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**COP SUBMISSION**

Baar, March 10, 2014

Dear all,

The present documentation refers to the following content:

- Basic Financial Data: Business Year 2013 – Media release as from 4<sup>th</sup> of March 2013
- Sustainable Development, Sustainability Report and Social Responsibility, Annual Report 2013, p. 20-21, 34 – 39,
- 5-Year Reviews: Consolidated Balance Sheet, Consolidated Income Statement, Segment-Info, Employees, Value-Added Statement, Annual Report 2013, p. 117 –122.

With regard to the GRI Content Index please see [www.sika.com/GRI](http://www.sika.com/GRI). The information contained in this report, which is available in a online version only, has been prepared in accordance with the GRI G4 guidelines option “core”. This is Sika’s first GRI report and covers the calendar year of 2013. Sika will continue reporting on a annual basis.

Sincerely,

Dominik Slappnig

*Enclosure*

# SUSTAINABLE DEVELOPMENT

## RESPONSIBILITY FOR THE FUTURE

Sika takes a long-term perspective on the development of its business and acts with respect and responsibility towards customers, stakeholders and employees. Sika operates with a strong focus on safety, quality, environment, fair treatment, social involvement, responsible growth, and value creation.

### NEW SUSTAINABILITY INITIATIVES

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In 2013, Sika developed a sustainability strategy for the next five years and introduced a new management and reporting system in line with the G4 Guidelines of the Global Reporting Initiative (GRI G4).

#### **REPORTING**

Sika's sustainability reporting is now, for the first time, based on the GRI G4 Guidelines. The key results and findings are available on the Internet at [www.sika.com/sustainability](http://www.sika.com/sustainability).

#### **CRITERIA**

Using the GRI G4 structure, Sika defined the six target indicators with the largest potential effect (see next page).

#### **COMMITMENT**

The fact that Sika has a corporate history spanning over 100 years makes it all the more committed to sustainable development. This explains the company's many years of active involvement in the chemical industry's Responsible Care sustainability program. It is also a cosignatory and a member of the UN Global Compact corporate responsibility initiative, the Carbon Disclosure Project and the World Business Council for Sustainable Development.

# SIX SUSTAINABILITY TARGETS

In dialog with internal and external stakeholders, Sika defined the six target indicators with the largest potential effect.

## ECONOMIC PERFORMANCE

Our success directly benefits all stakeholders.

### TARGET

Operating profit (EBIT) above 10% of net sales.

## SUSTAINABLE SOLUTIONS

We are leading the industry. We are pioneering a portfolio of sustainable products, systems and services.

### TARGET

All new projects are assessed in accordance with Sika's Product Development Process. All local key projects are implemented.

## LOCAL COMMUNITIES/SOCIETY

We build trust and create value – with customers, communities and with the society.

### TARGET

5% more projects per year.

MORE VALUE

LESS IMPACT

## ENERGY

We manage resources and costs carefully.

### TARGET

3% less energy consumption per ton and year.

## WATER/WASTE

We increase the water and material efficiency.

### TARGET

3% less water consumption and waste per ton and year.

## OCCUPATIONAL SAFETY

Sika employees leave the workplace healthy.

### TARGET

5% less accidents per year.

# SUSTAINABILITY REPORT

## ENHANCING UTILITY AND REDUCING NEGATIVE IMPACTS AND ASSUMING SOCIAL RESPONSIBILITY

As a globally operating technology-based company, Sika is especially committed to sustainable development. The company honors its responsibilities by offering sustainable solutions for energy-efficient construction and economical vehicles. It implements numerous measures aimed at boosting the Group's sustainability performance and achieving business, social and economical benefits.

### SIKA'S SUSTAINABILITY STRATEGY

In 2013, Sika developed a sustainability strategy for the next five years. With the avowed aim of "enhancing utility and reducing negative impacts", the company defined six strategic targets that focus on sustainable solutions, economic performance, local communities/society, energy, waste/water and safety. Through its products, systems and solutions, Sika seeks to generate benefits for stakeholders that far outweigh the negative consequences of the production process and resource consumption (see also "Sustainable Development" on page 27 ff of the download version of this report).

The new sustainability strategy was accompanied by a new management and reporting system meeting the G4 Guidelines of the Global Reporting Initiative (GRI G4). A summary of the key results and findings is presented on the following pages. Full details are available on the Internet at [www.sika.com/GRI](http://www.sika.com/GRI).

### MANAGEMENT AND ORGANIZATION

To ensure that the new sustainability strategy is firmly enshrined in its organizational structure, Sika created a network of sustainability experts for products, systems and solutions, and for production in the individual regions. In 2013, this network started to develop ideas and plans for a raft of company-wide measures. In addition, all internal stakeholders were informed about the new sustainability strategy. In 2014, all employees will participate in the ongoing refinement and implementation of the sustainability measures.

### STANDARDS AND COMPLIANCE

The Sika Code of Conduct, by which all employees are bound, underwent revision in 2013 to incorporate the relevant sustainability principles. It states, among other things, that Sika under no circumstances tolerates any form of corruption, bribery or human rights infringements. Absolutely no leeway is allowed in respect of any breaches to the Code. Integrity, ethical and principled conduct, and adherence to the law are the foundation on which Sika's impeccable reputation is built. This is what

our customers and all other stakeholders – most notably, the Sika staff and shareholders – have rightly come to expect. The Code of Conduct is available in the world's major languages and is signed by each employee.

The senior management teams at the individual subsidiaries are mandated to enforce compliance with the Code of Conduct and with all relevant laws and standards. To achieve this, they are required to operate an internal control system and critically assess the results of checks and inspections. Moreover, the management teams are expected to act as role models in respect of ethical conduct.

Sika also assumes responsibilities for the supply chain. Through its amendments to the Supplier Code of Conduct in 2013, the Group ensured that suppliers are fully informed of Sika's ethical, ecological and social guidelines and expectations.

### INSPECTIONS AND AUDITS

Inspections and audits are core elements of Sika's comprehensive management system. They provide management at Group, regional and local company level with a regular, independent assessment as to whether all activities comply with official requirements as well as with Sika's own internal guidelines, principles and risk management specifications. The inspections and audits thereby ensure the effectiveness of the relevant processes and controls at Sika. The auditing process is centrally organized. Group Management is regularly informed about the planning of inspections and their results. In all, 110 audits were conducted at Sika in the reporting year and associated improvements implemented wherever necessary. The audits covered all aspects of Sika's business operations, including quality control, environment, safety, health, risk management, technology, compliance, IT security, suppliers and products.

