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## Memo

To: All Scapa Members  
From: Andy Woodward  
Re: Silicone Adhesive Tapes - Project SIROCA  
Date: September 4, 2009  
**cc: Calvin O'Connor, Brian Tenner, Steve Lennon**

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Driven by our aspiration to become "World Class" and "Market led" in our organization we have come to the decision that we will consolidate our Silicone coating technology into one facility globally. Due to the coating capability, cost advantages and technical focus on silicones the site chosen was Carlstadt NJ.

Therefore starting almost immediately we will develop a transition plan to support the shift of production from Rorschach to Carlstadt for the silicone range of products. While this represents less than £1.5 million in turnover we do recognize the importance this range has as close to 70% of turnover is in our "Must Keep" Industrial markets such as:

- Decoration and Display
- Metal Forming
- Plastic & Rubber Parts
- Specialist Tape Distributor
- Select Distributor

This move will enhance our capability at that site and will elevate our market position with this range of products.

While any shift of manufacturing from one site to another is a difficult one we do believe that through proper project management and our previous experience with this range we will achieve an efficient and effective transfer.



***World class, inspired, market driven team, focused on optimising customer & shareholder value through responsible, agile delivery of specialist tape solutions***

We have created a strong team to perform this transition that is cross functional and cross regional which as well will help develop our “OneScapa” concept. Dan Jeffery will lead this team that includes the following people:

Laurent Marre – Product Manager Europe for Silicones  
Sandro Pellegrino – Site Manager Rorschach  
Andreas Berginger – R&D Manager Rorschach  
Dan Higgins – Site Manager Carlstadt  
Jay Shah – R&D Manager Carlstadt  
Yves Malmenaide – Commercial Planner Valence  
Neville Haigh – Engineering

A Steering Committee has been formed to help guide this project which is led by me and includes the SET from Europe and Jim Ding representing North American interests.

The project will carry the name SIROCA – **Silicone** consolidation from **Rorschach** to **Carlstadt**

We hope that all of you support the “SIROCA Team” in this important initiative and recognize the positive step this makes to help in our path towards our Vision.



Andy Woodward  
Managing Director - Europe  
Scapa Group



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