



SIKA COMMITTED TO SUSTAINABLE PERFORMANCE

October 2026

BUILDING TRUST



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STRATEGY 2028: NON-FINANCIAL TARGETS AND FOCUS AREAS

The background features three overlapping yellow triangles pointing to the right. The first triangle is on the left, the second is in the middle, and the third is on the right, creating a sense of forward motion.

MEGATRENDS DRIVING SUSTAINABLE GROWTH FURTHER ACCELERATION

4



Population Growth



Urbanization



Demographic Change



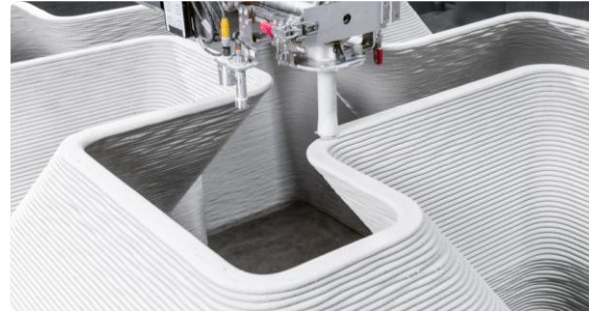
Resource Scarcity



**Climate Change &
Sustainability**



Increasing Regulations



Technological Progress



Digitalization

NON-FINANCIAL TARGETS STRATEGY 2028

GHG EMISSIONS – SCOPE 1, 2, AND 3

Scope 1 and 2
-20%
absolute emission reduction



Reduction of use of fossil fuels
in production processes and
transportation



Increasing share of green
energy

Scope 3
in line with net zero pledge



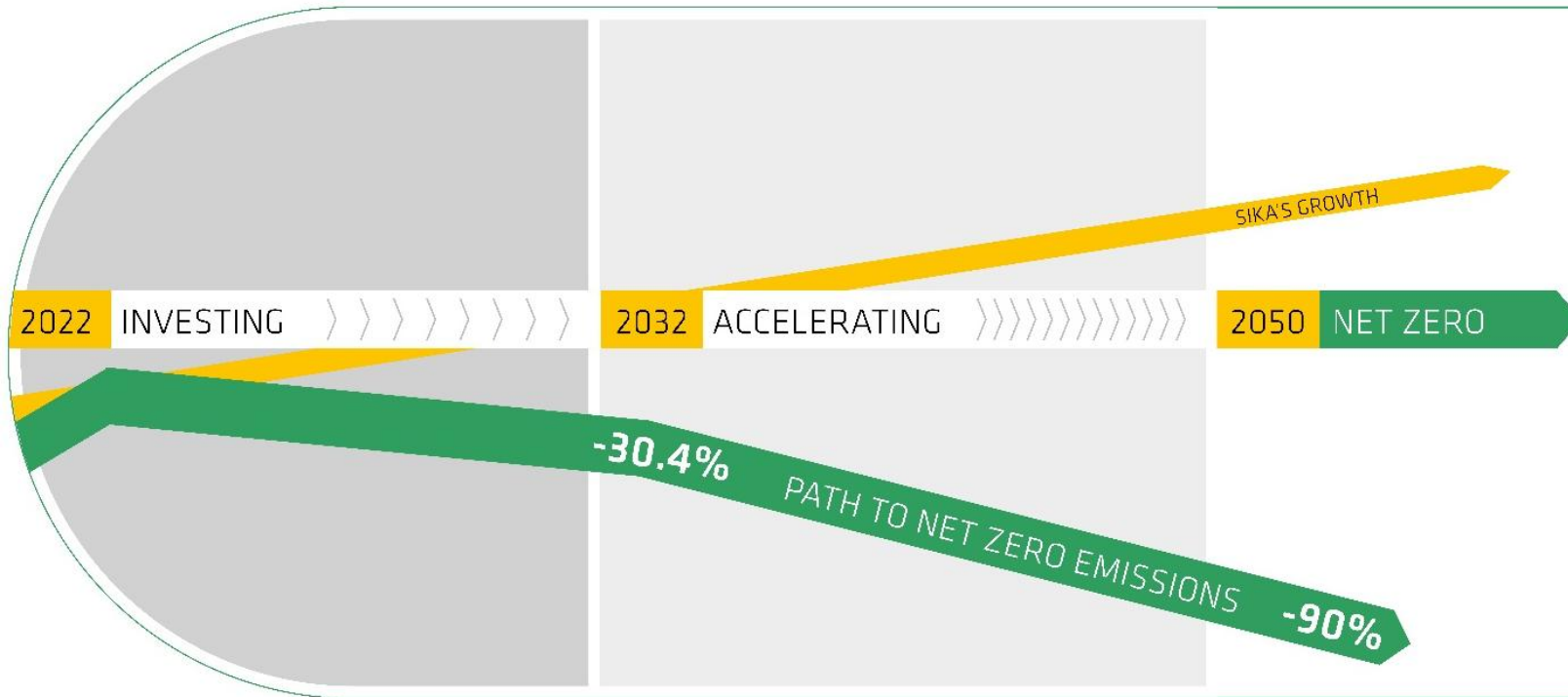
Optimizing formulations:
Cement reduction, bio-based
raw materials, recycled raw
materials



Supplier engagement to
optimize product-specific
carbon footprint of raw
materials and packaging

NON-FINANCIAL TARGETS STRATEGY 2028

SIKA'S NET ZERO PATHWAY – DRIVING THE TRANSFORMATION



OUR KEY LEVERS

Accelerated use of alternative low carbon supplies

Education and capacity building to improve material efficiency and circularity

Partnerships with key suppliers who support Sika's path to net zero

Development of new technological solutions for construction and industry

Continued focus on operational efficiencies

NON-FINANCIAL TARGETS STRATEGY 2028

NATURAL RESOURCES – WATER, WASTE, AND CIRCULARITY

Natural Resources:
Waste disposed and water discharged
-15% reduction *Per ton sold*



Transition from a linear to a circular approach



Focus on diverting non-recoverable waste to approaches in which resources are reused or recycled



Minimize water discharge volumes and increase the proportion of reused and recycled wastewater.
Focus on water management

NON-FINANCIAL TARGETS STRATEGY 2028

EMPLOYEE ENGAGEMENT – RECONFIRM OUR HIGH SCORE

>80%
Employee engagement rate



Engagement as key performance metric to measure resilience and sustainability. Highly engaged employees drive performance and business success



Sika's strong Corporate culture as most competitive advantage



External global employee survey every two years

NON-FINANCIAL TARGETS STRATEGY 2028

KEY NON-FINANCIAL METRICS – RESULTS

	TARGET AREA	TARGET 2028	PERFORMANCE 2025 vs. BASELINE	PERFORMANCE 2025 vs. PREVIOUS YEAR
INNOVATION & SUSTAINABILITY	CLIMATE Sika aims to support the transformation of the construction and manufacturing industries toward net zero.	-20% of scope 1 and 2 absolute GHG emissions. 2022 baseline	-24.4%	-6.1%
		Scope 3 absolute GHG emission reduction in line with net zero pledge. 2022 baseline	+6.0%	+3.0%
	NATURAL RESOURCES Sika takes responsibility for minimizing its impact on natural resources and preventing pollution.	-15% of waste disposed per ton sold. 2023 baseline	-9.6%	-5.7%
		-15% of water discharge per ton sold. 2023 baseline	-10.3%	-3.4%
PEOPLE & CULTURE	EMPLOYEE ENGAGEMENT Sika aspires to create an attractive, inclusive, and safe work environment where people can grow and unlock their full potential.	>80 employee engagement score, measured through a Global Employee Survey every two years.	86/100 employee engagement score. Last survey conducted in 2024; the next will take place in 2026.	

ADDITIONAL NON-FINANCIAL FOCUS AREAS

PEOPLE & CULTURE



Diversity

- Improving gender balance by reaching same representation of women at all levels
- Ambition to steadily increase women ratio of total workforce towards 30%



Health & Safety

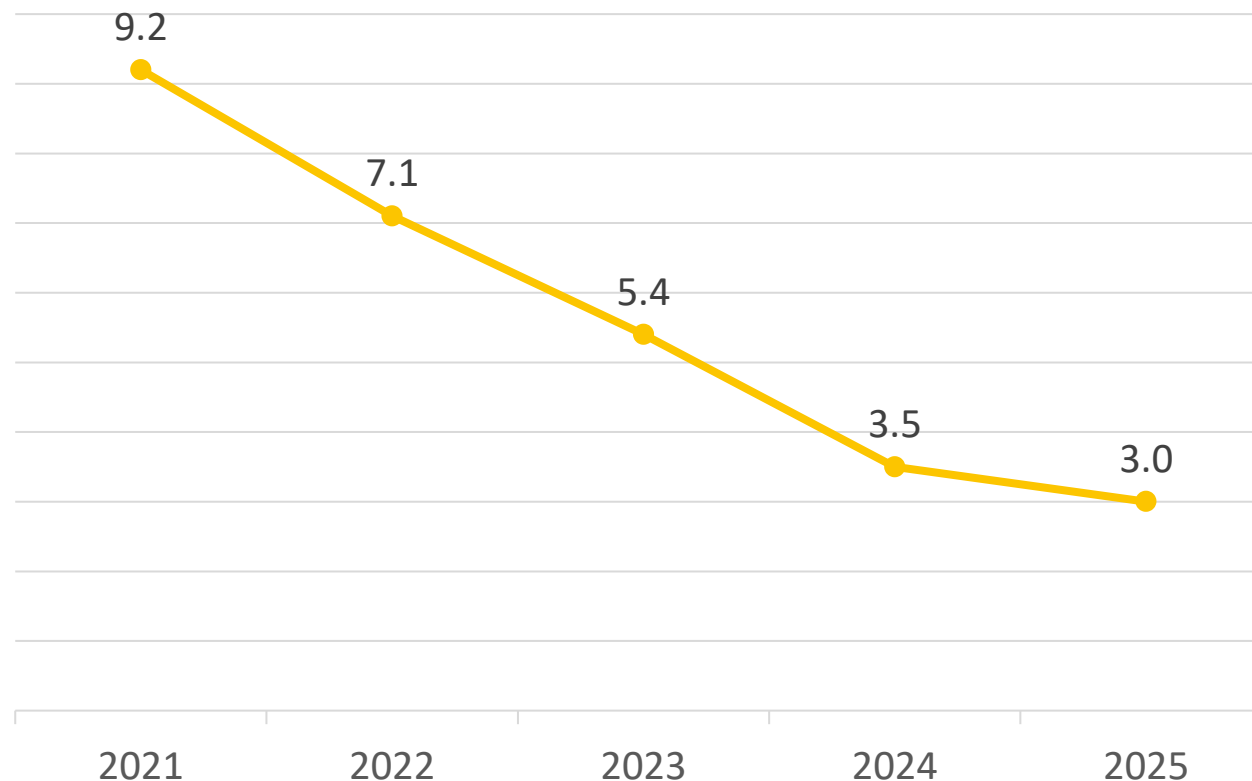
- Zero fatalities
- Lost Time Accidents ≤ 2 per 1,000 FTE
- Recordable Injuries ≤ 2 per 1,000 FTE
- Reduction of hazardous substances

ADDITIONAL NON-FINANCIAL FOCUS AREAS

SAFETY FIRST – PROTECTING OUR PEOPLE

Since 2021, we have significantly improved our **Lost Time Accidents (LTAs) rate***

**from 9.2
to 3.0**



*Lost Time Accidents per 1,000 FTEs

ADDITIONAL NON-FINANCIAL FOCUS AREAS

SUSTAINABLE SOLUTIONS

All new product developments to be SPM validated with a positive validation

SPM | Sustainability
Portfolio
Management



- The SPM evaluates solutions based on **11 sustainability** and **6 performance categories**
- Only SPM validated products present a Sustainability Information Sheet, and can be identified by the "Sustainability Information" eye-catcher
- Sika's goal is to manage innovation and sustainability, **minimizing risks and maximizing opportunities**
- Sika is the 1st company within the specialty chemicals and building materials sector to develop and implement the **SPM Concept** based on the WBCSD framework



CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

COMMITMENT TO OPENNESS AND TRANSPARENCY

-
- Good Corporate Governance safeguards the company sustainable development and performance
-

**Good
Corporate
Governance**

**Openness
and
transparency**

-
- Sika provides information on structures, processes, areas of responsibility, procedures, rights and obligations of stakeholders
-

-
- The Board regularly assesses Sika's Corporate Governance against regulatory developments, and best practice standards
-

**Best practice
standards**

**Stakeholders'
needs and
views**

-
- The Board aims to hold a transparent and open discussion with all stakeholders, considering their needs and views
-

CORPORATE GOVERNANCE

COMPLIANT WITH STANDARDS AND REGULATIONS

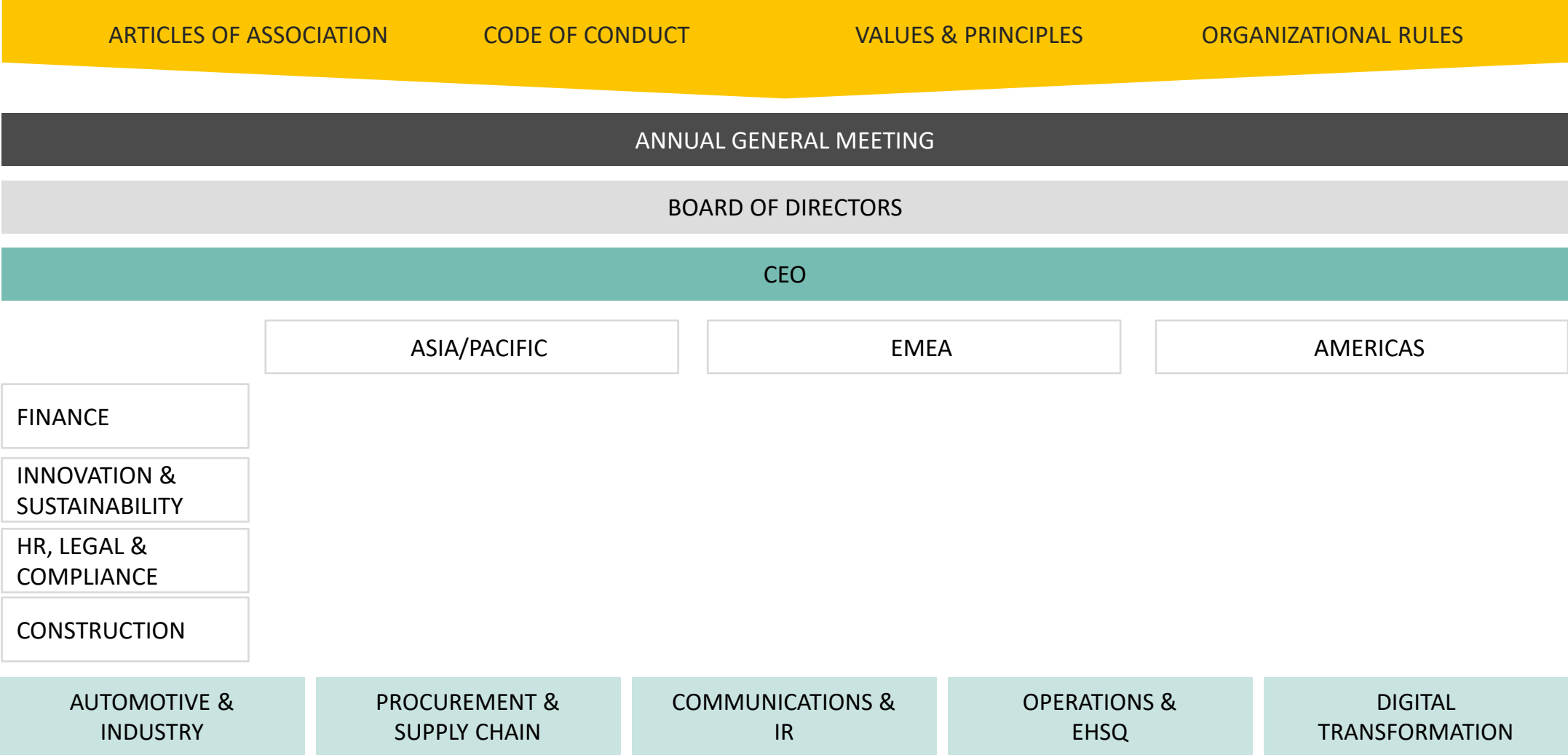
- Adheres to the SIX Swiss Exchange's Directive on Information Relating to Corporate Governance
- Follows the principles of the Swiss Code of Best Practice for Corporate Governance of Economiesuisse¹
- Aligned with various international frameworks (ESRS, SASB, ISSB, GRI, CDP, UN SDGs, UN Global Compact, WBCSD, TCFD, TNFD)
- Complies with all applicable local laws and regulations where business is conducted
- The Sika Code of Conduct is binding, even in cases where local laws are less stringent



An annual review is conducted to confirm the conformity with the Swiss Code of Obligations, the Ordinance against Excessive Remuneration (VegüV), the SIX Directive on Corporate Governance and the Sika Articles of Association concerning Board member independency and the number of external additional mandates

CORPORATE GOVERNANCE FRAMEWORK

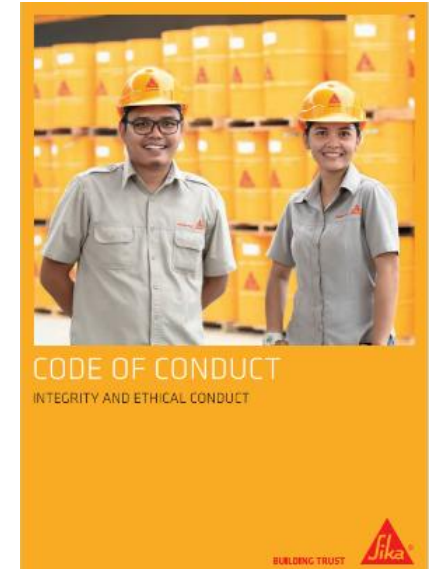
STRUCTURES AND RESPONSIBILITIES



CODE OF CONDUCT (COC)

SIKA CULTURE: INTEGRITY AND ETHICAL CONDUCT

- Based on Sika's Values and Principles, available in 49 languages, read and signed by newly hired employees
- The Sika CoC underscores its strong commitment to sustainable development, incl. human rights and environmental protection
- It reflects all recent policy changes (e.g., Supplier CoC, Global Privacy Policy)
- Bi-annual commitment by Senior Management and General Managers, and regular trainings for all employees (incl. those joining through acquisitions)
- Violations reported to management or via the Sika Trust Line



- HR & Compliance investigates reported misconduct, substantiated cases are reported to the Audit Committee
- Substantiated compliance violations lead to disciplinary action and/or organizational measures

SUPPLIER CODE OF CONDUCT (SCOC)

RESPONSIBLE SOURCING

- Commitment to high ethical standards and sustainability
- Requirements include compliance with the following standards:
 - Universal Declaration of Human Rights
 - The core conventions of the ILO on labor standards
 - All applicable local, national and international laws concerning:



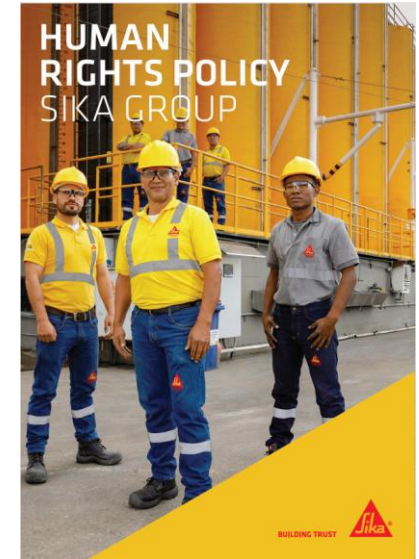
- Anti-corruption
- Fair competition
- Intellectual property, data and privacy protection

- Sanctions, non-proliferation, and export controls
- Environment, Health & Safety (EHS) protection

HUMAN RIGHTS POLICY

RESPECTING HUMAN RIGHTS ACROSS THE VALUE CHAIN

- The policy reinforces Sika's human rights commitment, building on the CoC, the SCoC, and all relevant guidelines and processes
- Sika's due diligence aligns with international standards to identify, prevent, mitigate, and remediate any human rights impacts associated with its activities and business relationships
- Several channels are available to report concerns or misconduct, including the Sika Trust Line
- The following human rights have been identified as Sika's priorities:



- | | |
|--|--|
| ▪ Health and safety | ▪ Fair working conditions |
| ▪ Non-discrimination and equal treatment | ▪ Freedom of association and collective bargaining |
| ▪ Forced labor and modern slavery | ▪ Environmental protection |
| ▪ Child labor | |

RESPONSIBLE SOURCING

ENGAGEMENT IN “TOGETHER FOR SUSTAINABILITY”

- Initiative based on the UN Global Compact and Responsible Care® principles
- Sika is a member since 2020
- Active collaboration to assess the sustainability performance and positively impact its progress within the supply chain of the chemical industry
- Learning and sharing best practices in sustainability with other companies of the industry
- Sika takes part in several workstreams within the initiative:



- WS1: Governance and Partnerships (WS Chair)
- WS2: TfS Assessments (WS Member)
- WS3: TfS Audits (WS Member)
- WS5: GHG Emissions (WS Member)

BOARD RESPONSIBILITIES

BOARD COMPOSITION AND SUCCESSION PLANNING

The Nomination and Compensation Committee (NCC) holds the responsibility for the succession planning. The duties of NCC includes:

- Identification and assessment of potential BoD candidates based on predefined criteria
- Yearly assessment of the Board and the Board Committees regarding performance, constitution and independency
- Yearly assessment of the performance of each member of the Group Management
- Identification and assessment of potential candidates to the position of CEO
- Review of candidates for other Group Management positions as proposed by CEO
- Yearly review and assessment of the succession planning and emergency succession list for positions of Group Management



- It is of high relevance to have a well-balanced composition of the Board - with an independent majority – and an appropriate mix of members representing consistency and renewal.