To ensure that suppliers also meet the official requirements and labor standards, Sika calls on them to perform self-assessments and itself conducts supplier audits. As a supplier to major customers – particularly from the automotive and industrial sectors – Sika is itself often subject to external audits. These audits are designed to ensure compliance with international labor standards and prescribed quality, environment, safety and health criteria.

## INVOLVEMENT OF STAKEHOLDERS

Sustainable development is not something that any company can pursue in isolation. That is why Sika actively seeks the involvement of stakeholders, such as employees, customers, suppliers, shareholders, authorities, governments and associations. In developing its sustainability strategy, Sika consulted the principal stakeholders on what they considered to be the most important sustainability issues. Selection of the strategic sustainability targets is thus based on both an internal and an external perspective.

## PRODUCT SUSTAINABILITY

Practical application of the "We give more than we take" principle necessitates soundly based data on both the impacts of the product-manufacturing process and the utility of the finished products. To this end, Sika in 2013 collected life-cycle data for its products, technologies and applications in accordance with the international life-cycle assessment (LCA) standard ISO 14040. These data were then entered in a newly designed reference database. This allows Sika, when developing new products and solutions, to compare their sustainability profiles with those of the existing range. Sika also launched several product safety databases in the reporting year. These contain information on the regulatory requirements together with details of the application safety of the individual products.

## ENVIRONMENT, SAFETY AND SUSTAINABILITY

Unless otherwise stated, the following details relate to all business operations of the Sika Group, including the activities of the newly acquired companies. This is in contrast to previous sustainability reports, which factored out new acquisitions for a three-year period.

**INVESTMENTS:** Sika constantly improves its environmental protection and safety performance through its routine investment planning and maintenance activities. In 2013, Sika again invested CHF 4.6 million in technical equipment for accident and illness prevention, equivalent to 5% of the total investment in technical equipment. The numerous other measures implemented by Sika in the field of environment, health, safety and sustainability in the reporting year involved investments of CHF 24.4 million (previous year: CHF 20.0 million). Sika employs environment, safety and sustainability specialists at all its major sites. The total worldwide headcount in this field runs to over 100.

**HEALTH AND SAFETY:** At 12 per 1,000 employees (previous year: 12.9 per 1,000 employees), the number of occupational accidents in 2013 with over one day's lost working time remained more or less unchanged year on year. Over the last three years, Sika has managed to cut the number of occupational accidents by 17%. In 2013, accident victims were absent for an average of 16 days. Group Management is fully committed to further improving occupational safety and accident prevention in future. The target is to reduce the number of occupational accidents by 5% in each of the next five years.

**ENERGY EFFICIENCY:** At 1,769 TJ, Sika's energy consumption in 2013 was up on the previous year's figure of 1,571 TJ. This rise is attributable to three factors: First, the new reporting system takes account of all new acquisitions (see above). Second, the figure also includes energy use by the Group's own vehicles. Third, the increase also reflected a 10% year-on-year rise in the volume of products sold. At 540 MJ, the energy requirement per ton of product sold in 2013 was on a par with the previous year. In the last three years, Sika has succeeded in cutting energy demand per ton sold by 20%. Production at Sika is less energy-intensive than in the traditional chemical industry. Accordingly, Sika consumed only a quarter as much energy per CHF 1 million sales as the average traditional chemicals company. Sika is nonetheless targeting a 3% annual cut in energy use per ton sold. A number of subsidiaries have launched an energy efficiency program compliant with ISO 50001. Sika Germany is already certified to this standard and has also been awarded a building certificate for energy efficiency. In 2013, 57.5% of Sika's energy requirement was met by electrical power from the local grid. The remaining demand was mainly covered by natural gas and liquid fuels.

**CO<sub>2</sub> EMISSIONS (SCOPE 1):** In 2013, CO<sub>2</sub> emissions resulting from the use of primary energy sources ran to around 50,000 tons (previous year: 47,000 tons). This increase is also attributable to new acquisitions and the rise in production volumes. Further CO<sub>2</sub> emissions were generated by vehicle leasing (4,300 tons) and business travel (around 15,000 tons). Some of Sika's Chinese companies still rely on locally sourced coal as a fuel. This has a low gross calorific value and entails higher CO<sub>2</sub> emissions than natural gas. Many locations in China, however, offer no alternative to coal. At one Chinese factory, Sika has successfully introduced rice husks – a waste product from rice mills – as a renewable energy source. At other sites, the company implemented efficiency-boosting programs to minimize CO<sub>2</sub> emissions.

**CO<sub>2</sub> EMISSIONS (SCOPE 2):** At 124,000 tons, the CO<sub>2</sub> equivalent emissions caused by purchased electricity in 2013 were once again over double the emissions resulting from the use of primary energy sources. The stated value was calculated using the emissions factors from the Greenhouse Gas Protocol. Instead of determining the emissions caused by effective power consumption, this involves the application of average values for electricity production in each particular country. Some Sika sites, however, purchased their electricity from providers with below-average CO<sub>2</sub> emissions. The effective emissions were therefore lower than the calculated figures. This sustainability report nonetheless uses the average values prescribed by the Greenhouse Gas Protocol so as to ensure comparability.

**WATER USE:** Sika's water consumption in 2013 stood at 2 million m<sup>3</sup>. At the same time, the company's continuing investment in efficient water use in the reporting year helped to cut the water use per ton sold to 0.55 m<sup>3</sup>. This figure has fallen by 29% in the last three years. Sika aims to cut water consumption per ton sold by a further 3% per annum. Cooling water accounted for some 80% of the water demand. This is mostly drawn from the company's own authority-approved wells and is returned, unpolluted, to the water cycle.

**MATERIALS USE:** 2013 saw Sika achieve a slight improvement in material efficiency. As production volumes rose, the waste quantity ran to 56,000 tons, equivalent to 17 kg waste per ton sold or a rate of 1.7%. In the last few years, Sika has been able to cut this waste rate by 9%. Over the next five years, Sika will endeavor to achieve further reductions of 3% per annum. Half of the waste – particularly from polymer and mortar production – is recycled by external companies. A further significant proportion, primarily waste from the manufacture of polymeric membranes, mortars and admixtures, is reintroduced into the production process.

