



# STRONG START TO THE YEAR – RECORD SALES AND HIGH DOUBLE-DIGIT GROWTH IN THE FIRST QUARTER

SIKA INVESTOR PRESENTATION  
MAY 2024

BUILDING TRUST



1. HIGHLIGHTS Q1 2024
2. SUCCESSFUL MBCC ACQUISITION
3. PROFITABLE GROWTH STRATEGY 2028
4. MARKET PENETRATION GROWTH
5. OUTLOOK

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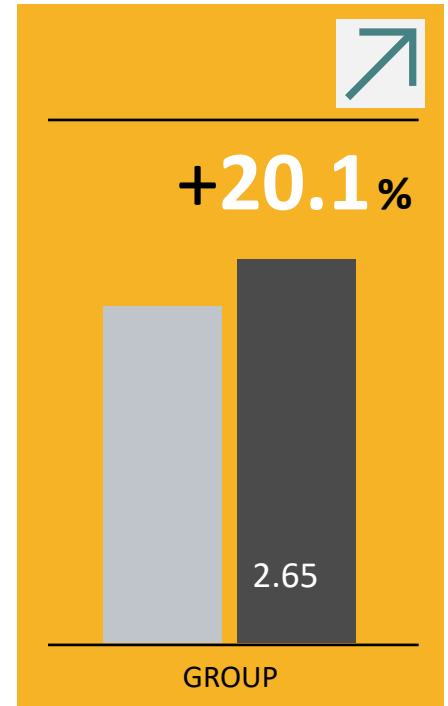
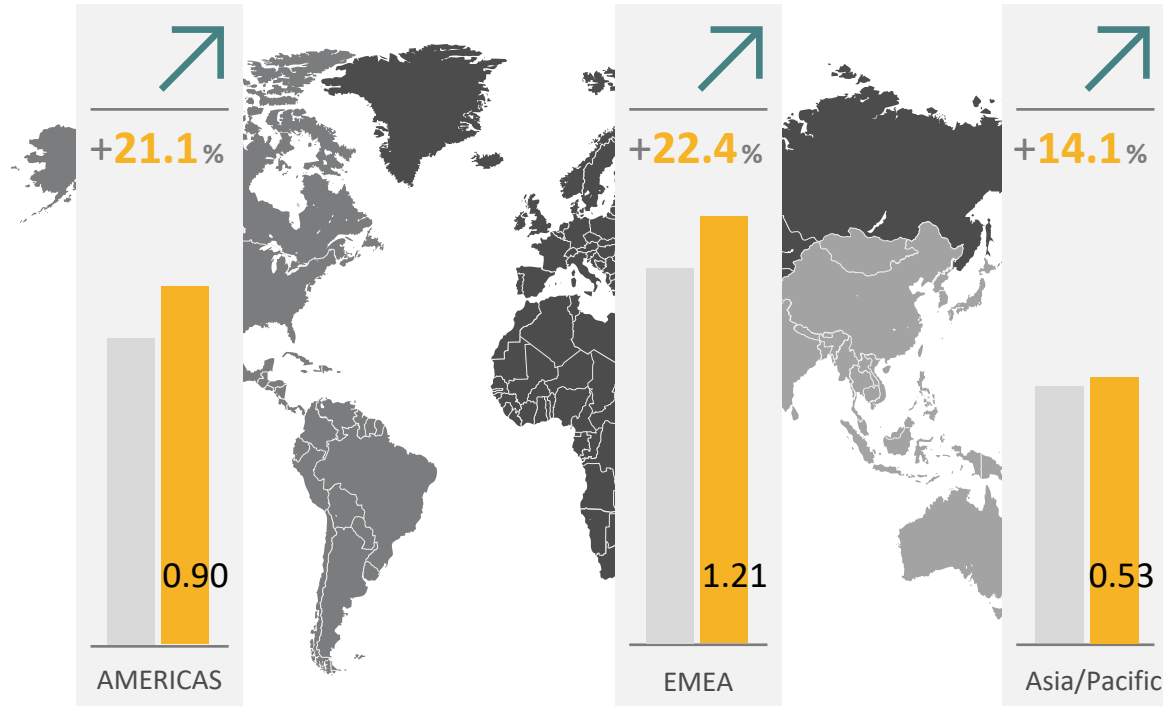
# HIGHLIGHTS Q1 2024

## STRONG START TO THE YEAR

- High, double-digit growth of +20.1% in local currencies
- Q1 sales of CHF 2,648.0 million (+13.8% in CHF)
- Acquisition effect of 19.9%
- Negative currency effect of –6.3%
- Acquisition of Kwik Bond in the USA
- Outlook for fiscal 2024 confirmed
  - Sales growth in local currencies of 6–9%
  - Over-proportional increase in EBITDA
  - Confirmation of 2028 strategic targets for sustainable, profitable growth

# SIKA WITH STRONG START TO THE YEAR

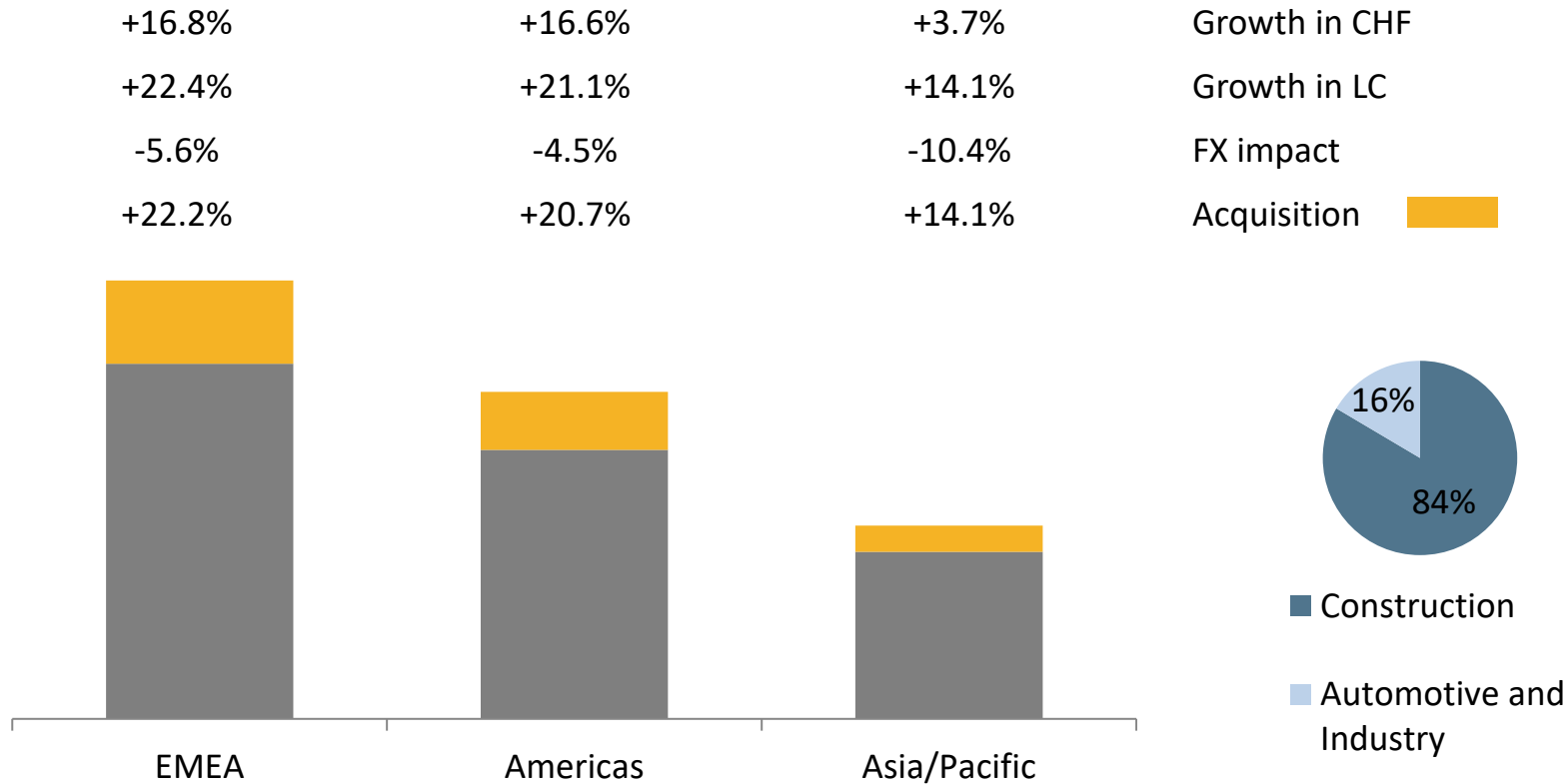
## RECORD SALES AND DOUBLE-DIGIT GROWTH IN Q1