BOARD RESPONSIBILITIES

BOARD COMPOSITION AND SUCCESSION PLANNING

- The Board of Directors should collectively reflect a diverse range of skills, qualifications, and experiences required to effectively fulfil its duties
- Board members with a broad range of experience are valued over those with deep specialization in a single area
- Where needed, the Board engages external experts to provide training or advice on specific topics
- Information on key skills and experience is available on the website in the detailed view of each Board member

The Board skills matrix is used as a tool to evaluate existing and potential Board members

Criteria	Board members
Experience	
Senior leadership (CEO/other Executive Management roles/chairman)	8/9
Industry experience/business model	6/9
Global organization	9/9
Skills/Expertise	
Financial/audit/accounting	5/9
Strategic planning/business development/M&A	9/9
Human capital/talent development/compensation	6/9
Brand value/marketing/sales	4/9
Technology/innovation/sustainability	4/9
Digital/e-commerce/information security	6/9
Governance/legal/risk management	5/9
Operational/manufacturing/supply chain	4/9

33%

women on the Board

4 yrs

average tenure of Board members

RISK MANAGEMENT

RISK MANAGEMENT ALONG THE ENTIRE VALUE CHAIN

- The Board of Directors is responsible for overseeing Sika's risk management.
- Sika's risk management process is regularly reviewed and updated, enabling the company to identify potential risks more effectively and implement robust mitigation practices. This process is used rigorously to ensure that any potential risk on the company and its stakeholders is mitigated

TOP RISKS			
STRATEGIC	OPERATIONAL	FINANCIAL	ORGANIZATIONAL
▪ Price pressure and cost inflation ▪ Changing product compliance requirements and regulations ▪ Country risk ▪ Climate change ▪ Geopolitical tensions and fragmentation in a multipolar world ▪ Competition law/antitrust	▪ Talent shortage ▪ Business interruption ▪ Cyber and data security ▪ Supply chain - direct material sourcing	▪ Impairments ▪ Currency fluctuation / FX risk	▪ Environmental, health, and safety (EHS) exposures ▪ Reputation risk ▪ Hostile takeover / activism ▪ Loss of Sika's unique culture / entrepreneurship

RISK MANAGEMENT

FOCUS: CLIMATE CHANGE

Evaluating climate-related risks and opportunities related to its business and developing appropriate response measures, as required by the TCFD recommendations, are of vital importance to ensure long-term sustainable performance and the business continuity of Sika

-  **Disclose the organization's governance around climate-related risks and opportunities**
-  **Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material**
-  **Disclose how the organization identifies, assesses, and manages climate-related risks**
-  **Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material**

CAPITAL ALLOCATION POLICY

PRIORITY ON HIGH, LONG-TERM VALUE CREATION

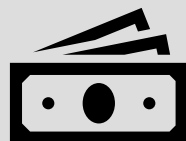
1 Invest in the Business



- Capital Expenditures
- Bolt-on Acquisitions

- Organic investment in footprint expansion, capacity, and efficiency
- Bolt-on acquisitions create additional growth platforms and attractive equity returns

2 Attractive Dividend



- Dividend Growth

- Progressive dividend policy

3 Healthy Balance Sheet



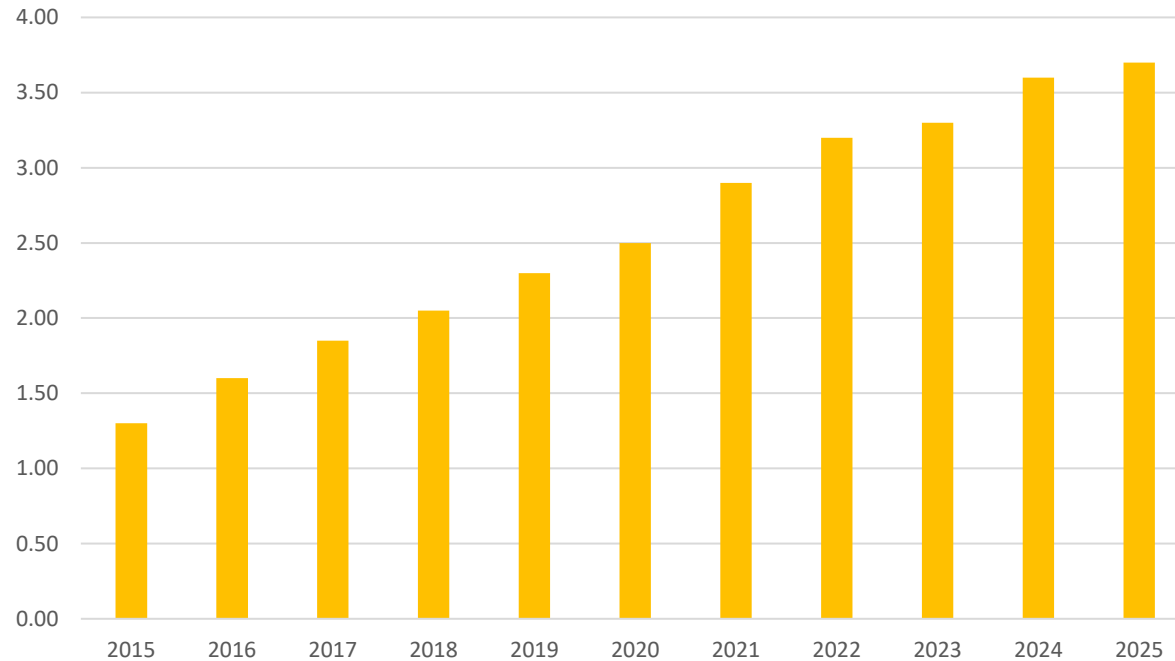
- Strong Investment Grade Rating

- Net Debt/EBITDA ratio of 1.3-2.3
- Maintain strong cash flow and deleveraging profile
- Opportunistic share buybacks

CAPITAL ALLOCATION

RELIABLE AND CONTINUOUS DIVIDEND PAYOUT

- Sika has increased its dividend at a double-digit average annual rate for the last 25 years

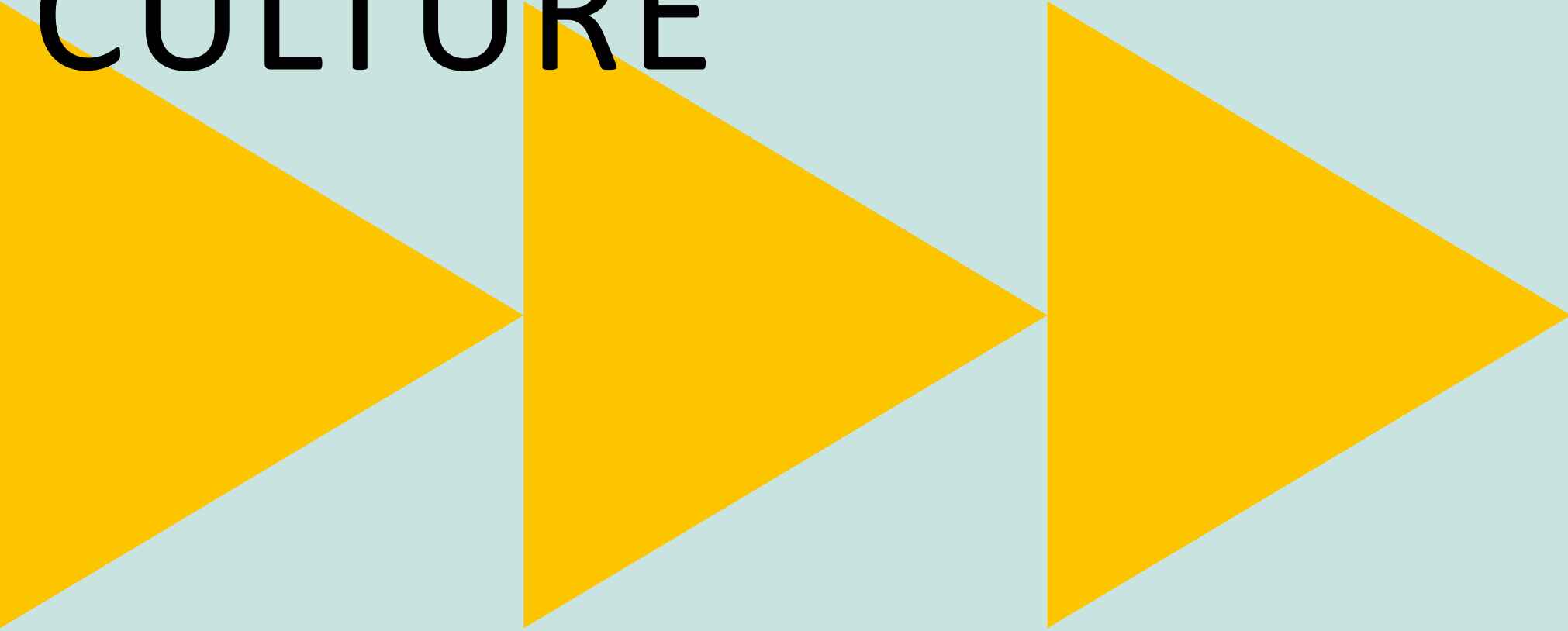


in CHF, aligned

PERIOD 2015-2025

- Average payout ratio: > 40%
- Payout in absolute terms increased every year
- Dividend for 2025: +2.8%

CORPORATE CULTURE



STRONG CORPORATE CULTURE

SIKA'S VALUES AND PRINCIPLES

- Sika's Values and Principles are the foundation for the Code of Conduct
- They are put into action through strong leadership and by all employees every day, worldwide

1 Customer First

Sika is dedicated to provide and maintain the highest quality standards with its products and services.

4 Empowerment and Respect

Sika believes in the competence and the entrepreneurial spirit of its employees.

2 Courage for Innovation

Sika's success and reputation is based on its long-standing tradition of innovation.

5 Manage for Results

Sika aims for success and takes pride in continuously achieving outstanding results and outperforming its markets.

3 Sustainability and Integrity

Sika takes a long-term perspective on the development of the business and acts with respect and responsibility toward its customers, stakeholders, and employees.

VALUES AND PRINCIPLES

CUSTOMER FIRST

29



- Listen to customers, understand their needs and provide them with solutions that give them a real advantage – keep customers' success in mind
- Provide and maintain highest quality standards
- Build long-lasting and mutually beneficial relationships
- Provide professional service

VALUES AND PRINCIPLES

COURAGE FOR INNOVATION



- Sustainability is an integral part of the innovation process and development of new products
- Innovation management with focus on the Sika Product Creation Process
- Close alignment with customer and market needs
- Actively challenge and accept being challenged
- Consider innovation in all business activities; including a diverse workforce to foster it

VALUES AND PRINCIPLES

SUSTAINABILITY & INTEGRITY

- Comply with Sika's Code of Conduct
- Align daily business with Sika strategy and related targets
- Act with respect and responsibility towards all stakeholders
- Operate with strong focus on safety, quality, environment, fair treatment, social involvement, responsible growth, and value creation
- Actively engage with the community



VALUES AND PRINCIPLES

EMPOWERMENT & RESPECT



- Decentralized, flat organization, decision power delegated very close to customers
- Believe in the competence and entrepreneurial spirit of employees
- Train and develop local people. Mainly local nationals running country organizations
- Foster trusting and respectful working relationships
- High priority on training and development as well as on promoting internal candidates

VALUES AND PRINCIPLES MANAGE FOR RESULTS

33



- Aim for success, outstanding results, and outperformance
- Clear and well-anchored mid-term strategic targets, pursue vision with long-term view
- Functions and projects are clearly assigned, clear accountability
- Transparent performance management focused on well-defined KPIs
- Benchmarking/Best Demonstrated Practice

STRONG CORPORATE CULTURE

HIGH EMPLOYEE LOYALTY AND ENGAGEMENT



- Sika Senior Management roles are normally filled in-house or with managers joining from acquisitions
- The long-term employee prospects and the corporate culture are among the reasons behind Sika's low employee turnover
- Sika is proud that employees remain with the company for a long time and contribute their know-how and experience over a lengthy period

GLOBAL BUT LOCAL

THE SIKA STRATEGY AND ITS DECENTRALIZED IMPLEMENTATION



TARGET MARKETS

what

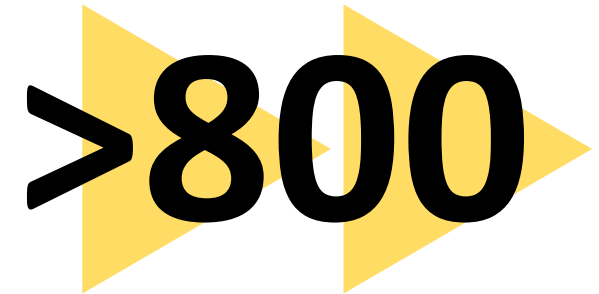
X



NATIONAL SUBSIDIARIES

how

=



STRATEGIC OPPORTUNITIES

who/when

STRONG CORPORATE CULTURE

EMPLOYEE SURVEY 2026 CONFIRMED LOYALTY AND ENGAGEMENT



FROM YOUR VOICE TO IMPACT
GLOBAL EMPLOYEE
SURVEY 2026



OUTSTANDING ENGAGEMENT RESULT

88

INDEX POINTS **OUT OF 100**

EXTREMELY HIGH PARTICIPATION RATE

88%

OF MORE THAN **27,000 EMPLOYEES**

- **Employee Engagement anchored in Strategy 2028**
- **Group-wide employee survey**, administered externally to ensure full anonymity and confidentiality
- Excellent participation rate confirms the positive trend: 78% (2019), 86% (2024), 88% (2026), **signalling trust and willingness** to get involved
- Outstanding **Engagement Score of 88** above target and increasing vs. 2024 results (+2)
- Sika continues to provide a workplace where employees feel **safe, supported, and valued**. **Leadership and team collaboration** are rated very positively
- Next employee survey will take place in 2028

STRONG CORPORATE CULTURE

EMPLOYEE SURVEY 2026 CORE TOPICS

- The survey was available in **35 languages**
- Employees were asked to provide feedback on a set of **85 questions**, including two open-text comments
 - 87% feel working at Sika is meaningful
 - 79% strongly believe that Sika's strategy guarantees future corporate success
- An **external benchmark, covering ca. 100 companies** across all industries globally, was used to compare Sika's results to the market
- The external benchmark was exceeded in all dimensions

CORE TOPICS FOR EMPLOYEE ENGAGEMENT	
CLUSTERS	TOPICS
Work	Job, work processes, safety, working time and work-life balance, working conditions, and new ways of work
Relations	My immediate superior, top management, collaboration across teams, teamwork
Growth	Customer orientation, learning culture, change, sustainability, strategic alignment
Structure and Framework	Recognition and remuneration, career development opportunities, company-wide communication
Diversity and Integrity	Diversity and inclusion, culture of belonging, compliance

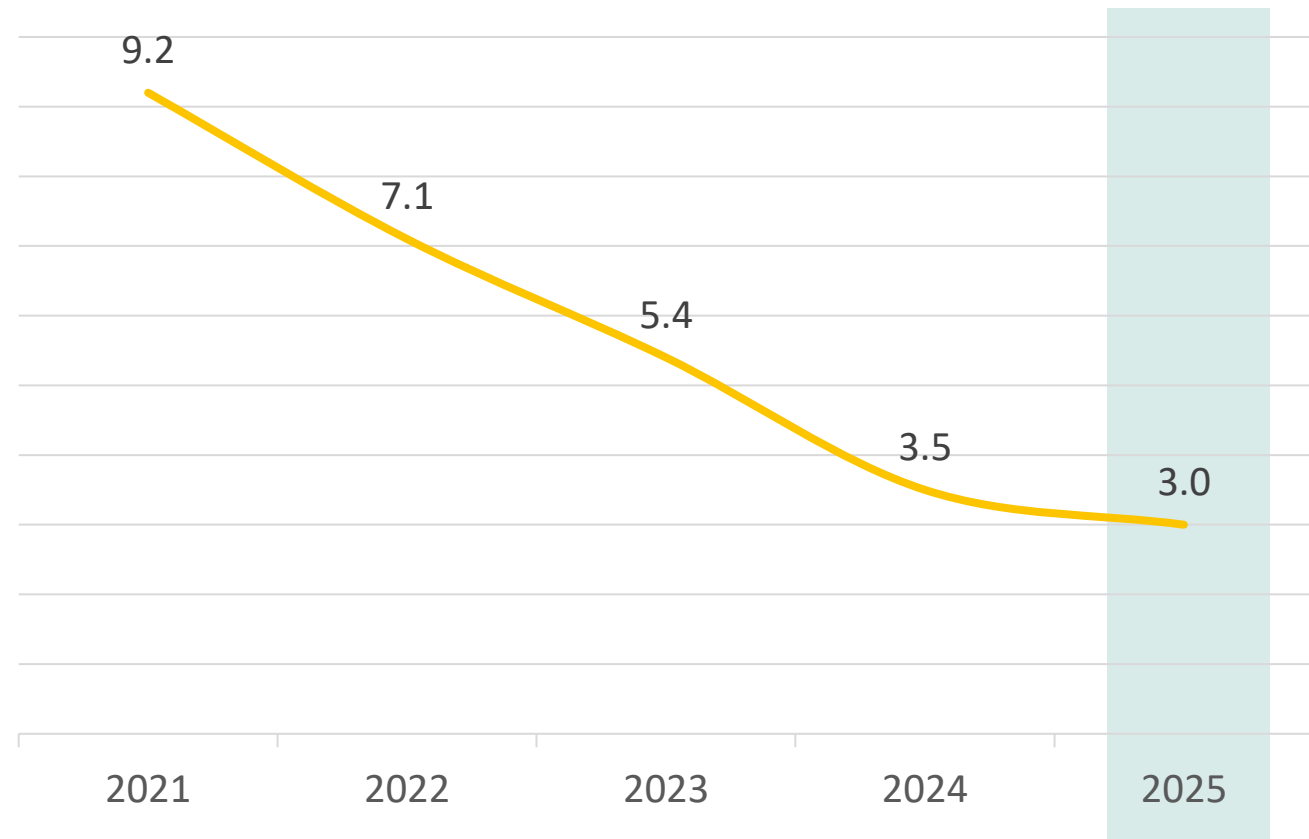
HEALTH AND SAFETY

SAFETY FIRST – PROTECTING OUR PEOPLE

OCCUPATIONAL SAFETY

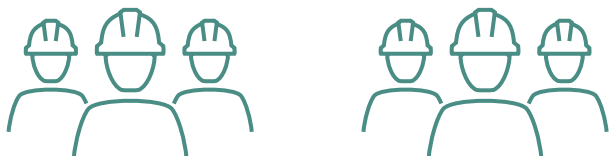
- Safety is a value embedded in every action, decision, and interaction
- The Sika Safety Program aims to improve leadership, commitment and employee participation
- 2nd Sika Global Safety Survey completed in June 2025
- In 2025, -14.1% of LTAs per 1,000 FTE vs. 2024

Lost Time Accidents (LTAs) per 1,000 FTE

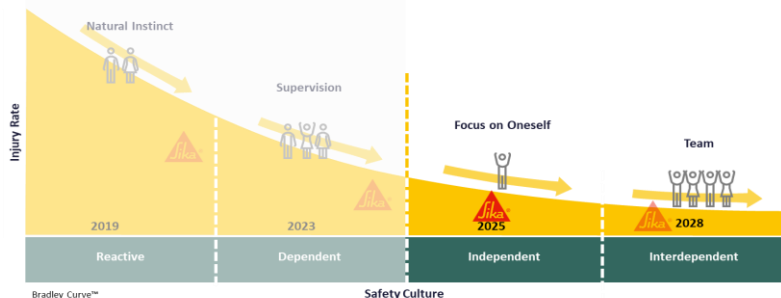


HEALTH AND SAFETY

GLOBAL SAFETY SURVEY 2025 – PROGRESS IN SAFETY CULTURE



28,029 employees participated
82% (+8% vs 2023)



Bradley Curve™ advancement

- Safety culture progressed from “Dependent” to “Independent”

Results:

- **High participation** showed strong employee engagement in safety culture development
- **Safety culture score improved** +10 points to 67 since 2023, with progress achieved **across all regions**
- Improvements driven by **safety processes, initiatives, and training participation**
- Increased employee **safety awareness and knowledge**
- **Leadership engagement and communication** remain key focus areas for improvement

Next Global Safety Survey:

- 2028, goal to reach “Interdependent” safety culture, where teams take full ownership for safety and believe zero harm is achievable

STRONG CORPORATE CULTURE

SIKA DAY

Sika Day 2021

Together, we are committed to leadership, diversity, and integrity.



