

Sika Services AG

REFERENCE LETTER

Murat BELEN,
born on 9th July 1953,

from Istanbul, Turkey, has been employed in our company as General Manager of Sika Turkey since 12th January 1995 and in this capacity was a member of the Sika Senior Management. Sika is a company quoted on the Swiss stock exchange SWX with headquarters in Baar/Switzerland.

His duties were primarily:

- Managed the full transformation stages and period of the company from a small size, local licensed company to a large scale foreign investment including construction and commissioning of a new factory and headquarter facility 2006/7.
- Held parallel responsibility as the Area Manager of 10 countries including establishment of Sika companies in Kazakhstan and Azerbaijan
- Lead the processes in achieving the reception of quality and environment certificates
- Coached the sales channels, where the market penetration, growth and profitability figures of the company were placed well in the whole group ranking in many of the years (among 70 companies)

Murat Belen and Sika decided mutually to terminate the employment as per 16th June, 2009. We thank Murat Belen for his contributions to our organization and wish him success and satisfaction in his future career.

Sika Services AG



Iven Chadwick
Regional Manager IMEA



Peter Ziswiler
Head Corporate Human Resources