Q1 2023    Q1 2024  
(in CHF billion, growth in LC)

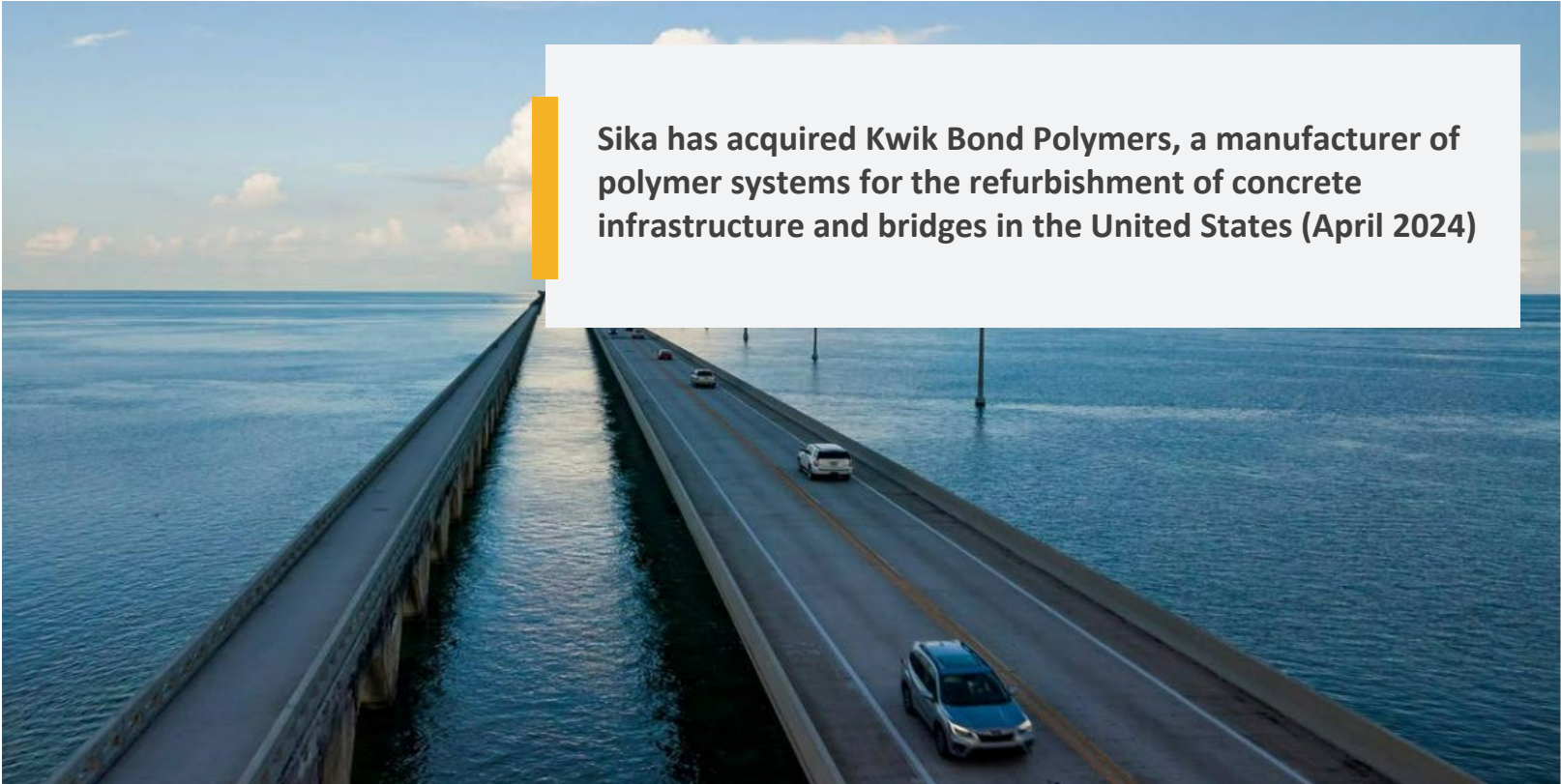
# SIKA WITH STRONG START TO THE YEAR

## RECORD SALES AND DOUBLE-DIGIT GROWTH IN ALL REGIONS



# CONTINUOUS INVESTMENTS IN FUTURE GROWTH

## KEY INVESTMENTS IN 2024

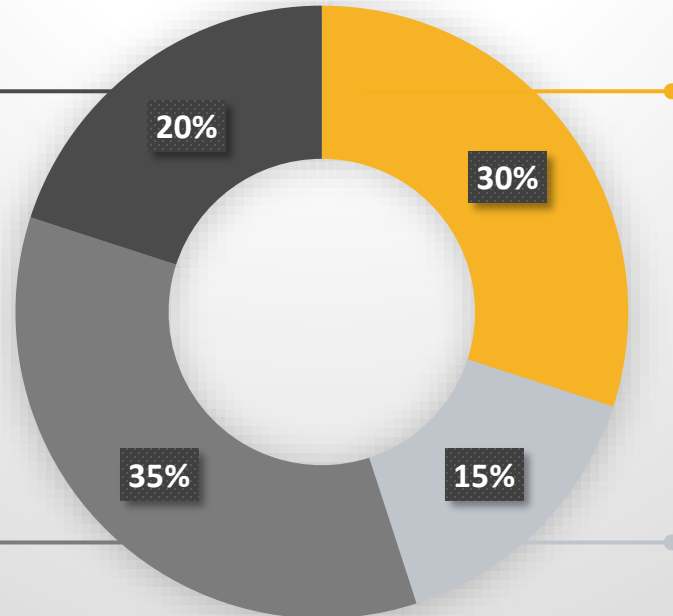


**Sika has acquired Kwik Bond Polymers, a manufacturer of polymer systems for the refurbishment of concrete infrastructure and bridges in the United States (April 2024)**



