



ONE TEAM. MANY VOICES.

PEOPLE & CULTURE

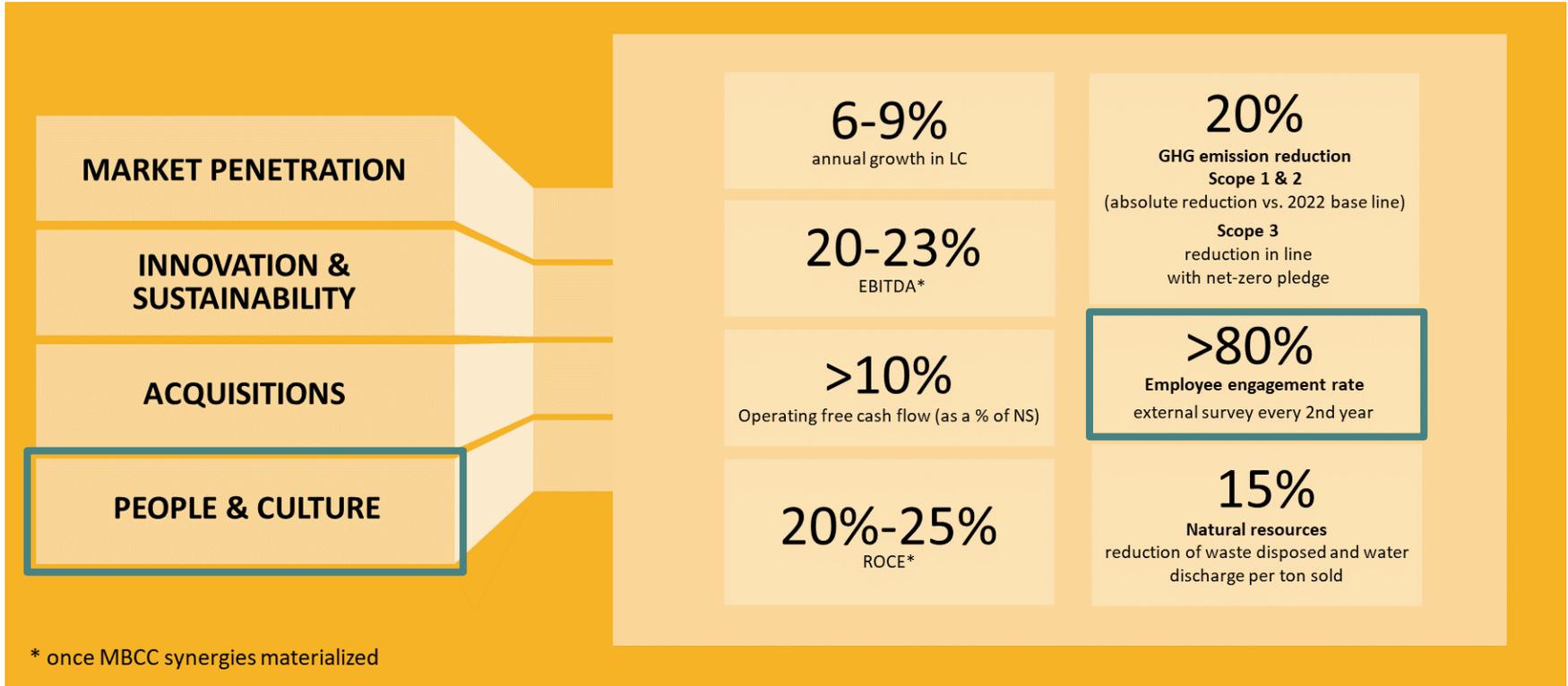
RAFFAELLA MARZI
HEAD HUMAN RESOURCES, LEGAL & COMPLIANCE
CAPITAL MARKETS DAY 2024

BUILDING TRUST



SIKA'S STRATEGY 2028 – PEOPLE & CULTURE AS KEY PILLAR

OUR CULTURE CREATES VALUE FOR ALL STAKEHOLDERS



GLOBAL EMPLOYEE SURVEY 2024

HIGH LOYALTY & STRONG COMMITMENT



Invitees: 32.702
Responses: 28.262

**Improved response rate
compared to 78% in 2019**

A yellow poster for the Global Employee Survey. At the top, it says 'SHARE YOUR VOICE. MAKE AN IMPACT.' in bold black text. Below this is a grid of small photos of diverse employees. Underneath the grid, it says 'GLOBAL EMPLOYEE SURVEY MARCH 25 - APRIL 19' and 'ONE TEAM. MANY VOICES.' At the bottom left, there are icons of people and speech bubbles. At the bottom right, there is the Sika logo and the text 'SUB-DING TRUST'.