Sika Day 2022

We promote a safety culture. Never compromising on safety to protect our people.



Sika Day 2023

Caring for each other beyond the expected.



Sika Day 2024

One team, many voices. Goind beyond together.



Sika Day 2025

Winning together!



Sika Day 2026

Our People.
Our Safety.
Our Success.



EMPLOYEE ENGAGEMENT DIVERSITY ON ALL LEVELS

COMMITMENT OF SIKA LEADERS

- Build an inclusive and attractive environment
- Non-discriminatory practices in employment
- Equal opportunities in the recruitment process and in the professional development of employees
- Increase the percentage of women in leadership positions

24.8%

female
employees

70

nationalities among
Senior Managers

**Balanced age
structure**

with 11.4% below 30 years
old and 26.6% above
50 years old

25.0%

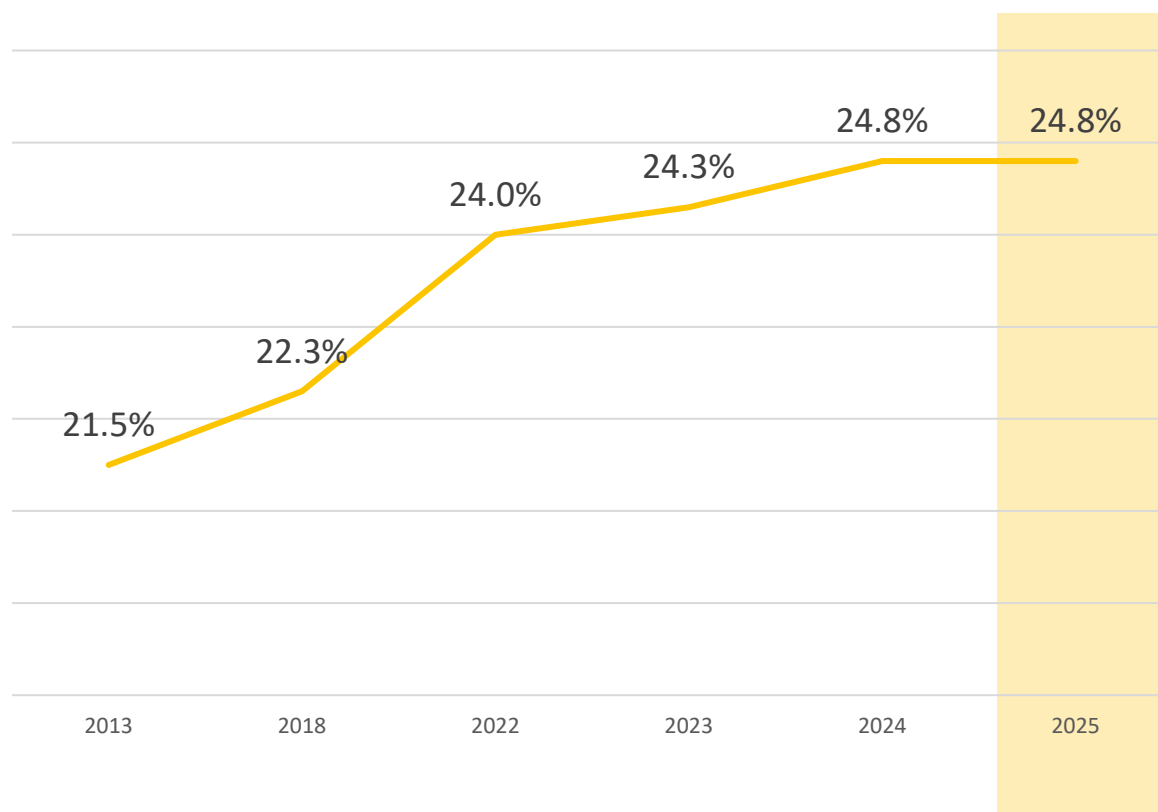
women in
Group
Management

EQUAL TREATMENT AND OPPORTUNITIES

DISTRIBUTION OF WOMEN IN SIKA

Representation of women in total work force: 24.8%

- Focus on initiatives to promote women in sales and operations as this is a common route to Senior Management
- Focus on increased share of female talents in Sika's internal talent pool as well as for leadership training nominations



Company Management (incl. Senior Managers and local Company Mgmt Teams)	25.0%
Middle Management	24.2%
Staff	24.9%

EQUAL TREATMENT AND OPPORTUNITIES

ATTRACT, ENGAGE, AND PROMOTE – EXAMPLES OF INITIATIVES

Overall responsibility and high priority for BoD and Group Management.

Global Diversity Steering Committee sets and oversees the **global D&I Strategy**, validates the action plan, targets and timeline. **Coordination leadership** establishes KPIs and monitor progress, fosters an inclusive workplace culture that respects and values diverse perspectives.

ATTRACT

- Employer branding that attracts female talents
- Cooperation with associations to attract more young women to STEM professions
- Traineeship programs targeting women specially or targeting a gender balance in all regions
- Participation in Women Contact Day career fair

ENGAGE

- Awareness campaigns to anchor diversity and inclusion (D&I) as a core principle in the organization
- Global and local networking events for women at Sika
- Training Sika leaders in building diverse teams
- Participation in local women's networks such as Women in Manufacturing
- Local Diversity workshops

PROMOTE

- Talent pool: strong focus on gender diversity in Sika's talent pool
- Training: more nominations of women for talent training programs
- Development: support female talents in their career advancement

SUSTAINABLY SIKA



BUSINESS MODEL AND ORGANIZATION

BUSINESS MODEL

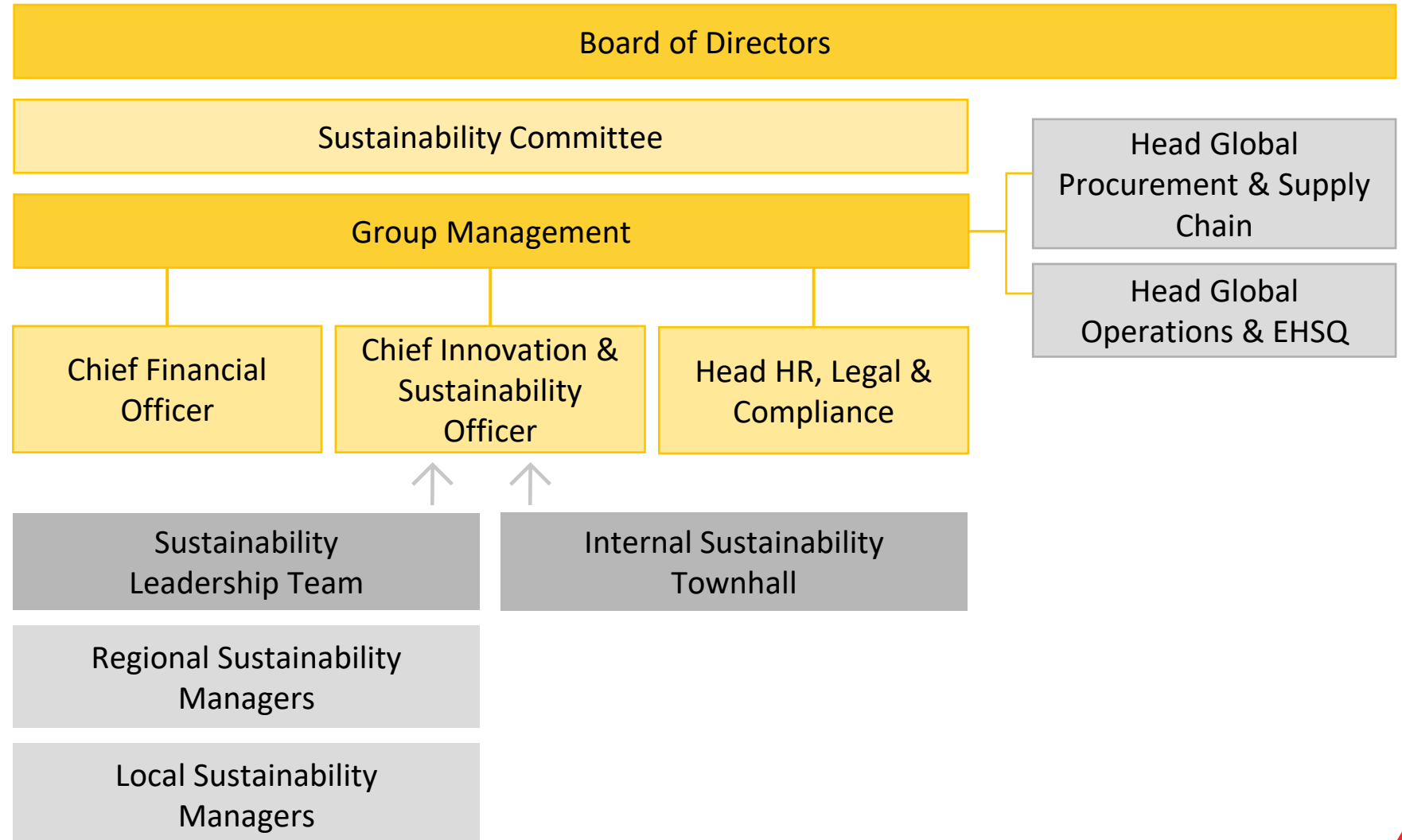
SUSTAINABLE VALUE FOR ALL STAKEHOLDERS



- Sika is well-positioned in both emerging and mature markets thanks to its global network of subsidiaries in 103 countries, along with its first-class solutions that are tailored to customer needs.
- The company creates sustainable value for its stakeholders to whom the derived economic value is distributed.

ORGANIZATION LEADERSHIP AND RESPONSIBILITIES

Over the past years, Sika has strengthened its sustainability organization, defining new roles and responsibilities at corporate and regional level as well as throughout the entire organization.



ORGANIZATION

DOUBLE MATERIALITY ASSESSMENT (DMA)

In 2025, Sika completed its 1st DMA; results were approved by the Board of Directors.

Topic	Sub-topic	Upstream		Own operations		Downstream	
		Impact	Financial	Impact	Financial	Impact	Financial
E1 – Climate change	Climate change adaptation						
	Climate change mitigation						
	Energy						
E2 – Pollution	Pollution of air						
	Pollution of water						
	Pollution of soil						
	Substances of concern						
	Substances of very high concern						
	Microplastics						
E3 – Water and marine resources	Water						
	Marine resources						
E4 – Biodiversity and ecosystems	Assessed at topic level						
E5 – Resource use and circular economy	Resource inflows						
	Resource outflows						
	Waste						
S1 – Own workforce	Working conditions						
	Equal treatment and opportunities						
	Other work-related rights						
S2 – Workers in the value chain	Working conditions						
	Equal treatment and opportunities						
	Other work-related rights						
S3 – Affected communities	Assessed at topic level						
S4 – Consumers and end-users	Assessed at topic level						
G1 – Business conduct	Assessed at topic level						

■ Material ■ Not material ■ Not applicable

PARTNERSHIPS

PARTNERSHIPS OVERVIEW



Reporting standards and frameworks



Membership of associations

Initiatives



Ratings

Indices



Collaboration

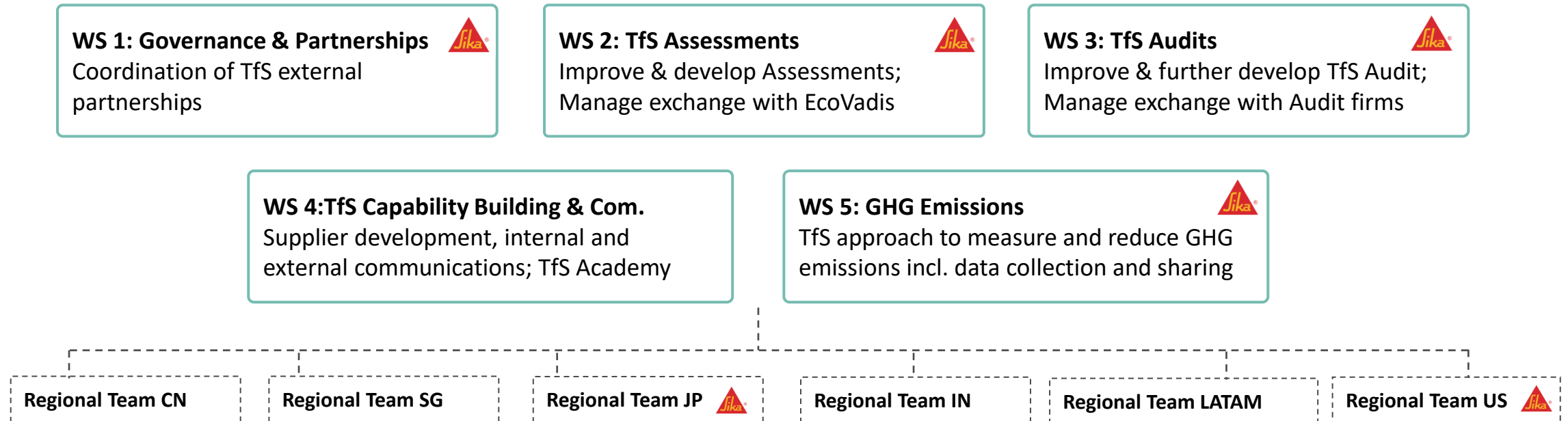
PARTNERSHIPS

ALIGNMENT WITH THE UN SDGs



PARTNERSHIPS

TOGETHER FOR SUSTAINABILITY (TFS)



 Sika selects and actively contributes to specific TfS Work Streams and Regional Teams based on identified strategic priorities

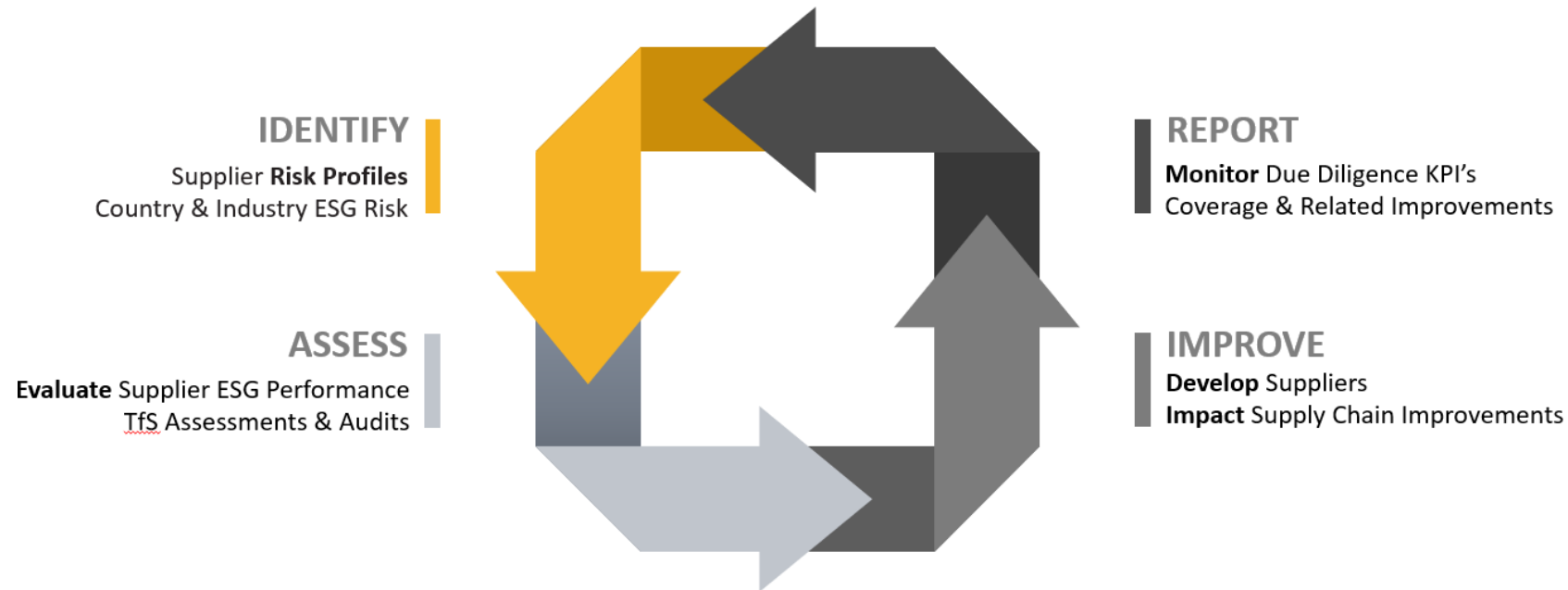
**Sustainability is a combined effort across the value chain.
Therefore, we need to partner up and leverage expertise of the Group.**

PARTNERSHIPS

TFS – SUPPORTING SIKA'S SCDD APPROACH



- **Sika Supply Chain Due Diligence (SCDD)** process is based on four key pillars: risk identification, risk assessment, supply chain improvement, and reporting.
- The **TfS framework** with its standardized tools – TfS Assessments and TfS Audits – enables member companies and their suppliers to assess, drive and improve sustainability performance of chemical supply chains through a shared infrastructure.



“An assessment or audit for one member company is an assessment or audit for all”

PARTNERSHIPS

TFS – SUPPORTING SIKA'S SCOPE 3 ACTIVITIES



The scope 3 Greenhouse Gas Emissions (GHG) activities are centered around four key areas:

1. **TfS Product Carbon Footprint (PCF) Guideline:** open-source PCF Guideline and data model for chemical industry in line with product accounting standards.
 - Improving Scope 3 Reporting: White Paper exploring challenges and solutions related to carbon accounting methodologies
2. **TfS PCF Exchange IT Solution:** a platform for TfS members that enables corporations and suppliers to share upstream product carbon footprints.
3. **Chem-X Project:** development of an open and collaborative digital data space to support the sustainable transformation of the chemical industry.
4. **Cooperation:** collaboration across ecosystem of initiatives working on the scope 3 challenge.