# HIGHLIGHTS 2023 – BALANCED BUSINESS MIX

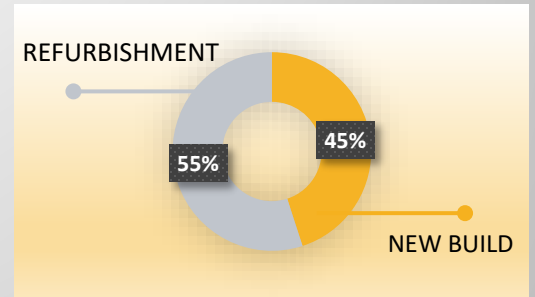
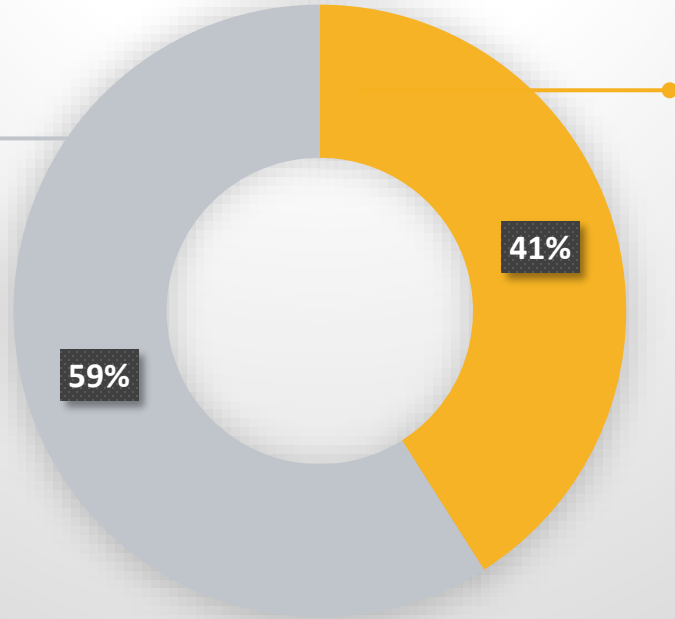
## GLOBAL FOOTPRINT IN VERTICAL MARKETS