GLOBAL EMPLOYEE SURVEY 2024

CONTINUING HIGH ENGAGEMENT SCORE OF 86

Fueled by strong purpose and confidence in management and strategy



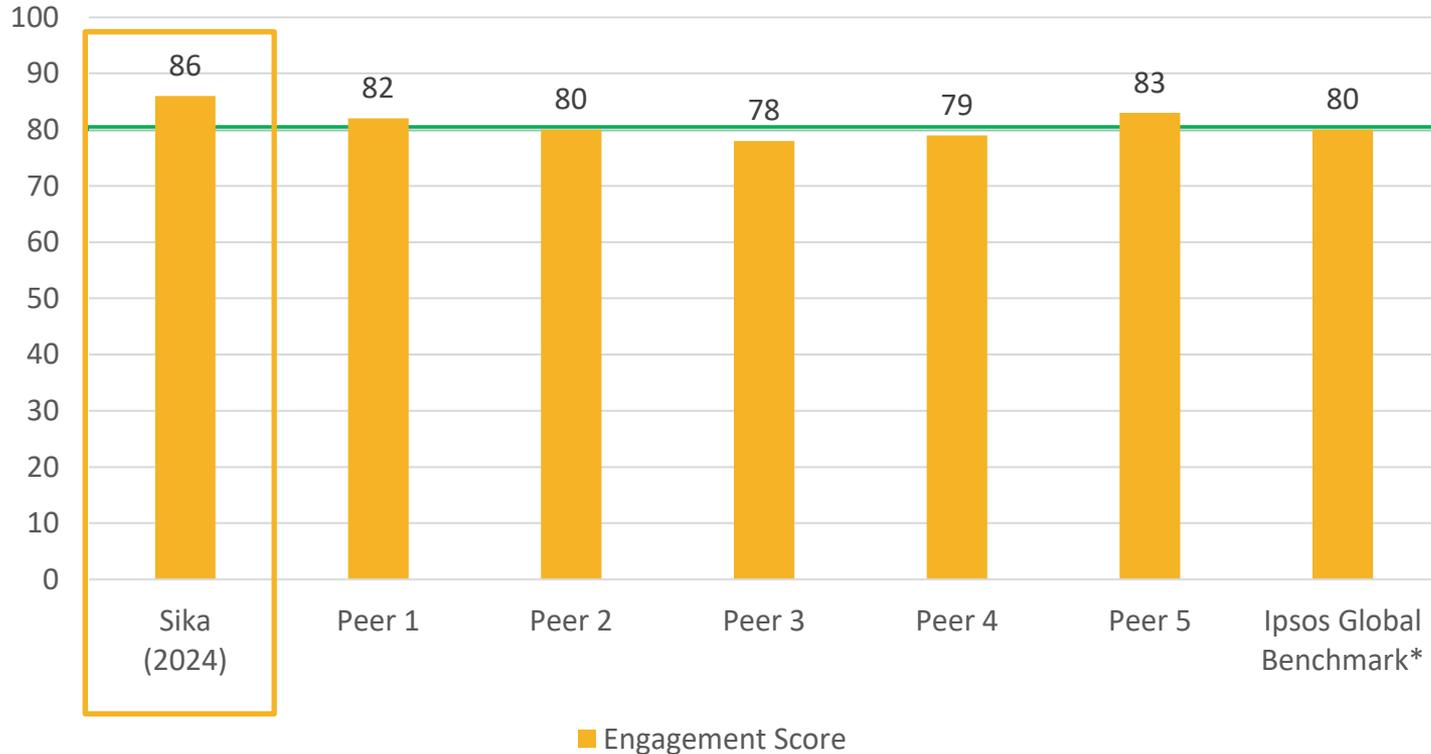
MBCC engagement score: 84

Engagement score 2019: 86



GLOBAL EMPLOYEE SURVEY 2024

STRONG SIKA PERFORMANCE AGAINST EXTERNAL BENCHMARKS



2024-2028
non-financial KPI

