

To all Sika shareholders

Baar, February 25, 2025

**ANNUAL GENERAL MEETING OF SIKA ON MARCH 25, 2025**

Dear Sika Shareholder,

As we approach the 2025 Annual General Meeting, we can look back on a positive business development in the past fiscal year. The company achieved record results in a still challenging market environment. Sika has once again expanded its market share, demonstrating resilience and the ability to fully leverage the strengths of the MBCC acquisition, its numerous international growth initiatives, and sustainable product innovations. The acquisitions of Kwik Bond, Vinaldom, and Chema, along with new plants in Peru, China, and Indonesia, have further strengthened Sika's global presence and are paving the way for continued growth.

Investors will share in Sika's success. Therefore, we are pleased to announce an increase in the dividend from CHF 3.30 to CHF 3.60, representing a 9.1% rise in view of the strong results. Sika has a long history of dividend growth, having increased its dividend at a double-digit average annual rate for the past 25 years.

This past year also brought significant changes in leadership, including my assumption of the role of Chair of the Board after the Annual General Meeting 2024. The full Board and I remain committed to overseeing Sika's continued success by ensuring strong corporate governance, strategic direction, and long-term value creation for all stakeholders.

We are also pleased to propose the election of Kwok Wang (Frankie) Ng as a new member of the Board. With his extensive experience as the former CEO of SGS, headquartered in Geneva, Switzerland and a global leader in testing, inspection, and certification services, he brings invaluable insight into decentralized management and international business operations. His appointment will contribute to Sika's continued success in executing its growth strategy.

We acknowledge that, due to the departure of Monika Ribar, the proportion of women on the Board will temporarily fall below the 30% threshold requested by many investors. However, we are committed to restoring this balance by 2026. The Nomination and Compensation Committee actively reviews potential Board candidates on an ongoing basis and is confident that it will be able to propose a highly qualified female candidate to the Annual General Meeting next year.

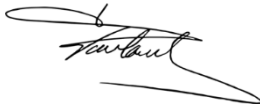
On behalf of the Board, I would like to extend our sincere gratitude to Monika Ribar for her invaluable contributions to Sika. As Chair of the Audit Committee, she played a pivotal role in ensuring financial oversight and transparency. Her expertise and leadership were instrumental during Sika's historic takeover battle, where she helped safeguard the company's independence and uphold strong corporate governance. We deeply appreciate her dedication and commitment over the years and wish her the very best for the future.

One topic on the Annual General Meeting agenda this year is the proposed revision of the articles of association regarding the Group Management compensation structure. Our current approach, which caps variable compensation as a percentage of fixed salary, has proven to be too rigid. Additionally, a comparison with our peer group has shown that Sika's current cap on incentives at 150% is below market practice. To better align with market practices and enhance the effectiveness of our incentive programs, the Board proposes replacing the existing cap with separate limits for the Performance Bonus and the Long-Term Incentive Plan. For the Performance Bonus, the new payout limit will be 200% of the Performance Bonus target. For the Long Term Incentive Plan, the number of shares allocated under this program may not be more than double the number of granted share units. The new structure will better align the interests of shareholders by providing the flexibility to increase the proportion of variable compensation in the total compensation, thereby strengthening the link between compensation and performance. Looking back at the payout history over the past six years, it shows that without the cap, the payouts would have been only slightly higher in the stronger years (by approx. 3% on average).

Since 2024, within the compensation programs applicable to Group Management, the Long-Term Incentive Plan now includes ESG targets with a weighting of 20%, consisting of a GHG emissions reduction target (Scope 1 and 2), a water discharge reduction target, and a waste disposal reduction target. This change strengthens the alignment of the plans with our corporate strategy, which focus on sustainable, profitable growth.

We extend our deepest gratitude to all employees for their tireless commitment and to you, our shareholders, for your trust and support. Your confidence in Sika enables us to maintain our leadership position in the industry and to drive forward with ambition and responsibility. We look forward to engaging with you at the upcoming Annual General Meeting and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read "Thierry F.J. Vanlancker", with a long horizontal flourish extending to the right.

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