PARTNERSHIPS

TASKFORCE ON NATURE-RELATED FINANCIAL DISCLOSURES

- **Since September 2022**, Sika has joined the **TNFD Forum**, a global consultative group with over 1,800 members



- The TNFD framework follows four pillars: **Governance, Strategy, Risk Management, and Metrics & Targets**—aligned with the TCFD framework
- Sika uses TNFD tools to apply the **LEAP** (Locate, Evaluate, Assess, Prepare) approach:
 - **Operations:** initial assessment of nature-related risks at manufacturing sites using tools such as **ENCORE, SBTN Sectoral Materiality, WRI Aqueduct, and IBAT** to identify water-stressed or biodiversity-sensitive locations
 - **Upstream value chain (2025):** case study identifying key raw and value-added materials linked to biodiversity loss and ecosystem degradation using **ENCORE** and the **SBTN High Impact Commodity List**

OUTLOOK



Further embed the TNFD framework to strengthen the **identification and management of nature-related risks and opportunities** across operations and the upstream value chain

Focus: deepening analyses of impacts and dependencies in own operations, particularly **water-related risks at sensitive sites**, and on assessing biodiversity pressures linked to **upstream raw materials**, enabling targeted supplier engagement and prioritized mitigation actions

DECARBONIZATION

SIKA WAY TO NET ZERO

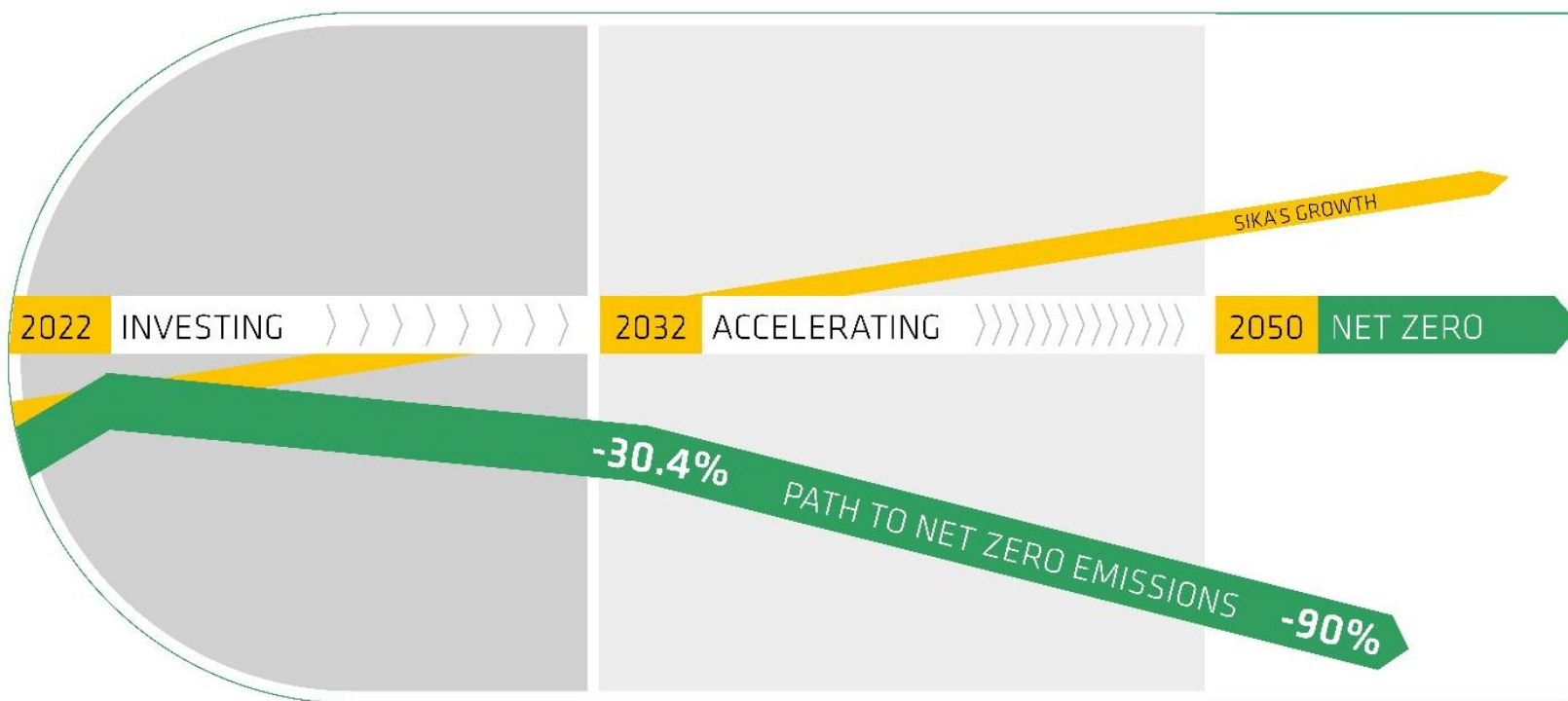
COMMITTED TO REACH NET ZERO NO LATER THAN 2050



- Sika aims to be a driver of the transformation of the construction and manufacturing industry towards net zero and is committed to the net zero target by 2050 based on Science Based Target initiative(SBTi)
- Sika's near and long-term science-based GHG reduction targets are SBTi approved
- Collaboration of all stakeholders is vital to reach this ambitious goal
- Sika's growth strategy leads to increased reduction goals in absolute terms over time. In its net zero journey, Sika aims to achieve a win-win environment with committed stakeholders (up and downstream)

SIKA'S NET ZERO ROADMAP

DRIVING THE TRANSFORMATION



OUR KEY LEVERS

Accelerated use of alternative low carbon supplies

Education and capacity building to improve material efficiency and circularity

Partnerships with key suppliers who support Sika's path to net zero

Development of new technological solutions for construction and industry

Continued focus on operational efficiencies

SIKA'S NET ZERO ROADMAP

VALIDATED SBTI TARGETS AND IDENTIFIED LEVERS

SBTi VALIDATED REDUCTION TARGETS

COMPANY/FINANCIAL INSTITUTION	TARGETS		
	NEAR TERM	LONG TERM	NET-ZERO
Sika AG ★ Switzerland, Europe	1.5°C	1.5°C	2050

▪ Scope 1&2*

- 50% by 2032
- 90% by 2050

▪ Scope 3

- 30% by 2032
- 90% by 2050

* The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

IDENTIFIED LEVERS

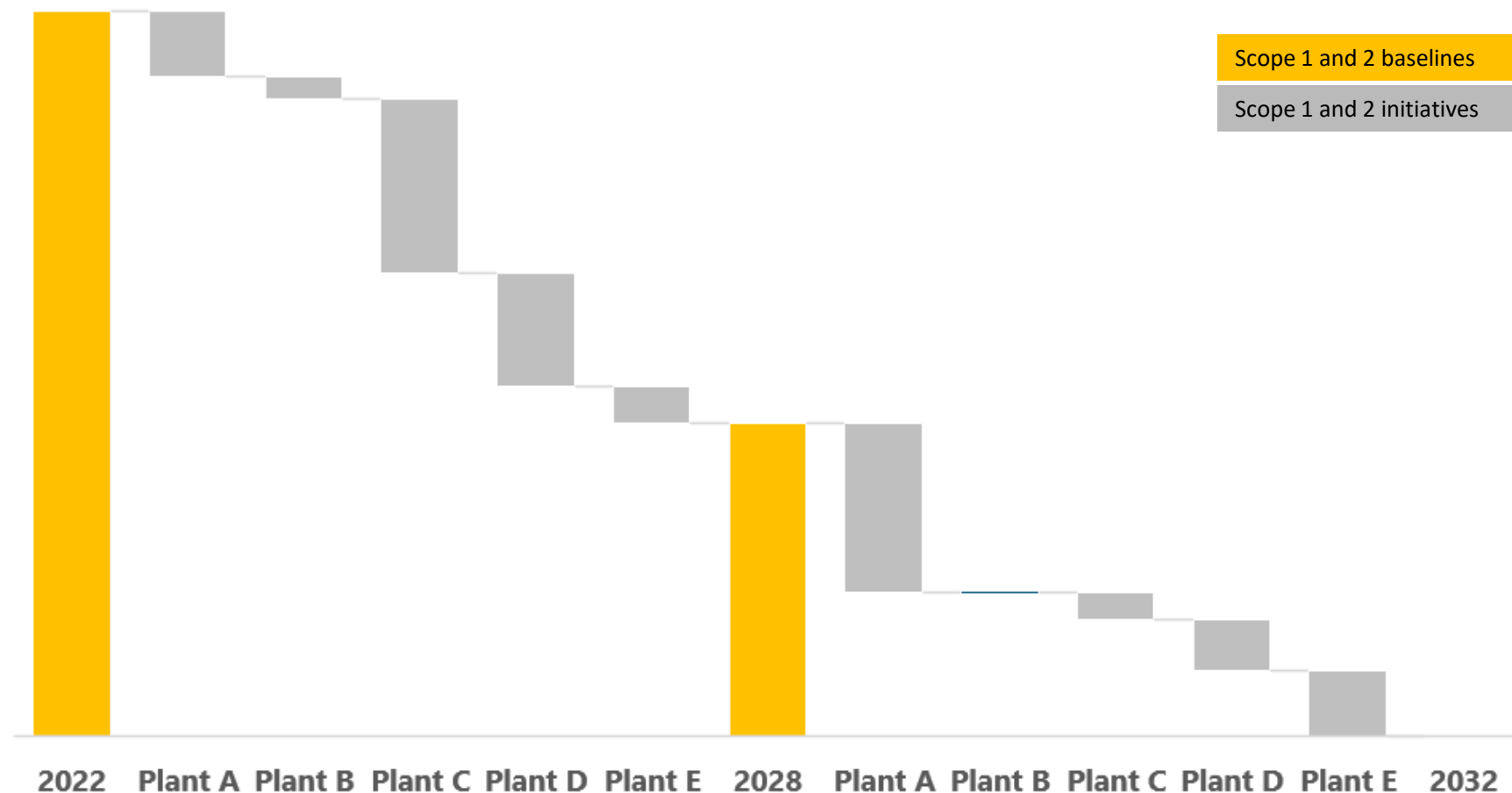
SCOPE 1 AND 2	Optimize energy efficiency	Green energy sourcing	Reduce energy from fossil fuels
		Reduce energy losses	Production processes electrification
SCOPE 3	Increase durability	Alternative and efficient use of raw materials	Replacement of cement
	Supplier engagement (sectoral decarbonization)	Portfolio steering: less carbon intensive products	
		Pre- and post-consumer recycling	

OPERATIONAL EFFICIENCY FOR SCOPE 1 AND 2 REDUCTION

INDICATIVE ROADMAP FOR LARGE FACTORIES (CLUSTERS)

KEY ACTIONS

- Reduce energy losses
- Monitor cooling/heating
- Recover waste heat from processes
- Reduce fossil fuels
- Install PV panels



ENERGY OPTIMIZATION IN MICROFIBER EXTRUSION

ENERGY EFFICIENCY & GHG REDUCTION – SIKA PERU

- **Energy-efficient extrusion process** reducing energy consumption per kg of product
- **Detailed energy flow analysis** to identify and capture energy saving potentials
- **Optimized cooling systems (free-cooling integration)** reducing electricity demand for temperature control
- **Improved insulation & process efficiency** minimizing heat losses across production lines
- **Closed-loop recycling of production scrap (>90%)** reducing material waste and reprocessing needs on-site



SUPPLIER ENGAGEMENT FOR SCOPE 3 REDUCTION

COLLABORATION WITH SUPPLIERS AND PARTNERS

62



- The **Scope 3 GHG Emissions Program with TfS* partners** is a chemical industry wide approach to **monitor, manage, and reduce emissions**
- A key initiative of TfS was to develop a dedicated tool "**PCF** Exchange Solution**" to collect PCF data and drive transparency
- Sika is also **engaging our suppliers to assess initiatives taken to reduce their scope 1 and 2** and build alliances for our scope 3 reduction
- Sika works with suppliers on **low carbon raw materials and recycling opportunities**



A solution
built on sector
collaboration



*TfS: Together for Sustainability

**PCF: Product Carbon Footprint



SIKA SOLUTIONS
DRIVING SCOPE 3
REDUCTION &
CUSTOMERS'
SUSTAINABILITY
JOURNEY

SIKA DRIVING DECARBONIZATION SOLUTIONS FOR A SUSTAINABLE FUTURE



Durability and prolonged lifespan

By **increasing the lifespan of buildings**, Sika solutions contribute to carbon footprint reduction: increasing the lifespan of a building by **20 years reduces the cumulative CO₂ footprint by 30%**



Clinker reduction and new raw materials

Sika solutions enable high clinker reduction in cement and concrete, ensuring **high performance** and **less environmental impact** even when using more challenging Supplementary Cementitious Materials (SCMs) or alternative raw materials



Circular economy and building envelope

Sika's wide range of durable and long-lasting roofing solutions contribute to **efficient use of resources, reduction of energy consumption** and **greening of cities**. Solutions for **energy-efficient facades** and **waterproof basements**



Water management

Sika provides reliable solutions **meeting the highest requirements** with its unique waterproofing product portfolio, contributing to **efficient, long-lasting infrastructure**, be it for wastewater and drinking water facilities, tunnels, bridges, basements, or balconies

DURABILITY
AND
PROLONGED
LIFESPAN

DURABILITY AND ITS IMPACT ON EMISSIONS

CO2 REDUCTION BY PROLONGING LIFESPAN

- By prolonging the lifespan of a residential/commercial building by 20 years, **the cumulative kgCO₂eq/m² decreases by 30%**
- Lower replacement rate **minimizes waste and resource consumption**
- Prolonged lifespans result in **lower costs for building owners**
- **Building permits** are more easily obtained due to **reduced disturbances** (e.g., noise, dust, etc.)

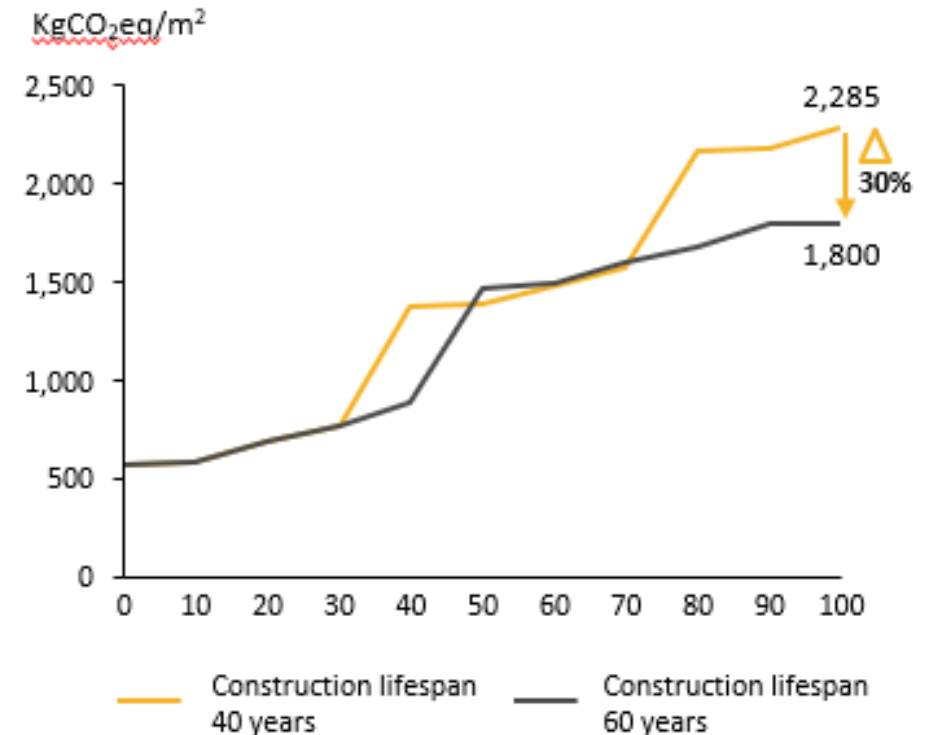
30%

less CO₂eq with 20 years longer lifespan of buildings

>65%

of mature market buildings are older than 30 years

CUMULATIVE kgCO₂eq/m² PER LIFESPAN SCENARIO



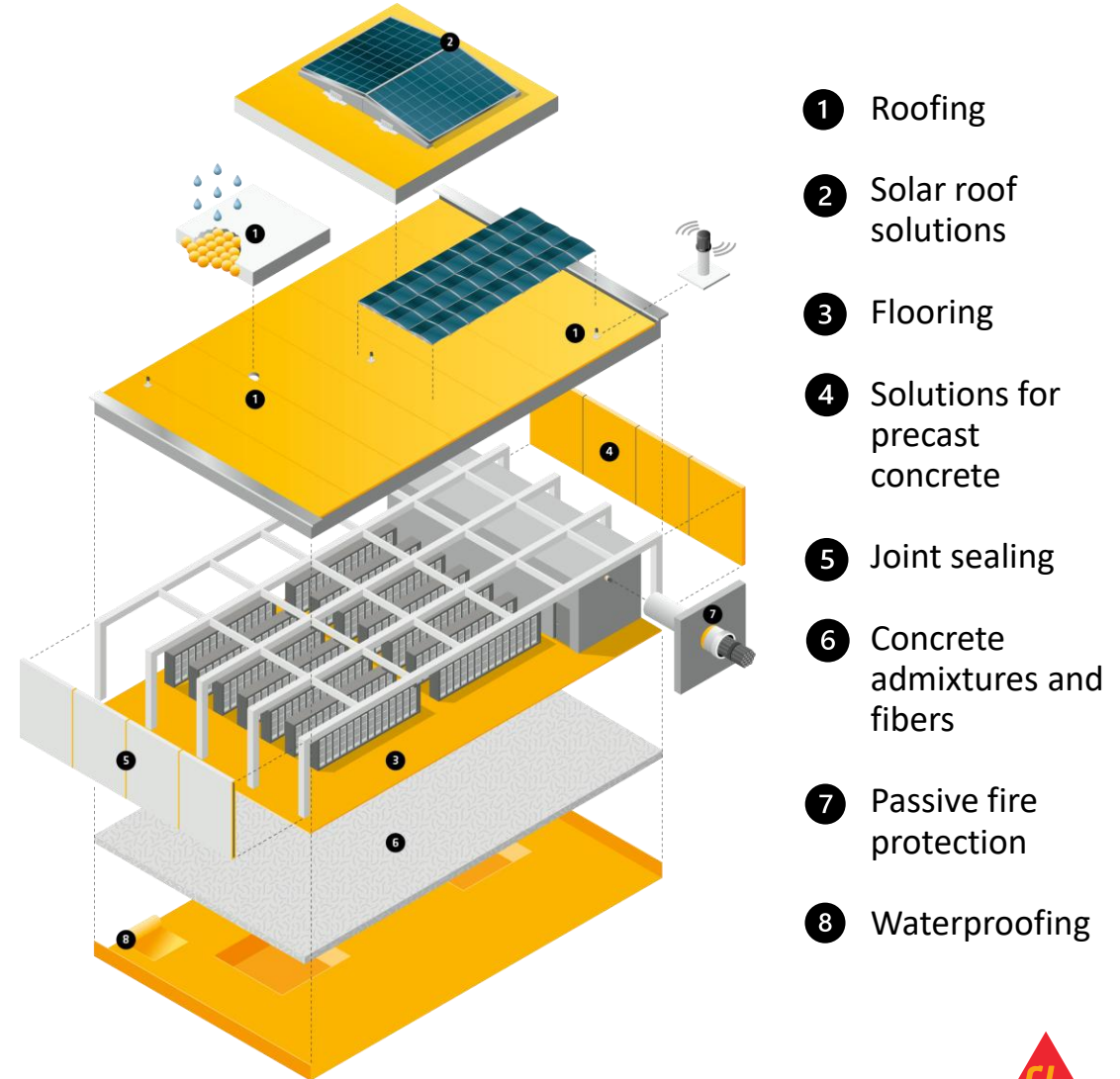
DURABILITY AND ITS IMPACT ON EMISSIONS

SIKA'S BROAD PORTFOLIO ENHANCES DATA CENTERS' DURABILITY



Sika has been working with leading data center developers for more than 20 years, contributing to over 4,000 data centers

Sika solutions support more sustainable and reliable data centers by **protecting critical infrastructure**, ensuring **operational continuity**, and **reducing maintenance and lifecycle impacts**



DURABILITY AND ITS IMPACT ON EMISSIONS

SIKA INNOVATIONS REDUCING TIME, COSTS, AND EMISSIONS



Solar-reflective membranes for cool roofs

- Up to 20% lower energy demand
- Lower roof and indoor temperatures
- Extend roof lifespan with lower thermal stress
- Best practice for reducing CO₂ emissions*



Sika fibers for reinforced concrete

- Eliminating steel mesh in floor slabs
- Improving durability and toughness while saving labor, time, and costs
- Best practice for reducing CO₂ emissions*



*Based on the WBCSD Avoided Emissions Framework: [Avoided Emissions](#) | [WBCSD](#)

MAKING INFRASTRUCTURE DURABLE AND SUSTAINABLE VALUE-ENHANCING SOLUTIONS FOR MAJOR PROJECTS

Sika contributes to major infrastructure projects worldwide by delivering **advanced solutions that enhance durability, sustainability, and performance**, supported by **deep expertise** and **comprehensive technical services** across complex environments.



