceremony with local authorities and Father Giuseppe Bettoni.

BELOW. One of the apartments.



Mapei has been supporting Arché for many years, an Onlus (socially useful non-profit organisation) set up in Milan in 1991 thanks to the work of Father Giuseppe Bettoni. Arché's mission is to take care of both mother and child in troublesome social situations or assist people that cannot cope. The aim is to help them become socially independent in terms of both accommodation and work.

CasArché manages two care homes in Milan: one is located in Porta Venezia district and the other one is in Quarto Oggiaro, a neighbourhood in the suburbs of Milan.

Arché is involved in projects in Milan, Rome, San Benedetto del Tronto (Italy), Kisii (Kenya) and Zambia with the help of volunteers and assistants, focusing on families in need and developing a closely-knit community.

just accommodate mothers with children who will be helped to stand on their own feet again, but also individual people or couples choosing to live in neighbourly solidarity, as well as a small fraternity of priests and nuns. This will create a supportive environment that will bring together people who are struggling and people willing to share their problems and hopes. There will also be a counselling service for local families.

Cutting-edge technology for comfortable housing

Mapei has supplied numerous pro-

jects for constructing this new building in record time.

The screed supporting the flooring made from TOPCEM PRONTO pre-mixed mortar was soundproofed using the MAPESILENT system installed under the screeds.

The balconies were waterproofed using MAPEBAND SA self-adhesive butyl tape, MAPELASTIC elastic cementitious mortar, and MAPENET 150 alkali-resistant, fibreglass mesh.

The ceramic tiles were installed in interiors and exteriors using KERA-FLEX MAXI S1 ZERØ adhesive and ULTRACOLOR PLUS grout for joints. Water-based enamel paints from the DURSILAC range were used for the iron railings in conjunction with DURSILAC NO RUST primer.

The internal finishing of the walls was carried out using DURSILITE MATT paint, while SILEXCOLOR PAINT was used together with SILEXCOLOR PRIMER to finish other parts of the new building.



Romeo and Juliet staged at Beccaria Institute

AN EVENING IN HONOUR OF
GIORGIO AND ADRIANA SQUINZI

Puntozero Theatrical Company and Association invited friends of Mapei to a special evening held on 20th December. Giuseppe Scutellà directed a performance of "Romeo&Juliet Disaster" staged at Beccaria Young Offenders Institute in Milan, which was renovated in 2015 with the help of Mapei that supplied its products and technical assistance free of charge.

The evening was dedicated to Giorgio Squinzi and Adriana Spazzoli *"incredibly kind people who supported our program down the years with great faith and generosity"*, so the invitation stated, going on to say: *"thanks to their help we were able to build our new theatre, which is now the first independent theatre hall inside a young offenders institute in the whole of Europe, providing us with the means to continue and extend our work focused on training and educating inmates, former inmates and young people from outside the correctional facility"*.

A heartfelt tribute to those people who made a dream come true, so that we now have a place of hope and education for many young people who, as well as being able to take the stage as actors, can learn a trade connected with the theatre they will be able to put to good use in the outside world, providing them with the chance to stand on their own two feet.



MAPEI SUPPLIED
PRODUCTS FOR
INTERVENTIONS
IN MILAN AND
ROME



Regenerating suburbs A project with Renzo Piano

In accordance with its corporate philosophy embracing projects aimed at improving modern-day life and living, Mapei supplied its products for two of four projects carried out by the G124 work team headed by the Italian architect and Senator for life Renzo Piano.

The G124 team - focused on the economic regeneration of the suburbs - employs young architects on a yearly contract paid for by Renzo Piano's parliamentary income that has been entirely devolved for this enterprise.

After one year the architects are replaced by newcomers chosen through a special tender.

More specifically, Mapei helped completing the Affectivity Centre in Rebibbia Women's Prison in Rome where inmates at the correctional facility can enjoy visits from their families.

Mapei contributed solutions for waterproofing the premises, decorating the walls and treating the wood-

en surfaces, supplying a wide range of its most high-performance products such as MAPELASTIC SMART, MAPEBAND EASY, MAPETEX SEL, ECO PRIM GRIP, ELASTOCOLOR PAINT.

In Milan, working with the local Polytechnic, Mapei helped regenerate an old school in the Niguarda neighbourhood by supplying decorative and protective wall coatings for repainting the building's auditorium and for coverings selected features such as radiators and plastic doors.

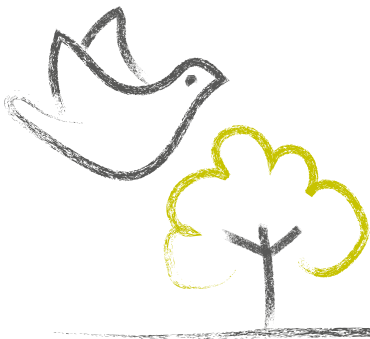
The products used for coating the surfaces were

MALECH, DURSILITE BASECOAT, DURSILITE and ELASTOCOLOR PAINT. The furniture was decorated using DURSILAC BASE FILLER and DURSILAC SATIN enamel paint. 'Casa di Quartiere' (The Neighbourhood House), which opened on 20th December last year, now has a new layout of spaces allowing the associations that congregate there to make the most of previously unused premises to provide a meeting centre open to the entire neighborhood.

ABOVE. Renzo Piano with the team of architects that designed the Affectivity Centre in Rebibbia Women's Prison in Rome.

About the G124

G124 is the codename for a room in Palazzo Giustiniani in the Italian Senate in Rome assigned to the architect and Senator for life Renzo Piano. Just after he was made a Senator (together with the conductor Claudio Abbado), he decided to make his new role more meaningful by taking on a major project for Italy: the suburbs, which are, in fact, the city of the future. The G124 is a work group of young architects (all under the age of 35 and paid by the Senator's salary) who, co-ordinated by tutors and helped by other professionals (sociologists, anthropologists, economists, critics, town-planners...), are given a year to work on projects to redevelop a selected suburban area. Suburban areas cannot put themselves forward as candidates for the G124 project: it is the team itself that assesses potential candidates and decides which to focus on for the entire year.



Mapei packaging is getting more and more sustainable

PRIZES AWARDED FOR TWO PROJECTS THAT HELP REDUCE CO₂ EMISSIONS

In the striking setting of Milan Triennale Museum, on the 14th of November, 2019, the prizes for the 2019 Conai (Italian National Packaging Consortium) Prevention Competition were handed out after an interesting conference entitled **“The economy and the future”**. Throughout the day’s proceedings there were discussions about sustainability, the circular economy and energy efficiency: all goals to be reached as soon as possible, both as businesses and individuals, in order to look after and safeguard the environment. This is also stated in the 17 Sustainable Development Goals on the United Nations agenda.

As stated in its 2018 Sustainability Report, Mapei embraces four of these goals in particular, which are closest to its own values and commitments and which can influence significantly through its own operations:



- Ensure healthy lives and promote well-being for all at all ages



- Provide inclusive and equitable education and promote lifelong learning opportunities for all



- Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation



- Make cities and human settlements inclusive, safe, resilient and sustainable



Mapei was awarded two prizes for its sustainable packaging by the Italian National Packaging Consortium last November in Milan.

SUSTAINABLE DEVELOPMENT GOALS



The Conai competition rewards companies that have implemented and marketed innovative and eco-sustainable packaging solutions in Italy.

Thanks to a project commissioned by its manufacturing plant in Robbiano di Mediglia (near Milan), which will soon be implemented at other plants worldwide, Mapei was awarded prizes for two important projects, the first of many planned for the future in the name of more sustainable packaging and, where possible, a packaging designed from recycled materials.

The first of the two prize-winning projects involved reducing the weight of the plastic buckets for 5kg of the finished product ADESILEX MT32 by 11%: the weight of the polypropylene buckets was, in fact, reduced from 290 g to 258 g.

By applying the LCA (Life Cycle Assessment) method with “Ecotool”, Conai measured the environmental benefits in terms of reducing CO₂ emissions and reducing energy and water consumption, and decided that this project was worthy of a prize.

The second project involved reducing the thickness of the tubular elastic film used for covering pallets of finished product from 100 microns to 90 microns, while ensuring loads are still stable when being moved around or stored outside. Here again, the amount of LDPE (Low Density Polyethylene) was reduced by 10%.

Mapei was awarded a prize for reducing the weight of the plastic buckets for 5kg of the finished product ADESILEX MT32 by 11%: the weight of the polypropylene buckets was, in fact, reduced from 290 g to 258 g.



Considering both these projects, it may be estimated that CO₂ emissions coming from plastic will be reduced by approximately 13 tons-a-year, corresponding to over 1 ton-a-month at the manufacturing plant in Robbiano di Mediglia alone!

In the plant in Robbiano di Mediglia, Mapei will be also using recycled plastic for some of the packaging for two-component products from mid-2020 onwards in the name of sustainability. Collars (the flanged lid holding the second bucket) will be entirely manufactured from post-industrial recycled plastic instead of 100% virgin polypropylene. It is estimated that this simple operation will save approximately 12.5 tons (1 ton-a-month) of virgin plastic, thereby reducing 38 tons of CO₂ emissions, responsible for climate change.

Optimising manufacturing processes, using recycled raw materials in products and packaging, and reducing the amount of packaging itself: Mapei continues to be committed to sustainability, studying increasingly sustainable solutions with the help of its partners, and objectively measuring their benefits in terms of environmental impact.

Mikaela Decio. Corporate Environmental Sustainability, Mapei Group
Andrea Vasconi. Corporate Purchasing Department, Mapei Group

Sassuolo, help me become the new Drogba

JEREMIE BOGA WANTS TO EMULATE A SYMBOL OF AFRICAN FOOTBALL

RIGHT. Fabian Ruiz (Napoli) and Boga in action at Mapei Stadium.
IN THE FACING PAGE
Jeremie Boga in training.



He is friendly, has good feet, great power and ev-erybody wants him for their team. The forward, Jeremie Boga, has been one of Sassuolo's best players over the last two seasons. Jeremie was born and grew up in Marseille, France, but he decided to keep his Ivory Coast passport. According to Jeremie, "France is an important country and I felt French when I was little. But then I started travelling around Europe and my heart began to beat for the Ivory Coast, my parents' country".

Your family lives in the city where Olympique de Marseille plays, a team that has won the Champions League. Why did you decide to play for Chelsea in London in 2009 and not for Olimpyque?

"When I was a kid I supported Olympique but if I had played for them, I would have been surrounded by my friends all the time and that would have distracted me. I was determined to become a footballer and so



I decided to move away from home and join another big club”.

Chelsea is the team where Didier Drogba, the Ivory Coast's greatest footballer, had so much success. Did you choose Chelsea from all the different offers you got to follow in Drogba's footsteps?

"Drogba was, indeed, my role model and when I went to London he was one of the staff who came to meet me. Didier was already my idol when he played for Olympique de Marseille. When I went to Chelsea Drogba told me right away that he wanted to help me”.

Then Chelsea sent you off on loan to Rennes in France for a season, and then to Granada in Spain. You were 18 years old when you joined Rennes, but you played for the first team and scored. Did you play out wide in attack, like you now do for Sassuolo?

"At Rennes I played in every position up front, including centre forward, and sometimes I even played deeper wearing the number 10 shirt. On the other hand, at Granada I only played out wide on the left or as the number 10 with two forwards in front of me”.

You have lived in Marseille, London, Rennes, Granada and Birmingham, all big cities; be honest, had you ever heard of the city of Sassuolo before you came to Italy?

"Of course. Anyway, I would rather live in a small town or village than a big city.

Here in Italy I live in Colombaro di Formigine, a small town, and I feel

really at home. Even when I played for Chelsea I lived outside London: I like peace and quiet”.

During the first part of the 2019-20 season you scored against Inter Milan, Fiorentina, Bologna, Juventus, Rome and Torino, all big teams. And the goals you scored against Juventus and Turin were world class. Do you only really play well in big matches?

"That is just a coincidence. I always try to prepare physically and mentally as best I can for every match, regardless of who we are playing against. Scoring goals is something instinctive, particularly those so-called "great goals" I scored against Juventus and Torino”.

The team manager, De Zerbi, says you are a great player but tactically rather ill-disciplined.

"When I go out on the pitch, I always try to do what manager De Zerbi asks of me. If I do not always succeed it is not because I am ill-disciplined but for other reasons. Sometimes I just follow my instincts; that is the way it is, particularly for forwards. Instinct makes you creative and unpredictable”.

Which were your best games playing for Sassuolo?

"Two matches in the 2018-19 season: Sassuolo-Inter Milan 1-0 on the first day of the season, 19th August, and AC Milan-Sassuolo 1-0 on 2nd March. Despite losing the match against AC Milan, it was an incredible experience for me.

And I would also add the 0-0 draw against AC Milan this season”.

Most people think that Juventus-Sassuolo 2-2 was your best match in the first half of the 2019-2020 season.

"That is true and as well as the matches against Juventus and AC Milan, we also played well in some of the games we lost. That was the case against Napoli at Mapei Stadium. I played really well in the game against Torino at Mapei Stadium, even though I was marked by Izzo, who is the best defender I have played against in the Italian Serie A.”

This season Sassuolo has ruined some of its matches in the final minutes. Several victories have slipped away in the last few minutes or the opposition has managed to equalise. Why is that?

"It has been more our own mistakes than anything special the other team has done to equalise right at the end or score the winning goal: some of these matches could have been won in the first 60 or 70 minutes if we had taken our chances and killed off the game. Unfortunately, we have kept our opponents in matches by failing to score more than one goal and then we have been punished right at the end.

But let's not forget that we are playing in the Serie A and the opposing teams are all extremely good”.

Sassuolo has not had much luck with referees during the first half of the season, notably when you lost 2-1 away to Genoa.

"That is right, a number of decisions certainly have not gone in our favour, but we are never afraid of refereeing decisions going against us when we take the pitch. We are always cool and collected and we are not interested in making excuses or blaming referees”.

For most African people football means Drogba or Samuel Eto'o, the Cameroon player who won various Champions Leagues. In four or five years' time will we be calling Boga Africa's best player? Will you be the new Drogba or Eto'o in 2024 or 2025?

"I certainly hope so. This is my dream. To achieve that I will have to be successful with both Sassuolo and the Ivory Coast team. We have six important matches over the period March-May 2020 when we need to win points. If we can at least get a draw in the matches against the top clubs and not throw away victories against relatively easier opposition, then we can finish in the top nine and that would be a great result. And I also want to win the Africa Cup of Nations with the Ivory Coast and qualify for the World Cup. We are definitely capable of doing that, the Ivory Coast team is full of talented players”.



Sassuolo: showcasing the future

THE TECHNICAL AREA DIRECTOR, GIOVANNI ROSSI, IS ENTHUSIASTIC ABOUT THE YOUNG PLAYERS IN THE SQUAD

Sassuolo's team manager, Roberto De Zerbi, played 28 different players in the first team from August to February. 12 members of the squad were born after 1st January 1997 and the Technical Area Director, Giovanni Rossi, believes they are all quality players. The youngest player to be picked by De Zerbi was Stefano Piccinini, who was born on 31st December 2002, who played in the Italy Cup match along with the striker Jacopo Pellegrini (born in 2000).

Sassuolo turned down offers from prestigious clubs for the outside forward Jeremie Boga during the January transfer window. "Among the first-team players – so Mr Rossi, told us - Boga is the best at getting around players with the ball at his feet. He is a natural-born dribbler with an accurate and powerful shot, and he plays instinctively. Jeremie dribbles round Serie A players just as easily as he did when he was playing in the courtyard as a kid".