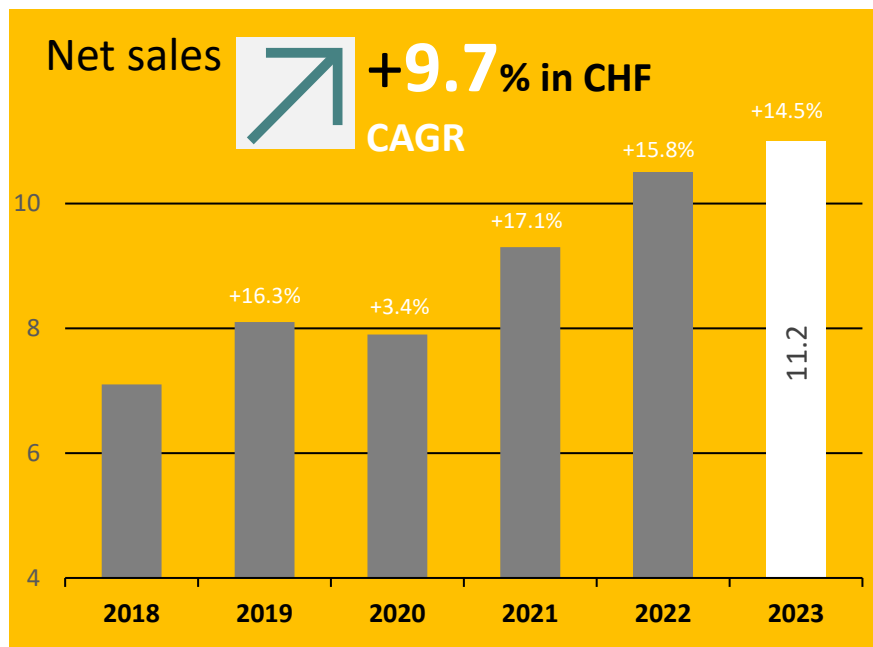


# HIGHLIGHTS 2023 – BALANCED BUSINESS MIX

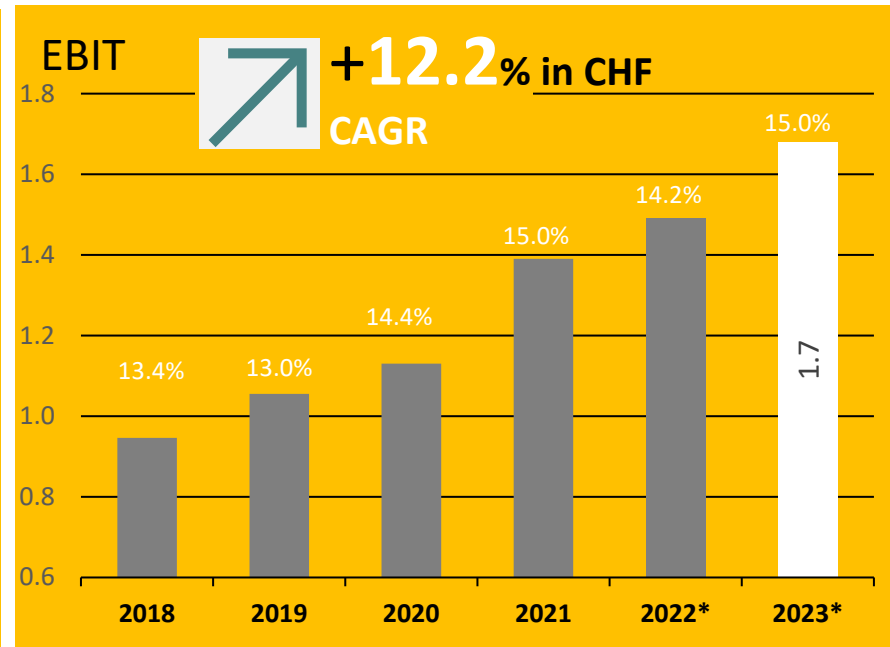
## GLOBAL FOOTPRINT



# STRONG TOPLINE DEVELOPMENT OVER THE YEARS WITH OVER-PROPORTIONAL PROFITABILITY GROWTH

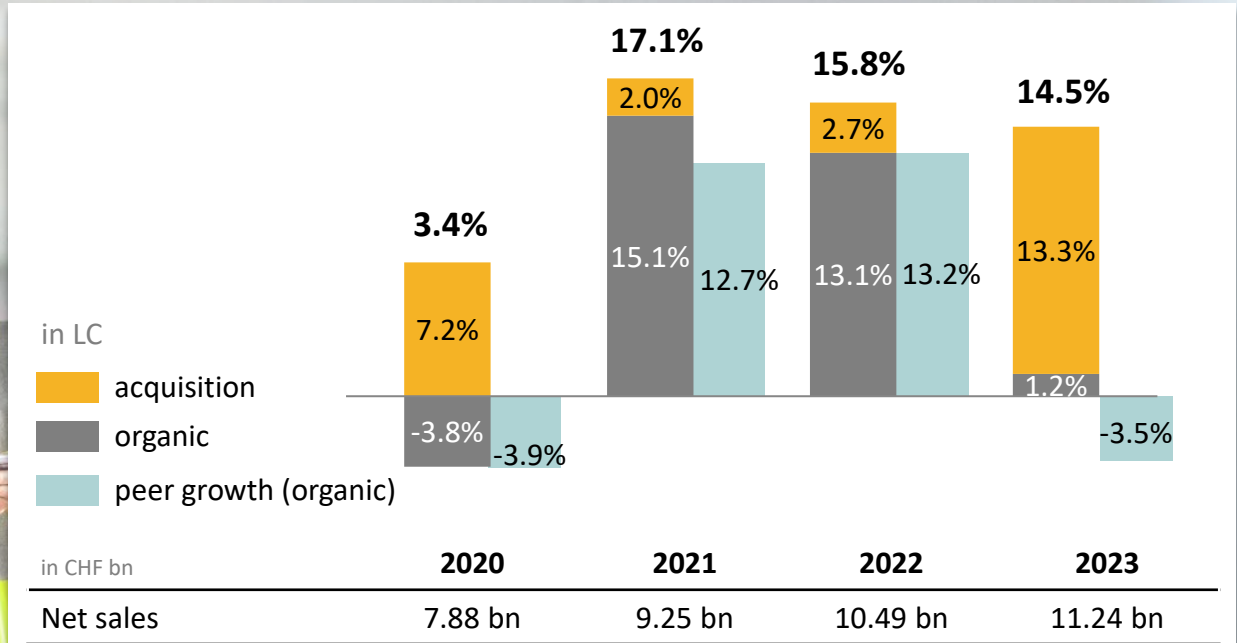


(in CHF bn, growth in LC CAGR +13.3%)



(in CHF bn, in % of net sales – \*2022 and 2023 adjusted for one-time effects)

# SIKA GAINING MARKET SHARE OVER THE YEARS OUTGROWING THE PEERS



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3. PROFITABLE GROWTH STRATEGY 2028

4. MARKET PENETRATION GROWTH

5. OUTLOOK

# SUCCESSFUL INTEGRATION OF MBCC ACQUISITION STRONGER TOGETHER AS ONE SIKA



**6,000**  
additional  
employees

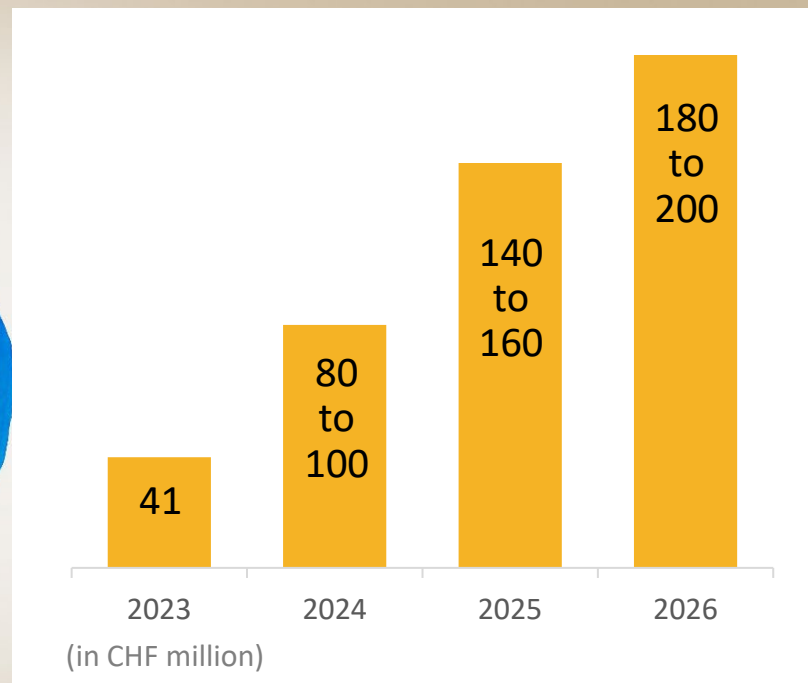
**CHF 2.1 bn**  
additional sales

**STRONG**  
product portfolio

**ONE  
SIKA**

# SUCCESSFUL INTEGRATION OF MBCC ACQUISITION

## SYNERGY TARGET RAISED TO CHF 180–200 MILLION P.A. BY 2026



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2. SUCCESSFUL MBCC ACQUISITION