**Marienhof S-Bahn Station
and Line, Munich,
Germany**



**City Rail Link, Auckland,
New Zealand**



Ishikari Bay, Japan



Hibikinada, Japan

UNDERGROUND INFRASTRUCTURES

IMPROVING QUALITY OF LIFE IN MUNICH AND AUCKLAND

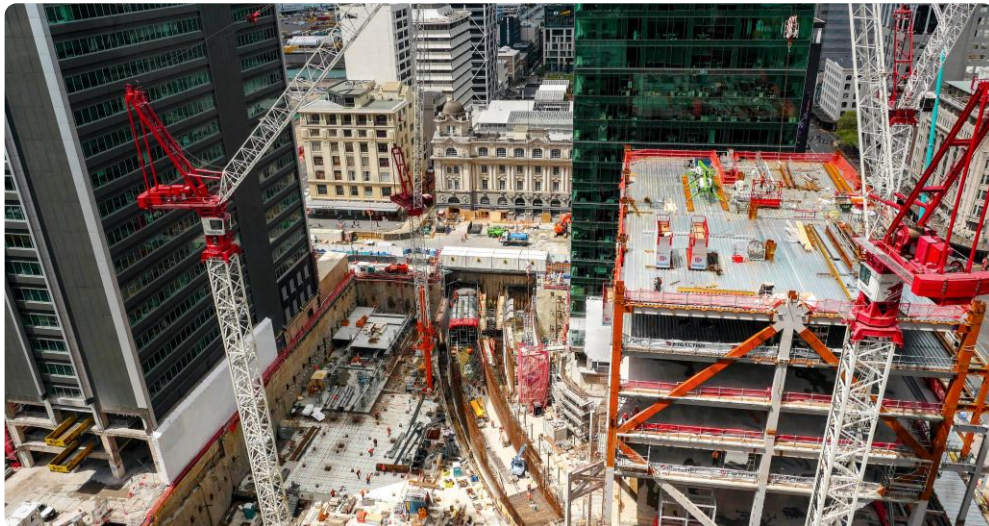


CHALLENGES

- >100 years lifespan → high durability requirements
- >40 meters deep → extreme ground and water pressure

SIKA SOLUTIONS

- Admixtures, fibers, and waterproofing systems deliver:
 - **Durable tunnel infrastructure**
 - **Reliable protection** against water ingress
 - **Lower maintenance and lifecycle costs**



BENEFITS

- Increasing capacity for public transportation
- Easing road congestion
- Shortening commuting times

OFFSHORE WIND FARMS

ENABLING THE EXPANSION OF RENEWABLE ENERGY IN JAPAN



Source: Nikkei BP, Kyushu Electric Power

CHALLENGES

- Construction restricted to a short summer season
- Designed to withstand earthquakes, typhoons, and a harsh marine environment

SIKA SOLUTIONS

- Advanced offshore grouting technologies significantly **increase performance and reduce construction time**
- **Technical training and support** in preparation phase and on site

BENEFITS

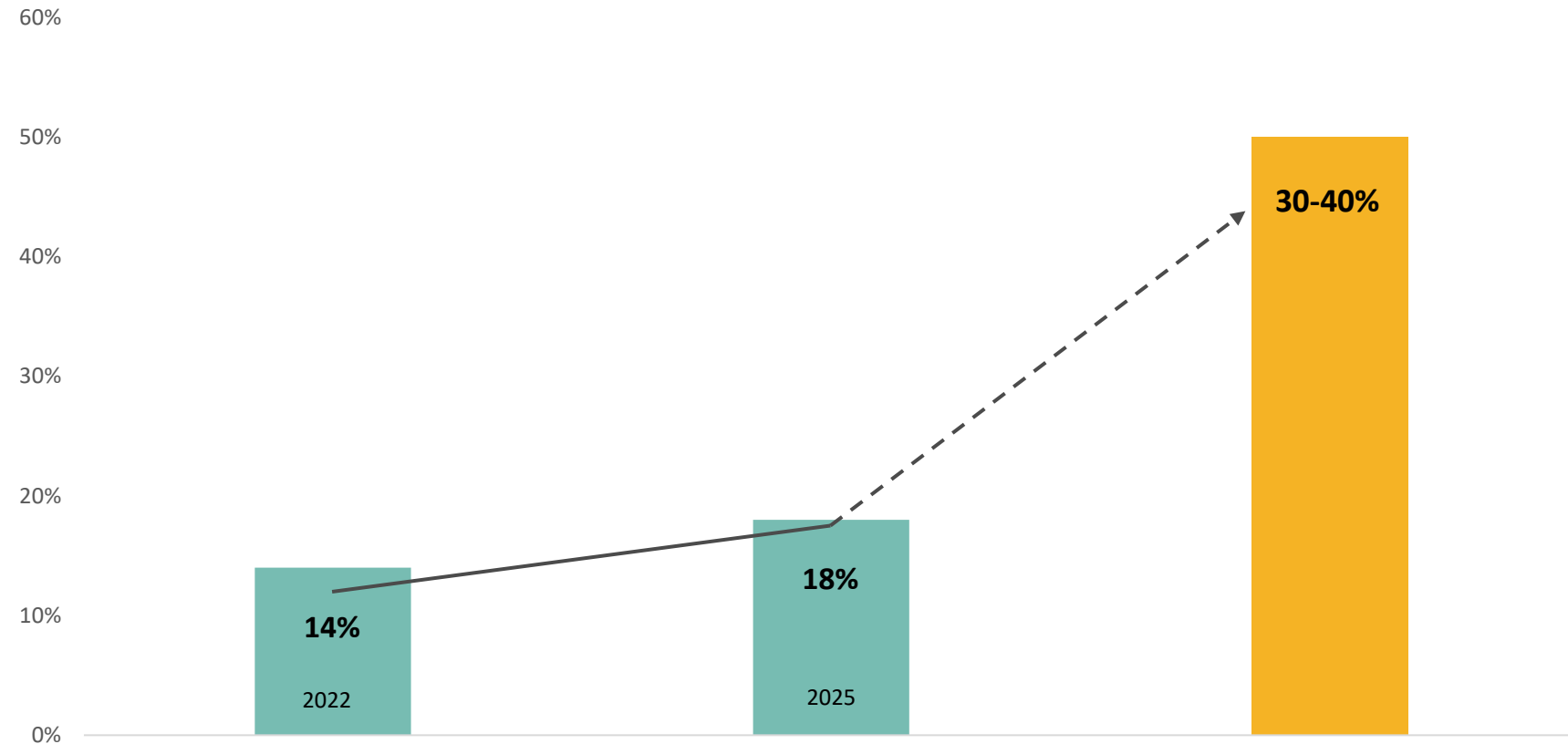
- **Stable power supply to >250,000 households**
- **Preventing > 470,000 tons of CO₂ emissions each year**

CLINKER REDUCTION AND NEW RAW MATERIALS

USE OF ALTERNATIVE RAW MATERIALS

CLINKER REDUCTION: SIKA FORMULATION COMPETENCE IS KEY

- With Sika chemistry know-how and expertise, new type of SCMs* can be introduced in formulations **replacing part of the cement in all mortar categories**
- 18% substitution rate by end of 2025 on global level
- Medium-term ambition of 30–40% clinker replacement



*SCMs: Supplementary Cementitious Materials

USE OF ALTERNATIVE RAW MATERIALS

BIO-BASED MATERIAL IN EPOXY PRODUCTS



Bio-based polymers



Bio-based resin



Sikashield®-501 Primer pro

- Bio-polymer in combination with bio-based resin
- High standard of blush resistance
- 60% lower-emission packaging thanks to recycled steel
- 10% carbon footprint reduced by substituting the standard fossil-fuel based raw materials

Sikafloor® product range

- Partnership with a supplier to find alternatives to fossil fuel-based resins
 - Waste products: bio-based oils and fats
 - Proportion of bio-based carbon atoms certified by a third-party*
- Scope 3 emissions Cat. 1 and 12
 - Up to 20% carbon footprint reduction

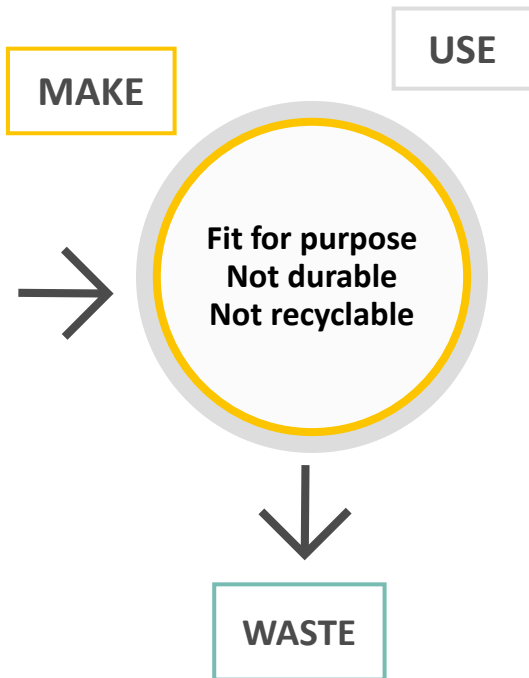
* DIN EN 16640 Carbon-14 radiocarbon method

CIRCULAR ECONOMY AND BUILDING ENVELOPE

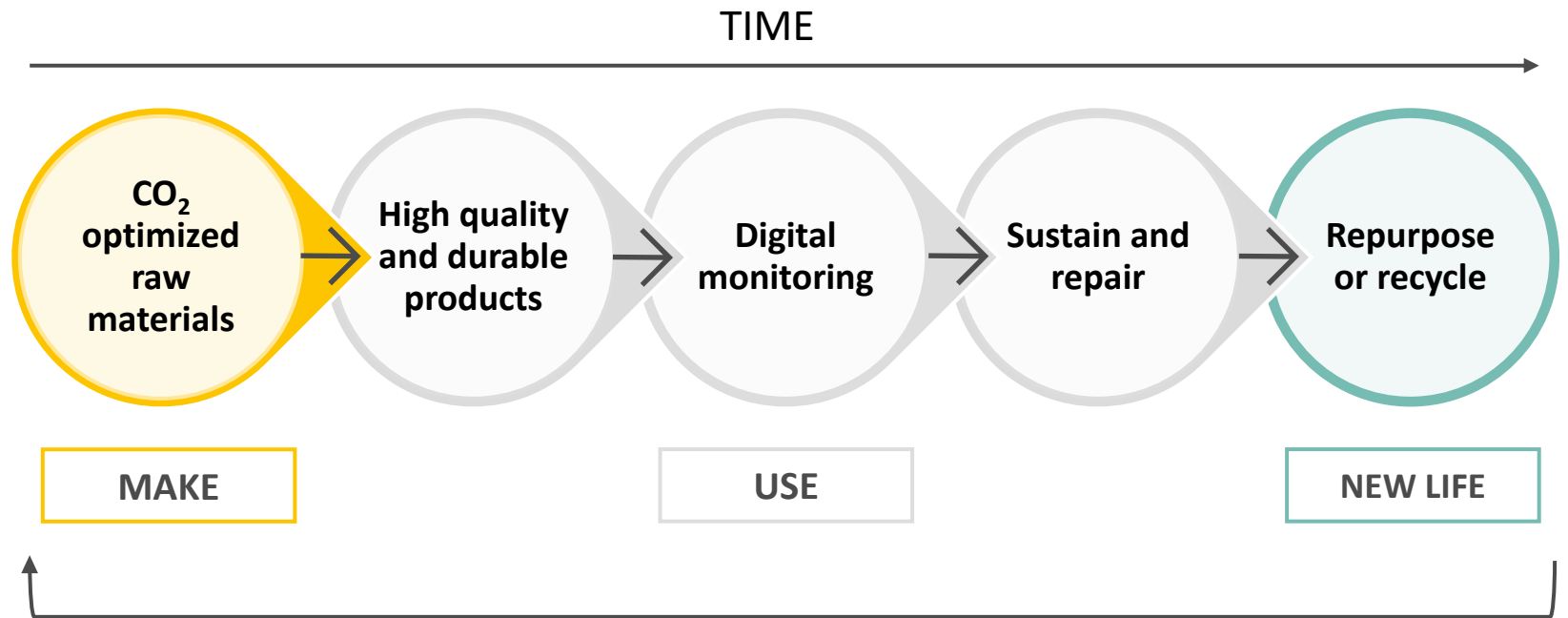
IMPROVING MATERIAL EFFICIENCY AND CIRCULARITY FROM A LINEAR TO A CIRCULAR CONSTRUCTION SECTOR

76

Linear construction

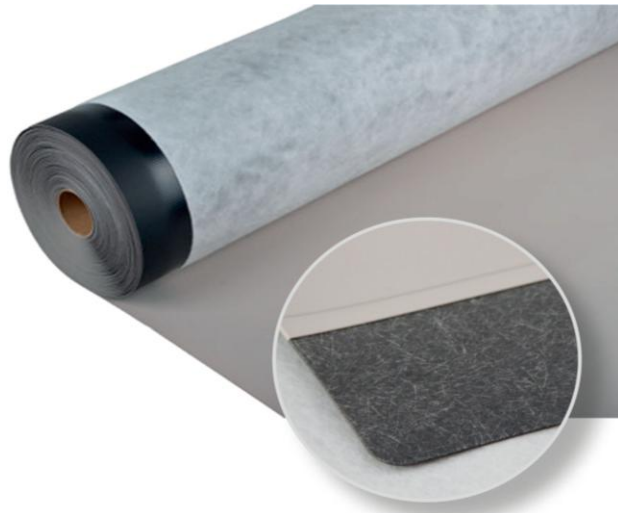


Circular construction



INNOVATIVE SOLUTIONS FOR ROOFING

POST- AND PRE-CONSUMER RECYCLING



- From linear “**make – use – waste**” to **circular economy**
- Sika runs recycling programs since more than a decade:
 - **500 tons of single-ply roofs recycled** by Sika USA in 2025
 - **80 tons of single-ply roofs** taken back in EMEA in 2025
- **Recycled material reused in the production of new membranes**
- **Benefits for building owners:** no compromise on quality and durability, certifications that the roofing membranes contain recycled material

INNOVATIVE SOLUTIONS FOR ROOFING

DECISIVE VALUE ADDED WITH SIKA SARNAFIL® AT

ROOFING INNOVATION: SIKA SARNAFIL® AT



- **Sarnafil® AT** is a hot air weldable roof membrane formulated for direct exposure and usable in all global climatic conditions
- Highly flexible, combining durability, sustainability and ease of installation
- First and only **C2C Certified®** thermoplastic membrane on the market
- **Specification in Green Building projects** e.g., to reach LEED certification

SIKA'S BUILDING ENVELOPE SOLUTIONS FROM ROOF TO FLOOR

FAST AND CLEAN INSTALLATION

- No fasteners or adhesives needed—reducing time, complexity, and disruption

SUPERIOR IMPACT RESISTANCE

- Withstands hail up to 44 m/s—20% better than standard membranes, protecting against severe storms

SELF HEALING PROTECTION

- Patented technology seals small punctures automatically, reducing damage risk during installation and maintenance on the rooftop equipment work

LEAK PREVENTION

- Self-healing technology stops lateral water movement

INNOVATIVE SOLUTIONS FOR ROOFING

SUSTAINABLE, ENERGY-SAVING, AND DURABLE

Sika supplies highly durable, root resistant membranes for

Green Roofs

- Reduce urban heat island effect and improve air quality
- Insulating qualities lead to energy savings
- Noise pollution reduction
- Support biodiversity

Odorless, low-emission

liquid applied membranes

Durable, reliable and high-quality

products combined with know-how and expertise important to install long-lasting roofing solution

Sika solar-reflective membranes for

Cool Roofs

reduce energy consumption by

up to **20%**

Recycling

process contributes to circular economy in construction

HIGH OPPORTUNITY IN RETURNED CONCRETE

TURNING WASTE INTO A VALUABLE CONSTRUCTION MATERIAL

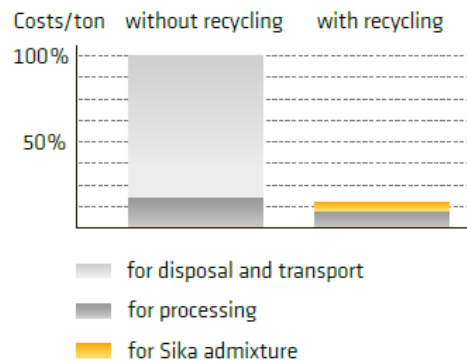
CHALLENGES

- Globally, 4% = 500 million m³ of fresh concrete is returned and discarded per annum

SOLUTIONS

- Innovative Sika admixtures **simplify recycling** and make waste concrete reusable
- Soluble bags are added to the fresh concrete in the truck mixer

PRODUCERS' COSTS OF RETURNED CONCRETE



WATER MANAGEMENT

GLOBAL WATER FACILITIES IN HUMAN ENVIRONMENTS

CURRENT SITUATION, CHALLENGES, AND POTENTIAL

Up to **40% of water supply infrastructure** is nearing the **end of their lifespan**

60,000 wastewater treatment plants globally, out of which 25,000 in Europe

2 billion people still do not have access to safe water

50% of all wastewater is still untreated globally, **>90% in low-income countries**

SIKA DRIVING WATER MANAGEMENT

CLEAN WATER FOR MILLIONS OF PEOPLE

Sika solutions prevent leaks, protect water quality and extend life-span of infrastructures – for new construction and maintenance

↗ **Drinking water plants and Distribution systems**

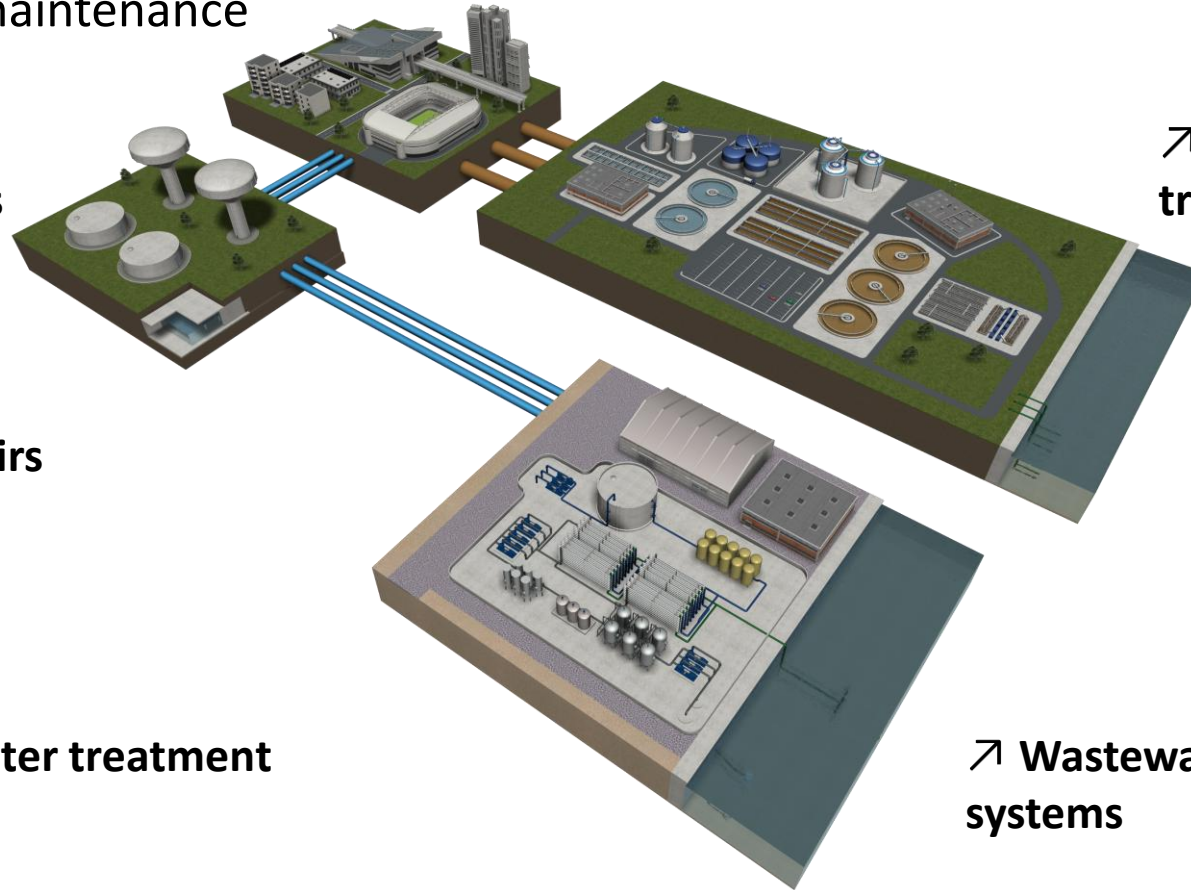
↗ **Industrial wastewater treatment facilities**

↗ **Dams and Reservoirs**

↗ **Stormwater management systems**

↗ **Wastewater treatment plants**

↗ **Wastewater collection systems**



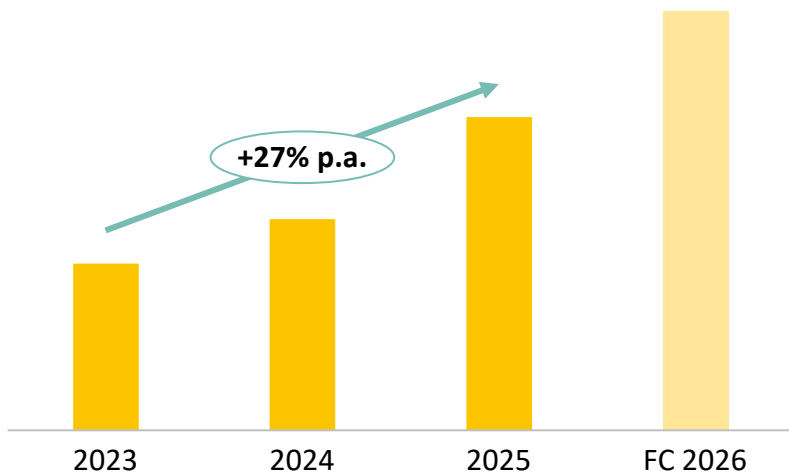
SIKAPROOF A+ WATERPROOFING MEMBRANE SYSTEM

PATENTED INNOVATION GROWING >25% ANNUALLY

SikaProof® A+: The only patented, fully-bonded **pre- and post-applied** waterproofing membrane system. For basement and concrete protection.