Mr Rossi also rates the midfielder player Manuel Locatelli very highly. "He joined Sassuolo in summer 2018 after gaining experience at AC Milan, where he even scored a goal against Juventus and often hit the headlines. He has become more consistent playing for us and has clearly improved. He is a classy player and, hardly surprisingly, is captain of Italy's Under 21 team. Manuel is also great at bringing out the best in other midfielders".

Filippo Romagna has also been outstanding for Sassuolo. "He is a central defender - so Mr Rossi noted - who is extremely tactically aware and much more intelligent than the average player".

The Brazilian outside defender, Rogério Oliveira Da Silva, is playing his first season for Sassuolo in the Italian Serie A. He is already quite experienced even though he is only 22. Here is how Mr Rossi describes him: "He is very precise, orderly, tactically

aware and coolheaded. He is also extremely intelligent". Rogerio suffered a cartilage injury against Torino in the first game of the 2019-20 season and only began playing again in December. He is now fully recovered and making his presence felt.

The team manager, Mr Roberto De Zerbi, has described Hamed Traorè as an "anarchic talent, but nevertheless a talent". So, what does Mr Rossi think of him? "Traorè is one of the two players born in 2000 who have played most games in the Italian Serie A and everybody has sung his praises. The other player is Kulusewski, currently playing for Parma but already on Juventus' books, who is considered to be an extraordinary prospect. That works in Traorè's favour. He has a very accurate shot and can play anywhere in midfield. I would describe him as a "complete midfielder" and he will definitely improve tactically. I am convinced that Hamed will be playing for a top club in a couple of years".



FROM LEFT.

Mert Müldür, Hamed Traorè and Alessandro Tripaldelli.

BELOW. The goalkeeper, Stefano Turati, during his exciting Serie A debut against Juventus.

GOALKEEPERS FOR ITALY

Stefano Turati is the first goalkeeper born in 2001 to make his debut in the Italian Serie A.

He joined Sassuolo in summer 2019 and played for the first team in the away game against Juventus at the age of just 18 years, two months and 26 days. The game finished 2-2 and Turati was outstanding and made some wonderful saves.

The world-class player Cristiano Ronaldo only managed to score against Sassuolo's young goalkeeper from the penalty spot.

Juventus's strikers Ronaldo, Higuain and Dybala bombarded Turati with shots but he saved everything ensuring Sassuolo went home with a vital point.

"Our first-choice goalkeeper Consigli – so Mr Rossi told us – got injured just before the match and the first reserve goalkeeper Pegolo was also unavailable".

Mr De Zerbi had to choose between Alessandro Russo, also born in 2001, and Turati. He opted for Turati. Mr. De Zerbi gave the goalkeeper just a few simple pieces of advice before the match. "Go out there and show everyone what you do in training", so the manager told Turati.

Stefano certainly took his advice on board. "Russo and Turati – so Mr. Rossi added - play for Italy's Under 19 team. They have outstanding technical and physical qualities and it is now up to them to show everybody just how good they are".

RASPADORI THE COMPUTER

Giacomo Raspadori, who is the same age, is a striker: "Giacomo – so Mr. Rossi is quick to point out - is our Lautero Martinez or "Kun" Agüero. Raspadori has a very quick brain and is also extremely intelligent; he has probably got a computer in his head and that makes a real difference in life. He is a great prospect for the future". In the match against Inter Milan and certain other games, the attacking full-back Alessandro Tripaldelli caught the eye playing mainly on the left. "He is a wide defensive player who can operate all over the field - so Mr Rossi noted - and he was truly outstanding in the last half hour of the match against Inter Milan. Tripaldelli has great physical strength and is a great runner. He has had a few niggling injuries over the last few months that have prevented him from demonstrating all his strength and power yet. When he manages to find the right mental-physical balance, Tripaldelli will show everybody just how good he is".

Mert Müldür also plays out wide in defence and was bought from Rapid Vienna in summer 2019. He must now decide whether to play for the Austrian or Turkish national team. He has two passports, plays on the right, and is going to surprise everybody playing in this position.



YOUNGSTERS IN THE SASSUOLO SQUAD

JEREMIE BOGA	3-1-1997	IVORY COAST
FILIPPO ROMAGNA	26-5-1997	ITALY
MANUEL LOCATELLI	8-1-1998	ITALY
ROGÉRIO OLIVEIRA DA SILVA	13-1-1998	BRAZIL
ALESSANDRO TRIPALDELLI	9-2-1999	ITALY
MERT MÜLDÜR	3-4-1999	TURKEY
HAMED JUNIOR TRAORÈ	16-2-2000	IVORY COAST
GIACOMO RASPADORI	18-2-2000	ITALY
JACOPO PELLEGRINI	12-9-2000	ITALY
ALESSANDRO RUSSO	31-3-2001	ITALY
STEFANO TURATI	5-9-2001	ITALY
STEFANO PICCININI	31-12-2002	ITALY

Barone is always a Mapei man

THE WORLD CUP WINNER NOW TRAINS SASSUOLO'S UNDER 17 TEAM

He has moved on from playing for Italy when it was sponsored by Mapei to Sassuolo that is actually owned by Mapei. Simone Barone, who has been managing Sassuolo's Under 17 team since summer 2018, used to play in midfield for Italy when the team's main sponsor were Mapei

and TIM. That was when Italy, whose manager was Marcello Lippi, won the FIFA World Cup in Germany. The World Cup was held in June and July, but Mapei sponsored Italian team for all 12 months in 2006. The brand appeared on the team's training gear and casual clothes, advertising panels around the pitch, the backdrops for interviews and all the communication material about the Italian men's and women's football teams representing the Italian Football Federation. So, as well as the first team managed by Lippi, Mapei also sponsored the Under 21, Under 19 and other men's and women's national teams. The Mapei brand brought good luck to the Italian teams.

"When I trained or wore something bearing the Mapei brand – so Barone told us - I knew that Mapei was a leading manufacturer of building products. But back in 2006 I never dreamt I would practically be a member of Mapei's staff 12 years later. I was proud to be a wide midfielder in that Italian team and am now proud of the job I have got at Sassuolo, a well-organised club with great plans for the future."

"When I trained bearing the Mapei brand, I knew this Group was a leading manufacturer of building products"

MORAL VALUES

As well as working on technical aspects, Barone wants the Sassuolo Under 17 team to embody moral values.

"There are rules to be respected - so Barone points out, a man who, before he became a manager at Sassuolo

trained Juventus's youth team - by which I mean, discipline, sportsmanship and loyalty. We must help our young players develop from both a physical and mental viewpoint, so that they are ready to become good professionals. My players must never lose sight of the importance of education, which allows you to mature first as a youngster and then as a man".

Sassuolo's Under 17 team is doing well: "We have a good chance to qualify for the championship play-offs for the second year running - so Barone told us, somebody who

played for several teams in the Italian Serie A - and that would be a great achievement for an up-and-coming club like Sassuolo".

Barone's Sassuolo has some outstanding young players. "I will only mention two of them: the goalkeeper Gioele Zacchi and the centre forward Federico Casolari. Both play for the Italian Under 17 team".

The Under 17 team has been training at Mapei Football Center near Sassuolo since January: "A wonderful facility where my young players can train alongside professionals of the Italian Serie A.

The Mapei Football Center helps create a greater sense of belonging to the club. Since February we have been playing our home matches on the synthetic grass pitch surrounded by the main stand. It is wonderful". Barone's youngsters draw on the expertise of Mapei Sport. "They are tested three times a year and the data we get back allows us to work on any aspects that need improving".



LEFT. Simone Barone challenges Andriy Shevchenko in Italy-Ukraine 3-0 during the 2006 World Cup.

We can dream big with Daniela

SABATINO CAN GUARANTEE EXPERIENCE AND GOALS FOR SASSUOLO'S WOMEN

Sassuolo women's Serie A football team now has a top Italian footballer in its squad: Daniela Sabatino. This forward joined Sassuolo in August 2019 after playing for Italy in the women's World Cup.

"Sabatino - so Alessandro Terzi told us, the Director of Girls' and Women's Development at Sassuolo - has given us something extra. We are now more dangerous in our opponents' penalty area. Let's hope she can keep on playing for Italy for many years to come".

Daniela is a key player for the team manager Gianpiero Piovani. As he noted, "we cannot do without her. She is almost 35 years old but, believe me, she will be playing another three

or four seasons at the highest level. Daniela is ideal for the 3-5-2 formation I prefer".

Piovani also stressed Sabatino's importance for her teammates. "I am not like a manager on the pitch - so Daniela told us, who won the Italian league championship twice playing for Brescia and also played for AC Milan before joining Sassuolo - but I do not like losing, so I try and give my teammates good advice. Bearing in mind that I am the oldest and most experienced player in the forward line, I am quite willing to adapt to the strengths of any of the other forwards Piovani picks to play alongside me".

Daniela is the captain of Sassuolo. "They gave me the captain's armband - so the centre forward noted - but I do not think there is any favouritism. I want to get it across to my teammates that you need to fight all the time and love this magnificent sport we play".

Sabatino has scored 12 goals in the first 14 matches of the 2019-2020 season. "Her best match - so Piovani pointed out - was Sassuolo's 2-2 draw against Empoli when she scored both goals". Daniela also scored a header in Sassuolo's 2-1 defeat against Juventus, despite being marked by the captain of the Italian national team Sara Gama. Daniela was quick to note that "playing against Gama was really tough and I am delighted to have scored. Nevertheless, I think I have also played well in some of the games when I did not score. Against Inter Milan for example".



ABOVE. Daniela Sabatino in action in the match against Inter Milan that Sassuolo won 1-0.

SASSUOLO'S INZAGHI

Daniela has always tried to play like a former star in men's football: "Pippo Inzaghi, who was so good at taking his chances. I have always studied how he moved and people told me I played like him": I am proud of being compared to Inzaghi. In the women's game, there are two forwards I try to play like: Elisabetta Vignotto and Carolina Morace. I would like to score as many goals as them before I retire". In the past, Daniela has played in the Champions League and now the fans want her to help Sassuolo qualified for this great competition. "I am delighted to be here at Sassuolo and I want to help make it a great team. If the talented young players we have keep on improving, then perhaps we will qualify for the Champions League one day". She also wanted to make a special dedication: "Adriana Spazzoli and Giorgio Squinzi are no longer with us, but if I ever manage to win something important with Sassuolo, they are the first people I will dedicate it to".



NEWS FROM THE MAPEI WORLD

EVENTS, SPONSORSHIPS AND PROJECTS BY THE GROUP'S SUBSIDIARIES

USA - MAPEI CORP SUPPORTS THE GARY SINISE FOUNDATION FOR VETERANS

Last December, Mapei Corp., the Group's US subsidiary, donated building materials (primers, levelling compounds, mortars and grouts) for installing the ceramic and wooden surfaces in a "smart home" built for Stefan LeRoy. LeRoy is a former US soldier who lost both his legs in an explosion in Afghanistan in 2012 as he tried to save some of his injured comrades.

This is the 23rd smart house that Mapei Corp. has helped build with the aid of the Gary Sinise Foundation, which has set up a programme for providing special homes where wounded American soldiers and their families can live comfortably and free of charge. The surfaces installed are also designed to cater for wheelchairs and other prosthetic devices.



PORTUGAL - IN PORTO TO REDEVELOP TROUGH RENOVATION

Leading players from the Portuguese building industry and real estate market congregated in Porto from 11th to 15th November for the seventh edition of "Urban Redevelopment Week", inspired this time by the slogan "Regenerate, Renovate and Revive". The event focused on the importance of renovation work in redeveloping the cityscape. It included a busy schedule of conferences, workshops, exhibitions and meetings. Sponsoring this event gave Lusomapei, the Group's Portuguese subsidiary, with the chance to further

promote Mapei solutions for renovating old buildings and urban redevelopment, which have been available for years and "tested out" on many markets, including Portugal's.





AUSTRALIA - CADEL EVANS GREAT OCEAN ROAD RACE 2020

As is now traditional, Mapei Australia again sponsored the Cadel Evans Great Ocean Road Race, a cycling race created by and dedicated to the former Australian cycling champion Cadel Evans. Recently Mapei Australia, which has supported the event from the very beginning, renewed its contract as the Premium Partner for the next three years. This year the event was held from 30th January-2nd February. Like every other year, Mapei Australia hosted about 500 customers in its hospitality area right alongside the start and finish line of the races.



FRANCE - MAPEI RECOMMITTS TO CYCLING



As in the past, Mapei France is still associated with cycling teams and projects. For over 8 years it has been supporting GSC Blagnac Vélo Sport 31 cycling club, one of the biggest in France. Working with the club, Mapei France has already organised a special event: the climb up the legendary Col de Tourmalet. For over 20 years now it has also been supporting Villemur Cycling Club located just a few miles from Mapei France's headquarters in Saint-Alban. The club, which trains riders aged 4-70 for track racing, road racing and cyclocross, will also have an under 23 team in 2020.



**POROMAP
DEUMIDIFICANTE:
CHARACTERISTICS
AND FIELDS OF
APPLICATION**

A single-product

The use of dehumidifying render is recommended when you need to renovate masonry deteriorated by capillary rising damp and when soluble salts, such as sulphates, chlorides and nitrates, have caused the masonry to become crumbly.

Which are the renders to be used to restore masonry with rising damp?

To renovate masonry damaged by capillary rising damp one method is to apply a dehumidifying system. Mapei have developed two different systems:

- **Traditional system:** this includes a product to create a scratch-coat (MAPE-ANTIQUE RINZAFFO or MAPE-ANTIQUE ECO RINZAFFO) and a product for the render (MAPE-ANTIQUE MC or MAPE-ANTIQUE MC MACCHINA or MAPE-ANTIQUE ECO RISANA).
- **Single product/single layer system:** this is made up of a single product (POROMAP DEUMIDIFICANTE) which can be used to form the complete restoration system.

Whichever system you decide to use, the work must always be completed by applying suitable coatings and paints that do not prevent any moisture in the masonry from evaporating off.

What are the main characteristics of Mapei dehumidifying renders and of the single-product system in particular?

Mapei dehumidifying systems are based on three main characteristics: **macroporosity**, which encourages the moisture contained in the masonry to evaporate off, **resistance to salts**, so that any intervention carried out is more durable, and **compatibility** with the chemical-physical characteristics and performances of the



The San Domenico Church in Somma Vesuviana (Southern Italy).

Product for masonry renovation

masonry on which the system is applied. And with the Mapei single product system, it is possible to have a complete restoration system by using just a single product, POROMAP DEUMIDIFICANTE. POROMAP DEUMIDIFICANTE is a ready-mixed, powdered mortar used to make macro-porous, insulating and dehumidifying render made from special Pozzolan-reaction, hydraulic binders resistant to soluble salts, natural sand, lightweight aggregates and special additives. It has very low emission of volatile organic compounds (EMICODE EC1 R Plus). The main characteristics and benefits of this product are:

- single product applied in a single layer;
- lightweight with fibre fillers;
- ideal for all types of masonry;
- particularly high breathability and porosity;
- it may be prepared with a hand mixer;
- suitable for both internal and external use.

What are the main steps when using a single product dehumidifying render?