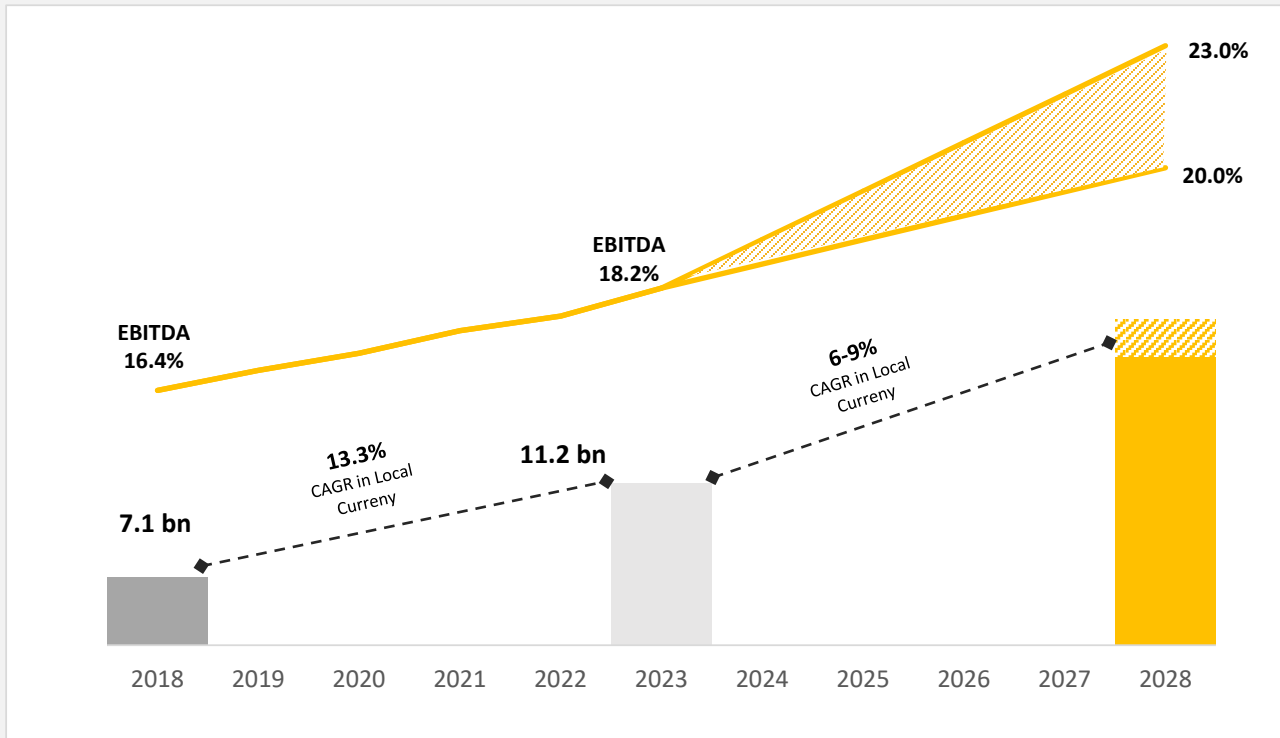
**3. PROFITABLE GROWTH STRATEGY 2028**

4. MARKET PENETRATION GROWTH

5. OUTLOOK



# STRATEGY 2028 – BEYOND THE EXPECTED PROFITABLE GROWTH TO CONTINUE

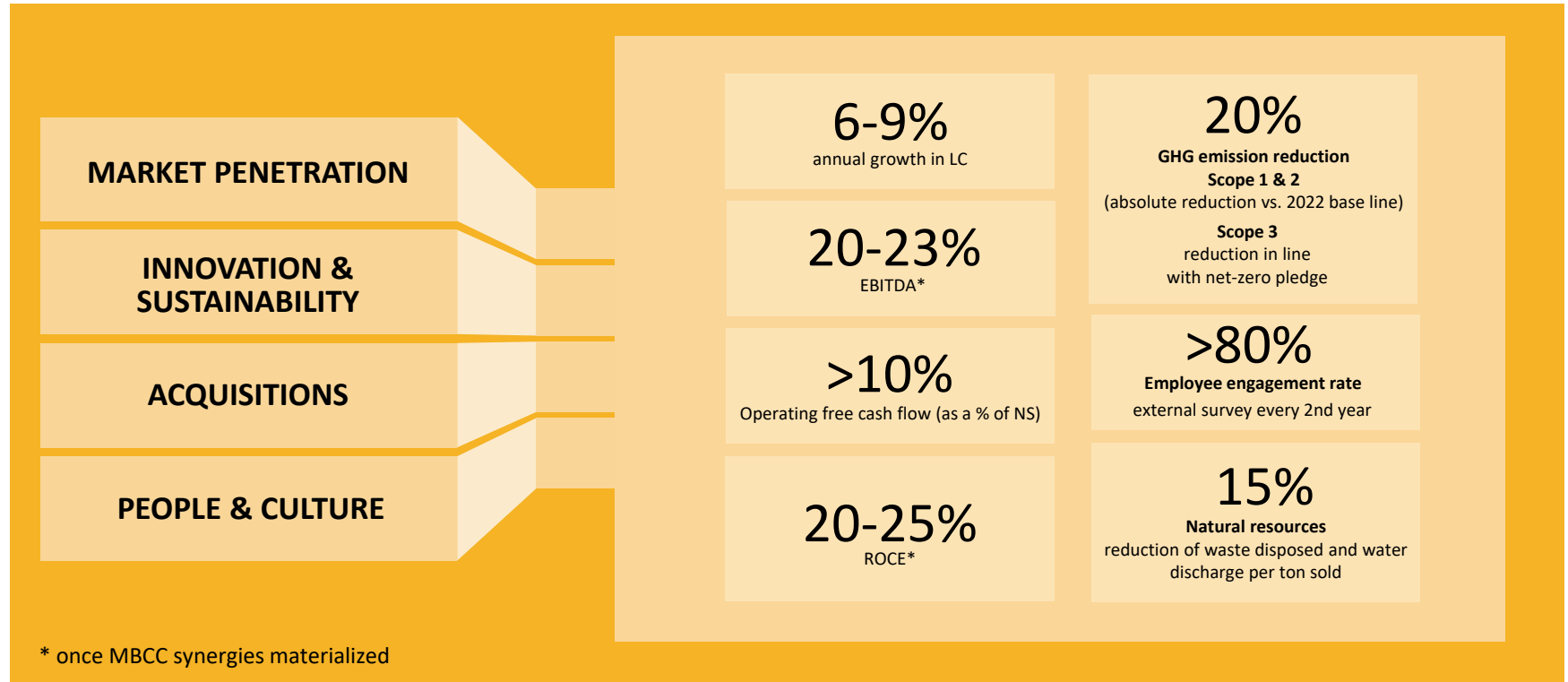


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On track for continued growth and value creation