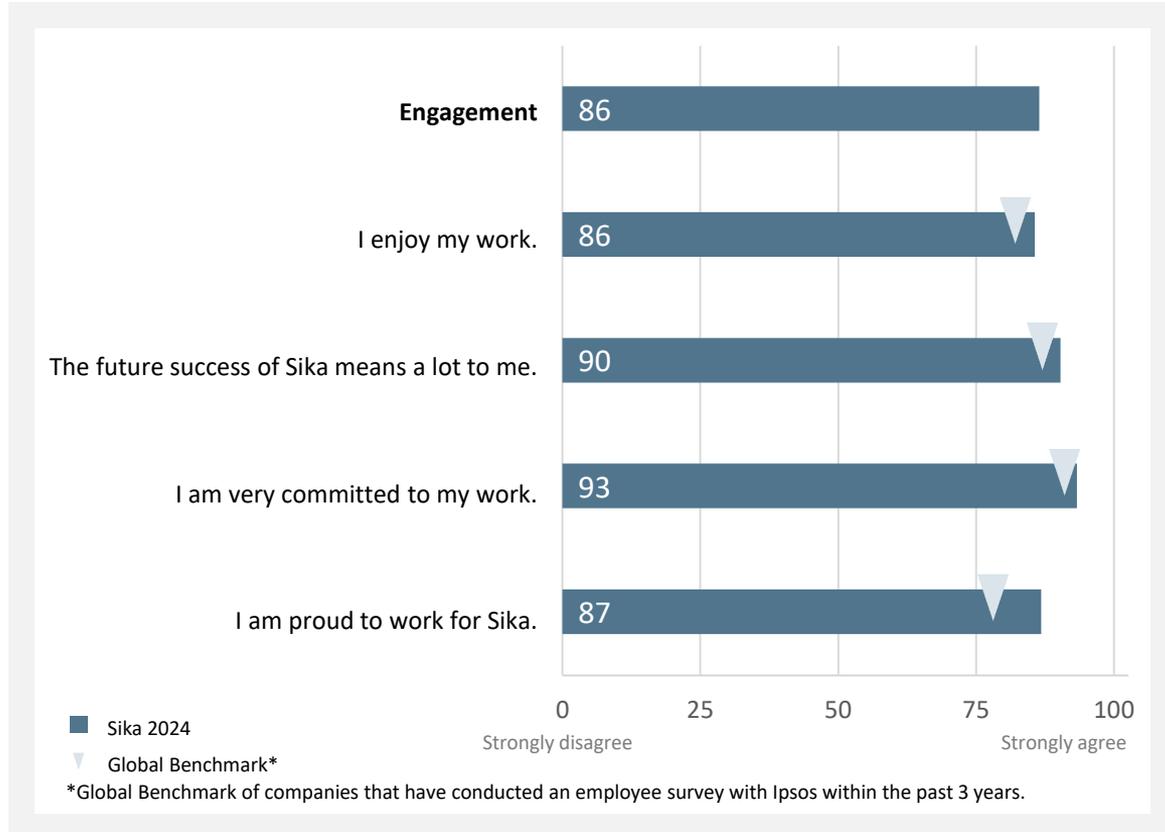


Source: Annual reports of selected companies

*Global Benchmark of companies that have conducted an employee survey with Ipsos within the past 3 years.

GLOBAL EMPLOYEE SURVEY 2024

HIGH IDENTIFICATION



High identification with Sika and exceptional commitment and pride in working for Sika