- ↙ Applicable for new construction and existing buildings
- Lower lifetime costs for building owners drives specification pull
- Fast and easy application, preferred by contractors

SikaProof® A+ strong growth trajectory



+27%
sales CAGR ('23-'25)

The world's largest airport

Al Maktoum International Airport, Dubai



Waterproofed by Sika

IMPROVING WATER QUALITY IN MEGA CITIES

LONDON THAMES TIDEWAY SEWER SYSTEM



Before: 40 million tons of untreated sewage spills entered the river every year

After: -95% reduction of sewage pollution into the Thames

Project description

- Thames Tideway is currently the **largest water infrastructure project in Europe**
- At present, London relies on a **150-year-old sewer system** built for a population less than half its current size
- **CHF 5.6 billion** investment
- **25 km long, 67 m deep**
- **1.6 million m³ of sewage** can be handled by the tunnel per year
- **120 years of projected lifespan**

Sika solutions

- Concrete admixtures
- Waterproofing systems

MANAGING EXTREME WEATHER EVENTS

DUBAI DEEP TUNNEL STORM WATER SYSTEM



Project description

- The Dubai Deep Tunnel Storm Water System is a prestigious project which aims to **collect and convey groundwater and stormwater** runoff of the Dubai World Central area (~150 km²) and adjacent communities (~250 km²)
- **CHF 325 million investment**
- **10 km long, 11 m diameter tunnel**, at between 30 to 45 m below ground
- **4 deep shafts, 20 m diameter, 45 m deep** to connect collection chambers with the tunnel

Sika solutions

- Curing compounds
- Protective coating

REFURBISHMENT OF EARTHQUAKE DAMAGED FACILITY

TEXAS SUNSET WATER RESERVOIR



Project description

- The Sunset Heights Pump Station and Reservoir is a **vital infrastructure facility distributing drinking water to the city**
- In 2020, an earthquake damaged the **100-year-old drinking water reservoir**
- **Two 15-million-liter concrete water tanks** and a **pumping station** were saved using structural strengthening, **extending service life >50 years**
- **7,500 m³ construction waste savings**
- **2,200 tons CO₂ emissions saved** through the renovation

Sika solutions

- Tanks repair and structural strengthening
- Sealing of cracks
- Joint replacement

PRODUCT SUSTAINABILITY

PRODUCT SUSTAINABILITY STRATEGY TO SCALE

COMPETENCE



Corporate Competence Center

Corporate sustainability team with focus on development of guidance, framework, and tools for the global Sika organization

NETWORK



Decentralized Specialist Network

Product sustainability expertise across Sika with trained specialists, equipped to support sales teams in providing accurate product sustainability information to our customers worldwide

AUTOMATION



Automation Pathways

Sika® Carbon Compass for automated PCF calculation launched globally in 2025. EPD automation, building on PCF data foundation and learnings, to be rolled out globally in 2026

LEVERAGING COMPETENCE ACROSS THE ORGANIZATION

DIGITAL LAB NUAGE — DEVELOPMENT CATALYST

90



Time-to-market reduction
>50%

- Nuage optimizes testing through advanced variable analysis
- Existing database of over 100,000 data points greatly reduces required tests
- Machine learning simulations further minimize need for physical testing



Machine learning allows reduction of experiments by 75%

- Transformation from analog, formulation-oriented way of working to digital process along entire development journey
- Daily expansion of our database with new data points to enrich knowledge

PRODUCT SUSTAINABILITY STRATEGY 2028 AND SPM METHODOLOGY

- In the Strategy 2028, Sika defined a new target “all new product developments with a positive SPM validation”
- The SPM Methodology Paper provides information on how the company aims to be fact-based, transparent, and reliable in evaluating, classifying, marketing, and reporting on the performance and sustainability profiles of its products
 - It is based on the **WBCSD Portfolio Sustainability Assessment (PSA) framework**
 - It was nominated by the EU commission as **an initiative that support the transition pathway for the chemical industry** under the topic “Safety and Sustainability”*



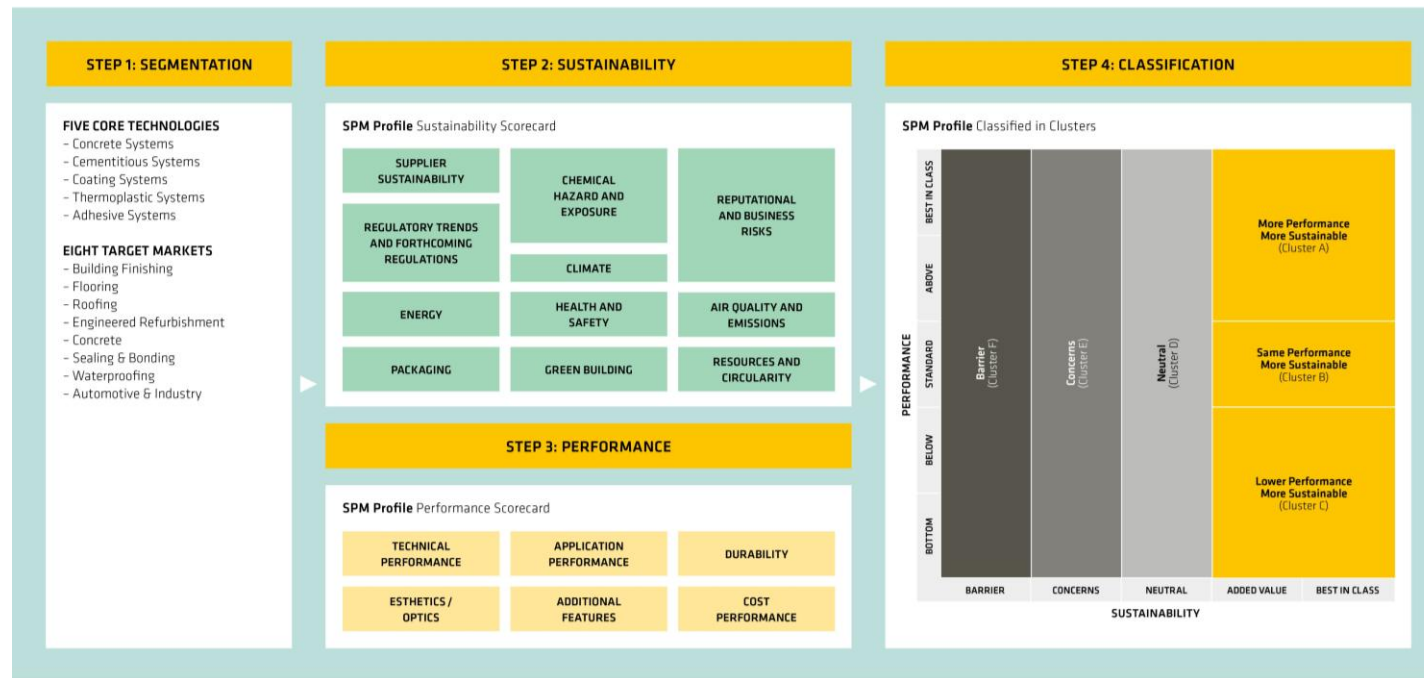
*Initiatives - European Commission ([europa.eu](https://european-council.europa.eu/media/1000000000/1/related_content/eu-initiatives-2020-2024.pdf))

Source: Sustainability Portfolio Management (SPM) Methodology

SPM METHODOLOGY

PRODUCT EVALUATION AND CLASSIFICATION

- The SPM Methodology follows a four-step approach: segmentation, sustainability evaluation, performance evaluation, and classification



- Integrated into the **Product Creation Process (PCP)**, SPM evaluations are executed by an SPM Steering Committee and interdisciplinary teams
- SPM evaluations occur early and **before market release**, providing a standardized approach for efficient product development

SUSTAINABLE SOLUTIONS

EXAMPLES OF PRODUCTS WITH SPM CLASSIFICATION

Cement-based grout specially designed for onshore wind towers, containing recycled materials

SikaGrout® 9320 BE



- Contains recycled materials
- 31% reduction of CO₂ per 25 kg bag
- Contributes towards satisfying 3 credits under LEED v4

Resin based liquid applied waterproofing membrane

Sikalastic®-260 Stop Aqua



- 19% reduction of CO₂ footprint per m²
- Pail with 75% post-consumer recycling material
- Very low VOC emissions

Multipurpose elastic adhesive and joint sealant

Sikaflex®-11 FC Purform®



- No user safety training required
- Very low VOC emissions
- Contributes towards satisfying 1 credit under LEED v4, v4.1 and v5

SUSTAINABLE SOLUTIONS

EXAMPLES OF PRODUCTS WITH SPM CLASSIFICATION

Universal tile adhesive with lightweight fillers

SikaCeram®-260 Starflex



- Significant dust reduction
- Contains 12% pre-consumer recycling material
- 16% reduction of CO₂ footprint

Universal tile adhesive with light-weight fillers specifically designed for large format tiles

SikaCeram®-265 XXL



- Significant dust reduction
- Contains 12% pre-consumer recycling material
- 16% reduction of CO₂ footprint

Cementitious tile adhesive for walls and floors

SikaCeram®-250 StarFix



- 15% reduction of CO₂ footprint
- 10% pre-consumer recycling material
- Contribution to green building certification programs

SUSTAINABLE SOLUTIONS

EXAMPLES OF PRODUCTS WITH SPM CLASSIFICATION

External pre- or post-applicable FPO/TPO based sheet membrane for below ground waterproofing

SikaProof® A+



- Thermal joint welding possible, saving material and reducing waste
- 9 kg CO₂eq. savings with every 100 m² applied
- Meets LEED v4 requirements

Bonded flexible TPO waterstop for sealing construction joints

Sika Waterbar® FB-125



- Easier and faster application, up to 40% less jointing due to longer rolls
- No extra rebar recess or kicker required
- Reduced CO₂ footprint
- Meets LEED v4 requirements

One component elastic and flexible lightweight membrane for waterproofing and concrete protection

Sikalastic® 6100 FX



- Enhanced concrete protection
- Cost benefits due to lower consumption
- Reduced material, water, energy consumption and waste generation during application
- Meets LEED v4 requirements

SUSTAINABLE SOLUTIONS

EXAMPLES OF PRODUCTS WITH SPM CLASSIFICATION

Fast-curing elastic adhesive for bonding large components in industrial assembly

Sikaflex®-554 PowerCure



- Packaging waste reduced by 60% compared to alternative materials in dual plastic cartridges
- In line with requirements of key customers regarding product composition

Epoxy, seamless smooth or slip-resistant floor coating and seal coat

Sikafloor-264 Plus



- Low odor, maintenance, and VOC emissions
- Product-specific EPD and CE-certified
- Complies with DGNB, QNG, and LEED requirements
- Slip resistance for increased safety

Water-based, colored epoxy resin floor coating with low emissions and low maintenance requirements

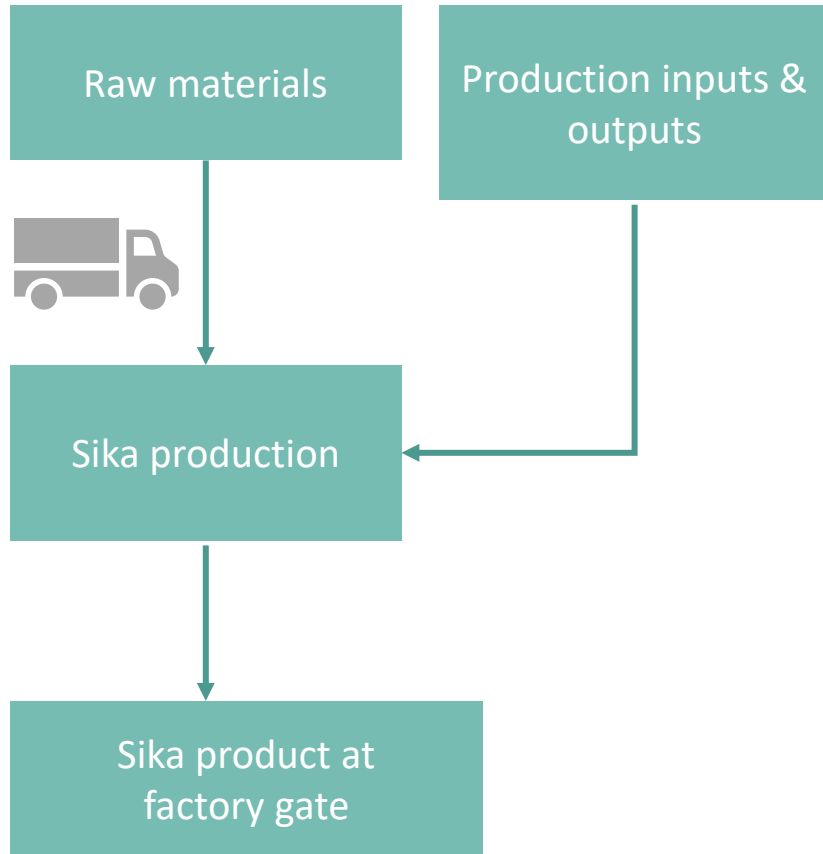
Sikafloor®-2510 W



- Low-odor application
- Product-specific EPD and CE-certified
- VOC emission standards certified,
- Meets LEED V4.1

SIKA® CARBON COMPASS

INTEGRATING CARBON INTELLIGENCE INTO PRODUCT DECISIONS



PCF METHODOLOGY BASED ON



- **VERIFIED CARBON DATA ACCESS**

The **Sika® Carbon Compass** provides cradle-to-gate product carbon footprint (PCF) data, covering raw materials, transport, manufacturing, and packaging, in line with international standards (TfS, Catena-X, ISO 14067)

- **REGULATORY READINESS**

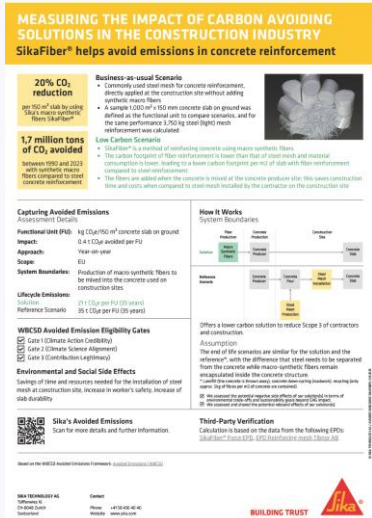
The tool helps customers meet current requirements and prepare for future regulations, including the Ecodesign for Sustainable Products Regulation (ESPR) and the Construction Product Regulation (CPR)

- **STRATEGIC ALIGNMENT**

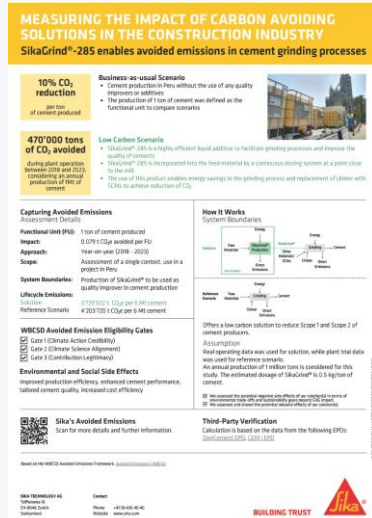
As part of Sika's Strategy 2028, Sika® Carbon Compass integrates carbon intelligence into product decisions, driving measurable climate progress and creating shared value across the supply chain

QUANTIFICATION OF AVOIDED EMISSIONS ENABLING LOW-CARBON CHOICES

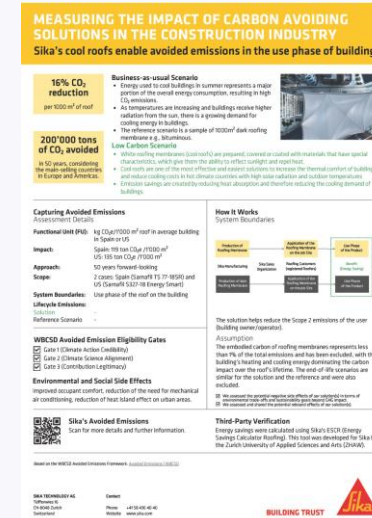
- Avoided emissions quantify the gap between the GHG emissions that occur with the solution in place and the emissions that would have occurred without it. It is a **strategic concept for scaling low-carbon solutions** and demonstrating a company's contribution to tackling global climate challenges
- Following the work on avoided emissions in the past two years, Sika has initiated quantification through **three case studies*** and plans to expand this work in the coming years



Avoided emissions SikaFiber®



Avoided emissions SikaGrind®-285



Avoided emissions Cool Roofs

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

BUILDING TRUST AND CREATING VALUE

COMMUNITY ENGAGEMENT

As a socially responsible company, Sika is committed to building trust and creating value for its customers, local communities, and society.

