

To all Sika shareholders

Baar, February 24, 2026

## **ANNUAL GENERAL MEETING OF SIKA ON MARCH 24, 2026**

**Dear Shareholders,**

Sika continued to strengthen its leading position and gain market share in a year marked by a challenging global construction industry. Softness in China's residential real estate sector, the impact of U.S. tariff policies, and the longest government shutdown in U.S. history all contributed to a difficult environment. To prepare for the next phase of industry growth, Sika launched **Fast Forward**, a strategic program designed to create a leaner and more agile organization. Fast Forward accelerates innovation, digital transformation, and operational efficiency, laying the foundation for the company's next phase of sustainable growth.

The Board of Directors has carefully reviewed and approved the program and closely oversees its implementation. It ensures that efficiency gains do not come at the expense of innovation, customer focus, or corporate culture, and that investments and structural measures generate long-term value. The Board also monitors execution in alignment with **Strategy 2028**, thereby safeguarding Sika's leadership position in an increasingly digitalized and globally fragmented market.

In 2025, Sika also announced seven bolt-on acquisitions that will create significant value for our shareholders, generating both cost and revenue synergies, and invested in additional production capacities to strengthen its presence in high-growth regions.

Sika's strong cash flow generation enables a reliable return to shareholders. At the Annual General Meeting on March 24, 2026, the Board of Directors will propose a **dividend increase** to CHF 3.70 per share. This marks the fourteenth consecutive year of dividend growth for our shareholders.

In 2025, Sika further strengthened its sustainability agenda and published its first report aligned with **CSRD** and **ESRS**, enhancing transparency across the company. With solutions that reduce emissions, extend the lifecycle of buildings, and support circular construction

practices, Sika continued to expand its role as a technology partner for sustainable construction. Initiatives to reinforce the global safety culture complemented these efforts. These developments show how Sika has firmly embedded sustainability, innovation, and cultural progress in both its daily operations and long-term strategy.

The Board of Directors bases its succession planning on a clearly defined competency framework to ensure the Board collectively possesses the skills and experience essential for Sika's strategy, business model, and global footprint.

At the Annual General Meeting **Barbara Frei** and **Lukas Gähwiler** will be proposed as **independent members** of the Board of Directors.

**Barbara Frei** is an internationally recognized leader with extensive experience in managing large global organizations. Most recently, she was responsible for the global Industrial Automation business at Schneider Electric. Her expertise in digital transformation, technological development, and industrial value chains makes her a valuable addition to the Board.

**Lukas Gähwiler** brings exceptional leadership experience in the Swiss and international financial sector. He has served as Vice Chairman of the Board of UBS Group AG and prior to that, spent several decades in senior leadership roles at UBS and Credit Suisse. Following the acquisition of Credit Suisse Group, he oversaw the successful integration as Chairman of the Board of Credit Suisse AG. He will step down from his UBS mandate in April 2026. His extensive leadership experience, deep knowledge of financial markets, and strong network will enrich the Board's competency profile. He is also proposed for election to the Nomination and Compensation Committee.

With the nomination of Barbara Frei, Sika also fulfills its commitment made last year to restore the proportion of women on the Board above the targeted 30% threshold.

**Lucrèce Foufopoulos-De Ridder** has informed the Board that she will step down from the Board of Directors of Tronox Holdings plc at their Annual General Meeting in April 2026. This will reduce the number of mandates she holds outside of Sika to three.

At the Annual General Meeting, **Paul Schuler** will not stand for re-election. After more than 40 years in the industry and nearly as long with Sika — including serving as CEO from 2017 to 2021 — he leaves behind a significant legacy. His deep understanding of markets, technologies, and products, combined with his strong alignment with Sika's values, has shaped the company's development over many years. The Board expresses its sincere gratitude for his exceptional commitment and his long-standing, influential contribution to the company.

On behalf of the entire Board of Directors, I would like to thank our employees around the world for their dedication and passion, which create added value for our customers every day. To you, our valued shareholders, we extend our deepest appreciation for your trust and continued support. Together, we look ahead with confidence to another year of Sika outperforming its markets and continuing to gain share.

**Yours sincerely,**

A handwritten signature in black ink, appearing to read "Thierry F. J. Vanlancker". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Thierry F. J. Vanlancker**  
Chair of the Board of Directors  
Sika AG