### SAVING ENERGY AND RAW MATERIALS

Worldwide consumption of fuels such as crude oil, coal or natural gas, and raw materials such as water, iron ore or cement is constantly rising. Yet these resources are limited and their extraction is becoming increasingly expensive or is negatively impacting the climate. The efficient use of resources is one of the greatest challenges facing our generation. Sika offers numerous solutions that make a major contribution to the efficient use of energy and raw materials.

Sika solutions for saving energy and raw materials:

- Sika's concrete admixtures for high-grade concrete incorporating recycled aggregates reduce the demand for gravel
- Special seals for argon-filled insulating glass units and for bonding lighter windows improve the thermal insulation performance of low-energy buildings
- Structural adhesives and polymer-based reinforcing components for lighter automobiles help save fuel

**EXAMPLE:** Saving energy with grinding aids. Sika grinding aids for energy-efficient cement production save approximately 64 MJ of energy per ton cement (0.035% dosage) compared to grinding performed without these aids. As only around 10 MJ are consumed in the manufacture of grinding aids, the resulting net savings total 54 MJ per ton cement. This is roughly equivalent to the daily electricity consumption of an average Swiss household. Extrapolated to the global cement demand of 3,294 million tons in 2010, Sika grinding aids could theoretically have achieved energy savings equal to the annual power consumption of around 6.5 million households.

**EXAMPLE:** Saving energy in glass facade construction. The innovative Sikasil® SG-550 adhesive and Sikasil® IG-25 sealant cater for pioneering structural glazing assemblies. The substantial savings achievable through the use of high-strength silicone adhesives are illustrated by the project for a 170 m tall building with 60,000 m<sup>2</sup> of glazing in central Asia. The Sika solutions adopted here cut the silicone adhesive requirement by a full 39 tons, compared to an assembly using standard products. These savings correspond to CO<sub>2</sub> emissions of over 100 tons and an energy consumption of 3,000 GJ.

### CUTTING CO<sub>2</sub> EMISSIONS

The earth's climate is changing with consequences for the whole world. This makes climate protection, in particular the continuous reduction of greenhouse emissions, a crucial task for the future.

Sika solutions for climate protection:

- Adhesives for the solar industry reliably bond very hot surfaces
- Highly reflective polymeric roof membranes boost the efficiency of solar installations and lower the cooling demand in buildings
- A special corrosion protection system for offshore wind farms guarantees a long service life under rough conditions
- Viewed over their entire life cycle, Sika Sarnafil® roof membranes entail 30% lower CO<sub>2</sub> emissions than other less durable roofing sheets

**EXAMPLE:** CO<sub>2</sub>-efficient concrete admixtures. Concrete admixtures can be used to reduce the cement content of concrete without in any way impairing quality. Large quantities of CO<sub>2</sub>, which is emitted during the combustion of limestone in cement production, can thus be avoided. The considerable savings potential was demonstrated by one Sika customer who needed 3,600 m<sup>3</sup> of concrete for the construction of a gas storage tank. Use of the admixture Sika® ViscoCrete® resulted in a net reduction in CO<sub>2</sub> emissions of 50 tons or 9%. Applied to the annual worldwide concrete consumption of 5 billion m<sup>3</sup>, this offers potential cuts in the order of 72 million tons of CO<sub>2</sub>, a figure roughly equivalent to the annual CO<sub>2</sub> emissions of Austria.

### SAVING WATER

The process of global population growth is making clean water an increasingly scarce commodity. The careful management of water consumption, purification and storage as well as wastewater treatment is essential. Already today, one billion people suffer from a lack of drinking water.

Sika solutions for an adequate supply of clean water:

- Concrete produced with Sika® ViscoCrete® admixtures requires up to 15% less water than concrete mixed using standard procedures
- Watertight concrete and interior coatings for drinking water reservoirs reduce water losses
- Spray-applied waterproofing membranes for watertight structures and wastewater treatment plants reduce contamination

**EXAMPLE:** Drinking water tanks. On the Jungfrauoch saddle, high up in the Bernese Alps, a Sika product was used to reinstate a drinking water tank. The tank had sprung a leak and the water quality was compromised through contact with the concrete. The most straightforward and effective solution consisted in relining the tank with Sikaplan® WT 4300-15C Felt sheet waterproofing membranes.

## BUILDING SUSTAINABLY

Astronomic sums are spent worldwide on infrastructure provision and maintenance. The rapid economic ascent of the emerging countries necessitates enormous investments in energy, transportation, water and health care. The existing infrastructure in developed countries also requires modernization.

Sika solutions for sustainable construction:

- Construction chemicals, shotcreting machines and waterproofing membranes allow efficient tunneling
- Composite materials substantially prolong the service life of aging engineering structures such as bridges
- Root-resistant polymeric roof membranes and systems allow the installation of green roofs to improve the urban climate
- Special concrete repair mortars and resins considerably extend the service life of bridges and concrete structures

**EXAMPLE:** Wood floor adhesives. Natural wood flooring is a popular choice for green buildings due to the material's longevity, low maintenance requirement and visual appeal. Various bonding options are available for laying this type of covering. SikaBond®AT-80, incorporating over 15% renewable raw materials, and the water-based, solvent-free Sika®Primer MR Fast offer the ideal solution for reliable, material- and energy-efficient installation of natural wood flooring. Use of these two Sika products instead of standard, solvent-free, one-component adhesives delivers a 50% cut in energy consumption and CO<sub>2</sub> emissions.

## SOCIAL RESPONSIBILITY

In today's world, social, economic and ecological issues are closely intertwined. Social responsibility is the necessary component of success. Mindful of its obligations, Sika actively engages in sustainable and humanitarian development projects, either as a member of international organizations or directly on the spot. Sika's social involvement also embraces the sponsorship of organizations and initiatives in the fields of science, culture and sport.

### MEMBERSHIPS

**UN GLOBAL COMPACT:** Sika has participated in the UN Global Compact network since 2009. The Global Compact principles enshrine a series of universally accepted values in the areas of human rights, labor standards, environmental protection and anticorruption policy. Another United Nations initiative where Sika is engaged is the Sustainable Buildings and Climate Initiative (SBCI), whose aim is to establish sustainable building practices worldwide.

**RESPONSIBLE CARE:** Sika honors the rules of the Responsible Care program, a voluntary global initiative of the chemical industry. Through their national associations, companies work together to continuously improve their health, safety and environmental performance. The Responsible Care ethic encourages industry to operate with due consideration to future generations.