- **Focus on four fields of activity:**
 - Buildings and infrastructure
 - Education and vocational training
 - Water and climate protection
 - Health and well-being
- **2025 figures:**
 - 694 projects were carried out in and for local communities
 - 6,584 working days of employees were dedicated to volunteering work



COMMUNITY ENGAGEMENT

SIKA CARES COMMUNITY ENGAGEMENT PROGRAM

Monetary and non-monetary support: products, education, volunteering

Thematic focus	Structure	Stakeholders
▪ Sustainable buildings and better infrastructure for social and environmental projects ▪ Support education and training of young people and children ▪ Water and climate protection initiatives to support better living environments for local communities ▪ Health and well-being	▪ Owner: CEO ▪ Managed by Corporate Communications, Innovation & Sustainability ▪ Regional coordination, local implementation ▪ Project proposals from local companies or by initiative of Group Management either for direct support or support of organizations ▪ In addition: encourage direct involvement of Sika personnel in social projects via volunteering work	▪ Residents or area-based groups ▪ Communities of interest ▪ Ethnic and cultural groups ▪ Local community and voluntary groups ▪ Web-based or virtual groups ▪ Employees ▪ External engagement partners
Reporting and communication		Direct beneficiaries
▪ Internal & external communication ▪ Trainings and webinars ▪ Sustainability Academy		▪ People engaged in the project ▪ Who benefits from the project ▪ People affected, directly or indirectly, by the project

COMMUNITY ENGAGEMENT REFERENCE PROJECTS

SUPPORTING CHILDREN AND THEIR FAMILIES – PERU



Thematic Focus

- Health and well-being

Volunteering days

- 85

ABOUT THE PROJECT

- Sika employees in Peru volunteered at ANIQUEM, a non-profit providing free rehabilitation for children recovering from severe burn injuries
- Services include specialized therapies designed to help young patients recover physically and emotionally, improving their overall quality of life. Additionally, ANIQUEM actively promotes burn prevention awareness to reduce future incidents
- Volunteers spent time with children and families through games, activities, and emotional support
- Supports SDG 3 – Good Health and Well-being, enhancing access to care for vulnerable groups

SIKA'S CONTRIBUTION

- The initiative contributed to 85 days of volunteering
- Volunteers regularly donate specialized medical creams; for every cream donated by a volunteer, Sika donates an additional one
- Sika employees demonstrate commitment to community health, accessibility, and social responsibility

COMMUNITY ENGAGEMENT REFERENCE PROJECTS

OPERATIONS SMILE – THAILAND/MEXICO



Thematic Focus

- Health and well-being

Volunteering Days

- 55

ABOUT THE PROJECT

- Operation Smile (OS) Thailand is a charity dedicated to providing free treatment to children and adults suffering from cleft lips, cleft palates and other facial deformities
- Sika Thailand has been sponsoring OS Thailand missions to provide free corrective procedures to underprivileged cleft lip and cleft palate patients every year since 2014
- In Vietnam, Sika has been supporting OS since 2010
- Sika India and Sika Mexico started to support surgeries in 2024

SIKA'S CONTRIBUTION

- In 2025, Sika Thailand has sponsored Operation Smile Thailand. Over the years, more than 200 Sika volunteers have joined this mission, helping transform the lives of over 1,000 kids and adult beneficiaries
- In total, 65 Sika volunteers joined 10 missions in Thailand and Mexico contributing to 55 volunteering days
- Total beneficiaries were patients with facial deformities surgeries
- Sika volunteers helped to organize missions and contributed to assisting local Operation Smile staff as well as hospital staff

COMMUNITY ENGAGEMENT REFERENCE PROJECTS

INTEGRATION OF MIGRANTS AND REFUGEES – SWITZERLAND



Thematic Focus

- Education and vocational training

Volunteering Days

- 51

ABOUT THE PROJECT

- Fostering the talent of refugees and migrants in Switzerland to support their socio-economic integration
- Access Fast Track Program: A structured employability program for highly qualified refugees and migrants. Volunteering roles include Talent Coaches to train job search strategies and interview practice, and Network Allies to provide career insights and help participants understand professional networking in Switzerland
- Capacity as Sika's long-standing partner: a leading talent and start-up incubator supporting underrepresented groups

SIKA'S CONTRIBUTION

- Continued partnership with Capacity, reinforcing Sika's commitment to social impact and community engagement
- 25 Sika colleagues volunteered in 2025, contributing 405 hours of hands-on support
- 2 participants secured employment within six months after completing the program
- 32 informational interviews conducted, expanding participants' professional networks and boosting

COMMUNITY ENGAGEMENT REFERENCE PROJECTS

LIBRARY PROJECT – CHINA



Thematic Focus

- Education and Training
- Buildings and infrastructure

Volunteering Days

- 50

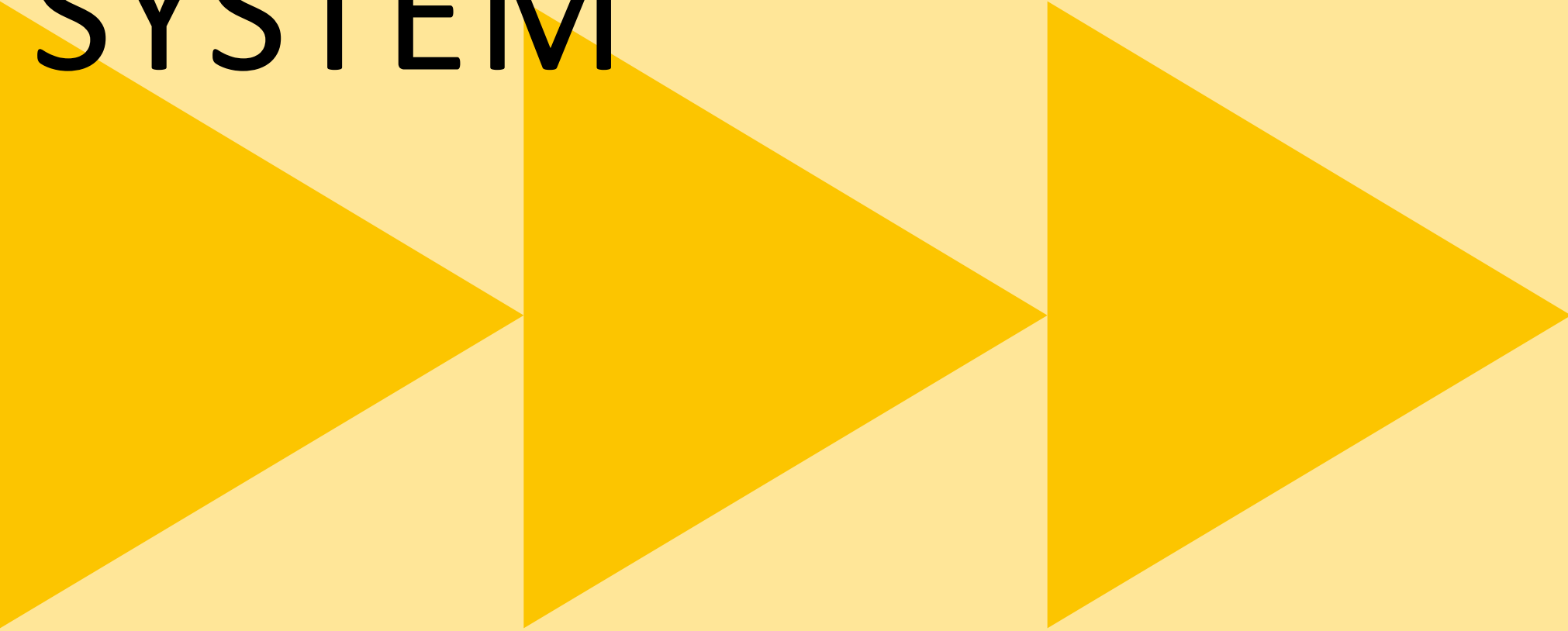
ABOUT THE PROJECT

- Sika China is cooperating with "Library Project", a non-profit charity organization. Fulfilling social responsibilities and supporting basic education, the project has been in operation for four years since 2015
- The Library Project is a non-profit charity organization donating books and libraries to under-financed schools and orphanages in Asia. The initiative is partnering with the China Population Welfare Foundation, a charity organization approved by the Ministry of Civil Affairs of the People's Republic of China

SIKA'S CONTRIBUTION

- In 2025, 26 Sika volunteers supported on-site 7 schools in Hubei
- In addition to book donations, Sika helped to renovate facilities for hosting school libraries
- Sika volunteers spent 50 days to set bookshelves, sort books and carry out donation ceremonies

COMPENSATION SYSTEM



COMPENSATION GOVERNANCE

GOVERNANCE PRINCIPLES

There are strong governance principles in place

WE DO



- Conduct an **annual review** of the compensation policy and programs
- Maintain compensation plans with a **strong link between pay and performance**
- Conduct a **rigorous performance management** process
- Maintain compensation plans designed to align executive compensation **with long-term shareholder interests**
- Require that the Board of Directors, the CEO and the other members of Group Management **own a minimum number of Sika shares** as a percentage of their annual compensation
- Include **clawback and malus provisions** in the incentives
- Offer employment contracts with a **notice period of a maximum of twelve months**
- Ensure **pay equality and fairness** in all countries in which the company operates

WE DON'T



- Provide discretionary compensation payments
- Reward inappropriate or excessive risk taking or short-term profit maximization at the expense of the long-term health of the company
- Pay dividend equivalents on performance-contingent-deferred units that have not been earned yet based on the company's performance
- Guarantee future base salary increases or non-performance-based incentive payments
- Have prearranged individual severance agreements or special change of control compensation agreements

COMPENSATION GOVERNANCE

COMPENSATION BENCHMARKING

Two **peer groups** are used for different benchmarking purposes in the context of compensation

INDUSTRIAL SWISS LISTED COMPANIES OF SIMILAR SIZE TO SIKA IN TERMS OF MARKET CAPITALIZATION, REVENUE AND HEADCOUNT

ABB	Alcon	Barry Callebaut	Geberit	Givaudan
Holcim	Kuehne+Nagel	Lindt	Lonza	Novartis
Richemont	Roche	Schindler	SGS	Sonova

	Market cap	Revenue	Headcount (#)
in CHF thousands	(most recent at time of benchmark, 01/09/2024)	(most recent at time of benchmark, 31/12/2023)	(most recent at time of benchmark, 31/12/2023)
3rd quartile	62,466	25,429	75,681
Median	40,129	8,471	33,959
1st quartile	21,400	6,670	16,934
Sika	43,637	11,239	33,547



COMPENSATION DESIGN



COMPENSATION LEVELS

INDUSTRIAL INTERNATIONAL COMPANIES EXPOSED TO SIMILAR MARKET CYCLES AS SIKA

3M – Safety and Industrial	Forbo – Flooring Systems	Pidilite Industries Limited
Arkema – Adhesive Solutions	H.B. Fuller Company	RPM
Armstrong World Industries Inc.	Geberit	Saint-Gobain
Ashland	Henkel – Adhesive Technologies	SK Kaken Co., Ltd.
Beacon Roofing Supply, Inc. ¹	Hilti Corporation ²	Sto AG
Beiersdorf – Tesa	Holcim – Solutions & Products ³	Uzin Utz AG
Carlisle – Construction Materials	Huntsman – Performance Products	
EMS-Chemie Holding AG	Owens Corning	



PERFORMANCE FOR THE PURPOSE OF THE INCENTIVES

¹ Beacon Roofing was acquired by QXO in April 2025 and therefore the company was removed from the peer group as the data will no longer be available

² Hilti is not listed on the stock market and is therefore not included for the relative TSR in the long-term incentive plan

³ Holcim has restructured their business segments after the Amrise spin-off. The new segment “Building Solutions” was used as a replacement for the previous segment “Solutions & Products”

COMPENSATION SYSTEM

BOARD OF DIRECTORS

To strengthen their independence, members of the Board of Directors receive fixed compensation only, paid in **cash and restricted share units converted into shares blocked for three years**

	Annual board retainer	+	Annual committee fees
	50% in cash – 50% in restricted share units ¹		50% in cash – 50% in restricted share units ¹
Board chair	CHF 900,000 + CHF 30,000 allowance in cash		Not eligible to committee fees
Board member	CHF 250,000		CHF 60,000 (committee chair) CHF 40,000 (committee member)

¹ Restricted share units are granted at the beginning of the term and settled in shares at the end of the term. Shares are blocked for three years

Shareholding ownership guidelines are in place for the Board of Directors to strengthen the alignment with shareholders' interests. Members of the Board of Directors are required to own at least 200% of their annual board retainer in Sika shares within five years of their election to the Board of Directors.

COMPENSATION SYSTEM

GROUP MANAGEMENT

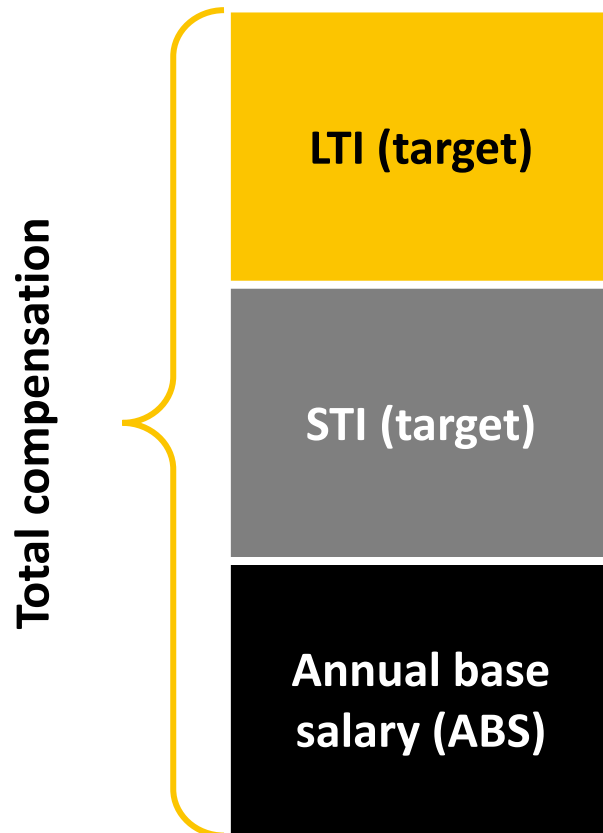
The compensation system is **well-balanced** and **unique** in terms of performance measurement (high proportion of STI and LTI based on performance relative to peers)

	Time horizon			Vehicle	Performance measurement	Governance
Long-term incentive	1	2	3	Equity	Absolute + relative	▪ Caps on incentives ▪ Clawback and malus provisions on incentives ▪ Shareholding requirements
Short-term incentive	1			Cash	Absolute + relative	
Annual base salary	1			Cash		
Years	1	2	3			

TOTAL COMPENSATION APPROACH

GROUP MANAGEMENT

Compensation decisions are made on the basis of a **total compensation approach** where **target compensation** is paid for **target performance**



- Target compensation is benchmarked against the market **median**
- **Outperformance** results in above-median compensation due to higher incentive payouts
- **Underperformance** results in below-median compensation due to lower incentive payouts

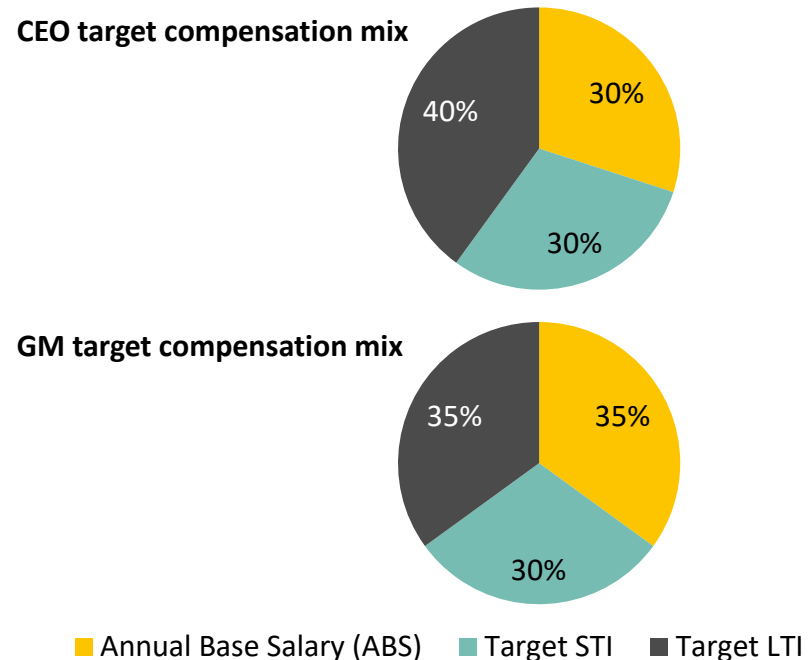
Median performance = median compensation

COMPENSATION MIX

GROUP MANAGEMENT

The compensation system **aligns pay with performance** without incentivizing excessive risk taking or encouraging unintended behaviors

Pay-for-performance:
strong focus on variable compensation



Based on data for CEO and Group Management (GM) as disclosed in the compensation report 2025

Governance

Caps on incentives (maximum potential at 200%)

Clawback and malus provisions in case of fraudulent behavior, misconduct or financial restatement due to non-compliance with accounting standards

Shareholding requirements of 500% of ABS for the CEO and 200% of ABS for the other members of Group Management within five years of nomination

SHORT-TERM INCENTIVE GROUP MANAGEMENT

The short-term incentive is an **annual cash incentive** plan rewarding for company and regional performance. The KPIs are aligned with Sika's Strategy 2028

$$\text{STI payout} = \text{STI target} \times \text{Payout factor}$$

Maximum payout factor = 200%

	Group performance	+	Individual performance
CEO, Corporate functions	90%		10%
Top line	Net sales growth (20%)		
Bottom line	EBITDA improvement (40%) EBITDA Group (20%)		
Safety	LTA ¹ reduction (10%)		
Individual			People & Projects (10%)

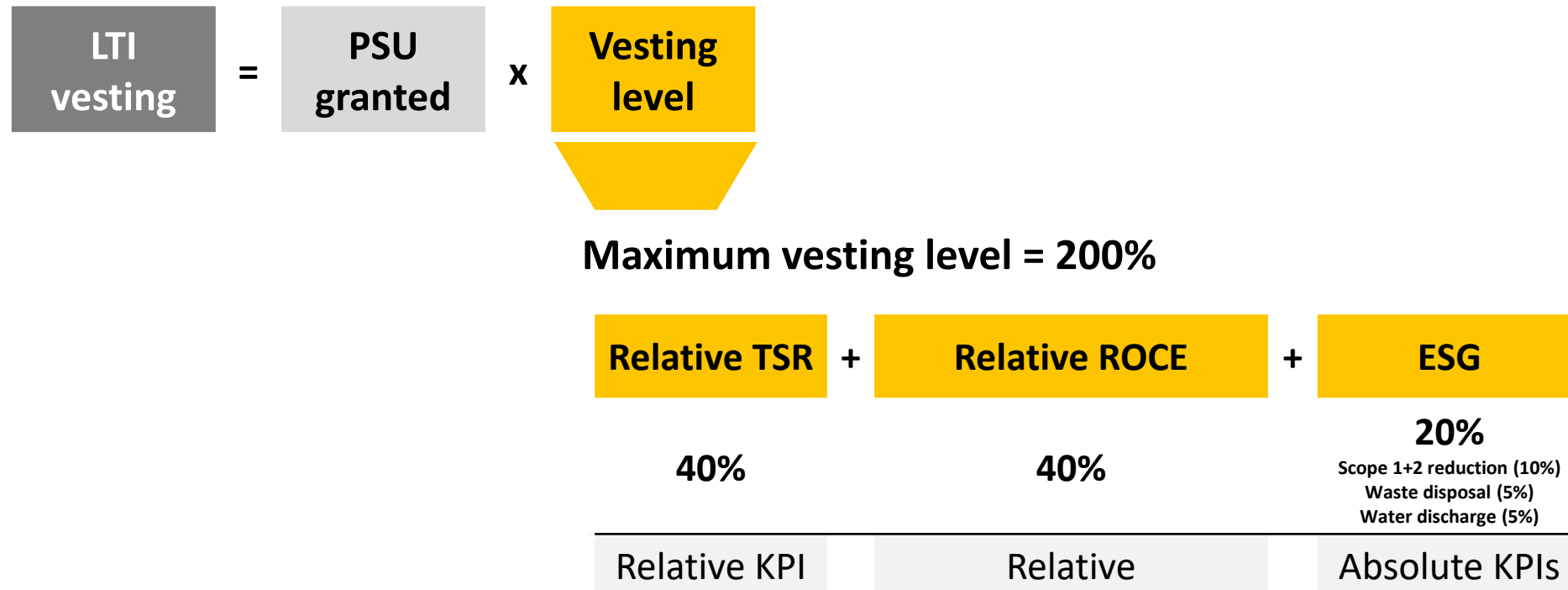
	Group performance	+	Region + individual performance
Regional heads	70%		30%
Top line	Net sales growth (20%)		
Bottom line	EBITDA improvement (40%)		EBITDA region (20%)
Safety	LTA reduction (10%)		
Individual			People & Projects (10%)

Net sales growth and EBITDA improvement are relative KPIs (relative to peer group), while all others are absolute KPIs