# SIKA'S GROWTH STRATEGY 2028

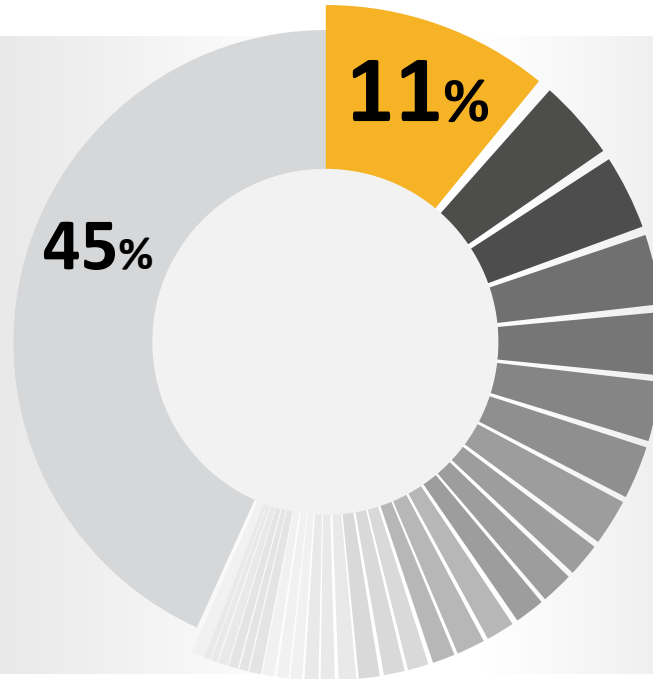
## THE PILLARS OF THE STRATEGY



# MARKET SHARE IN CONSTRUCTION CHEMICALS AND INDUSTRY

## TOTAL ADDRESSABLE MARKET 2023: CHF 110 BILLION

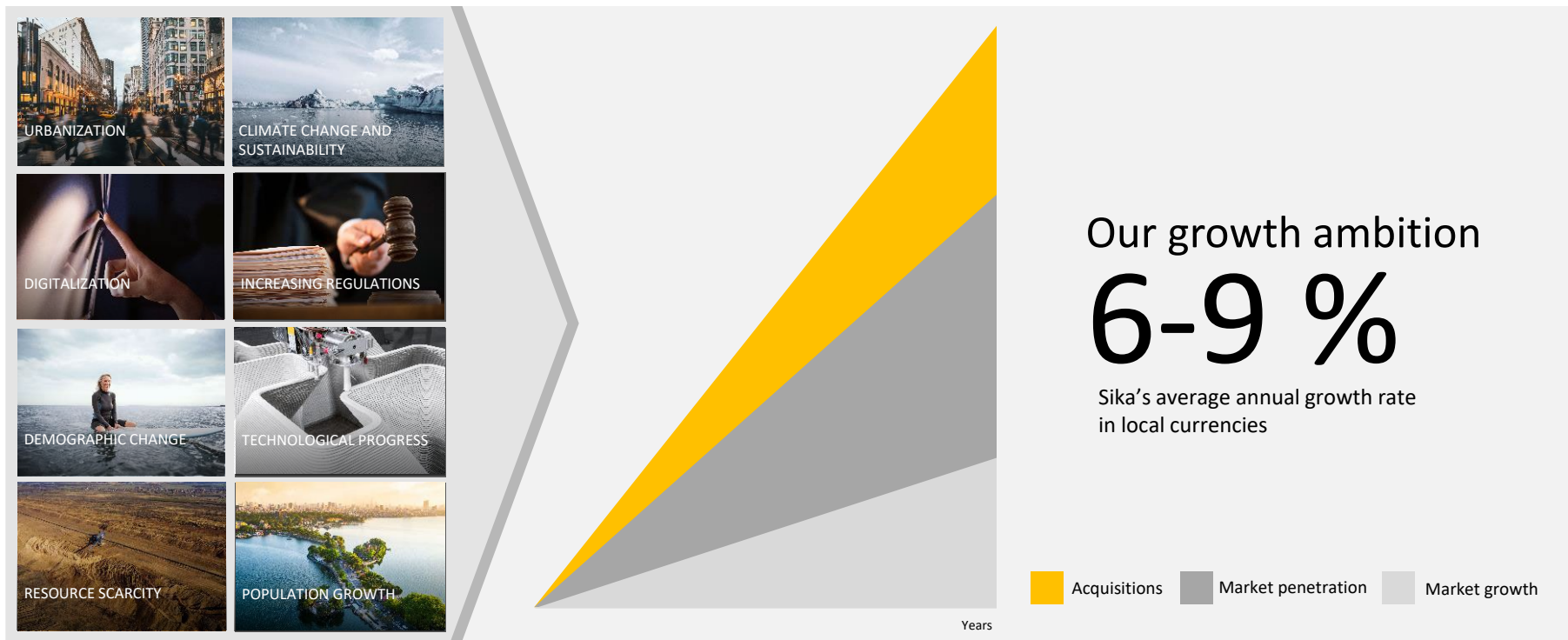
Competitive landscape remains very fragmented despite ongoing M&A activity



Top 30 competitors (incl. Sika) account for **55%** of market share

# STRONG EXECUTION AND BENEFITS OF MEGATRENDS

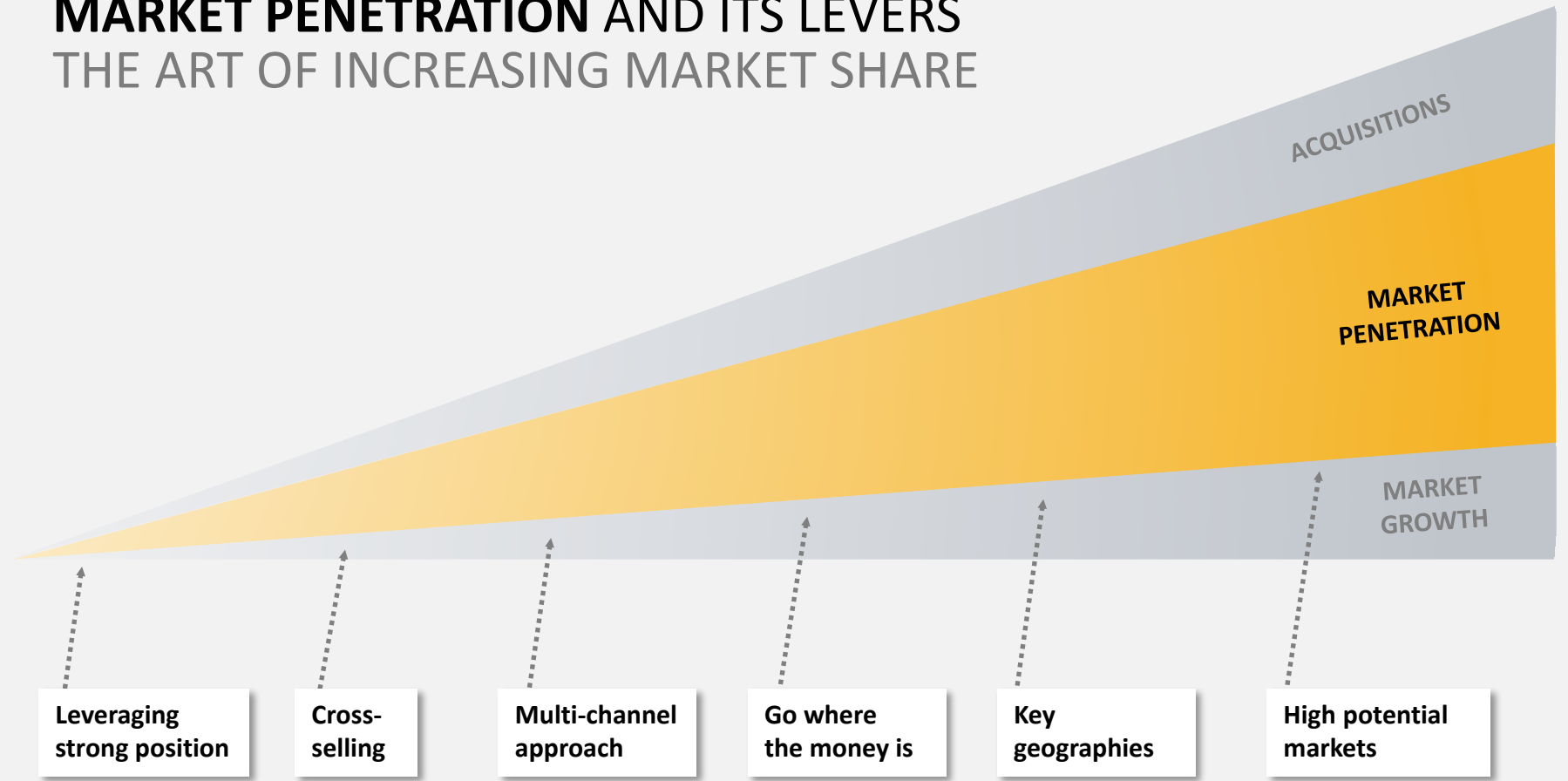
## SIKA STRONGLY POSITIONED IN 2023 AND BEYOND