**GREEN BUILDING PROGRAMS:** Green building and certification programs such as LEED (Leadership in Energy and Environmental Design) and BREEAM (BRE Environmental Assessment Method) evaluate the sustainability performance of construction materials and buildings. Sika participates in programs and schemes such as the German Seal of Quality for Sustainable Construction (DGNB) and the Green Globes in the USA. Sika cultivates an active partnership with the Green Building Councils in various countries, including the USA, Brazil, the UK, Italy and Serbia. Sika is also a member of numerous other associations and initiatives (see [www.sika.com/en/group/sustainability/people/partnerships\\_andinitiatives.html](http://www.sika.com/en/group/sustainability/people/partnerships_andinitiatives.html)).

### ACTIVITIES

#### SOCIAL SPONSORING

Social sponsoring at Sika is mainly organized through the Romuald Burkard Foundation. Its main goals, among others, are to support communities in infrastructure development for social projects, to promote training in construction professions and trades, and to provide emergency aid to disaster-stricken regions. The Sika Board of Directors established the Romuald Burkard Foundation in 2005 in memory of Dr. Romuald Burkard, the third-generation representative of the Winkler family, which founded Sika. Sika seeks to promote on-the-ground self-help. The local Sika companies are thus required to put forward specific aid applications and, working with local partners, supervise the projects on site up to completion. Via the Romuald Burkard Foundation, Sika supported the following major projects in the year under review:

Yayasan Tirta Lestari (YTL) is a nonprofit organization whose mission is to improve health care, water supply, sanitation and drainage facilities in Indonesia. YTL is incorporated in the US umbrella organization WatSan Action. Sika has been the main sponsor since 2008. Every year, YTL helps to improve the living standards of 1 500 people. Aid provided in 2013: CHF 60,000. [www.atmicikarang.ac.id](http://www.atmicikarang.ac.id)

Since 2010, Sika has supported the activities of the nonprofit organization Operation Smile in Vietnam. The aid provided by Sika in 2013 paid for examinations for 440 children at four different hospitals as well as successful operations for 294 of these who suffered from facial deformities. Thanks to the assistance of committed volunteers, the organization has, since 1989, arranged operations for some 200,000 children and youths with cleft lips and palates or similar facial disfigurements. Aid provided in 2013: CHF 100,000. [www.operationsmile.org](http://www.operationsmile.org)

The Pro Leche Ayacucho development project is a privately organized self-help scheme for over 600 farming families in the Ayacucho region of Peru. Key aims include the achievement of higher milk yields and improved product quality standards by means of improved hygiene conditions, control and training. Sales channels are also being strengthened through the establishment of local cheese dairies. Aid provided in 2013: CHF 100,000. [www.prolecheayacucho.org](http://www.prolecheayacucho.org)

Since 2007, Sika has supported the Pan de Vida orphanage in Mexico, where disadvantaged children and youths have the chance to live and study. The funds provided in the year under review covered scholarships for five young people, the construction of a sports ground, a dental care program and the building permit costs for a new residential block. Aid provided in 2013: CHF 310,000.

[www.pandevida.org](http://www.pandevida.org)

Sika has supported the Liter of Light organization since 2012, when it was founded by ten master's students from the University of St. Gallen in Switzerland. The organization sets out to provide underprivileged areas of the world with an alternative light source made from recycled plastic bottles. In 2013, Sika sponsored Liter of Light projects in Bangladesh, Colombia, India, Mexico, Nicaragua, the Philippines and East Timor. By supporting the organization's workshop at the World Resources Forum in Davos in fall 2013, Sika helped disseminate the idea of making lamps from recycled plastic bottles to a wider public. Value of products supplied free of charge in 2013: CHF 40,000.

[www.literoflightschweiz.ch](http://www.literoflightschweiz.ch)

In the reporting year, Sika began sponsorship of a youth scheme in the northern English town of Preston. Once completed, the Preston Youth Zone (PYZ) building complex will offer disadvantaged and disabled young people a range of sports facilities together with various other opportunities for personal development and a brighter future. Apart from financial support, Sika is also supplying products for the construction project. The PYZ is scheduled to open in 2014. Value of products supplied free of charge in 2013: CHF 75,000.

[www.prestonyz.org](http://www.prestonyz.org)

Sika has supported an orphanage in the municipality of Valea Lupului in eastern Romania since 2010. The construction of a guesthouse, which opened in June 2013, created jobs for various young people who had grown up as orphans.

Aid provided in 2013: CHF 25,000.

[www.valealupului.ch](http://www.valealupului.ch)

#### ECOLOGICAL SPONSORING

The focus of Sika's ecological sponsoring is on water, building, infrastructure and renewable energy projects. The main sponsorship partner in this field is the Global Nature Fund (GNF). Sika has supported the GNF and its international Living Lakes environmental program since 2004. Comprising over 100 partner organizations from various lake regions across the globe, the Living Lakes network sets out to promote sustainable development and the protection of drinking water, lakes and wetlands. The initiative uses successful models and concrete projects to demonstrate how, with the involvement of the local population, positive social and economic developments can be achieved in different regions and societies without any threat to nature and the environment. In the reporting year, Sika sponsored model projects in Burundi, Kenya, Colombia and Mongolia. Aid provided in 2013: CHF 92,500.

[www.globalnature.org](http://www.globalnature.org)

#### SCIENTIFIC SPONSORING

As project sponsor, Sika engages in a lively dialog with the ETH Zurich (Swiss Federal Institute of Technology in Zurich), the EPFL (Swiss Federal Institute of Technology in Lausanne), the ESPCI ParisTec (School of Industrial Physics and Chemistry of the City of Paris), the University of Burgundy, Princeton University, the Beijing University of Chemical Technology and many similar institutions across the globe. Sika's local subsidiaries cooperate with research institutes and provide mutual support. In 2013, as in previous years, Sika attached particular importance to its partnership with the ETH Zurich.

**ETH ZURICH:** The appointment process for the new Professorship for Soft Materials at the ETH Zurich, founded by Sika in 2010, was successfully concluded with the nomination of Professor Dr. Jan Vermant. 2013 was the fourth year in which the Sika Master Award was presented to the author of an outstanding master's thesis in the field of applied chemistry, based on the recommendation of the ETH's Department of Chemistry and Applied Biosciences. Sika also participates in the Sustainable Construction Partnership Council. This interdisciplinary forum promotes a dialog on current research topics, supports resources and knowledge transfer, and encourages the launch of joint research projects in the field of sustainable construction. Since 2010 Sika has allocated a total of CHF 7 million to support the newly created professorship.