- 1.** Remove all the damaged render with either hand tools or power tools to a level of at least 50 cm above the damaged area and, in all cases, to a height of at least twice the thickness of the wall. Also, remove any traces of loose or crumbling material, dust, mould and any other material which could affect the adhesion of POROMAP DEUMIDIFICANTE until the substrate is clean, sound and compact.
- 2.** Clean the masonry with low-pressure water jets to remove any efflorescence or salts present on the masonry. Repeat this operation several times if necessary.
- 3.** Any gaps or uneven areas in the masonry must be

repaired by patching or tacking them with one of the mortars from the MAPE-ANTIQUÉ line and pieces of stone, brick or tuff with characteristics as similar as possible to the original material.

- 4.** Saturate the substrate with water to prevent it drawing off water from the mortar, which could affect its final performance characteristics. Any excess water must be left to evaporate off, so that the masonry is saturated and the surface is dry (s.s.d. condition). Compressed air may be used to speed up this process. If the substrate cannot be saturated with water, we recommend that it is at least wetted to allow the mortars to adhere correctly.
- 5.** Apply a layer at least 20 mm thick of POROMAP DEUMIDIFICANTE, starting from the bottom working upwards. If the thickness to be applied is more than 30 mm, POROMAP DEUMIDIFICANTE must be applied in several layers. Each layer must be applied without tamping or working the previous one.
- 6.** After applying the mortar, wait a few minutes and level off the surface with an aluminium H-type or blade-type straight edge by going over the surface horizontally and vertically until it is flat. Remove any vertical guides, if they have been used, and fill the gaps with the same product. Finish off the surface of the render with a plastic, wooden or sponge float a few hours after the application, depending on the surrounding temperature and conditions. Never press down too firmly on the surface of POROMAP DEUMIDIFICANTE, otherwise its porosity could be reduced and, as a result, impede the evaporation of the moisture in the masonry.
- 7.** If a finer-textured surface finish is required than the normal tamped finish of POROMAP DEUMIDIFICANTE, apply a layer of POROMAP FINITURA CIVILE or POROMAP FINITURA GRANELLO, depending on the required type of finish.
- 8.** Paint the render with a silicate-based product (SILEXCOLOR Line) or a siloxane-based product (SILANCOLOR Line).

When should you opt for a single product system rather than a traditional system?

It is preferable to use the Mapei single product system rather than a traditional system particularly when you require a restoration system that is easier and quicker to apply, but at the same time guarantees that the finished render will have the level of macro-porosity and resistance to salts mentioned previously.

Davide Bandera Product Manager, Restoration Systems for Historical Buildings, Mapei Group



Removing the deteriorated render.



Applying POROMAP DEUMIDIFICANTE by trowel.

3

Products in the spotlight

REPAIRING UNDERWATER CONCRETE, LAYING LVT ON WALLS, BLOCKING RISING DAMP: A FEW SOLUTIONS BY MAPEI



MAPESTOP CREAM

It is a solvent-free, ready-to-use hydrophobising gel made from monomeric silane.

After injecting **MAPESTOP CREAM** in holes drilled in the masonry, it spreads inside the masonry and forms a water-repellent barrier that blocks the rising damp.

It is used for forming horizontal chemical barriers to restore old, compact stone, brick, tuff, concrete and mixed masonry, including masonry of historical and artistic interest, as well as recently built masonry with capillary rising damp and soluble salts.

BLOCKING RISING DAMP



ULTRABOND ECO MS 4 LVT WALL

Modern, one-component, reactive, silylated polymer-based adhesive, specifically developed for laying LVT, SPC and rigid LVT on walls and floors (including on non-absorbent substrates).

It replaces conventional two-component reactive adhesives in all application fields. It is very tough and highly resistant to shear loads, which makes it particularly suitable for floors exposed to direct sunlight, intense mechanical stress (due to forklifts, etc.) or which are constantly exposed to water (communal kitchens, showers, etc.).

LAYING LVT, SPC AND RIGID LVT ON WALLS AND FLOORS



MAPEPOXY UV-S IT

Two-component, epoxy-based putty that may be used to repair and protect concrete structures underwater (piles for piers, canals, dams, structures in ports or in the open sea), both in horizontal and vertical surfaces.

When mixed, **MAPEPOXY UV-S IT** is characterised by a high thixotropy and a perfect adhesion (even to wet substrates).

MAPEPOXY UV-S IT can resist to the aggression of acids, bases, salts, oils, hydrocarbons, solvents and freeze-thaw cycles. It complies with EN 1504-9, EN 1504-3 and EN 1504-2 standards.

REPAIRING AND PROTECTING UNDERWATER CONCRETE



ReStelvio MAPEI 2020

+ STELVIO × TUTTI

E-BIKE RIDE WITH
A DEDICATED START GRID

Thanks to: Parco Nazionale dello Stelvio

SUNDAY, 12th JULY

BORMIO - STELVIO PASS

8.50 A.M. HALF MARATHON
(only open to members of FIDAL and promotional associations)

9.00 A.M. RUNNING EVENT OPEN TO ALL

**9.10 A.M. NON-COMPETITIVE E-BIKE RIDE
WITH A DEDICATED START GRID**

**9.15 A.M. RE STELVIO - MAPEI COMPETITIVE CYCLE RACE
36TH EDITION**
(for FCI's and Italian National Cycling
Commission' members only)
Start for the Women's Cycle Race

**9.30 A.M. RE STELVIO - MAPEI COMPETITIVE CYCLE RACE
36TH EDITION**
(for FCI's and Italian National Cycling
Commission' members only)
Start for the Men's Cycle Race

AFTERWARDS "ALDO SASSI" MEMORIAL BIKE RIDE
(for all those interested, alongside champions of the former
Mapei Professional Cycling Team and other sport VIPs)
TWINNED WITH "PEDALA CON ALDO" JUNE/OCTOBER, 2020

2.00 P.M. TIMELIMIT FOR ALL PARTICIPANTS

4.00 P.M. PRIZE-GIVING CEREMONY IN PIAZZA KUERC, BORMIO

**A FREE TRAINING SCHEDULE FOR RUNNERS
AND CYCLISTS IS AVAILABLE FROM: www.mapeisport.it**

COURSE

**A 21.097 km climb from BORMIO (1,225 m a.s.l.)
to the STELVIO PASS (2,758 m a.s.l.)**

Difference in level: 1,533 m.

STARTING LINE: VIA AL FORTE (BORMIO CITY CENTRE)
RETURN FROM STELVIO PASS TO BORMIO
STARTING FROM 2.00 P.M.

ENTRIES

FROM MARCH 1ST TO JULY 9TH

at the web site www.usbormiese.com or else at the
Unione Sportiva Bormiese headquarters, Via Manzoni, Bormio
Maximum amount of entries: 3,000

Entry fee:

35 euros, for entries from 1ST March to June 15TH

45 euros, for entries from June 16TH to July 9TH

The fee includes:

- Re Stelvio-Mapei jersey, which you are kindly requested to wear
- Clothes transport service up to the Stelvio Pass
- Refreshment points alongside the course and at the finish line
- Shuttle bus service from the Stelvio Pass to Bormio (for athletes)
- Commemorative medal
- Photo and race certificate, both available and downloadable
- Personal race time

**N.B. Free entry on the website www.mapei.it
for Mapei customers using their customer code
and for readers of Realtà Mapei using their
Realtà Mapei code**

HOTEL INFO

Phone: +39 0342 903300 - booking@bormio.eu
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ISSUE 79

Adriana Spazzoli
1948 - 2019







The heart and brains of Mapei communication

You were the heart and brains behind Mapei's communications operations. Thanks to your creativity and the overpowering force of your ideas, our corporate brand spread well beyond the realms in which it has been operating for over 80 years. Your creative invention in every aspect of marketing and communication combined with a passionate commitment to the company that helped and supported Mapei in every stage of its development and internationalisation.

Your passion for work inspired all your ideas, all your actions and everything you did, and it always made your eyes shine. Work that led to results.

You were unstoppable; a "powerhouse" of projects and ideas that came from an imagination that was always a work, even when you seemed to be resting. At your command, the entire marketing "machine" (consisting of lots of fellow workers) was set in motion and, hardly surprisingly, even the seemingly most bold and daring ideas turned out to be a success. And so, in just a few years, you created lots of work teams and carried out projects in the most miscellaneous realms: trade fairs, sponsorships, sales outlets, *Realtà Mapei*, advertising campaigns, sports, packaging, technical documentation, art and culture.

Nevertheless, this melting pot of ideas and enterprises could suddenly grind to a halt if somebody turned up or asked for your help. This is because you knew how to deal with other people, showing sincere and heartfelt attention to their own peculiar needs and requirements. That is why you were also a "powerhouse" of affection, esteem and a kind of lifestyle you embodied in person.

You were also committed to the needy, another quality you embodied and left behind as part of your legacy. You organised so many projects to help the less fortunate out of an awareness that we have a duty to look beyond our own most immediate horizons.

What you have achieved will not be forgotten and will be continued along the path you have mapped out.

Your great creative energy, endearing personality and communications skills clearly emerge in what your working partners, fellow workers and friends had to say in their memories published in this special issue.

Bye, mum

Marco e Veronica Squinzi



Ciao "dottorressa"

ON 21ST NOVEMBER, JUST 50 DAYS AFTER SHE LOST HER HUSBAND GIORGIO SQUINZI, ADRIANA SPAZZOLI, THE MAPEI GROUP'S OPERATIONAL MARKETING AND COMMUNICATION DIRECTOR, ALSO PASSED AWAY. FRIENDS AND STAFF (WHO USED TO FONDLY CALL HER "DOTTORESSA") REMEMBER HER DEDICATION AND PASSION FOR MARKETING, SPORT AND SOCIAL RESPONSIBILITY WORK.



At the helm of Mapei's marketing operations

FROM PUBLISHING TO ADVERTISING, FROM TRADE FAIRS TO SPONSORSHIP DEALS: A LONG CAREER CHARACTERISED BY HER CREATIVITY

"Communication is half of the battle", so it says in her office, a motto that always guided her work. Adriana Spazzoli first began working on communication for Mapei through Spazzoli Studio, which she set up in the 1980s to handle the company's public and press relations.

She then went on to set up the Mapei Marketing and Communication Department in 1984, when she became the Mapei Group's Director of Operational Marketing and Communication Department, coordinating image-making and communication operations for over 80 subsidiaries around the world.

Her works also included devising various means of communication to strengthen the brand worldwide through various channels, most notably sport, classical/ opera music, art and sustainability.

As she proceeded with her work, as well as forming an increasingly numerous team of people inside the company, Adriana Spazzoli also worked with various agencies, with whom she created numerous advertising campaigns and successful events.

She always said it was hard to communicate and provide information about Mapei products because they are not visible, they are hidden under floors and inside structures. This meant you always had to come up with something special.

In 1993 Mapei joined the world of cycling and introduced a revolutionary new form of sponsorship by getting actively and enthusiastically involved in every aspect

of team life (every victory, every interview and every presentation), transferring its own corporate philosophy into this new realm.

Under the leadership of Ms. Spazzoli, the team jersey worn by the riders made the name "Mapei" familiar all over the world thanks to its distinctive pattern of coloured cubes: a coordinated image was created covering everything from the team's cycling kit to the packaging of the company's products.

The team was so successful it was at the very top of the international cycling rankings for nine years: the slogan "Winning together" was created - that accompanied corporate communication operations for a very long time - along with advertising campaigns involving cyclists and company products, such as Tony Rominger's hour world record when the speed of the rider was compared to the speed with which Mapei products set and harden.

Mapei continued its involvement in cycling, a sport that is particularly popular in the building industry, by sponsoring both minor races and major events like the UCI Road World Championships - which it has been sponsoring since 2008 - thereby continuing to be highly visible internationally.

In 1996 the Mapei Sports Service centre was set up, getting involved in numerous sports sponsorship and communication projects over the years.

Thanks also to this partnership, a new enterprise was set under way in 2005, Mapei Day, a major two-day event

THE STEPPING STONES TO SUCCESS

Late-80s	1991	Early-90s	1993
<p>Adriana Spazzoli starts working for Mapei Marketing Department</p>	 <p>The first issue of <i>Realtà Mapei</i> is published</p>	 <p>Beginning of training courses led by technicians focusing on the Mapei building products line</p>	

held in Bormio (northern Italy) to celebrate sport with the company's customers organised in partnership with Banca Popolare di Sondrio, Mapei Sport and Unione Sportiva Bormiese. Mapei decided to associate its name with the traditional Re Stelvio cycle race up Stelvio Pass, introducing a non-competitive cycle race, half marathon and fun run.

Ms Spazzoli soon became the heart and soul of a sporting weekend that also included a five-a-side football tournament, golf tournament, visits to spa facilities and a gala evening complete with entertainment held in the local Sports Centre. She presented the entire evening herself, showing her exceptional qualities up on stage.

Another idea she had in 2006 resulted in the company agreeing to sponsor the Italian national football team at the FIFA World Cup, a year when nobody would have bet on Italy winning. But in the end the Italian team won the tournament and the company was right in the spotlight. Mapei even gave customers the chance to attend the matches thanks to special trips it organised to the various stadiums in Germany.

The same philosophy adopted for cycling was applied to the sponsorship of Sassuolo football team. Mapei was the team's main sponsor from 1988 to 1992 and then again from 2002 to the present day, helping the team get promoted from the Italian Serie C2 to the Serie A. When this happened, Ms Spazzoli took the situation in hand and made the right decisions for this sudden



change in status, instantly realising what was needed and identifying Master Group Sport marketing agency as the ideal partner for running the club and, just as importantly, Giovanni Carnevali as the right person to lead it. On a personal level, she became the Vice President of Sassuolo Football Club (which, meanwhile, had been taken over by Mapei), getting actively involved in the running of the team and making the most of any communication opportunities that arose.

Classical and opera music were also an important means of developing and boosting brand loyalty. The first and most important example of the company credo, according to which "work can never be separated from art and culture", was its relationship with La Scala

2002



Mapei's coloured cubes appear on the jerseys of the Professional Cycling Team



New sponsorship deal with Sassuolo Calcio (the first was in 1988) and the beginning of a venture that took the team from the Italian Serie C2 to the Serie A

2005

First edition of Mapei Day

"Our creativity has adapted to the different demands and languages resulting from progress in so many sectors. It takes flexibility to move from one realm to another without setting too many limits"

Adriana Spazzoli

Opera House that dates way back into the past. Mapei became a Corporate Subscriber of La Scala back in 1984 and subsequently strengthened its ties with the Opera House by contributing to its renovation and modernisation and becoming a Founding Partner in 2008.

This resulted in some wonderful evenings at La Scala, allowing Mapei customers with the chance to enjoy the extraordinary experience of watching an opera and then dining in the Opera House's sumptuous premises in the company of the artists at the end of a show.

This culminated in the celebrations for the company's 70th and 75th anniversaries when the entire Opera House was filled with Mapei guests.

Thanks to Ms Spazzoli Mapei has supported numerous cultural events, many of which for charity purposes, such as the Italian Red Cross Concert held at La Scala Opera House and the Celebrity Fight Night in Italy.

Adriana Spazzoli spotted another opportunity for a partnership with Santa Cecilia National Academy in Rome and the company became a Permanent Founding Member in 2016.

The kind of technical sponsorship deal with Mapei supplying products developed through its own research and technology in exchange for visibility and the chance to organise events for its own clients (such as that with La Scala Opera House) has also been adopted for several other theatres and 'shrines of culture' forming the world's artistic heritage, such as Petruzzelli Theatre in Bari (Southern Italy) and the Solomon R. Guggenheim Museum in New York.