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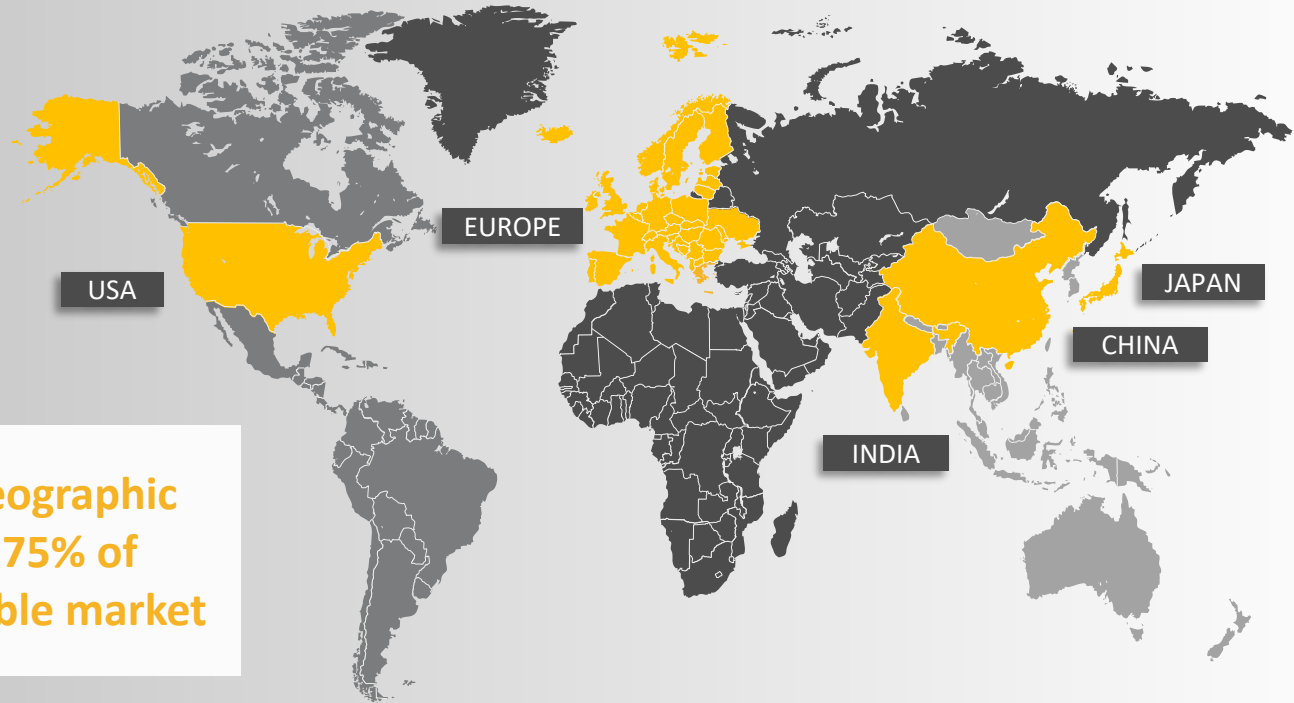
# MARKET PENETRATION AND ITS LEVERS

## THE ART OF INCREASING MARKET SHARE



# STRATEGY 2028

## OUR FIVE KEY GEOGRAPHIC MARKETS



**Our five key geographic markets cover 75% of total addressable market**



# KEY GEOGRAPHIC MARKET – USA

## RESHORING, SAMSUNG SEMICONDUCTOR PLANT, TEXAS, USA



**557,000** m<sup>2</sup> plant  
the first of ten phases of expansion

**228,000** m<sup>2</sup>  
electrostatic discharge flooring

**Synergetic approach and a strong cross-selling strategy**

Waterproofing solutions  
Concrete admixtures  
Roofing solutions

**Sika delivered high-performance solutions from all eight Target Markets**

# KEY GEOGRAPHIC MARKET – JAPAN

ALL BUILDINGS ABOVE 187 M IN TOKYO BUILT WITH SIKA SOLUTIONS

Earthquake safety:  
Sika's solutions used  
for **ALL** skyscrapers'  
constructions in Tokyo

**53 completed  
buildings**

taller than 187 m

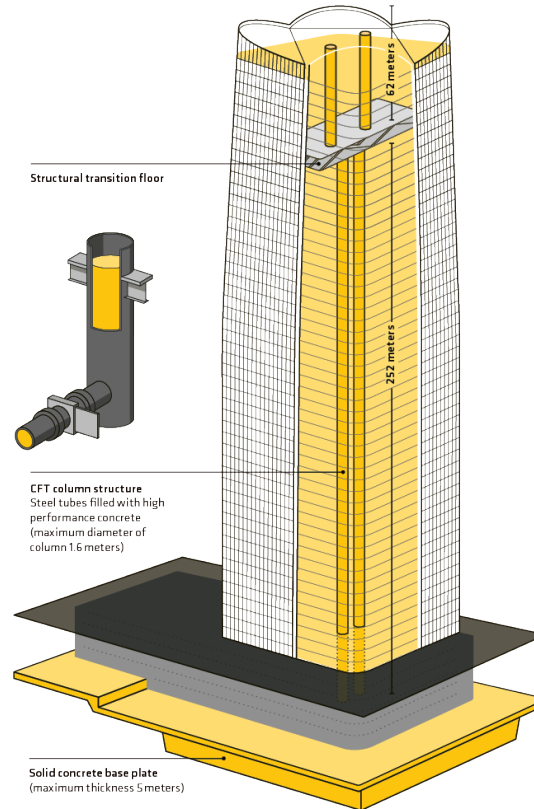
**10 buildings**

currently under  
construction



# URBANIZATION – INFRASTRUCTURE DENSIFICATION

## AZABUDAI HILLS – REDEFINING TOKYO'S LANDSCAPE



Accommodating

**20,000** employees

**3,500** residents

**30 million** visitors a year

Enhanced concrete workability with

**Sika's superplasticizers**

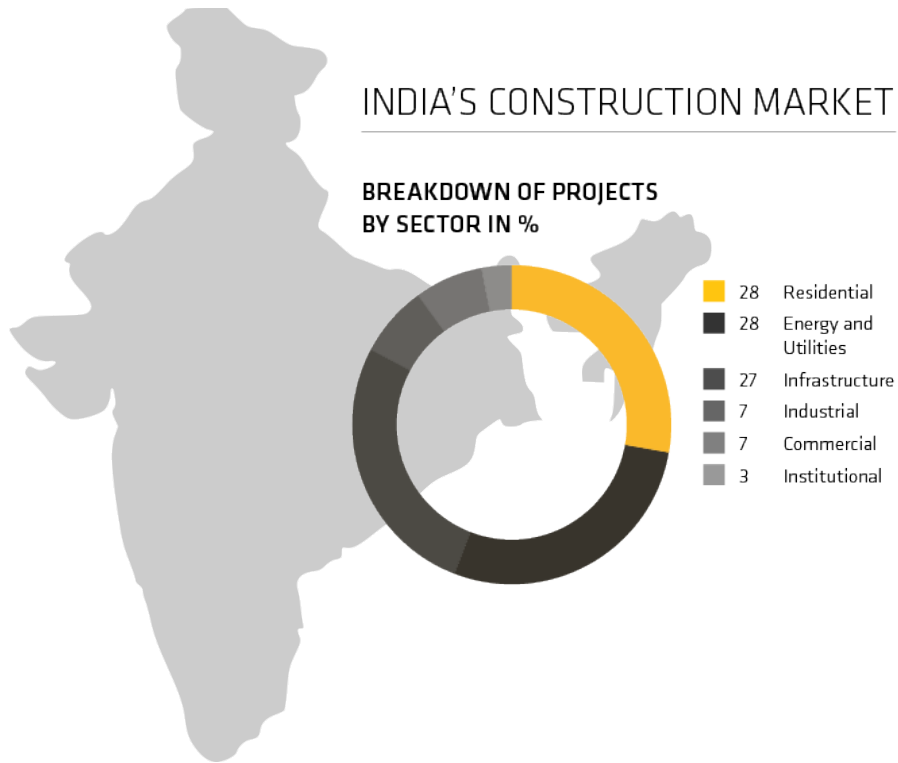
for high altitudes pumping

**Sika's admixtures**

for state-of-the-art earthquake protection

# KEY GEOGRAPHIC MARKET – INDIA

## DYNAMIC AND PROFITABLE GROWTH



Construction market size  
**CHF 600 billion**  
to expand at **6% CAGR**  
throughout 2026