¹ LTA = Lost Time Accident

LONG-TERM INCENTIVE GROUP MANAGEMENT

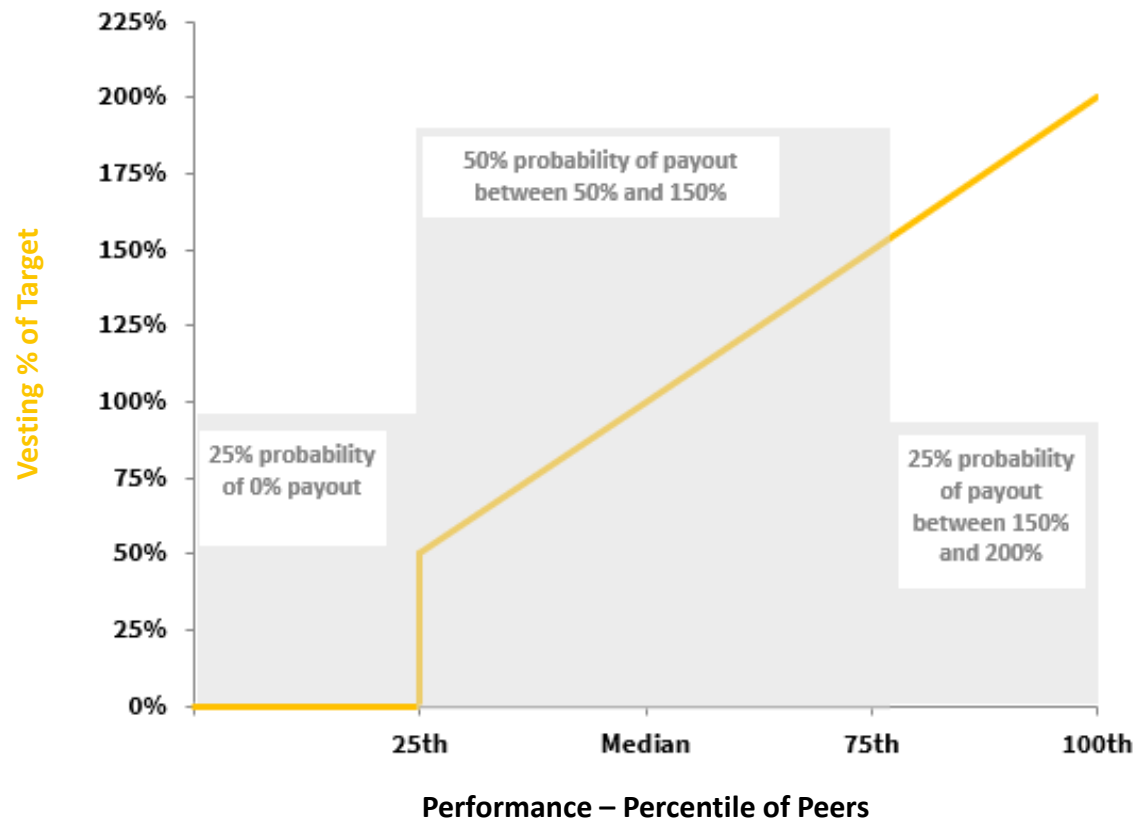
Our long-term incentive is a **Performance Share Unit (PSU)** plan with **3-year cliff vesting**. The KPIs are aligned with Sika's Strategy 2028



PAYOUT CURVE

RELATIVE PERFORMANCE MEASURES

Realistic objective setting and a fair payout formula align pay with performance and motivate executives to perform outstandingly



Payout curve for relative performance KPIs

- No vesting below threshold performance
- Cap of 200% for each KPI

COMPENSATION SYSTEM SUMMARY

The Board of Directors is convinced that the compensation system is appropriate for Sika

Compensation of the Board of Directors

The compensation system of the Board of Directors strengthens their independence and is aligned with prevalent market practice in Switzerland

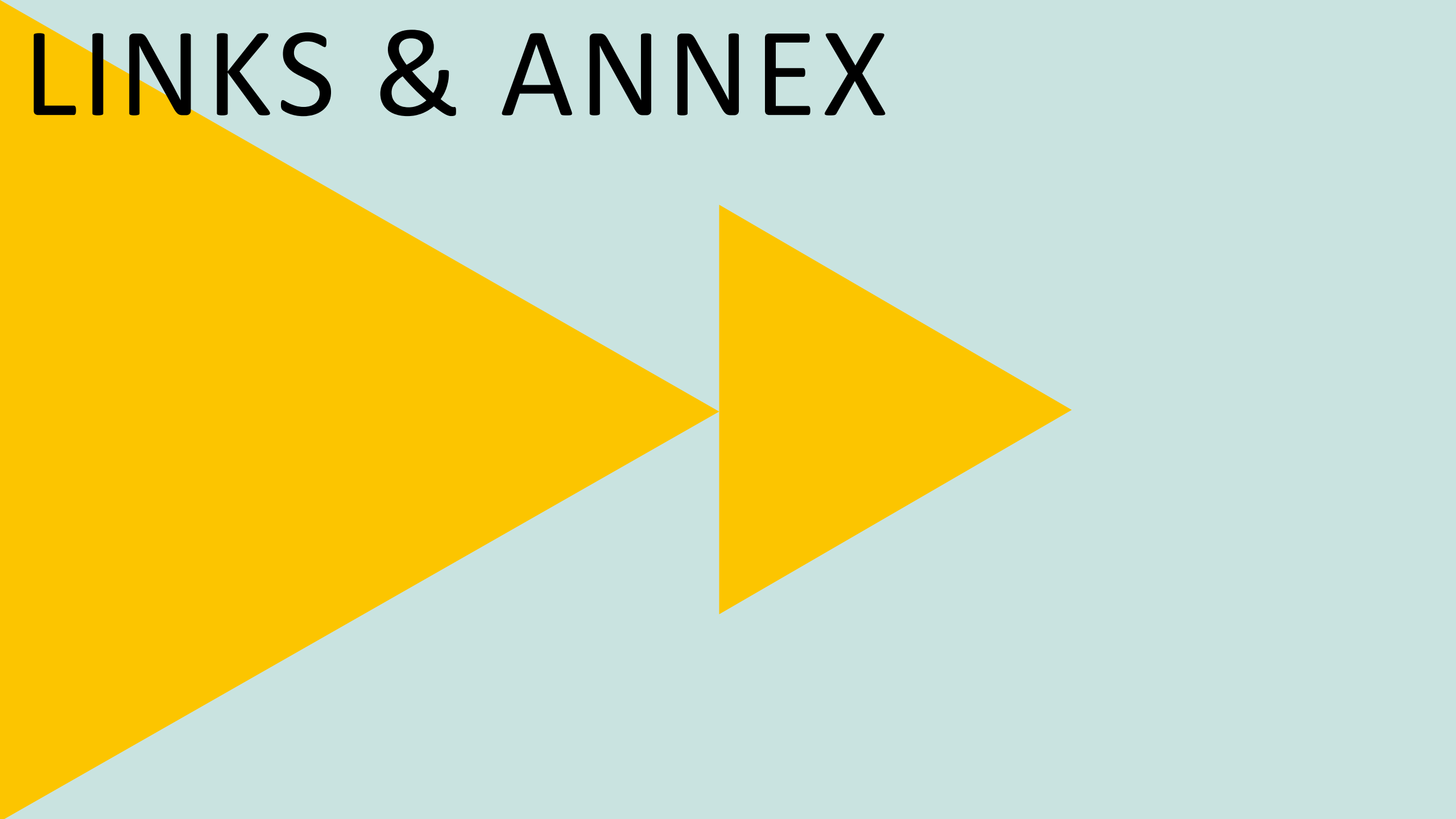
Governance

The Board of Directors and the NCC adhere to solid governance principles in all compensation-related decisions

Compensation of the Group Management

The compensation system of Group Management is **well-balanced** and supports the long-term interests of shareholders:

- It motivates management to **outperform the market**, both in the short-term and in the long-term, as a large portion of the STI and LTI depends on performance relative to peers – this is unique in the Swiss market
- It does not encourage excessive risk taking or short-term optimization at the expense of the long-term success, because the plan design is **reasonable and stable** in terms of leverage – no “all or nothing” plans
- It has worked effectively in the last 10 years in terms of **performance alignment** and in terms of **supporting a strong corporate culture (Sika spirit)**



LINKS & ANNEX

LINKS

PUBLICLY AVAILABLE INFORMATION (NON-EXHAUSTIVE)

Strategy

- [Strategy 2028](#)
- [Fast Forward](#)

Corporate governance

- [Board of Directors](#)
- [Group Management](#)
- [Code of Conduct](#)
- [Supplier Code of Conduct](#)
- [Human Rights Policy](#)
- [Responsible Sourcing](#)
- [Board Composition and Succession Planning](#)
- [Risk Management](#)

Corporate culture

- [Values & Principles](#)
- [Compliance](#)
- [Equal Treatment and Opportunities](#)

Sustainability organization

- [Organization](#)

Partnerships

- [Partnerships and Collaboration](#)
- [Sika and the UN SDGs](#)
- [Together for Sustainability](#)
- [Biodiversity](#)

People

- [Health and Safety](#)
- [Equal Treatment and Opportunities](#)
- [Community Relations](#)

Planet

- [Sika's Way to Net Zero](#)
- [Climate Change](#)

Solutions

- [Sustainable Solutions](#)
- [Sustainability Portfolio Management \(SPM\) Methodology](#)
- [Sika® Carbon Compass](#)
- [Avoided Emissions: Enabling Low Carbon Choices](#)

Reporting

- [Reports](#)

ANNEX

RISK MANAGEMENT ALONG THE ENTIRE VALUE CHAIN

CATEGORY: STRATEGIC

Top risk	Description	Risk mitigation	Trend	Status
Price pressure and cost inflation	Supply chain disruptions, protectionism, market dynamics, and raw material price increases may lead to deteriorating profitability.	– Drive structural cost improvement measures that support material margins, such as procurement projects, formulation efficiency, restructuring, relocation, and digital transformation. – Push value and system selling, balance sales growth with value pricing. – Maintain group-wide systems to monitor raw material prices and sales prices to measure and manage the material margins. – Synergies arising from acquisitions and integrations.	→	Mature
Changing product compliance requirements and regulations	Changing product compliance requirements for supply chains, products, product solutions, and production processes, driven by changing customer requirements, stronger and rapidly changing regulations, and increasingly complex ESG and transparency requirements. Net zero commitments of regions and countries will drive regional and local compliance.	– Closely monitor regulatory changes with the help of a global network of experts and the close involvement of relevant commercial and technical functions. – Collaborate with industry associations and working groups; consult authorities at regional and local level. – Set up product conformity management system. – Regularly communicate with global/regional/local functions. – As part of the due diligence process for acquisitions, examine potential targets to ensure that they operate in full compliance with prevailing laws and regulations. – As part of the capital investment process, give attention to zoning compliance, production processes, and regulatory requirements. – Ensure compliance of raw materials and products with regional and local laws and regulations. – Align sustainability targets with accepted practices and a clear improvement path, including net zero commitment.	↗	Mature
Country risks	Political and economic instability may negatively impact Sika's business/activities in affected regions.	– Consistently monitor development in critical countries. – Implement risk-reducing measures. – Review investment/acquisition strategy in affected countries. – Implement short-term measures to safeguard supply chains.	→	Mature
Climate change	Global climate change and related local, regional, and global regulations can negatively impact Sika's day-to-day business (physical and transition risks).	– Commitment to the Science Based Targets initiative (SBTi) to achieve net zero by 2050. Net zero targets for scope 1, 2, and 3 were validated by the SBTi in May 2024. – Assessment of physical risk based on 2–3°C and 4.4°C scenarios across production sites. Identification of climate-related physical risk per site and review of underlying activities and business impacts. – Assessment of transition risk based on 1.5°C and 4.4°C scenarios. – Product carbon footprint (PCF) creation to demonstrate impact by product. Coverage of supplier-specific emission factors. – Identification of carbon reduction levers via R&D and regions. Review of the current Sika product portfolio and its carbon footprint. – Operational efficiency programs are implemented worldwide to reduce emissions, energy, water, and waste. – Assessment of climate-related reporting regulations impacting Sika, and implementation of upcoming standards.	→	Mature

ANNEX

RISK MANAGEMENT ALONG THE ENTIRE VALUE CHAIN

CATEGORY: STRATEGIC

Top risk	Description	Risk mitigation	Trend	Status
Geopolitical tensions and fragmentation in a multipolar world	Geopolitical instability and a rise in protectionism may impact international trade and the global economy.	– Maintain and reinforce geographical balance of the businesses across regions and countries. – Maintain an agile supply chain to mitigate single-source supply and to react rapidly to supply chain disruptions, changes in tariffs, and sanctions. – Centralize key technologies and intellectual property at Sika Technology AG to protect Sika's core values. – Strengthen capabilities of local organizations to maintain know-how locally.	↗	Emerging
Competition law/antitrust	Competition law continues to evolve globally, becoming more complex.	– Provide training on competition law tailored to audience: web-based basics training, in-person advanced training for employees with higher risk exposure. – Fair Competition Policy and quick references for specific situations. – Reduce memberships in trade association based on risk-benefit analysis.	→	Emerging

ANNEX

RISK MANAGEMENT ALONG THE ENTIRE VALUE CHAIN

CATEGORY: OPERATIONAL

Top risk	Description	Risk mitigation	Trend	Status
Talent shortage	Challenge to attract and retain talent. Sika's growth and the diversification of the markets will require a strong pipeline of future successors for business-critical positions.	– Talent management across global, regional, and local levels prepares the workforce for challenging tasks. Solid performance, succession, and development processes foster a high-performance organization and unique leadership culture. – Embed the Sika employer brand in all recruitment activities and redefine the recruitment strategy of talent at all hierarchy levels. – Align People & Culture strategy at regional and functional level. – Talent-sharing culture to upskill and retain talent and ensure business continuity by increasing internal mobility across functions and regions. – Revise policies for international assignments to provide more flexibility and adapt to business needs. – Fully embedded SuccessFactors as a global human resources information system to enhance people analytics in global workforce and talent pool.	→	Mature
Business interruption	Business interruptions can jeopardize daily business continuity and impact operational business profit.	– Implement crisis management at country level to enable a swift adaptation to country-specific events and regulations. – Steer and monitor execution at local level via the Corporate Crisis Management organization. – Ensure sufficient liquidity of the Sika Group and subsidiaries with diverse sources of funding from either capital markets or local banks. – Maintain a corporate insurance program with worldwide coverage. – Implement fire protection concept for sites/plants with high loss expectancy.	→	Mature
Cyber and data security	Potential financial loss, operational disruption, legal action, or reputational damage resulting from unauthorized access to, or attacks on, Sika's digital systems and data. Cyber security incidents can lead to data breaches, theft of sensitive information, theft of assets, regulatory penalties, and loss of customer trust.	– The Sika Cyber Security Organization and Strategy relies on five pillars – people, policies, technology, processes, and governance – to deliver detection, response, prevention, and assurance. – Consistently assess Sika's cyber maturity. – Improve user awareness through regular cyber security awareness campaigns and e-learning courses. – Implement cyber security capabilities and processes to detect and prevent potential cyber security incidents. – Maintain and regularly test IT continuity, disaster recovery planning, and backup & restore processes for business-critical systems. – Improve IT and operational technology capabilities within the Sika Group. – Reinforce cyber security activities in acquired companies.	→	Mature

ANNEX

RISK MANAGEMENT ALONG THE ENTIRE VALUE CHAIN

CATEGORY: OPERATIONAL

Top risk	Description	Risk mitigation	Trend	Status
Supply chain – direct material sourcing	Sourcing of critical direct materials could be at risk due to single-sourced material, supplier discontinuity, capacity shortage, and geopolitical impacts such as sanctions and tariffs.	– Assess and manage all third-party direct materials according to risk management process (assess business/sales impact and supplier criticality/single source). – Ensure compliance with the Supplier Code of Conduct and regulatory requirements. – Maintain close cooperation between Sika's procurement specialists and technical experts and the suppliers' technical units to fully understand the raw material flows and continually optimize costs, quality, availability, and sustainability. – Conduct sustainability assessments and audits (incl. identification and addressability of ESG risks along the entire value chain) on both direct and indirect suppliers via the Together for Sustainability (TfS) initiative. – To reduce Sika's dependency on crude oil, increasingly rely on renewable raw materials. Use recycled raw materials wherever possible, and employ production plants to implement their own or externally operated recycling loop systems. – In respect of all the materials used, monitor and ensure compliance with the relevant statutory registration requirements (e.g. REACH or TSCA).	↘	Mature

ANNEX

RISK MANAGEMENT ALONG THE ENTIRE VALUE CHAIN

CATEGORY: FINANCIAL

Top risk	Description	Risk mitigation	Trend	Status
Impairments	Tangible and intangible assets may be impaired, which would have a negative P&L impact. In volatile markets, there is a risk that acquisitions will not perform according to the business plan or valuation, which could result in financial impairment.	– Continuously generate strong cash flow of all operational entities aligned with the strategy and Group targets. – Maintain a conservative accounting policy regarding fixed assets. – Use Group-wide reporting and controlling systems to track business development, to quickly identify shortcomings, and swiftly initiate corrective actions. – Continue to closely monitor the integration of acquisitions via a dedicated integration management team.	→	Mature
Currency fluctuation/FX risk	Volatility of foreign currencies and uncertainty in financial markets.	– Report on and consistently monitor the foreign exchange (FX) exposure of the Sika Group, enabling prompt action if the situation requires it. – Mostly hedge FX exposures related to IC financing. – Net Group internal transactions monthly and hedge at a corporate level. – Maintain a strong natural hedge and keep all other FX exposures to a minimum.	→	Mature

ANNEX

RISK MANAGEMENT ALONG THE ENTIRE VALUE CHAIN

CATEGORY: ORGANIZATIONAL

Top risk	Description	Risk mitigation	Trend	Status
Environmental, health, and safety (EHS) exposures	Deficiencies in safety culture can lead to workplace injuries, illnesses, environmental damage, and regulatory breaches across jurisdictions, causing fines, reputational harm, and operational disruptions.	– Implement EHS strategy and roadmap. – Measure, follow up, and report on key EHS indicators. – Deploy key safety programs on process safety/risk management and EHS audits. – Deploy e-learning to facilitate EHS minimum requirement appropriation. – Develop, deploy, and continually refresh safety communications and campaigns.	→	Mature
Reputation risk	Reputational damage due to any substantial incident or personal misconduct.	– Adhere to the Sika Code of Conduct and Sika's Values and Principles, which provide clear standards for employee integrity and ethical conduct. All employees and new recruits are trained in the Code of Conduct and in how to use the Sika Trust Line (whistleblower line). – Maintain the comprehensive, Group-wide compliance program. – Use external tools to support the monitoring and management of potential reputational issues. – Maintain zero tolerance for compliance violations. Such violations lead to the imposition of sanctions. – Facilitate regular collaboration, risk foresight, and information-sharing across assurance functions.	↗	Mature
Hostile takeover/activism	Companies are increasingly targeted by unfriendly actions of investors or third parties to influence the strategic direction of the company or launch hostile takeover attempts.	– Maintain a robust governance framework with an experienced board and clear decision rights for takeover situations. – Provide monthly trading updates and monitor market and investor sentiment. – Conduct and regularly update vulnerability assessments. – Run a proactive investor relations program involving regular roadshows, transparent equity story, credible targets, and consistent disclosure. – Integrate hostile takeover/activism into the corporate crisis management framework.	→	Mature
Loss of Sika's unique culture/entrepreneurship	Sika's unique corporate culture can be defined as a unique selling proposition (USP). However, with the fast pace of acquisitions, which requires new people to be brought on board, and a changing work environment caused by increasing digitalization, this requires continued focus.	– Preserve Sika's unique culture and high levels of employee engagement through global leadership commitment, Sika Day events, and performance debrief dialogues. – Regularly train all Sika managers to "walk the talk" and to internalize the Sika Spirit within their departments. – Hire, reward, and promote people based not only on traditional measures but also on qualitative criteria that demonstrate the Sika Spirit. – Ensure an inclusive work environment and clear communication about the Sika culture, values, and leadership when welcoming and onboarding employees (including those acquired through mergers and acquisitions). – Continue investing in employees' learning and development, internal promotions/careers, and international professional exposure/assignments. – Concentrate on People & Culture as one of the pillars of Strategy 2028, with a focus on achieving an 80% engagement rate (measured through biannual surveys).	↗	Mature

FORWARD-LOOKING STATEMENT

This presentation contains certain forward-looking statements. These forward-looking statements may be identified by words such as ‘expects’, ‘believes’, ‘estimates’, ‘anticipates’, ‘projects’, ‘intends’, ‘should’, ‘seeks’, ‘future’ or similar expressions or by discussion of, among other things, strategy, goals, plans or intentions. Various factors may cause actual results to differ materially in the future from those reflected in forward-looking statements contained in this presentation, among others:

- Fluctuations in currency exchange rates and general financial market conditions
- Interruptions in production
- Legislative and regulatory developments and economic conditions
- Delay or inability in obtaining regulatory approvals or bringing products to market
- Pricing and product initiatives of competitors
- Uncertainties in the discovery, development or marketing of new products or new uses of existing products, including without limitation negative results of research projects, unexpected side-effects of pipeline or marketed products
- Increased government pricing pressures
- Loss of inability to obtain adequate protection for intellectual property rights
- Litigation
- Loss of key executives or other employees
- Adverse publicity and news coverage

Any statements regarding earnings per share growth are not a profit forecast and should not be interpreted to mean that Sika’s earnings or earnings per share for this year or any subsequent period will necessarily match or exceed the historical published earnings or earnings per share of Sika.

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THANK
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