Where the ideas and projects came from

At Mapei's headquarters, where she spent most of her working day, she only had to be "at the office" to inject energy and drive into the team of people working alongside her. Blessed with incredible energy, she paid attention to even the most minute details, giving out advice and encouragement to guide new work projects or enthusiastically support those already underway. She could always see further ahead and according to Carla Fini - who worked alongside her for years as editorial coordinator of *Realtà Mapei* (the publishing creation she was so proud of) - her most distinctive trait was to "be able to act promptly and judiciously on several levels while at the same time drawing inspiration from everything good and useful to be found in the most desperate and different realms".

"Being so unconventional - so Ms Fini added - allowed her to open up enthusiastically to new ideas and make the people working with her feel important".

Her great strength was to be totally unafraid to change perspective and act quickly and firmly to achieve her goals. A quality also focused on by Manuela Orlando, who has been working for Mapei since 1987 (alongside Ms Spazzoli from 1991) and is now the Corporate Activities and International Fairs Manager.

"In the beginning" so Ms Orlando told us "there were three of us in one single office in charge of almost everything: from packaging and technical documentation to training, trade fairs, etc."

2006



Sponsorship of the Italian national football team at the FIFA World Cup

2008

Mapei becomes a Founding Partner of La Scala Theatre

2008



The company begins sponsoring the UCI Road World Championships



Adriana Spazzoli and Giorgio Squinzi during the Mapei Day gala dinner celebrating Mapei's 75th anniversary in 2012.

"It is thanks to her drive, energy and clever ideas - so Manuela Orlando went on to say - that our small team grew into a fully-fledged company department, a multi-faceted organisational structure that now employs over 300 people worldwide". "Multifaceted and versatile enough to handle every single aspect of corporate life - so Ms Orlando continued - Ms Spazzoli was a great communicator, who could win over all kinds of different operators and players in the industry to gain approval for her own ideas and, when need be, encourage them to achieve their own goals".

One outstanding example was her project to support the Sassuolo footballers during a tricky period in the 2017/2018 season when the team looked likely to be relegated into the Italian Serie B: in her role as the team's Vice President she organised a convention held at Mapei Stadium in Reggio Emilia (central Italy) that, in addition to the players and team managers, was also attended by some members of the marketing staff. The reason was simple: to let all the players know and, most importantly, feel they were an integral part of a major Group, a family that was ready to help them at this tricky moment but that also expected them to do their very best.

Marco Manzoni, who worked alongside Ms Spazzoli from 2007 as the Marketing Project Manager, recalls that one of her many professional qualities was the ability

to "provide the general media with comprehensible information about highly technical products like Mapelastico, so that they could be understood and appreciated not just by experts in the industry but also end consumers".

According to Mr Manzoni, her ideas made it possible "to make the best possible use of the colours and popularity of the company's famous professional cycling team: "Mapei blue" and the coloured cubes of the cycling jersey have since come to symbolise Mapei around the world, starting with the packaging of its products".

According to Stefano Ranghieri, Mapei Group's current Corporate Operational Marketing and Communication Director: "the number of activities, new ideas and projects handed down to him from the work carried out over the years by Ms Spazzoli is astounding. The courage to take risks, such as becoming the Main Sponsor of the Italian National Football Team that went on to win the 2006 FIFA World Cup, epitomised her talent for grasping things before others and - so Mr Ranghieri concluded - what was most astounding was always the ideas that led to even more ideas, an intricate mechanism capable of multiplying new insights and projects that other people could then elaborate upon and develop".

Text by Anna Calcaterra and Tiziano Tiziani

2008

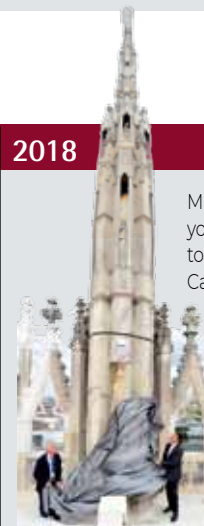
Mapei joins the Intrapresae Guggenheim Collection project (now called "Intrapresae Guggenheim")

2016



Adriana Spazzoli is President of Sodalitas Foundation

2018



Mapei joins the "Get your Spire" project to support Milan Cathedral

Her infectious vitality drove



Representatives of the Mapei Group's marketing team gathered at the Mapei International Marketing Meeting in September 2019 in Bologna. Adriana Spazzoli is shown in the middle of the picture.

We are publishing the text read by a member of Mapei Marketing Department's staff at Adriana Spazzoli's funeral service held on 25th November 2019 at Sant'Ambrogio Basilica in Milan.

Our day began with "Good morning girls" and the unmistakable sound of her heels clicking on the floor. And every day held surprises in store: you never knew what might happen and what you might have to do. Anything was possible. She instantly lit up the entire office,

urging each and every one of us to be ready to tackle all her different projects.

Working with her was always a challenge and sometimes extremely complicated, but it was always stimulating because we simply had to meet her demands however hard they might have seemed.

The enthusiasm and passion she put into every project were infectious; despite sometimes being rather harsh and critical, she got us to love our work, driving us on

to achieve our goals because that was what she wanted: to get the most out of every project and keep one step ahead, something she achieved effortlessly. She was always ready to defend us from other people, although she would then reprimand us when we were alone. But all said and done, we knew just how fond of us she was. On many occasions, she shared a real interest in our personal problems, supporting us and providing a real helping hand. Always ready to teach us something,

along the team



"I have taught you well" so she would say, she was the first to give everything without holding anything back, even when having to deal with the most demanding tasks, arming herself with "a pencil, rubber and scissors" to create the layout of a brochure or an article for *Realtà Mapei* or carefully assigning seats for clients at La Scala Theatre or at the tables for Mapei Day or Grand Prix motorcycle racing in Misano (central Italy). There was no denying her intuition and sweeping vision; sometimes

when she pointed something out we could not help thinking "gosh, why didn't I think of that"... she always managed to astound us and this incredible talent of hers allowed her to carry out projects and organise events that will never be forgotten. She taught us to never stop believing in what we were doing, to overcome adversity and never give up, even in the trickiest situations. There are so many stories we could tell, but each of us would like to keep them to ourselves,

because they all have something extraordinary to teach us about strength, great courage, enthusiasm and contagious vitality. Her exceptional ability to look ahead and overcome the bounds of reality will never be forgotten and keep on inspiring us.

We will miss you so very much, Ms Spazzoli, but we firmly believe you will continue to watch over us with love and a little bit of pride.

Your girls and boys from the Marketing Team

Lucia Sanfilippo

*Operational Marketing and Communication Department,
Mapei SpA (Italy)*

I first met Ms Spazzoli 27 years ago. We fought many business battles together, some successful and others less so, but we always worked hard to try and achieve our goals. I could talk about all kinds of things that happened in the office... I could go on for days. But there are certain little things that have left a deep impression on me, such as when I used to call her "mum"... she would smile back and say "I could well be your mother". Thinking about it, I was just a young girl when I was first hired and, as well as being the head of the Marketing Department, she was also like a mother to me.

**Simonetta Viterbi**

*Operational Marketing and Communication Department,
Mapei SpA (Italy)*

Looking at that last photo I took just over a month ago, I can see about 250 people, all wearing a white T-shirt with a blue flask on it, the Mapei logo; everybody's smiling, some people have their arms raised and thumbs up.

"Everything is okay with Mapei, the latest slogan from the marketing team; most of the people come from other parts of the world, it is the International Marketing Meeting, which is where all the endless roads of this highly successful enterprise come together.

I am about to take the photo, I am standing on a chair in a precarious state of balance, everybody's laughing... "smile!", I shout... and at that moment I feel as if I am also wearing the white T-shirt and taking part in what felt like an historic event and it was all thanks to her: Ms Spazzoli.

She is there, in the middle of the group, her illness has left her looking gaunt, thin, fragile and defenceless, but she has a smile on her face like a child beneath those dark, knowing eyes that have seen the world and taken it on successfully in the best way she could.

I did not get the chance to work for her for very long and I always tried to keep out of the way and just do what I was asked as best I could. She gave me this great opportunity at the age of 56, an age when you are old and expensive for many companies... She found me, listened to me, and chose me...

For a couple of years, she called me "the training lady", and that is where I worked, she could not remember my name. But I began to make my presence felt, my hard work was acknowledged, and I was rewarded.

Recently she was convinced that I was about to retire and once again she was right: I am tired and my health is not so good. At first, I was disappointed, being the proud person that I am, I thought she was criticising me, but it was just another sign that she cared...

Thank you, Ms Spazzoli, I am proud to have worked for you, known you and really liked you!

Thank you! We will carry on along the path you have shown us, with the same dedication and strength you always had, right to the very end!

Robert Požar

General Manager, Mapei d.o.o. (Slovenia)

Although I cannot help feeling a sense of loss, at the same time I am endlessly grateful for having had the chance to learn from them both: Mr Squinzi and Ms Spazzoli. I met them for the first time at a trade fair in Bologna in 1998.

After Mapei had been operating on the Slovenian market for seven years, I decided to take up the challenge of coordinating its operations in the various markets of the countries that used to make up Yugoslavia. I can still remember that handshake, the attentive look in their eyes and the kind words they had to say.

That feeling of being welcome and respect for our work continued right throughout our entire business relationship. All that proves that Mapei is more than just an ordinary company driven solely by business interests.

Initially we had a small team, but we got all the help we needed to make Mapei stand out on the market. Ms Spazzoli and her team were always there to help us, and our business relationship was extremely close right from the start. She was a demanding mentor who had no

time for improvisation.

Her relentless energy allowed her to set new milestones and she encouraged us to do the same. That was what happened 16 years ago at the Mapei International Marketing Meeting when she challenged us to create a local version of *Realtà Mapei* to replace the rather drab old blue-and-white reports. Although we did not have very many members of staff, we managed to create a winning team with some outside help and went on to publish over 100 issues promoting Mapei values, projects and solutions to experts in Slovenia, Croatia and Serbia.

The competition also tried to create similar publications, but never succeeded. We treasured the knowledge and encouragement we received from Ms Spazzoli and her staff in Milan, drawing on it to keep on growing and developing.

I never actually heard her say: "Only the best is good enough" but that is something she always conveyed through the wonderful example she set.

She and Mr Squinzi made an unstoppable couple. Working alongside her husband, Ms Spazzoli's charisma, professionalism and hard work helped create Mapei's powerful corporate identity, turning it into a renowned global brand.

Despite the company's rapid growth and internationalisation, all the 10,000 staff around the world worked in harmony. The composer and main conductor of this orchestra of communication was Adriana herself.

We can only hope that her moral virtues and perseverance remain engraved in our DNA, so that we can keep on performing together harmoniously and pedalling into the future without ever stopping. That will be our pledge from now on.

Elsa Castelli

Logistics Department, Mapei SpA (Italy)

I joined Mapei in 1972 to work in logistics in close contact with Rodolfo and Giorgio Squinzi. A few years later Ms Spazzoli joined us. I always really liked her, both as a person and a fellow professional. She was helpful, honest and enthusiastic and conveyed a real love of her work. We were one big family, which my sister Carla also joined in 2002 and was made very welcome. Ms Spazzoli was a wonderful all-round person and taught me how to do the very best I could.

Luca Sacripanti

Marketing Manager, Lusomapei (Portugal)

I met Ms Adriana Spazzoli in October 2004, a month after beginning my business career with the Mapei Group. I must admit that I was rather anxious about this first meeting with a lady who seemed quite out of my league and unapproachable ... How wrong I was!

Over 15 years, I had the pleasure and honour of working with a professional businesswoman who was very demanding of herself and of others but, above all, extremely

forthright and farsighted in her business approach and the decisions she made. A "boss" who was always willing to listen to and support good ideas, often improving upon them through her own suggestions. We worked together on dozens of marketing projects that made a vital contribution to the brand's growth and Mapei's market share in Portugal.

I will never forget her extraordinary energy and infectious enthusiasm for the Mapei cause, as well as the ideas we exchanged and our conversations on the phone and in person, whenever they were necessary.

There is no denying there is a strange feeling amongst everybody here in the Mapei marketing department, because this is the first time we have finished a year and begun another without her "blessing". But we must look ahead and roll up our sleeves because, as she herself often said, we are Mapei!

Thanks for everything Ms Spazzoli.



Davide Acampora*Operational Marketing and Communication Department, Mapei SpA*

Dear Ms Spazzoli,
 Knowing you will never again come to the office to encourage us, the way you knew how, to do our absolute best, is really hard to take. Subconsciously I thought this day would never come, but I was wrong. Perhaps it was your selflessness that made me think that. Even when you first fell ill, you always smiled and did not want us to ask you how you felt. You immediately started speaking about us, asking us how things were going and planning our future, as if nothing had happened, showing incredible strength of mind. You never showed the slightest sign of giving in, even when you came to the office for the last time. You were an indestructible woman, full of life, and you left an indelible mark in my heart. It will never be the same without you in the office, without you in my life, but I will keep going or, at least, I will try to. During hard times I will know it is your unforgettable memory that will



give me the strength to keep going, somehow or other. I will never forget your energy, sincere interest in others and indomitable spirit, I will treasure them in my heart. I also remember Christmas 2001 when you called me to your office to tell me you were taking me on permanent contract, something unusual even back then, you spoke to me in the kind of voice a mother would use when she wanted to surprise one of her children, and ever since then I could not wait to get up in the morning to come into the office and work alongside you. And then there was the times when we organised the "Mapei References Grand Prix", you managed to convey so much enthusiasm to me about things I knew nothing about and you really taught me so much, helping me become the man I am proud to be today. There are hundreds of things I would like to say to you, which I never got the chance to... but I will bide my time. Thank you, Ms Spazzoli, until I see you again.

Irene Tang*Marketing Manager, Mapei Construction Materials (Guangzhou) Co. Ltd. (China)*

Back in 11 years ago, I joined Mapei marketing team with marketing experience in totally different industries. As a newbie, I was too green to understand well the construction material business and was under the impression that B2B marketing in this industry was not very important. Very soon, I realized this perception was inappropriate when Ms Spazzoli explained to me in details about how the Mapei brand was built up over the decades. Her involvement and professionalism in brand establishment through various kinds of promotional and sponsorship activities impressed me very much. This helped to open my horizon and gave me the best guidance to strategise and implement marketing plans in China which were in line with corporate expectations. I could still recall my first day with her: that was busy and intensive since she was so enthusiastic to share almost everything with me. Her passion in work and kindness to everyone struck me as a new comer. Seeing my doubtful face, she comforted me with her warm smile: "Today you'll get lots of information and need to absorb them like a sponge, but, no worry! I trust you can make it!" It was simple but the most powerful encouragement.

"She encouraged us a lot to express our views and enjoyed brainstorming moments. She created an open-minded environment that let your creativity flow"



Peter Fekete

Mapei Marketing Manager, Nordic and Baltic countries

Every year at the Cersaie fair, she always tried her best to greet everyone and even personally guided us around to walk us through the booth showing the design concept and the ideal illustration of the latest product specialties. She encouraged us a lot to express our honest views and enjoyed brainstorming moments. She created an open-minded environment that let your creativity flow. Having benefitted so much from this very supportive environment, I started to understand her wisdom in linking up the world of Mapei with synchronized marketing directions and philosophy. Without her endeavor, Mapei's internationalization strategy might not fly that high at all.