Investments in  
**transportation and infrastructure**

**Sika** leading the transition from  
**site-mixed to pre-mixed mortars**

**High potential** in the **retail business**



# POPULATION GROWTH – INCREASING URBAN CONNECTIVITY

## MUMBAI-AHMEDABAD HIGH-SPEED RAIL, INDIA



**508** km

India's first high-speed railway link from Mumbai to Ahmedabad

**Sika-MBCC's dedicated project and technical service team supporting in key locations**

Sika's concrete admixtures for

**13** million m<sup>3</sup> concrete across 20 site locations

# POPULATION GROWTH – HYDROPOWER

## KOYSHA HYDROPOWER PLANT, ETHIOPIA



**180** meter high water dam  
generating 6,460 MWh of electricity,  
offsetting one million tons  
(Mt) of CO<sub>2</sub> annually

Sika's concrete admixtures for

**7** million m<sup>3</sup> concrete

**Locally produced admixtures  
and mortar products**

creating a simplified supply chain



# URBANIZATION – REPAIR AND REFURBISHMENT

## WATERPROOFING AN ICON: BATTERSEA POWER STATION, LONDON



**30,000** m<sup>3</sup>

of watertight concrete for the  
basement

**375** tons

of flowable repair mortar for the  
ground floor slabs

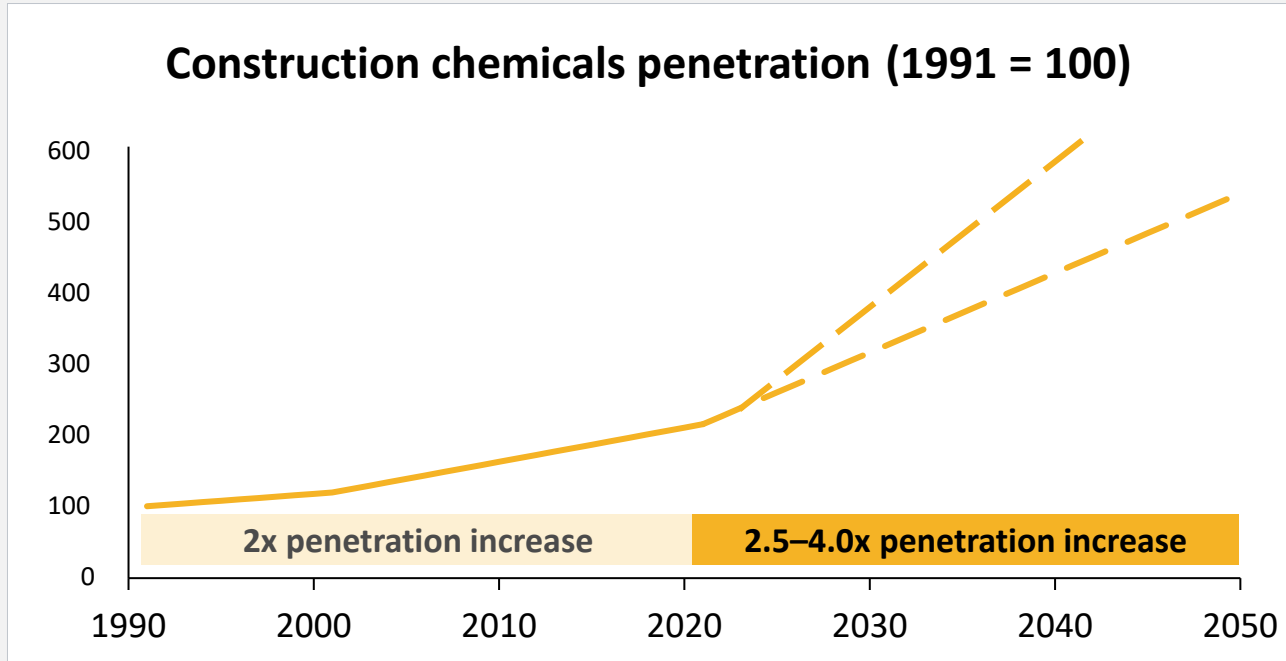
**125** tons

of repair mortar to seal the enormous  
columns and beams



# GROWTH DRIVER – CONSTRUCTION CHEMICALS MARKET

## STRONG PENETRATION INCREASE



**Strong growth opportunities**

Source: IHS, Freedonia

30 1) penetration = global construction chemicals market size (CHF) / global construction output (CHF)

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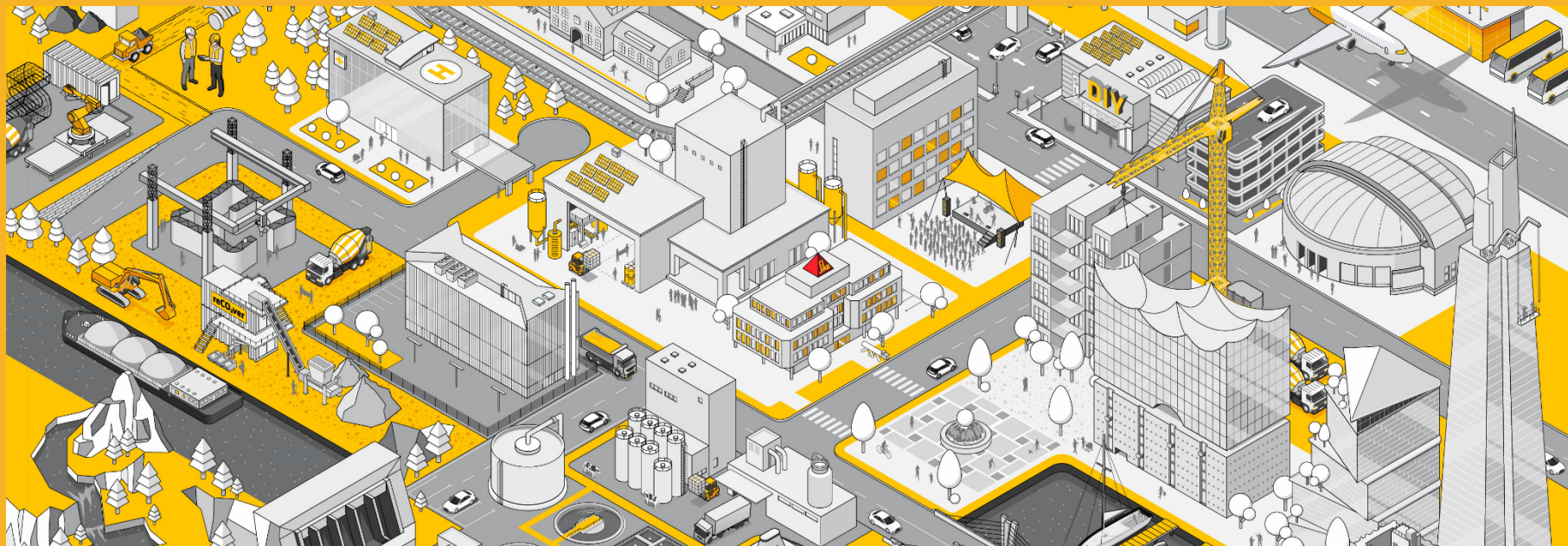
# OUTLOOK 2024

## CONFIRMATION OF 2028 STRATEGIC TARGETS

- For 2024 Sika expects sales growth in local currencies of 6-9%
- Over-proportional increase in EBITDA
- Confirmation of 2028 strategic targets for sustainable, profitable growth

Expected sales  
growth in LC of

**6-9%**



THANK YOU FOR YOUR ATTENTION

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