**YES COURSES:** Sika continued its sponsorship of YES (Youth Encounter on Sustainability) courses worldwide in 2013. The courses, developed by a spin-off from the ETH Zurich, address various aspects of sustainable development and are primarily geared to students. The reporting year saw Sika actively involved in courses in Germany and Japan. Aid provided in 2013: CHF 70,000.

[www.actis-education.ch](http://www.actis-education.ch)

#### SPORTS AND CULTURAL SPONSORING

Sika companies support sports and cultural projects throughout the world. The focus of sponsorship in Switzerland is on the Lucerne Symphony Orchestra, the EV Zug ice hockey club and the Swiss Sliding sports association.

**LUCERNE SYMPHONY ORCHESTRA:** Sika has been a partner of the Foundation for the Lucerne Symphony Orchestra (LSO) for several years now. The foundation sets out to promote the artistic reputation of the LSO at regional, national and international level. It supports outstanding creative projects undertaken by the LSO and fosters the innovative development of the orchestra. As Switzerland's oldest symphony orchestra, the LSO enjoys international acclaim. Sponsorship sum in 2013: CHF 100,000.

[www.sinfonieorchester.ch](http://www.sinfonieorchester.ch)



EV ZUG ICE HOCKEY CLUB: Featuring on the club kit, stadium banners and even the ice rink, the Sika logo is an integral part of EV Zug's public identity. The sponsorship agreement with the top Swiss ice hockey team was concluded in the reporting year and will run until the end of the 2014/2015 season. Sponsorship sum in 2013: CHF 270,000.  
[www.evz.ch](http://www.evz.ch)

SWISS SLIDING: Sika is a sponsor of Swiss Sliding, the association for the Winter Olympic disciplines bobsleigh, luge and skeleton. Swiss Sliding is committed to both top-level competitive and grass-roots sport, with the development of young talent as a key priority. As Reto Götschi, Swiss Sliding CEO, points out: "Apart from the financial support, Swiss Sliding also benefits from Sika's know-how and products."  
Sponsorship amount in 2013: CHF 130,000.  
[www.swiss-sliding.ch](http://www.swiss-sliding.ch)

# FIVE-YEAR REVIEWS

## CONSOLIDATED BALANCE SHEET AS OF DECEMBER 31

in CHF mn		2009	2010	2011 <sup>5</sup>	2012 <sup>5</sup>	2013
Cash and cash equivalents		801.6	938.4	536.0	994.2	1,028.3
Accounts receivable	a	739.4	780.6	875.3	871.5	909.7
Inventories	b	451.4	499.7	530.6	521.6	539.0
Other current assets <sup>1</sup>		100.7	132.3	109.8	110.4	110.9
<b>Current assets</b>		<b>2,093.1</b>	<b>2,351.0</b>	<b>2,051.7</b>	<b>2,497.7</b>	<b>2,587.9</b>
Property, plant, and equipment		861.7	816.5	860.6	873.3	920.2
Intangible assets		562.0	630.9	771.0	742.3	1,066.0
Other non-current assets <sup>2</sup>		122.0	142.4	154.0	166.9	157.9
<b>Non-current assets</b>		<b>1,545.7</b>	<b>1,589.8</b>	<b>1,785.6</b>	<b>1,782.5</b>	<b>2,144.1</b>
<b>ASSETS</b>		<b>3,638.8</b>	<b>3,940.8</b>	<b>3,837.3</b>	<b>4,280.2</b>	<b>4,732.0</b>
Accounts payable	c	355.2	478.2	501.0	492.1	560.0
Bond		0.0	274.6	0.0	249.9	299.7
Other current liabilities <sup>3</sup>		311.1	303.9	319.8	301.5	329.4
<b>Current liabilities</b>		<b>666.3</b>	<b>1,056.7</b>	<b>820.8</b>	<b>1,043.5</b>	<b>1,189.1</b>
Bonds		1,066.9	794.4	796.0	847.1	946.9
Non-current provisions, employee benefit obligation		233.4	223.7	342.3	351.6	305.9
Other non-current liabilities <sup>4</sup>		71.5	106.4	138.0	128.2	153.9
<b>Non-current liabilities</b>		<b>1,371.8</b>	<b>1,124.5</b>	<b>1,276.3</b>	<b>1,326.9</b>	<b>1,406.7</b>
<b>LIABILITIES</b>		<b>2,038.1</b>	<b>2,181.2</b>	<b>2,097.1</b>	<b>2,370.4</b>	<b>2,595.8</b>
Capital stock		22.9	22.9	1.5	1.5	1.5
Treasury shares		-106.3	-69.9	-55.7	-27.6	-13.7
Reserves		1,679.4	1,802.9	1,781.4	1,921.0	2,132.3
<b>Equity attributable to Sika shareholders</b>		<b>1,596.0</b>	<b>1,755.9</b>	<b>1,727.2</b>	<b>1,894.9</b>	<b>2,120.1</b>
Non-controlling interests		4.7	3.7	13.0	14.9	16.1
<b>SHAREHOLDERS' EQUITY</b>	d	<b>1,600.7</b>	<b>1,759.6</b>	<b>1,740.2</b>	<b>1,909.8</b>	<b>2,136.2</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>	e	<b>3,638.8</b>	<b>3,940.8</b>	<b>3,837.3</b>	<b>4,280.2</b>	<b>4,732.0</b>