There are lots of precious memories with her. One of those was her visit to China together with Mr Squinzi in 2013. By that time, I hoped to launch the new business concept for retail business that had never been applied before. The idea was to establish Mapei monobrand stores at city-level to serve customers with product systems and to provide technical and application support. That was quite different from traditional retail "product selling" approach. Honestly, even I was not confident enough whether this would work. However, she was so excited after listening to our plan and immediately expressed her full support to such investment. I was so overwhelmed by her trust and recognition. When she visited our first monobrand store, she shared lots of her insights of how to improve the brand and product displays that enriched our knowledge in working out the best stereotype. Till now, the retail business is our most significant sales channel and one of the main outlets to promote Mapei throughout the whole Mainland China.

Her leaving us is a great loss to everyone of us and I am sure she will be always remembered. All the good memories with her will be kept deeply in my heart.

I have been so lucky to be a part of Ms Spazzoli's international marketing team since 2008. My strongest memory of Ms Spazzoli's legacy will be the passion and interest she showed to our daily work. It was so important for her that we were creative and always challenged the established pattern.

Ms Spazzoli was always very eager about sharing ideas and being informed about how we locally managed our marketing issues. She inspired us through her genuine interest, and this gave us inspiration to continue to work to the highest level. She never said that this was a bad idea, she always listened to the reasons behind our decisions and gave us constructive feed-back.

Even though her involvement made her days very busy, Ms Spazzoli always took time for answering your phone call if there was something to discuss. Her knowledge and awareness in all ongoing project were amazing. She had full control over what was going on at all times. I will always remember her kindness, personality and competence.

Debby Norgrove

Marketing Manager, Mapei Australia

I joined Mapei Australia in 2005. I was invited to travel to Italy and join the Mapei International Marketing Meeting for the first time in 2006 which is when I first met Adriana. I felt very welcomed and instantly realized that I had become "one of the girls" as Adriana treated us all as one of the family. Every year Adriana went out of her way to make sure that we experienced something new and different during our visits and I will always remember the year she offered us seats in the Mapei box at the La Scala Opera House to experience a comedic opera. We were honoured to attend this famous theatre let alone being invited to sit in the Mapei box altogether.

During another annual visit to Milan in 2016 we attended the MADE expo exhibition and I was amazed to see that Carlo Stanga had incorporated the Sydney Harbour Bridge in one of his Mapei drawings. I mentioned this to Adriana and she insisted that we have our photo taken together to point this out to everyone! We enjoyed many Skype meetings together and in the early days this was managed through a Video Conference system. Due to the time zone difference between Italy and



Australia it was always at the end of our day but the start of the day in Milan.

I fondly remember that during one of these video conferences her daughter Veronica arrived in the office with a very young Matilde. Adriana was thrilled to see her so we suspended the video conference for a short period so that Matilde could say "hello" to me in both Italian and English. You could see back then that Adriana loved her family very much and business had to take a backseat when the grandchildren were around!

Josiane Thibault

Mapei Operational Marketing Manager, North America

Ms Spazzoli's passion, dedication, and human side made her an excellent leader. She was strong, generous, and confident. I had the utmost respect for her. She was a great role model. I had the good fortune of meeting her — and Mr. Squinzi — early in my career on their many visits the Americas. Each time, it was always a pleasure to see them. They made me proud to work at Mapei and immensely grateful for their incredible vision. The North American team was much smaller back then, but they always remembered me. Even after I moved from Canada to the United States, they still remembered who I was, they knew my name, my origin, my first language.

"She was strong, generous and full of confidence, an important role model for everybody"

That was always so surprising to me, it made me feel valued and appreciated. They always stopped by my desk to say hello and asked how I was doing. And they did that for my colleagues too. They were always extremely respectful and kind. I admired their sincerity, dedication, and attention to people. They were exceptional people, extraordinary people, their success can be measured by the legacy they leave behind and all the people they touched. I feel privileged to have met them. Over my 20 years with the company, I've learned to know and appreciate them. My sense of belonging to the company has grown as a direct consequence of my interactions with them. They both cared for their employees



and showed it in their actions. When the recession hit, they refused to lay anyone off. When natural disasters have hit, they personally reached out helping however they could. They cared for the environment and for

future generations, personally establishing sustainability programs before it was fashionable to do so. Together they built the Mapei we know today all over the world. It is up to us to

continue leading in their example. We must continue to make them proud.

Steven Day

Mapei Operational Marketing Director, North America

When I think of Ms Spazzoli it is always with great respect. She may not have always agreed with every decision that we made, but she always trusted us to make the right decisions for our market. She always supported us. Further, she always wanted to hear our ideas and to share hers. She always asked us to sit up front at the Mapei International Marketing Meetings so that we could promote our own ideas, to engage in conversation, and to collaborate. And, after the meeting was over, we were always invited to return to Milan for further collaboration. That level of respect and trust is so unusual in business - let alone in large companies. She was not only a wise businesswoman, she was a genuine, intuitive leader. Consequently, as a group, and speaking for myself, as an individual, we always tried to make her personally proud.

Martino Massetti

Termoidraulica srl

She, Ms Adriana Spazzoli, was always there alongside a great man. She was a dynamic woman full of energy, whom I first met about 35 years ago when I was asked to carry out maintenance work on the plants and systems at the Squinzi family home. When I saw her for the first time, she was busy getting the documents ready that she had brought home from the office, but the thing that struck me first was how warm and welcoming she was to me, even though it was the first time I had ever been to her home. Despite the importance of her job and all the hard work she put into it, Ms Spazzoli always found time for her family and was a kind and considerate mother to her two children, Marco and Veronica, and a very special grandmother to her grandchildren. She even found time for gardening and looking after her home. We gradually grew closer over the years and both Mr Squinzi and Ms Spazzoli ended up treating me like a friend. I have lots of very emotional memories of them and all I can say is that they were like a brother and sister to me. Thank you for allowing me to be part of your life.

AT UNIVERSITY OR ON HOLIDAY, IT WAS ALWAYS ADRIANA LEADING THE TEAM

Giancarlo Mazzuca

Seaside holidays when we were kids: wonderful times. I first met Adriana in 1967 in Milano Marittima (central Italy) when my parents bought a house not far from her parents' hotel: the legendary Hotel Brasil. The arrangements were always the same: every single day during those unforgettable summers in the late 1960s - those

fabulous years of the Moon landing, "hippies" and young people's demonstrations - the five of us would meet on the beach in front of the hotel run by the Spazzoli family. We were all born and bred in nearby Forlì: there was Adriana, who

was our "host", and then my brother Alberto, Bruno Mambelli, Annamaria Morgagni and myself.

I was also one of Annamaria's classmates at our high school specialising in the sciences, but "Spazzolina" (my rather cheeky nickname for Adriana back then) went to a high school specialising in the classics. Afterwards, though, since we were exactly the same age, we both enrolled in the faculty of Political Sciences at Bologna University under the tutorship, amongst others, of Professor Romano Prodi: so, I was lucky enough to study with her.

I also worked with Adriana on a sociology project focused around Forlì under Roberto Ardigo's supervision, an academically 'big' professor. While working on this project, I saw those managerial skills that would serve her so well in the future: we all had to work together under her as team leader.

Even at the seaside, it was Adriana who organised everything throughout the day under the

hot sun of the Romagna Riviera: she loved to go water skiing with Annamaria, whereas I was happy to just go for a boat ride. In the evening we always met up at Hotel Brasil, where we would chat for hours until Andriana's dad eventually sent us all home. Of course, there was the occasional late-night at one of the

trendy places in Milano Marittima, such as the "Pineta" bar right in the town centre.

Meanwhile, our group of five locals had been extended to include some guys from Milan or thereabouts, including a rather quiet but clever and attentive young man: Giorgio Squinzi was learning his trade in

a family-run business in Lombardy called Mapei, which had been set up by his father. Even back then Giorgio had an extra gear and, even though he was not quite as exuberant as those of us from Romagna, he managed to beat off all the male competition to be Adriana's boyfriend. That was something it was hard for us "would-be playboys"

from Forlì to take: two-nil, back to the kick-off spot (even though this was way before the days of Sassuolo F.C...).

Adriana went to live in Milan but as old friends from our unforgettable childhood we never lost touch.

Here is what Annamaria had to say about this: "Adriana used to call me on Sundays from the garden of her house in Milan and would ask me whether I was at the seaside. She would smile when I told her that it was foggy in Romagna and then tell me that it was a lovely sunny day in Milan". Nevertheless, the Romagna Riviera was always in our hearts and the last time we all met (Adriana, Giorgio, Annamaria and I, together with our companions) was last summer in the place (where else?) where our great friendship first began over 50 years earlier: in Milano Marittima. Half a century of great achievements for Mapei, which has become an authentic multinational. Partly because, alongside Giorgio, Adriana was always there in the background (but only up to a certain point...), a wife who became an invaluable adviser both in the company and when Mr Squinzi was President of the Confederation of the Italian manufacturing and service companies. They both taught us all so much, first and foremost their own children. Despite all the great achievements, one day they told me about something they considered to be a failure: they had lost the battle against the "windmills" of Italy's stifling bureaucracy. Mapei's CEO would never have achieved that status without our favourite "first lady" alongside him, whom I nicknamed the "Grey Eminence". Yes, they were always together, Giorgio and Adriana, even when they departed this Earth.

Journalist

"Even at the seaside, it was Adriana who organised everything for us throughout the day under the hot sun of the Romagna Riviera"





HIGH-SCHOOL DAYS AND REUNIONS WITH OLD SCHOOL FRIENDS

Wilma Malucelli

Adriana was born on 17th June under the star sign Gemini, so she was curious, intelligent, open-minded and intriguing... an only child, she spent the first few years of her life in a small town just outside Forlì (central Italy). I used to see her from time to time when I went to visit my paternal grandparents, who lived nearby. Her mother was a Malucelli, a cousin of my father, who was extremely fond of her. I used to see her at the seaside in Milano Marittima, where her parents took over and managed Adriana Guest House that stood at the edge of a pine forest back then. The family then took over Hotel Brasil along the seafront, where, having just finished high school, she met young Giorgio from Milan who was on holiday there with his family. Last August, Giorgio told me about their first meeting and pointed out the window of the room he stayed in that summer when he saw Adriana for the first time: it was love at first sight. That is why Adriana always loved that hotel, that is why she wanted all of her relatives to join her and Giorgio there on 17th August for a family meal. It was the first time the Malucelli and

Spazzoli families got together and it was also the last! I used to bump into Adriana in the corridors of G.B. Morgagni High School, which we both attended, although I was in the year below her. We did not get the chance to spend much time together during school term, but I have some great memories of school trips together when all the different classes and sections mixed together and shared experiences we have never forgotten, immortalised in black and white photos taken by one of our schoolmates. The "Morgagninis", as we like to call ourselves, have kept in contact ever since our school days. And it was Adriana who reunited all those old school friends by inviting everybody on a trip to Milan to visit the Expo. And so there we were back together on a coach, just like in the good old days, heading for Milan: a wonderful rendezvous that we have kept on organising ever since that

first trip. I used to joke that she was the "glue", after all she represented Mapei! And she used to smile back in amusement with that wonderful smile she always had.

A happy girl full of life who left the Romagna region after she got married to move to Milan but she still loved so deeply the Romagna region, where her parents used to live, where she used to come and spend some holidays when she was not off on trips around the world with Giorgio.

She passed on this love of the Romagna region to her two children, Marco and Veronica, who learned to love our seaside.

I can still clearly remember her wedding day: the wonderful ceremony in Pieve di Polenta Church up on a little hill near Bertinoro in the surroundings of Forlì, and the wedding meal in Cesena. Places that even Giorgio, who was from Milan, soon learnt to cherish as he rode up the steep hills on his bike, hills where he could really enjoy the sport he loved. And when the church of Pieve di Polenta required renovation,

"It was Adriana who reunited all those old school friends by inviting everybody on a trip to Milan to visit the Expo"

Adriana and Giorgio were the first to contribute, supplying Mapei products, technical support and skilled technicians to restore that "place in their hearts" to its original beauty. I can remember how excited they were

on 27th May 2012 when the church reopened after lengthy renovation work: 41 years later, they were both back at the altar again being warmly applauded by everybody in attendance and, just like back then, they held each other's hands. "This church has brought me so much good luck", so Giorgio said as he stared into Adriana's eyes. "Everybody should firmly believe in their own plans and we are proof of that because we had complete faith in our plan for life and work", so she replied. Adriana and Giorgio: a couple that could not keep apart for long in life and death.

Journalist



THE UNFORGETTABLE 1960s ON THE ROMAGNA RIVIERA

Roberto Leoni

Both from Forlì, we first met sixty years ago on the beach at Milano Marittima. The Spazzoli family owned Hotel Brasil in Milano Marittima. I had left Forlì and moved to Milan with my parents and sisters at the age of eight, but my family used to meet up every year to spend a month's summer holidays at Hotel Flora in Milano Marittima. Hotel Flora and Hotel Brasil were both located along a road that lead down to the sea and Bagno Oreste beach club, and it was on that beach that we first met. It was the 1960s and when I began singing songs with my guitar, a little group of young boys and girls would gather around to sing along to the songs. One of these girls was young Adriana. Back in those days the Squinzi family had also started to stay at Hotel Brasil on a regular basis and among the members of the family was Giorgio, who was on the same university course in Industrial Chemistry as me in Milan. There were also lots of local young boys and girls, most of whom were friends of Adriana who spent their summer holidays at Bagno Oreste. Hotel Brasil gradually became a meeting point for all these young high-school and university kids, where they would decide what they were going to do that evening. Meanwhile, time had gone by and Adriana had grown into a beautiful young woman, who had certainly caught Giorgio's eye. So, it was during those evenings spent by the seaside that Adriana and Giorgio first fell in love, eventually getting married in 1971 at Polenta Church. Adriana's first few years living in Milan were hard work as she had to commute between Milan and Bologna to finish her degree in Political Sciences, while looking after her young children and working in marketing, where she gained all the experience she

**"She said to me:
Roberto, I bet you
would never have
guessed how many
things I do and how
busy I am here"**

later put to use at her husband's firm. Her life did not get much easier over the following years, since her professionalism, creativity and energy meant she soon created and headed the Operational Marketing and Communication Department at Mapei, a job requiring her total dedication. She was constantly having to deal with both in-house and external staff, suppliers of services and products, art directors, journalists, charity organisations and organisers of events both in Italy and around the world.

When Giorgio asked me to help him run the company's research into chemicals in 1989, I remember Adriana saying to me: "Roberto, I bet you would never have guessed how many things I do and how busy I am here". I soon found out just how true that was.

In both her business career and ordinary life, she was always resolute and at times even hard on her fellow workers, relatives and friends, but she was always very understanding and attentive to the needs and wishes of the people close to her. I can still remember with great fondness the big surprise party Adriana organised at their house in Milan in May 2003 to celebrate her husband's 60th birthday. It was a Sunday morning and Giorgio had gone cycling with his friends from Mapei's amateur cycling team. Over the previous few months Adriana

had secretly invited over Giorgio's closest friends and business partners from all over the world. She got everybody to hide away in their home ready to jump out at just the right moment. After coming back from his ride and putting away his bike, Giorgio was heading home for a shower and then - surprise! - he suddenly found himself surrounded by a horde of rowdy friends. Alongside the celebrations for the weddings of their children, Veronica and Marco, that is the only major family event I can remember, because the Squinzis always kept their private life to themselves. Adriana, we shared good times and bad times together for much of our lives, but now you have left us prematurely.

Nobody who knew you will ever forget your wonderful personality, humanity and lust for life. Personally speaking, I feel as if you have left a big hole inside me.