TEAMWORK

LEADERSHIP

**STRATEGIC
ALIGNMENT**



THE JOURNEY OF OUR 2028 PEOPLE & CULTURE STRATEGY



SIKA SPIRIT

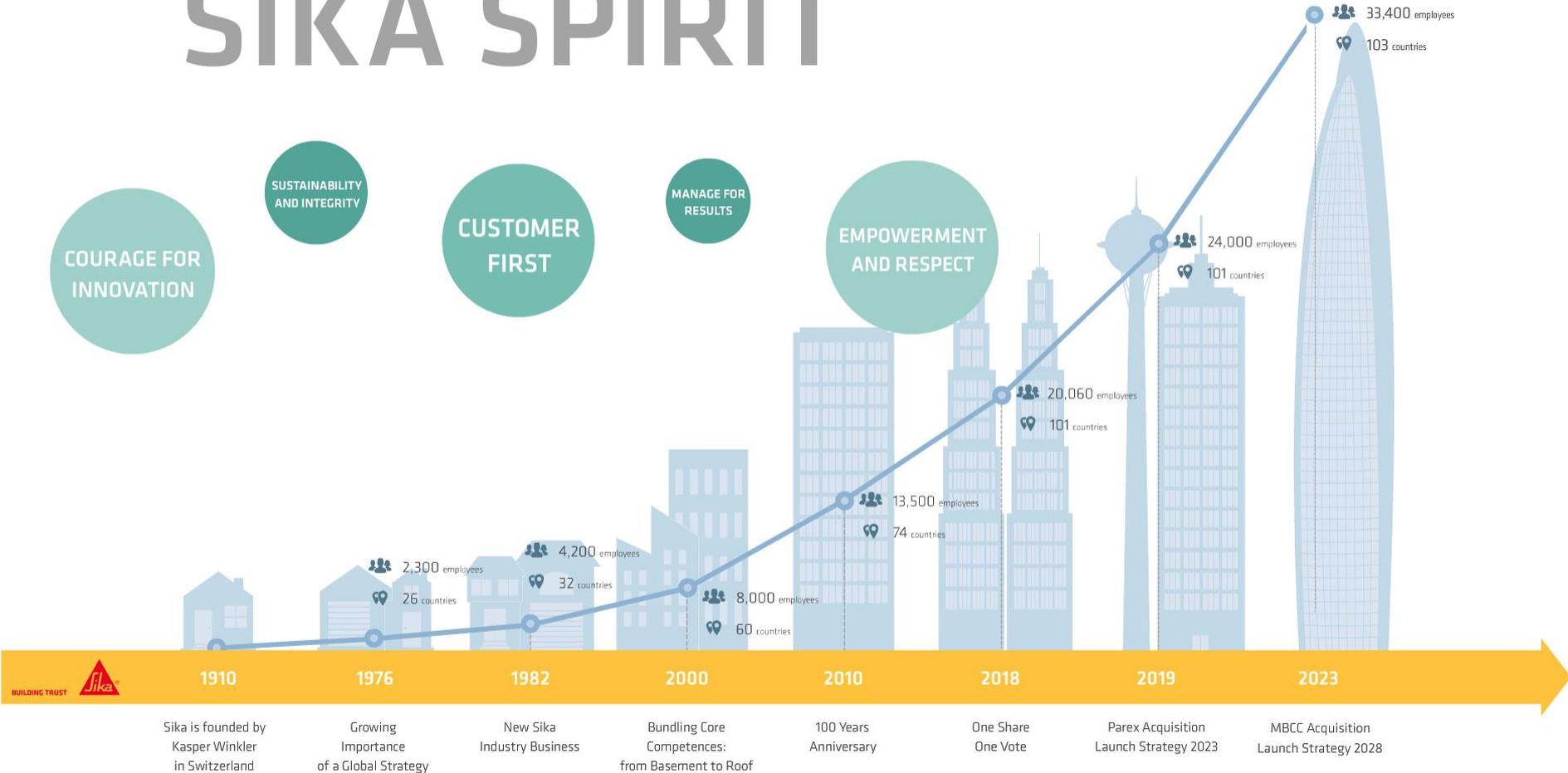
COURAGE FOR
INNOVATION

SUSTAINABILITY
AND INTEGRITY

CUSTOMER
FIRST

MANAGE FOR
RESULTS

EMPOWERMENT
AND RESPECT



Sika is founded by Kasper Winkler in Switzerland

Growing Importance of a Global Strategy

New Sika Industry Business

Bundling Core Competences: from Basement to Roof

100 Years Anniversary

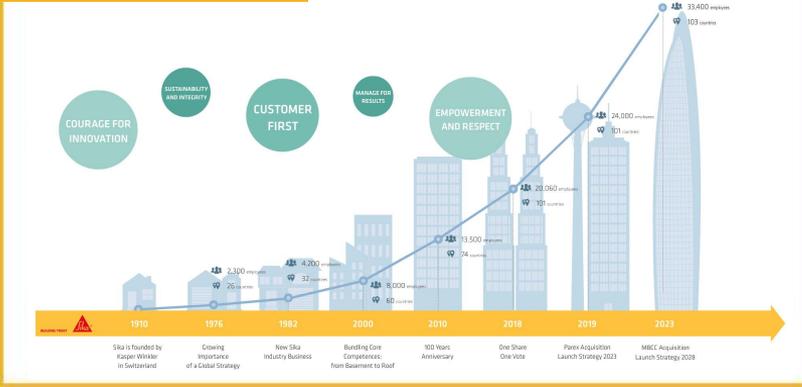
One Share One Vote

Parex Acquisition Launch Strategy 2023

MBCC Acquisition Launch Strategy 2028

WE ARE BUILDING ON A STRONG FOUNDATION OUR PEOPLE, OUR CULTURE, OUR SUCCESS

Embedded values



Strong Culture



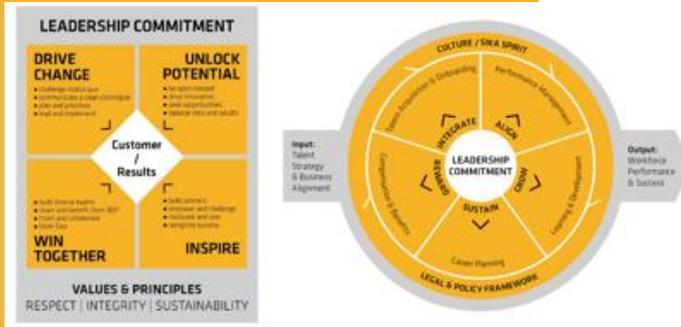
High engagement



Celebrate our people



Commitment to strong leadership



Respect & Integrity



PEOPLE & CULTURE

OUR COMPETITIVE ADVANTAGE



PRESERVING OUR HIGH ENGAGEMENT AS KEY PRIORITY FOR LEADERS



UNLOCKING PEOPLE GROWTH FOR BUSINESS SUCCESS



UNLEASHING THE POWER OF PEOPLE DATA





**ONE TEAM.
MANY VOICES.**