1 Prepaid expenses and accrued income, other current assets.

2 Investments in associated companies, deferred tax assets, and other non-current assets.

3 Accrued expenses and deferred income, income tax liabilities, current provisions, and other current liabilities.

4 Deferred tax liabilities and other non-current liabilities.

5 Restated due to application of IAS 19 revised (see principles of consolidation).

## CONSOLIDATED INCOME STATEMENT FROM JANUARY 1 TO DECEMBER 31

in CHF mn	2009	2010	2011	2012 <sup>1</sup>	2013
<b>Net sales</b>	<b>4,162.3</b>	<b>4,421.8</b>	<b>4,563.7</b>	<b>4,828.9</b>	<b>5,142.2</b>
Material expenses	-1,867.0	-2,036.9	-2,259.1	-2,309.6	-2,446.6
<b>Gross result</b>	<b>2,295.3</b>	<b>2,384.9</b>	<b>2,304.6</b>	<b>2,519.3</b>	<b>2,695.6</b>
Personnel expenses	-954.3	-953.7	-959.9	-1,037.2	-1,031.1
Other operating expenses	-801.1	-854.5	-867.3	-909.0	-988.6
<b>Operating profit before depreciation and restructuring</b>	<b>539.9</b>	<b>576.7</b>	<b>477.4</b>	<b>573.1</b>	<b>675.9</b>
Depreciation/amortization/impairment	-139.3	-137.5	-130.3	-140.1	-152.4
<b>Operating profit before restructuring</b>	<b>400.6</b>	<b>439.2</b>	<b>347.1</b>	<b>433.0</b>	<b>523.5</b>
Restructuring expenses	-56.6	0.0	0.0	0.0	0.0
<b>Operating profit</b>	<b>344.0</b>	<b>439.2</b>	<b>347.1</b>	<b>433.0</b>	<b>523.5</b>
Interest income/interest expense	-24.3	-30.0	-28.4	-31.1	-30.9
Financial income/financial expense/income from associated companies	-4.1	-5.8	-3.2	-12.1	-15.9
<b>Profit before taxes</b>	<b>315.6</b>	<b>403.4</b>	<b>315.5</b>	<b>389.8</b>	<b>476.7</b>
Income taxes	-89.9	-92.8	-100.7	-111.3	-132.0
<b>Net profit</b>	<b>225.7</b>	<b>310.6</b>	<b>214.8</b>	<b>278.5</b>	<b>344.7</b>
Free cash flow	312.5	244.0	35.4	288.3	19.0
Gross result as % of net sales	55.1	53.9	50.5	52.2	52.4
Operating profit before restructuring as % of net sales	9.6	9.9	7.6	9.0	10.2
Net profit as % of net sales (ROS)	5.4	7.0	4.7	5.8	6.7
Net profit as % of shareholders' equity (ROE)	14.1	17.7	12.3	14.6	16.1

1 Restated due to application of IAS 19 revised (see principles of consolidation).

## KEY BALANCE SHEET DATA

in CHF mn	Calculation	2009	2010	2011 <sup>2</sup>	2012 <sup>2</sup>	2013
Net working capital	(a + b - c)	835.6	802.1	904.9	901.0	888.7
Net working capital as % of net sales		20.1	18.1	19.8	18.7	17.3
Net debt <sup>1</sup>	f	264.8	165.2	338.7	155.5	266.5
Gearing in %	(f : d)	16.5	9.4	19.5	8.1	12.5
Equity ratio in %	(d : e)	44.0	44.7	45.3	44.6	45.1

1 Net debt: Interest-bearing indebtedness (short and long-term bank debt, bonds and other current and non-current liabilities "Other") less interest-bearing current assets (cash and cash equivalents and securities).

2 Restated due to application of IAS 19 revised (see principles of consolidation).

## VALUE-BASED KEY DATA

in CHF mn	Calculation	2009	2010	2011	2012 <sup>2</sup>	2013
Capital employed <sup>1</sup>		2,041.2	2,086.3	2,351.5	2,334.2	2,662.6
Annual average of capital employed	g	2,074.9	2,063.8	2,218.9	2,342.9	2,498.4
Operating profit before restructuring	h	400.6	439.2	347.1	433.0	523.5
Return on capital employed (ROCE) in %	(h : g)	19.3	21.3	15.6	18.5	21.0

1 Capital employed: Current assets, PPE, intangible assets less cash and cash equivalents, current securities, current liabilities (excluding bank loans and bond).

2 Restated due to application of IAS 19 revised (see principles of consolidation).

## SEGMENT INFORMATION

in CHF mn	EMEA					North America				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Net sales	2,642	2,429	2,339	2,275	2,470	605	589	617	706	711
Operating profit before restructuring	256	266	171	223	267	64	56	51	69	81
in % of net sales	9.7	11.0	7.3	9.8	10.8	10.6	9.5	8.3	9.8	11.4
Depreciation/amortization	72	65	59	70	79	25	25	22	24	23
Impairment	8	2	1	0	0	0	0	0	0	0
Capital expenditures	109	58	58	58	75	24	9	13	14	11

in CHF mn	Latin America					Asia / Pacific				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Net sales	395	478	507	586	623	520	715	838	932	974
Operating profit before restructuring	57	88	94	107	110	57	96	98	116	134
in % of net sales	14.4	18.4	18.5	18.3	17.7	11.0	13.4	11.7	12.3	13.8
Depreciation/amortization	6	6	6	6	9	13	17	20	20	21
Impairment	0	0	0	0	0	1	0	0	0	0
Capital expenditures	8	11	19	24	27	15	13	19	24	25

in CHF mn	Other segments and activities					Total				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Net sales	0	211	263	330	364	4,162	4,422	4,564	4,829	5,142
Operating profit before restructuring	-33	-67	-67	-82	-69	401	439	347	433	523
in % of net sales						9.6	9.9	7.6	9.0	10.2
Depreciation/amortization	21	23	22	20	20	137	136	129	140	152
Impairment	-6	0	0	0	0	3	2	1	0	0
Capital expenditures	5	9	8	11	16	161	100	117	131	154

Due to the application of IAS 19 revised – Employee benefits, data for 2012 were restated.

Furthermore, in 2013 the regions were adjusted. The previous six geographical regions have been reduced to four. The new region EMEA covers the previous regions Europe North and Europe South together with the Middle East and Africa. With the former region IMEA dissolved, India has been reallocated to the region Asia/Pacific due to its close association with this economic area. The supply chain activities previously included in “Other segments and activities” are now included in the region EMEA.

Since 2011 the automotive business segment has been managed centrally on a global basis. Internal reporting structures have been adjusted accordingly. The corresponding automotive units are no longer broken down by region but reported as “Other segments and activities”. The 2010 figures have been adjusted accordingly. Figures for earlier years have not been adjusted.