Former Senior Advisor, R&D, Mapei SpA

FROM UNIVERSITY TO MAPEI: A VISION OPEN TO THE ENTIRE WORLD

Alberto Quadrio Curzio

Adriana Spazzoli Squinzi has very sadly left us, merely one month after Giorgio passed away. I had the opportunity to describe Giorgio Squinzi's character and work in my article "The value of innovation in the name of progress" published in *Realtà Mapei International* no. 77, last October.

When thinking of Giorgio's contributions, four main areas on which he focused his attention come to mind: scientific research; the importance of innovation; a commitment to internationalisation; and the pursuit of social liberalism.

Giorgio and Adriana clearly shared similar views on these topics, indeed they were almost in symbiosis, although one had a more technological perspective while the other a rather economic outlook.

In any case, it is not worth reviewing these four subjects in light of their different perspectives since the dissimilarities are almost negligible.

In contrast, I will look into other aspects of Adriana to complete, at least in part, my thoughts on this exemplary woman and couple.

The first consideration concerns Adriana's education in the Faculty of Political Science at Bologna University, where she was a student of mine.

Back in those days, students majoring in economics were few and far between, so it was easy to get to know them individually, and they were all good friends. Adriana was part of a group (including Flavia Franzoni and Anna Stagni) of very talented students, not just because of the way they applied themselves to their studies, but also



due to their curiosity and interest in concrete issues of political economics and economic reality.

It is fair to say that the economics institute at Bologna University

was a particularly stimulating and fervent environment. Discussions among professors, teaching assistants and students took place both during lectures and out in the corridors. In

this environment, various aspects of economics naturally came to the fore, of which Adriana made full use.

I can remember sometimes telling Adriana to check her lecture notes since she was renowned for - and later I personally confirmed - being exemplary in clarity and accuracy. Adriana graduated from her university course writing a thesis on the Italian market of ceramic tiles, with Romano Prodi as her tutor. The second consideration, connected to the first, concerns the journal *Realtà Mapei*, which represents a wonderful embodiment of the creativity and cultural broad-mindedness

of a businesswoman like Adriana, who expressed her views in about 80 editorials in the Italian edition (that first appeared in 1991) and 27 editorials in the English edition (published from 1995 onwards). The journal (currently published in 160,000 copies in Italian and 23,000 copies in English) was first printed 3-4 yearly issues and then transitioned to 6 issues-a-year. It was gradually published in other foreign languages according to where the Mapei Group's subsidiaries were located (Germany, Austria, Spain, Portugal, China, France, Switzerland, Czech Republic, India, Netherlands, Slovenia, Croatia, Serbia, Hungary, Russia and North America), with a variety of content pertinent to the readership of that location. Anybody who has had the chance to read all of the editorial content cannot fail to admire the way it presents Mapei's business operations with great style as well as providing the necessary expertise to focus on the building materials themselves and the interventions for which they are used. It also provides just the right focus on the people who make up the Mapei Community.

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

THAT DAY WHEN SHE ASKED ME TO BE HER TUTOR FOR HER DEGREE THESIS

Romano Prodi

The last time I met Adriana, who was clearly suffering and in pain, was at Giorgio's funeral service in Milan Cathedral.

It was almost as if she wanted to follow him (as, sadly, it turned out to be the case) to complete their long life together as a family, at work and in the social commitments they shared.

At that moment, I suddenly remembered when Adriana first came to me, almost fifty years ago, to ask me to be her tutor her degree thesis, which she wrote extremely well with the same verve and enterprise she showed throughout her entire life.

As almost inevitably happens, we did not really see each other much after she completed her degree, but a few years later I discovered she was Giorgio's wife and business partner and after that I frequently got the chance to follow the development and progress of her business career. And I was also delighted to find that Adriana often referred to her

time at university as fundamentally important for her later work.

She was part of a group of students who

enrolled in the small faculty of Political Sciences that had just been set up at Bologna University and were able to take part in lectures and seminars that were not just only innovative but also based on constant and very close relations with the other students on the course and the teaching staff. The kind of teamwork that characterised her entire career both before and after she joined Mapei, where she played a key part in the in-house growth and intricate external relations of a business

"Back then she had the same verve and enterprise she showed throughout her entire life"



which branched out from Italy across all the different continents and whose constant process of innovation led it into all the various realms of the building industry: from ceramic tiles to large concrete structures, wall coatings and even

dams across the world's biggest rivers. Her work in marketing and communication meant she had to deal with all the different manufacturing plants built

right across the globe to meet the construction industry's very specific market requirements.

Although she had to travel worldwide, she never forgot her Italian roots and her close ties with both the region where Mapei was originally founded and the one where it achieved its first successes. Hence her great love of Sassuolo Football Club and her social responsibility work as the President of Sodalitas Foundation.

Both these activities allowed her to express her sense of civic duty in

very concrete terms.

Taking Sassuolo into the top flight of Italian football was not just a great sporting achievement, it was also a tribute to the city that lay behind Mapei's transformation from a small business into one of the world's leading players in the industry.

As President of Sodalitas, she also got the chance to commit herself to social work serving the region where Mapei was founded and the entire nation of Italy, where her heart and mind were always truly at home even during those years when most of her work took her beyond our nation's borders.

It is now up to the younger generation to continue Mapei's elaborate but highly satisfying operations in economic and social life. In a world that is becoming increasingly complex this is no easy task, but it will certainly be made less difficult by the kind of teamwork that Adriana and Giorgio taught them.

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

A LIFE SPENT “DOING THINGS”

Gilda Bojardi

My friendship with Adriana and, consequently, Giorgio Squinzi originally stemmed from a series of business meetings. I do not know when these occasions developed into a closer and friendlier relationship that sometimes even involved Adriana's mother. I was always astonished by her ability to take good care of her family (she loved Giorgio, her children and grandchildren deeply) and, at the same time, be so busy and strategically involved in the business, playing a key role in the Group's marketing and communication operations and numerous other core activities, notably a close relationship with the distribution chain in Italy and internationally, while editing the books and publications of a company which, over the years, has grown into a leading international business enterprise in terms of both its income and global presence. Mapei is much more than just a simple supplier of products, it is a fully-fledged business partner equipped with the engineering expertise required to take on major infrastructural projects.

Expertise, talent, a busy life full of passion for sport and art, always shared with Giorgio, and incredible acts of generosity towards the

"She achieved all this with great simplicity and understatement"

Filo d'Oro, Fondazione Arché, San Patrignano, Exodus and Emergency: she donated Mapei solutions and know-how to the latter to help construct the Entebbe Centre of Excellence for Paediatric Surgery in Uganda designed by Renzo Piano.

She was the President of the Sodalitas Foundation from July 2016, an organisation that has set the standard in Italy for promoting Sustainability and Social Responsibility for businesses. The "First Circular Economy Prize" awarded to Mapei last November as part of the "2019 Sustainable Growth Awards" under the patronage of the Italian Ministry of the Environment, was just her final legacy to us. She achieved all this with great simplicity and understatement.

Her positivity has always stimulated me, setting an example I hope to follow in future (perhaps less happy) moments of my life. Adriana and Giorgio Squinzi were partners in both business and family life, united in love right through until their last farewell. An example of teamwork and social-cultural engagement.

"Doing" was their real hallmark but without ever craving the limelight or seeking more than just the least necessary amount of attention.

Their business partners and friends joined their children Veronica and Marco in a joint embrace of great affection at the funeral services for Giorgio Squinzi held in Milan Cathedral and Adriana Spazzoli in magnificent Sant'Ambrogio Basilica. Such was the affection Adriana and Giorgio engendered in the people who had the chance to get to know them.

Editor-in-chief of Interni magazine



SHE WAS FLUENT IN ENGLISH: REAL MANNA FROM HEAVEN

Flavio Maestrini

I would like to try and tell you the story of how I met somebody I will never forget. The details have become rather blurred and that is a real pity because the start of a story often holds the key to how it develops over decades. Here is how it went.

"There is a lady who would like to speak to you."

Back then, I was in charge of a small publishing house that worked with foreign companies and so English was, of course, the language we used most and, due to our lack of linguistic skills, we were often the slowest in handling the articles we had to deal with.

"Mr. Maestrini, there is a lady who would like to speak to you."

And so here was that young lady, elegant and friendly, offering her services on a part-time basis. She was fluent in foreign languages: real manna from heaven for us.

The lady in question lived within a very short walking distance of my offices and was the mother of two children: who knows whether they still remember coming to the office after school to greet their mother? Very soon this young woman began to handle our business relations with

HOW TILE ITALIA PAVED THE WAY FOR REALTÀ MAPEI

Graziano Sezzi

It was in Las Vegas at the beginning of 1989, at one of the numerous trade fairs Mapei took part in, that Adriana Spazzoli, Giorgio Squinzi, Gerry Fisher (the editor of important magazines in the United States) and I decided to create a new specialist magazine for the Italian ceramic tile market called *Tile Italia*.

Adriana was president of the company. The writer of this article was its editor in chief, and Giorgio Squinzi became its guiding hand and mentor. The first issue of the magazine was published at the beginning of 1990 and was an instant hit. Its content was widely appreciated and there was plenty of growing interest in advertising in the magazine. I had plenty of discussions with Adriana about all kinds of different matters. It was hard work keeping Adriana in check. She corrected everything and everybody but was more than willing to accept other people's opinions and criticisms. In the end the magazine grew in popularity and became widely read and authoritative. Other magazines soon followed such as *Ceramic World Review* and *Tile International*. Adriana inevitably had the idea of channelling all this experience into Mapei, creating what is now known as *Realtà Mapei*: a house organ published in dozens of languages all over the world to showcase the Group's business operations. So, we decided to go our separate ways and I decided to buy Adriana's share of the company. Mapei continued to be part of the project, making its own editorial contributions and also advertising in *Tile Italia*.

We were no longer business partners, but we were still friends and exchanged opinions and experiences. A few years ago I actually worked directly with *Realtà Mapei*. Adriana was an endless source of new ideas. She was relentlessly inventive and creative. She worked as hard



One of the first editorial meetings for the publication of *Realtà Mapei*.

as any new intern on the editorial staff. Her girls - who were and still are the backbone of *Realtà Mapei* - cannot remember her ever taking a moment's break. *Realtà Mapei* was an important part of Mapei's marketing strategy that Adriana managed with expertise and endless enthusiasm.

I met up with Adriana and Giorgio again in September 2018 at the Cersaie show, just over a year before she passed away. We walked towards the trade fair exit and chatted for about an hour. Adriana mentioned the time we had spent together working on *Tile Italia*. That was something she had never done before. She knew she was ill.

Founder of *Tile Italia*



foreign publishers and everything began running much more smoothly, much to my delight and that of my foreign partners.

Not much time had passed: Adriana was still an elegant young lady, but that slight sign of shyness I thought I

had noticed when we first began working together had gone completely: lost as her career progressed.

"She used to handle our business relations with foreign publishers, much to my delight and that of my foreign partners"

She had a real interest in communication and was often involved in lengthy discussions that went well beyond the realms of the

subject in question and into the field of marketing.

So how long has gone by since we had these professional discussions? I am

rather afraid to try and work it out. Chance, and not just chance, meant that our relationship continued but on very different levels.

I can think back with great pleasure to the numerous times I got the chance work with her and her busy business team and that gives me reason to smile despite how sad these memories make me feel. I can remember the competitions we entered together.

I can remember how generous she was with her own thoughts and ideas, which helped implement projects that benefited so many young people, encouraging them to do better and do more.

Publisher

HER IDEAS ABOUT MILAN SHONE BRIGHTLY IN HER EYES

Roberta Cordani

I got to know Adriana Spazzoli while we talked about the beautiful things in Milan: its architecture, art locations and the city's history. She was enthusiastic about these matters due to her great artistic awareness and love of Milan. Her eyes shone with unforgettable intensity and joy when she talked about the city.

Our meetings were also opportunities to think about Milan, Milan Cathedral and La Scala Opera House, about the city's courtyards and buildings, the villas in Lombardy and the Navigli canals. We talked about the books I edited every year, books focusing on the monuments and artistic heritage of Milan and Lombardy Region. She always showed great interest, intelligence and generosity when discussing the beauty of both old and new works of architecture. Her eyes lit up when she described her ideas and her work in the fields of culture, music and art. This, too, was part of the family business's "art of working". She knew how to engage people and she was able to delegate the execution of her ideas with great trust and enthusiasm. Trust and enthusiasm for which I am extremely grateful. I am very proud that the books I edited were often chosen as Christmas gifts from the company. They were, in some sense, "our" books, as Mr. and Mrs. Squinzi once described them, while

"She personified the kind of creative joy that will always be her legacy: planning for the future with optimism and a smile"



A view of the Naviglio Grande Canal in Milan.

encouraging me to make them slightly less bulky so they would be easier to send out to everybody. We therefore created a first smaller book entitled "Milanese Landscapes". That was the year when Mapei was commemorating the 75th anniversary of its founding and it was decided that this kind of book might be a way of illustrating the city to foreign guests. The last time I met her, Mrs Spazzoli was involved in an editorial meeting for her magazine, *Realtà Mapei*. She made me join in for a few minutes and I realised how much she loved the magazine and the people she worked with, and how much that love was reciprocated. For me this was also the "art of working". On that occasion, she smiled as she launched a new

idea: her eyes sparkled with strength and creative joy. That joy has remained in my heart and taught me something: never stop planning the future with optimism, come up with something that conveys beauty, the art of working and communication to everybody. I will really miss Adriana Spazzoli's engaging, joyful energy. She and Giorgio have made their mark and left a wonderful example of humanity and life. Something very special which I believe keeps on "working away" in the heart and soul of everybody who knew them.

Author of books about Milan and Lombardy

A POWERFUL SENSE OF BELONGING TO MILAN

Empio Malara

Thanks to the events associated with "Milano nei cantieri dell'arte", I had the good fortune to get to know Adriana Spazzoli. Her company, Mapei, was the Main Sponsor of this major enterprise aimed at promoting the most important restoration and renovation works on monuments built in Milan from the 15th to the 20th century.

The various works outlined to the general public during events associated with "Milano nei cantieri dell'arte" included work on the

banks of the Naviglio Canal, which were repaired and renovated with the help of the Mapei Research & Development laboratory. When providing an overview of the oldest navigable canal in Europe, as a member of the scientific-organisational team, I spoke about the project to redevelop the Locarno-Milan-Venice waterway. Adriana Spazzoli was enthusiastic about the project.

When more recently I asked whether she would be interested

in supporting the "Friends of the Navigli Canals" Association in its initial project to make Milan the "European Centre of Historical Canals", her willingness to help out took the form of a promise to contribute. This was further proof of her genuine admiration for projects aimed at promoting Milan. A rare kind of passion and, of course, if the person in question happens to be extremely kind, as Adriana Spazzoli certainly was, then you are extremely lucky, as I was, to get the chance to meet her. And extremely unlucky to lose her so soon.

President of Associazione Amici dei Navigli (Friends of the Navigli Canals Association)

A LONG CHAT ABOUT MUSIC

Michele Dall'Ongaro

Even though I did not get as many opportunities to actually meet up with Adriana Spazzoli - and such an extraordinary leading player in Italian society as Giorgio Squinzi - when we did get the chance to interact, including the messages and best wishes we send each other, it was truly special. It was all thanks to her: Adriana had that rare gift of being extremely straightforward and down-to-earth. I cannot help feeling emotional when I remember our first meeting, almost five years ago. A lengthy chat about music and also her business work, family, the cultural milieu in two such different cities as Milan and Rome, and our shared commitment and interest in making a difference in these realms. Or at least in trying to. She definitely did, thanks to her infectious intelligence and kind and generous determination.

The feeling I got, perhaps only on an instinctive and superficial level, is that her success and achievements partly derived from her ability to wear so many hats at the same time: businesswoman, family person and active member of society. Without ever losing her humaneness combined with a healthy working ethic. Qualities which I believe are engraved in her family's DNA. That is how I like to remember her, knowing that so many of us, each in their own way, have lost such a unique person and true friend.

President – Superintendent of Accademia Nazionale di Santa Cecilia



The Parco della Musica Auditorium in Rome hosts the Accademia Nazionale di Santa Cecilia music academy

THE RELATIONSHIP WITH FORLÌ

Sara Samori

Adriana. A strong and important name. It is no coincidence that this name was chosen by a Roman emperor and six popes. Your fate lies in your name. A woman with boundless life and energy, who put all of her qualities and great passion into everything she did. She always showed great humaneness and a willingness to listen and share. She was a role model for me. Not just due to her love for her own city, Forlì, which she held onto over all these years (despite all her commitments and international duties) through her continuing support for projects, associations and sports clubs from her home city. She had unshakeable determination and dynamism. She was always optimistic, and her generous smile left no room for doubt, fear or unhappiness. All this shone through on the last few occasions I saw her, such as last year, when she was bubbling with enthusiasm after Forlì, “her” Forlì, had been made “European City of Sport”. After signing the “Sport Ambassador” register as a global ambassador for sport in Forlì, she greeted me the way she always did: “Come on, come on, Sara! When I am back in Forlì, we will finally get the chance to meet up again!”. Unfortunately that never happened.

Former Sports Councillor, Forlì City Council

SHE LEFT HER MARK FROM CULTURE TO SOCIAL WORK

Ivana Appolloni

Adriana Spazzoli, or “Dottoressa Spazzoli” as many people called her, was the one of those positive people you always remember with great fondness and affection.

I first met her in 2009 together with Professor Bruno Cagli, who was then the Superintendent of Accademia Nazionale di Santa Cecilia (one of the oldest musical institutions in the world), due to her love of music that she shared with her husband, who was also a wonderful person, and which made their family business a leading benefactor of culture in general, almost a trademark of the company.

Adriana, as I would like to call her from now on, talked passionately to me about her work, projects to be carried out and her beloved family. Kind and efficient, I have always admired the way she listened and then came up with brilliant answers and solutions for everybody.

I saw her again a few months ago, this time we talked about social responsibility work rather than music and, despite her obvious physical weariness, as usual she came up with plenty of ideas and suggestions.

We will really miss Adriana due to everything she achieved along life's way.

General Manager, Gomitolorosa onlus

THE MUSEUM AS AN EDUCATIONAL PROJECT

Philip Rylands

Adriana Spazzoli, intelligent, vivacious and extrovert, had infectious enthusiasm for everything she did. I remember her attending the presentation of a Peggy Guggenheim Collection educational project for the Milan Expo in 2015: her approval, admiration and conviction in the validity of the project as a whole was infectious for us all. Again, I remember visiting with her the training camp of the Serie A soccer team Sassuolo Calcio, following which we all became enthusiastic Sassuolo fans. Like her husband Giorgio, she was a down-to-earth person despite formidable managerial experience and authoritativeness. Everybody liked Adriana at once. After meeting her for the first time, the very day Giorgio was named president of the Confederation of the Italian Manufacturing and Service Companies (Confindustria), we took the underground railway into Milan city centre together, without chauffeurs, official cars or other formalities. And I will never forget a party held on 4th July party at the American Ambassador's residence in Rome, when once again Adriana showed what a natural and unaffected person she was. That is why I remember Adriana and Giorgio today with great affection as well as esteem.



Director Emeritus of the Peggy Guggenheim Collection in Venice

WHEN ART MEETS CORPORATE CULTURE

Alexia Boro

When Ms. Spazzoli entered a room, you could immediately feel her presence. Perhaps it was her big, infectious smile: undoubtedly, it was also her kind and engaging charisma that brought people together and made them feel at ease.

I first met both Adriana and Giorgio Squinzi when Mapei became part of the Guggenheim Intrapresae, a group of companies whose belief in the educational-creative value of art led them to support the operations of the Peggy Guggenheim Collection. I was immediately impressed by her enviable ability to grasp a situation in an instant, and come up with perfect practical solutions that were original yet feasible, effective and always inspired by the desire to spread the educational power of art and its strategic value in the processes of corporate development.

This was exemplified back in 2015,

when we were celebrating Jackson Pollock, the American artist whose technique of dripping and pouring paint on canvases on the floor did not just break with the rules of

art, it actually transformed how creativity itself was perceived.

Adriana had the idea of getting all the group's member companies involved in

promoting all the auxiliary programs and exhibitions by creating a special press event at the headquarters of *Il Sole 24 Ore* newspaper, which, on a snowy February morning, set the celebrations underway.

I think it only takes one word to sum up everything Adriana inspired, and that word is 'beauty': beauty in the sense of generosity, authenticity, honesty and a profoundly humane

desire to share that sense of well-being which she and Mr Squinzi, great art and music lovers, knew was a wonderful means of helping people feel better, both

professionally and personally.

She was accustomed to organising guided tours of the museum, so that her architects, designers and suppliers could embark on an inspiring journey of

discovery together, which inevitably concluded on the museum's panoramic roof terrace watching the sunset on the Grand Canal, a vista of natural spontaneity that united all the guests in a sense of joy. This always was the perfect embodiment of a company which, despite its size, has always remained a family business with an incomparable wealth of values and, thanks to

"That Pollock exhibition and her idea of getting all the Group's member companies involved in its promotion"



"OUR" FRIENDSHIP AND WHAT "YOU" TAUGHT US

Mario and Maria Botta

Dear Adriana, last time we met was in Milan Cathedral: in that magnificent shrine, which a few years earlier had "hosted" us at a concert to which we were kindly invited by you and Giorgio, as you had already done so many times for many other important events you liked to get us involved in. Our meeting in Milan Cathedral was, however, destined to be our last: after that we never saw each other again...

These are just a few lines to say "THANKS" for everything you gave us through the way you were, your strength of mind and your devotion to your family and work.

Work as a social commitment, an apparently rather old-fashioned view, which, in actual fact, is still the reason why we wait for the sun to rise each morning.

Thank you, too, for the calm and gentle ways in which you tackled adversity and the hope you always had in what lay ahead, where, so we believe, you will remember us with great serenity.

We learned so much by having you as a friend. Thank you again,

Architect

"The company's ties with the world's leading theatres, such as La Scala Opera House, and the main venues hosting contemporary art and culture are the most striking evidence of a relationship that is an integral part of everyday company life"

Adriana Spazzoli

Adriana's qualities as an eloquent but pragmatic communicator, Adriana conveyed these values with unique mastery.

And she had fun doing it. I will never forget being invited to attend one of the Sassuolo football team's training sessions together with all the representatives of the various companies belonging to the Intrapresae Group.

Photos were taken on the terraces wearing team scarfs, with the players signing autographs. The feeling of all being involved in something exciting was tangible, which explained why Mr Squinzi and Adriana had so much faith in sport.

Being the great leader that she was, she knew how to create team spirit with rigour and empathy, corporate strategy and social responsibility, leaving behind a legacy that will always be an invaluable source of inspiration for her beloved grandchildren and their generation.

Director of Communications and External Affairs, Peggy Guggenheim Collection.

I WILL NEVER FORGET HER DAZZLING SMILE

Diana Bracco

Her gleaming smile always caught your eye. That dazzling smile was on her face throughout her entire business career and loving partnership with Giorgio. I can remember how beautiful she looked at La Scala Opera House wearing a long emerald-green dress, arm in arm with her clearly very proud husband.

Adriana's smile is engraved in my memory and my heart and I can particularly remember posing with her for the photographers in September 2016, when she took over the leadership of Sodalitas Foundation. We were happy that day. Particularly me, because I knew I was leaving Sodalitas in the hands of a President, who was both competent and generous, a businesswoman who, like me,

firmly believed that the only way to do business was responsibly and sustainably.

We were enjoying a meal with our husbands, talking about sport with a capital "S". Of the passion they shared for AC Milan and Sassuolo, which at the time was playing in the Italian Serie C, and also Merate, the team that Roberto helped develop for a certain period of time. And I can also remember Adriana smiling and laughing as she talked about the cycling race up the slopes of Stelvio Pass between Giorgio and Romano Prodi.

And then the situation suddenly got worse.

My sweet friend, how much I will miss you. During your illness, I wondered at the bravery and simplicity with which you tackled



all the adversity you had to deal with: you found a way of handling everything.

How I will miss the phone calls we had. You were always so sweet and centred and you never complained.

An extraordinary woman, notably when you found just the right words to say to all your friends in the chapel of rest at Giorgio's funeral despite your great suffering.

I wish you could pass on to me just a fragment of your strength.

Thank you, my friend.

*President and CEO
of the Bracco Group*

A ROLE MODEL FOR THE ENTIRE SODALITAS COMMUNITY

Alessandro Beda

Ms Adriana Spazzoli was President of Sodalitas Foundation from 2016. Right from the very beginning we knew we could count on a President who was always at hand, genuinely ready to help and support us with her quite astounding energy and enterprise. She led Sodalitas Foundation with passion and integrity. Her vision was crucial in helping Sodalitas Foundation change and innovate. She worked very closely with the Board to help completely revise and then implement its Charter in record time and introduce a new model of governance focused on greater flexibility, speed of operating and efficiency. She constantly encouraged and supported all of us boosting the efficiency with which Sodalitas Foundation co-plans and implements (together with

its associate companies) multi-stakeholder partnerships focused around selected aims and goals of particular social value.

Under her Presidency, Sodalitas Foundation was once again able to fully devote itself to integrating business and education to help young people enter the working world and boost employment and inclusion. It also helped develop partnerships between businesses and non-governmental organizations to tackle emerging social needs and reduce inequality between people, at the same time promoting cooperation between businesses, local associations and institutions to bolster and increase the sustainability of urban neighbourhoods. Right until the very end, our President was a shining and authoritative beacon for the

entire community. She was more demanding of herself than of other people; she was always interested in finding less obvious ways ahead in the firm belief that you should not be discouraged by problems but simply allow yourself to be guided with great enthusiasm by the opportunities that present themselves. That is was the President we had the great privilege of knowing and working alongside.

We will always remember the generosity with which she devoted herself to Sodalitas Foundation right until the very end, and the enthusiasm with which she wanted to accompany and guide us along the path we have taken over the last three years.

For all this we will be eternally grateful to her.

*Managing Director of Sodalitas
Foundation*

CURIOUS AND POSITIVE, SHE HAD THE COURAGE TO INNOVATE

Letizia Moratti



One day when I was at the Mapei headquarters a few years ago, Adriana invited me to go with her to visit the Research & Development laboratory. I gladly accepted her invitation, delighted at being able to find out more about the company, but completely oblivious to the wonders that awaited me. And the most wonderful thing of all was Adriana herself and her passion. Of course, I already knew how closely attached to the company and how professional she was but listening to her describe the latest materials being manufactured and watching her talk to the department's researchers revealed even greater enthusiasm than I had expected. I could actually hear her sincerity and see her love. That was what Adriana was like, always very positive and extremely attentive to the people she worked and mixed with. She was strong and determined and her authoritative nature could be seen in her constructive approach, constantly interacting with others. She was curious and brave enough to innovate and she instilled this same drive into the entire Group through her expertise and determination. I will miss Adriana. I will miss my brilliant, caring friend and I will also miss the wise and responsible businesswoman she was. We will all miss her.

Founder and President of E4Impact Foundation

SHE WAS MRS "HERE I AM!" FOR THE NEEDY

Massimo Zavaglia

We all knew Adriana extremely well and we will never forget that infectious smile she had, as well as her decisiveness and the love she showed for everybody.

A successful woman and the wife of a "unique" man, she was the mother of two very practical and unassuming children and a passionate business executive, who was responsible for successfully marketing a chemical company designed for the building industry. Now that her smile is no longer with us, we would like to talk about the Adriana we got to know at the "Cascina" (Farmstead) belonging to the Le Vele Association, amidst people who were struggling and in need. In our eyes, Adriana was the

woman who was always there, who was not content with her happy private life and highly successful business career, but also wanted to listen to the needs of those people who, perhaps, had made mistakes throughout their life or who had had everything they loved torn away from them. Doing good is not something everybody is capable of. You need to be honest and open to other people, willing to get involved even when you feel you should be resting. It takes the ability to listen and engage with others, all the time. People like us, who go knocking on the doors of famous, successful people every day, will always remember Adriana (and Giorgio) as people who astonished and amazed us with their willingness to always say 'yes' and get involved.

We will remember her as a true friend, somebody who was always there for you when you turned around and never failed to take an interest, offering advice or lending a hand.

I remember meeting Adriana for the first time at the farmstead belonging to Le Vele Association. It was December many years ago and Christmas was being celebrated in a room that still had no floor or window frames, which had been set up to hold Mass and a special meal for the volunteers and families involved in the project.

Together with Giorgio, Adriana joined in with the rest of us, showing great interest and concern for all the Association's various activities. I remember her questions about the children/young people taken in and helped at the primary and middle-school day care centres and about the school-workshop activities.

Thanks to the generous help of the Squinzi family and Mapei S.p.A., as the years went by that bare room was turned into a multipurpose hall named after Rodolfo Squinzi, the founder of Mapei. Many other premises have been fitted out and the support/training projects have been extended to cater for people with disabilities.

Adriana always spoke with great kindness and encouragement about the Association.

We will miss Adriana so much, but we are extremely grateful for having got the chance to meet, get to know and admire her. Her energy and enthusiasm were inspiring, encouraging us to keep on going with our enterprise and our project.

Le Vele nonprofit association

"A true friend, somebody who was always there for you when you turned around and never failed to take an interest"



PASSIONATE ABOUT LIFE, ART AND BEAUTY

Andrea Bocelli and Veronica Berti

Business people, those who use their ingenuity to create employment and well-being, are the true heroes of our nation: it is worth remembering that if Italy is still on its feet, it is thanks to them. So, they deserve to be celebrated and admired because they are champions, outstanding talents to be applauded and imitated. Two modern-day heroes, who helped make our country great, have left us together after spending a lifetime together. We believe they have joined each other again amongst the righteous, so that they can watch over their

children, Marco and Veronica, and everybody who loved them. We were taken aback and deeply moved, but not surprised, when we found out that Adriana Spazzoli passed away just a few weeks after her husband after being married for almost half a century and going on an incredible venture together in the world of business and philanthropy. We feel privileged to have known this wonderful couple, formidable business people who promoted Italian excellence around the world... Personally speaking, they were two dear friends, two

exquisite people, kind and gentle, with whom we shared a love of art and passion for opera music... Adriana and Giorgio helped us with our charity work, sharing our desire to make the world a better place. With elegance, generosity and discretion, Adriana Spazzoli and her husband (through their business) supported the particularly complex philanthropic marathon we have been personally involved in. They gave us a helping hand right from the very first event and, indeed, the dazzling success of "Celebrity Fight Night in Italy", with all the happiness it has brought around the world, also bears their hallmark and signatures.

My deepest thanks go to my dear friend Adriana and I would like to send a prayer out to her as she completes her final journey. Her life, just like her husband's, will continue to shine on through the work they have done, everything they have helped build, and the values they embodied while they were down here with us. Including that deep devotion to life, art and beauty. The life, art and beauty she was so passionate about.