## EMPLOYEES

	2009	2010	2011	2012 <sup>2</sup>	2013
<b>Employees by region (at December 31)</b>					
<b>EMEA<sup>2</sup></b>	<b>7,092</b>	<b>7,178</b>	<b>8,059</b>	<b>7,956</b>	<b>8,658</b>
Switzerland	1,900	1,912	2,312	2,164	2,012
Germany	1,336	1,321	1,417	1,440	1,784
France	617	603	595	582	643
<b>North America</b>	<b>1,163</b>	<b>1,360</b>	<b>1,491</b>	<b>1,437</b>	<b>1,438</b>
USA	991	1,189	1,256	1,218	1,216
<b>Latin America</b>	<b>1,561</b>	<b>1,703</b>	<b>2,101</b>	<b>2,170</b>	<b>2,329</b>
Brazil	220	244	530	508	504
<b>Asia/Pacific<sup>2</sup></b>	<b>2,553</b>	<b>3,241</b>	<b>3,603</b>	<b>3,670</b>	<b>3,868</b>
China	1,035	1,115	1,331	1,286	1,287
Japan	197	614	608	615	614
<b>Total</b>	<b>12,369</b>	<b>13,482</b>	<b>15,254</b>	<b>15,233</b>	<b>16,293</b>
<b>Personnel expenses (in CHF mn)</b>					
Wages and salaries	769	775	789	837	849
Social charges, other	185	178	171	200	182
<b>Personnel expenses</b>	<b>954</b>	<b>953</b>	<b>960</b>	<b>1,037</b>	<b>1,031</b>
Personnel expenses as % of net sales	23	22	21	21	20
<b>Key data per employee (in CHF 1,000)</b>					
Net sales	329	342	318	317	326
Net value-added <sup>1</sup>	103	108	92	96	98

1 See next page, five-year reviews, value-added statement.

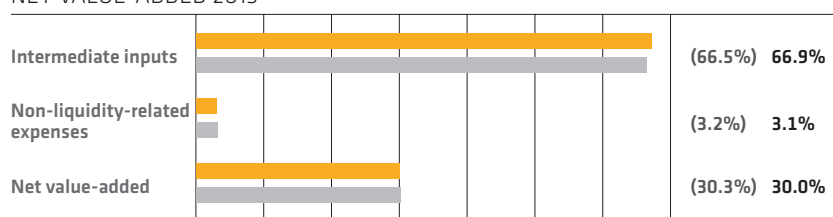
2 Restated due to amendments in segment structure and due to application of IAS 19 revised (see principles of consolidation).

## VALUE-ADDED STATEMENT

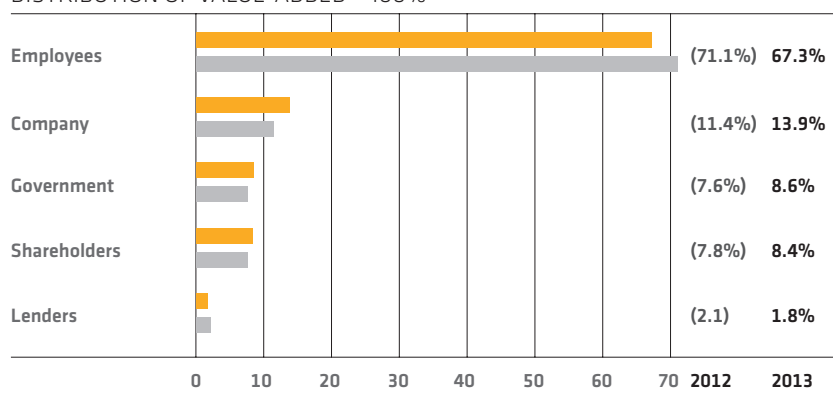
in CHF mn	2009	2010	2011	2012 <sup>1</sup>	2013
<b>Source of value-added</b>					
Corporate performance (net sales)	4,162	4,422	4,564	4,829	5,142
Intermediate inputs	-2,683	-2,914	-3,127	-3,212	-3,440
<b>Gross value-added</b>	<b>1,479</b>	<b>1,508</b>	<b>1,437</b>	<b>1,617</b>	<b>1,702</b>
Non-liquidity related expenses					
Depreciation and amortization	-139	-138	-130	-140	-152
Change in provisions	-42	23	8	-12	-8
<b>Net value-added</b>	<b>1,298</b>	<b>1,393</b>	<b>1,315</b>	<b>1,465</b>	<b>1,542</b>
<b>Distribution of value-added</b>					
To employees					
Wages and salaries	769	775	789	837	849
Social charges	185	179	171	207	188
To governments (income taxes)	90	93	101	111	132
To lenders (financial expenses)	28	35	39	31	28
To shareholders (dividend pay-out, incl. minority interests)	112	112	134	114	130
To the company					
Net profit for the year	226	311	215	279	345
Less dividend pay-out	-112	-112	-134	-114	-130
<b>Net value-added</b>	<b>1,298</b>	<b>1,393</b>	<b>1,315</b>	<b>1,465</b>	<b>1,542</b>
<b>Number of employees</b>					
End of year	12,369	13,482	15,254	15,233	16,293
Annual average	12,635	12,926	14,368	15,244	15,763
<b>Net value-added per employee (in CHF 1,000)</b>	<b>103</b>	<b>108</b>	<b>92</b>	<b>96</b>	<b>98</b>

1 Restated due to application of IAS 19 revised (see principles of consolidation).

### NET VALUE-ADDED 2013



### DISTRIBUTION OF VALUE-ADDED = 100%





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## **2013: RECORD RESULTS IN ALL AREAS**

- **9.4% sales growth (6.5% in Swiss francs) to CHF 5,142.2 million**
- **Sales up 17.2% in emerging markets**
- **23.8% increase in net profit to CHF 344.7 million**
- **Operating free cash flow of CHF 432.7 million (+43.0%)**
- **Further investments in growth markets with ten new factories in Asia, Latin America, Africa and Eastern Europe**
- **73 new patents**
- **Profitable growth and market leadership targeted with Strategy 2018**

Sika CEO Jan Jenisch: “The fact that we have had a record year in 2013 is due to the expertise and commitment of our 16,293 employees. Their energy and ideas have taken Sika to the next level of performance, and we achieved record results for sales, net profit and free cash flow. In light of the demanding conditions prevailing in numerous markets, the results achieved bear testimony to the strength and robustness of Sika's growth model. Our success formula for sustainably profitable growth is based on the strategic cornerstones of market penetration, technology leadership, accelerated expansion in the growth markets, market consolidation through acquisitions and a strong entrepreneurial corporate culture.”

In the 2013 financial year, growth accelerated each quarter and sales rose by 9.4% (6.5% in Swiss francs) to CHF 5,142.2 million. High growth momentum and disciplined cost management led to record figures of CHF 523.5 million (+20.9%) for the operating result and CHF 344.7 million (+23.8%) for net profit.

### **Growth in all regions**

All regions participated in the dynamic growth achieved. Double-digit growth was recorded in Asia/Pacific (+12.7%) and Latin America (+15.1%). The EMEA region (Europe, Middle East and Africa) performed well, posting growth of 8.5%. Market conditions remained difficult in North America, where sales rose by 2.3%.