Founders of Andrea Bocelli Foundation and organizers of Celebrity Fight Night in Italy

ADRIANA, THANKS FOR THE BEAUTY YOU SAW AND SHARED

Father Agostino Frasson

Beauty is hidden away almost everywhere, in a painting, in a bale of hay in the middle of the field, in a landscape, in the shape a bag of cement thrown into a corner, in the pages of a 19th-century novel or even in the stories we tell in our homes. Beauty is hidden away almost everywhere, you just need to know

how to see it, and Adriana saw it in us five years ago, in our home, in our farmstead and in the vision of what it was destined to become. When she learnt about the Cascina don Guanella project, like many other people she was intrigued, but she was one of the very few who actually wanted to be 'hands on'

and personally involved, to really experience what it was about, everything from the walls that needed building, the land to be found and the products it would produce. She was also interested in the human side of the project, showing respect for and interest in the stories behind our young people. Our shared passion for cycling did the rest, so for five years Adriana worked alongside us with great human kindness and endeavour and for all this time we had a very attentive and passionate ambassador, who proudly introduced us into the

GENEROSITY WITH THE GREATEST DISCRETION

Father Giuseppe Bettoni

Dear Adriana,
I would like to give voice to all the thoughts and feelings of all these people who have gathered here today to accompany you on the last part of your journey here with us. I could list the thousands of people who, for various reasons, met you, got to know you and loved you and who, fifty days after your beloved Giorgio passed away, could find no better words to express their feelings than those Lorenzo (eight years old) said the other day: "Grandma Adriana is with grandpa Giorgio again, they are not ill anymore and now they are closer to us". Indeed, due to some mysterious kind of timing, fifty days after Giorgio passed away, your own fight came to an end, you lowered your guard in the battle against your illness as if you wanted to seal your union and profound love for each other.

That was your strength, the source of the energy that allowed you to do what was there for everybody to see in your family and business life, in the world of sport and culture, and in wider society in general.

The recognition given to a closely-knit family that did so much for the good of the country and nation, building relationships and promoting solidarity, is eloquent enough in itself. It does not need publicising, something they never did. Indeed, Adriana would tell me off today. I can remember all those times when, after yet another kind gesture in the, she would say: "yes, but do not tell anybody!"

And talking about this now, I almost feel as if I am betraying that discretion but it is important to remember and thank the Lord for having had the

"I can remember all those times when, after yet another kind gesture, she would say: yes, but do not tell anybody!"

chance to meet them. I thank the Lord because through them He showed us His own kindness and love. The tighter the bonds and greater the affection, the more we would like to hold onto people, keeping them close to us...but the time comes when we have to let them go.

Adriana showed great faith when that moment came for her. I said goodbye to her through the words of Psalm 21, the psalm which she asked to be read to her: "The Lord is my shepherd I shall not want. Even though I walk through the valley of death, I will fear no evil, because You are with me".

Dying in this way is only possible if you have faith in the Lord God, not just as a guide and shepherd, but also as somebody who walks with us through the valley of death, the hardest and toughest journey of all.

Not even her illness could challenge Adriana's strong and deep faith. Nothing could separate her from Christ's love. Nothing. Not even first Giorgio's illness and death and then her own illness.

How could we possibly think that Adriana's business enterprise, love of children and devotion to her family might come to nothing? Our greatest gift, life in all its fragility, cannot come to nothing. So, at this time, almost like a prayer, let's make little Lorenzo's words ours: Now that you and Giorgio are together again and you are not ill anymore, you are closer to us.

President of Fondazione Arché

This text was taken from the sermon held at Adriana Spazzoli's funeral services.



most disparate realms. Invited along to attend a conference at which the Mapei Sport Centre was awarding grants, I had sat down quietly as a member of the audience at this serious scientific event when I suddenly found myself on stage after Adriana called me up alongside all these experts and people wearing ties to talk about social marginalisation, redemption, hospitality, greenhouses, goats and cheeses. That was last year. Modest and enthusiastic right until the very end, she never wasted time talking about her health, preferring to invest all her energy in telling

other people about the beauty she could see around her in this project she firmly believed in and worked so hard for, in the simplicity of its products and in the richness of this tough environment full of so much humanity. Five years pass by in a heartbeat, but they can be as 'weighty' as that bag of cement thrown in the corner which, upon closer scrutiny, has its own distinctive shape, colours and peculiar beauty. So, Adriana, thanks for seeing the beauty and spending and sharing that time with us.

Cascina don Guanella

SHE WILL ALWAYS BE OUR "QUEEN OF PATRONESSES"!

Alessandro Brambilla



"We would like to welcome the Queen of Patronesses" is something you would frequently hear from the voice of the presenter on stage at conventions, sports competitions or social events involving Mapei. It was a tribute to Ms Adriana Spazzoli's kindness and professionalism. She is no longer with us and we already miss her so much. She was a special woman who always knew what to do, motivating her fellow workers and encouraging them to tackle their problems. Mapei entered the world of professional cycling in 1993 but I only met Mr and Mrs

Squinzi for the first time in October 1994. They asked me to be the live commentator at the Mapei Trophy cyclocross race held on the grounds around the manufacturing plant in Robbiano di Mediglia, near Milan. Generally speaking, the wife of a leading industrialist generally goes unnoticed at sports events. After several hours commentating on the race, I was astonished to see that it was Adriana herself who brought me something to eat and drink during a break. "That is

"Mapei riding jerseys became popular among amateur cyclists too"

incredible - I said to myself - she is the wife of a captain of industry and she is bringing me something to eat on a tray". It gives you an idea of what a kind and down-to-earth person she was. A few days after the cyclocross race, Ms Spazzoli asked me to come and see her at her office: "We need your expertise - so she told me - to write articles for our magazine, as well as press releases etc". I took her up on her offer and I soon realised at the very first business meetings to prepare for press conferences, presentations and trade fairs that Ms Spazzoli and Mr Squinzi had invited me into a very special world. The Queen of Patronesses' genuine interest in the cycling team went well beyond just the advertising opportunities it offered. It was 14th May 1995 and the second stage of the Tour of Italy was taking place, an individual time trial from Foligno to Assisi in Central Italy. It was pouring with rain, but she paid no attention to the downpour and was there waiting for all the Mapei-GB riders when they reached the

finish line. She was soaking wet, but she wanted to hug every single rider, regardless of their finishing time. Tony Rominger won the stage and dedicated his pink jersey to her.

Ms Spazzoli was meticulous in scheduling trade fairs and presentations, always thinking ahead and envisaging everything that could possibly go wrong. She left no stone unturned and the events she organised in the mid-1990s and in later years are still referred to as examples of how things should be done. Almost nothing was impossible for her. In autumn 1996, she suddenly decided to attend an interactive sports fair held in the

old Milano City pavilions. In record time, mainly with the help of her advice, the Mapei organisation managed to set up an event within the event, "Ciclopus", complete with entertainment, prizes and interviews.

Thanks to Ms Spazzoli's strategic thinking, the Mapei Professional Cycling Team gradually became a phenomenal attraction over the years and every single Mapei customer felt closely involved. The "Patroness" was largely responsible for the design of the team's cycling kit, which is still one of the most popular. In April 1998 I decided to carry out a field survey: I stood outside Villa Reale in Monza to count how many Mapei riding jerseys were worn by amateur cyclists passing by. The figure was an incredible 23%. Ms Spazzoli thanked me for my work and the information was then used at sales meetings and conventions. There will never be anybody quite like Giorgio Squinzi and Adriana Spazzoli.

Sports journalist



FROM CYCLING TO FOOTBALL: SO MANY ORIGINAL IDEAS

Pier Bergonzi

Adriana and Giorgio, Giorgio and Adriana. It is hard to talk about one of them without thinking about the other and whenever there is talk of life as a couple, I always think about Adriana Spazzoli and Giorgio Squinzi, two entrepreneurs who were the pride of our country and two wonderful companions in life. Two wheels on the same bicycle.

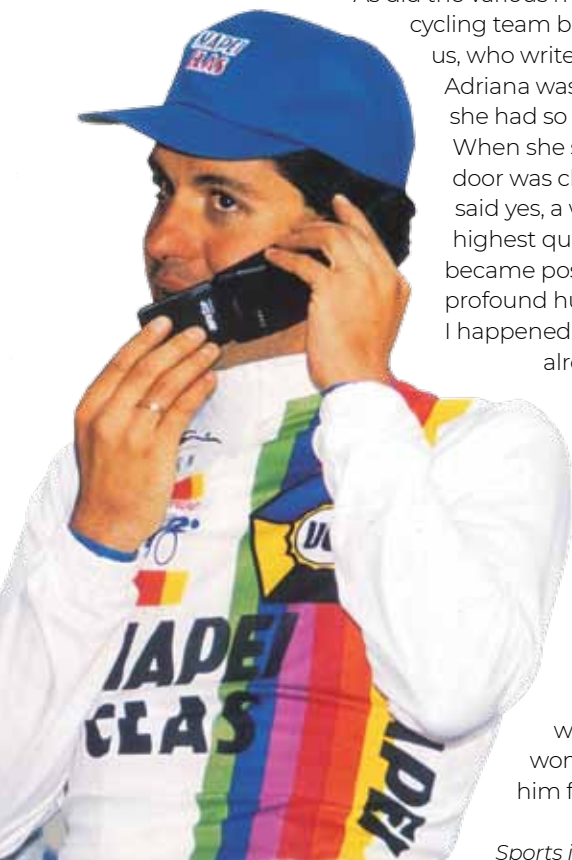
I met Adriana Spazzoli for the first time in the early 1990s when Ercole Baldini asked Mr Squinzi to try and save a cycling team that no longer had the resources to keep up with the pack. Giorgio followed his heart and took on a job that led to the formation of Mapei Professional Cycling Team, which was the world's leading team for a decade. And Adriana was the heart and soul of that project. The cube-patterned jersey, the most spectacular presentations, and the almost poetic tone of the team's communications that made Mapei an unforgettable presence, all came from Adriana Spazzoli's ideas.

The same applies to the sponsorship of the Italian national football team in 2006 and the firm's wonderful venture with Sassuolo Football Club. Adriana knew how to communicate with enthusiasm and style, wit and firmness. Franco Ballerini, two-time winner of the Paris-Roubaix cycling race, had the utmost esteem for a lady who was much more than just the President's wife. Bartoli and Bettini, Nardello and Tafi, all felt the same.

As did the various managers that helped Mapei cycling team become great. For people like us, who write about the sport of cycling, Adriana was almost frightening, because she had so much charisma and personality. When she said no (a rare event), then that door was closed forever, but when she said yes, a world of opportunities of the highest quality and effectiveness suddenly became possible, all delivered with the most profound human kindness.

I happened to meet her when she was already extremely ill at La Scala Opera House and at a gala evening in honour of Leonardo da Vinci. And I remember her as being a woman of superior intelligence, great wit and bravery. A lioness. I was lucky enough to chat at length and cycle with Giorgio Squinzi and I realised that much of the esteem I had for him more as a man than as an entrepreneur was connected with Adriana, the woman who pedalled alongside him for a lifetime. A great woman.

Sports journalist



TIME FOR EVERYBODY

Mario Pedranzini

Adriana, Ms. Squinzi, Ms. Spazzoli, "Dottoressa". Each of these titles described her in its own way. Adriana was a powerhouse and driving force, the person who, by inspiring friendship and trust, managed to put all those people at ease. Adriana knew how to communicate, even just with her eyes, and her leadership emerged in the way she conveyed her thoughts. She dedicated time and attention to everybody.

She expressed her admiration and recognition for everything she learned from Alberto Quadrio Curzio during her university studies, and the Professor returned the compliment by attending the Mapei Day gala dinner in Bormio. Even in public she showed her qualities as a head of a household or, rather, mother of a family.

I met her for the first time in 1999 when we organised a conference here in Sondrio. Mr Giorgio Squinzi would be giving a talk on the subject of "Mapei: a business and a team". I welcomed them when they arrived and immediately realised why Mapei was so successful and just who Mr Squinzi was, when he arrived without a driver. Adriana will be sorely missed but she set a fine example of how to live your life and I, personally, will remember her even more fondly as time goes by.

*CEO and General Manager,
Banca Popolare di Sondrio*



OUT THERE ON THE PITCH TO SUPPORT THE TEAM

Giovanni Carnevali

After less than two months I have had to say goodbye to somebody else who was an important role model in my life: farewell Ms. Spazzoli!

It is always hard to express our pain and suffering, sometimes we prefer just to keep it to ourselves. You always wonder whether you can find the right words to express the sincerity, intensity and depth of our feelings.

I held her in the highest regard, both personally and professionally. I cannot help smiling when I remember that we spoke the same language of marketing and communication.

A strong woman, who always got straight to the point with great determination and energy.

I am grateful to this unique woman, who was always around and of invaluable help, particularly when the big family of Sassuolo Football Club was struggling. I can remember how reassuring her words were. She often cheered up and encouraged the team, urging it to rediscover its true self when it seemed lost or dismayed. She was always out there on the pitch! Always calm, polite and cheerful with a smile on her face for everybody. Mr Squinzi's most valuable resource accompanied him to the very end supporting him as she always had done. A fine example of tenacity and determination.

Somewhere inside ourselves we will find the strength to keep going and continue smiling and enjoying all the things she taught us, partly for her sake!

I think the most important thing is to carry on and treasure everything she taught us and the memories she left us. Some sorrowful things cannot be avoided or eliminated. They simply exist. All we can do is face up to them and do our very best to prevent them from overwhelming us.

Veronica and Marco, who have inherited a treasure chest of values and teachings, will now be the people we look to for guidance.

Ms Spazzoli, not having you around will be an endless source of sadness for us.

A big hug from

Sassuolo's Managing and General Director

SHE KNEW HOW TO TURN THINGS AROUND AT DIFFICULT TIMES

Remo Morini

It is very emotional for me to talk about Adriana Spazzoli. We first met about twenty years ago when she and her husband, Mr Giorgio Squinzi, first approached Sassuolo Calcio. A person with quite exceptional contagious energy who was always full of ideas... A real force of nature. She made a vital contribution to Sassuolo football club and many social causes. We often spoke on the phone about all kinds of different matters. I often called her on Fridays when Sassuolo were playing at the Mapei Stadium. We had a friend in common from Forlì, Dr Monti, her family doctor, who happened to call me one day to ask me whether I knew her. I told him I

did and from then on, whenever Sassuolo were playing, he never forgot to wish the team luck. I can also remember inviting the Italian singer Gianni Morandi to the stadium to watch the match against Bologna and introducing him to her. She was a keen fan and I remember her calling me one day to ask whether Mr Morandi might be available to present a Mapei event, which, unfortunately, he could not be involved in due to prior commitments. I had hoped the chance might present itself again one day...

I can also remember her meetings with the team when things were not going so well, and her mere presence gave everybody a real

boost. She often asked me "why can't we get more fans involved in Sassuolo Football Club?". I told her I would drive around Sassuolo with a loudspeaker in my hand and she said "that might be just the right solution!". I still have the scarf she gave me at the end of 2018, which I often wear at matches as a good luck charm. From a personal viewpoint, Ms Spazzoli taught me how to be brave and enjoy life.... right until the bitter end, always giving everything, and I will never forget the last time we hugged as she paid her last respects to her husband Giorgio Squinzi. I will always be grateful.

Sassuolo's Delegate to the Fans



Adriana Spazzoli and Giorgio Squinzi lift the 'Trofeo Tim' Cup in victory after Sassuolo won it in July 2013.