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Accelerated expansion in the emerging markets produced gratifying sales growth of 17.2% in local currencies (+11.8% in CHF). The proportion of sales generated by the emerging markets increased to 38% (2012: 37%).

### **Ten new factories**

Sika's investment strategy is geared to accelerating expansion in the growth markets. In 2013, a total of ten new factories were opened in Asia, Latin America, Africa and Eastern Europe. The new production plants in Russia, Ukraine, Romania, Colombia, China, Vietnam, Laos, Iraq, Angola and South Africa are key investments to continue driving the company's successful growth strategy.

### **73 new patents**

Sika's success and reputation are founded on a more than one-hundred-year tradition of developing and marketing innovative products. Total research and development expenditure in 2013 came to CHF 166.1 million (2012: CHF 162.8 million), roughly equivalent to 3.2% of sales. In the period under review, Sika filed for 73 new patents and made 73 invention disclosures. A large number of new products were successfully launched.

These include for example the innovative SikaRapid® C-100 concrete accelerator for extra-early strength development in both pure and blended cement systems (pulverized-fuel ash, slag, limestone flour). With Sika® WT-100L and Sika® WT-200P, two new admixtures to improve concrete watertightness were launched. For improved crash behavior in motor vehicle construction, SikaReinforcer® -940 and SikaReinforcer® -960 bonded reinforcing elements were introduced to the market.

Launched two years ago, sales of SikaProof®, a waterproofing membrane that prevent any lateral water underflow for direct bonding to concrete, were up 320% in 2013. Sales of SikaPower®, an adhesive for the latest generation of high-strength, weight-optimized car bodies, were increased by 44%.

### **Acquisition of 5 companies**

In 2013, five companies with a total of 1,058 employees and annualized sales of CHF 372 million were acquired. With AkzoNobel's Building Adhesives business (Europe), Everbuild (UK), Texsa

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(India and Mexico), Optiroc (Singapore and Malaysia) and Radmix (Australia) on board, synergies will be achieved in market access and technology management.

### **Above-average profit growth**

In the year under review, the gross margin improved to 52.4% (2012: 52.2%). Personnel expenses and other operating expenses rose less strongly than sales. Accordingly, operating profit grew by 20.9% to CHF 523.5 million (2012: CHF 433.0 million) and the EBIT margin reached 10.2% (2012: 9.0%). Consolidated net profit increased by 23.8% to CHF 344.7 million (2012: CHF 278.5 million).

### **Solid balance sheet figures**

Net working capital as a percentage of net sales improved to 17.3% (2012: 18.7%). This is mainly attributable to a more efficient management of the inventory and accounts receivable. Operating free cash flow came to CHF 432.7 million in the year under review (2012: CHF 302.5 million). Cash and cash equivalents rose to CHF 1,028.3 million (2012: CHF 994.2 million) at year-end. The equity ratio now stands at 45.1% (2012: 44.6%).

### **Board of Directors proposes payment of 12% higher dividend**

At the Annual General Meeting on April 15, 2014 the Board of Directors will propose to shareholders that the dividend be increased to CHF 57.00 per bearer share (2012: CHF 51.00, +12%) and to CHF 9.50 per registered share (2012: CHF 8.50, +12%). All members of the Board of Directors are standing for re-election for a one-year term of office.

The Board of Directors recommends that the Annual General Meeting should elect Jürgen Tinggren to the Board. Jürgen Tinggren is a member of the Board of Directors of Schenker-Winkler Holding and was CEO of the Schindler Group until the end of 2013.

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### **New Strategy 2018**

The Strategy 2018 was developed and launched worldwide in the 2013 financial year. Sika's growth model is the foundation for its long-term success and for profitable, above-average growth and leadership in the individual target markets.

Within the framework of the Strategy 2018, sales growth of 6 to 8% p.a. is being targeted, assuming constant exchange rates. Emerging markets' share in sales is to be increased to 42 to 45% by 2018. In terms of earnings, the aim is to achieve and sustain an EBIT margin of more than 10% and an operating free cash flow of over 6%.

### **Positive outlook for 2014**

The growth strategy is expected to continue in 2014, through investments in growth markets, the launch of new products, and the acquired companies. However, currency movements and the conditions prevailing in some markets will continue to pose a challenge in the current financial year.

For 2014, Sika expects to see a result in line with the new Strategy 2018, with sales growth of 6 to 8%, assuming constant exchange rates and stable margin trends.

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## KEY FIGURES 2013

in CHF mn	as % of net sales	2012	as % of net sales	2013	Δ in %
Net sales		4,828.9		5,142.2	6.5
Gross result	52.2	2,519.3	52.4	2,695.6	7.0
Operating profit before depreciation (EBITDA)	11.9	573.1	13.1	675.9	17.9
Operating profit (EBIT)	9.0	433.0	10.2	523.5	20.9
Net profit	5.8	278.5	6.7	344.7	23.8
Net profit per share (EPS) in CHF		109.95		135.27	23.0
Cash flow from operating activities	8.8	427.3	11.2	574.0	34.3
Operating free cash flow	6.3	302.5	8.4	432.7	43.0
Balance sheet total		4,280.2		4,732.0	10.6
Shareholders' equity		1,909.8		2,136.2	11.8
Equity ratio in %		44.6		45.1	
Net working capital	18.7	901.0	17.3	888.7	-1.4
ROCE in %		18.5		21.0	
Number of employees		15,233		16,293	7.0

The Annual Report and the presentation given at the Media and Financial Analysts' Conference on the 2013 financial year can be downloaded from [www.sika.com](http://www.sika.com).

Link to Annual Report:

<http://annualreport.sika.com>

Link to presentation/webcast of the conference on March 4, 2014, 10:00 a.m.:

[www.sika.com/presentations](http://www.sika.com/presentations)

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### **FINANCIAL CALENDAR:**

Net sales first quarter 2014	Tuesday, April 15, 2014
46th Annual General Meeting	Tuesday, April 15, 2014
Half-year report 2014	Friday, July 25, 2014
Result first nine months 2014	Thursday, October 30, 2014
Net sales 2014	Tuesday, January 13, 2015
Media conference/analyst presentation on full-year results 2014	Friday, February 27, 2015

### **SIKA AG CORPORATE PROFILE**

Sika is a specialty chemicals company with a leading position in the development and production of systems and products for bonding, sealing, damping, reinforcing and protecting in the building sector and the motor vehicle industry. Sika has subsidiaries in 84 countries around the world and manufactures in over 160 factories. Its more than 16,000 employees generate annual sales of CHF 5.14 billion.