



OUR FIRST HALF-YEAR 2024

RECORD RESULTS IN FIRST HALF OF THE YEAR – EXPANSION OF MARKET SHARE –
SALES UP IN LOCAL CURRENCIES BY 12.8% – OUTLOOK FOR 2024 CONFIRMED

SIKA INVESTOR PRESENTATION
BAAR, JULY 30, 2024

BUILDING TRUST



1. OUR FIRST HALF-YEAR 2024

2. PROFITABLE GROWTH STRATEGY 2028

3. MARKET PENETRATION GROWTH

4. OUTLOOK

RECORD RESULTS IN THE FIRST HALF OF 2024

GROWTH IN LOCAL CURRENCIES OF 12.8%

1. Sales and profit

- Sales growth of 12.8% in local currencies. Record sales of CHF 5,834.8 million (+9.2% in CHF)
- Expansion of material margin to 55.1% (first half of 2023: 52.7%)
- EBITDA margin jumps to 18.7% (first half of 2023: 16.5%)
- Operating profit before depreciation and amortization (EBITDA) of CHF 1,092.9 million (previous year: CHF 881.1 million)
- Operating free cash flow increased to record of CHF 401.3 million (2023: CHF 322.5 million)

2. Key investments and achievements

- Successful integration of MBCC with raised synergy guidance for the year (CHF 100-120 million)
- Acquisition of Kwik Bond Polymers
- Two new plants opened in Peru and China
- Global employee survey confirms high engagement rate of 86%
- SBTi validation for Sika's net-zero targets

3. Outlook and strategy

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

SUCCESSFUL INTEGRATION OF MBCC

ACCELERATION OF SYNERGY IMPACT - 2024 GUIDANCE RAISED



CONTINUOUS INVESTMENTS IN FUTURE GROWTH

KEY INVESTMENTS IN 2024

Acquisition Kwik Bond Polymers, US



Polymer systems manufacturer for the refurbishment of concrete infrastructure and bridges in the United States (April 2024).

New manufacturing facility in Lima, Peru



Production of synthetic macro fibers to strengthen Sika's position as a leading supplier to the mining industry and a strong partner for infrastructure projects (April 2024).

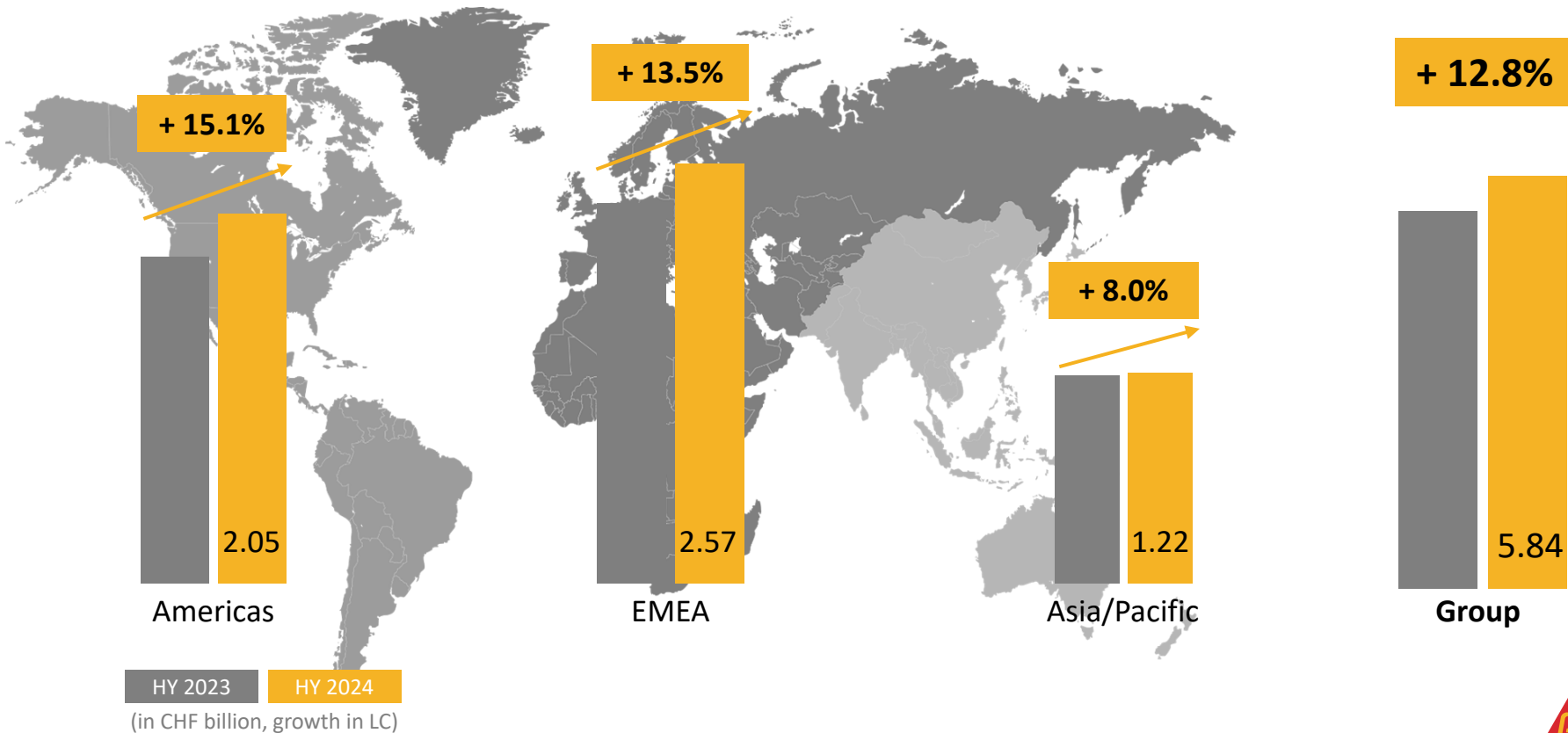
New plant in Liaoning, China



Production of a full range of products, including mortars, tile adhesives, and waterproofing solutions in the largest province in Northeast China (June 2024).

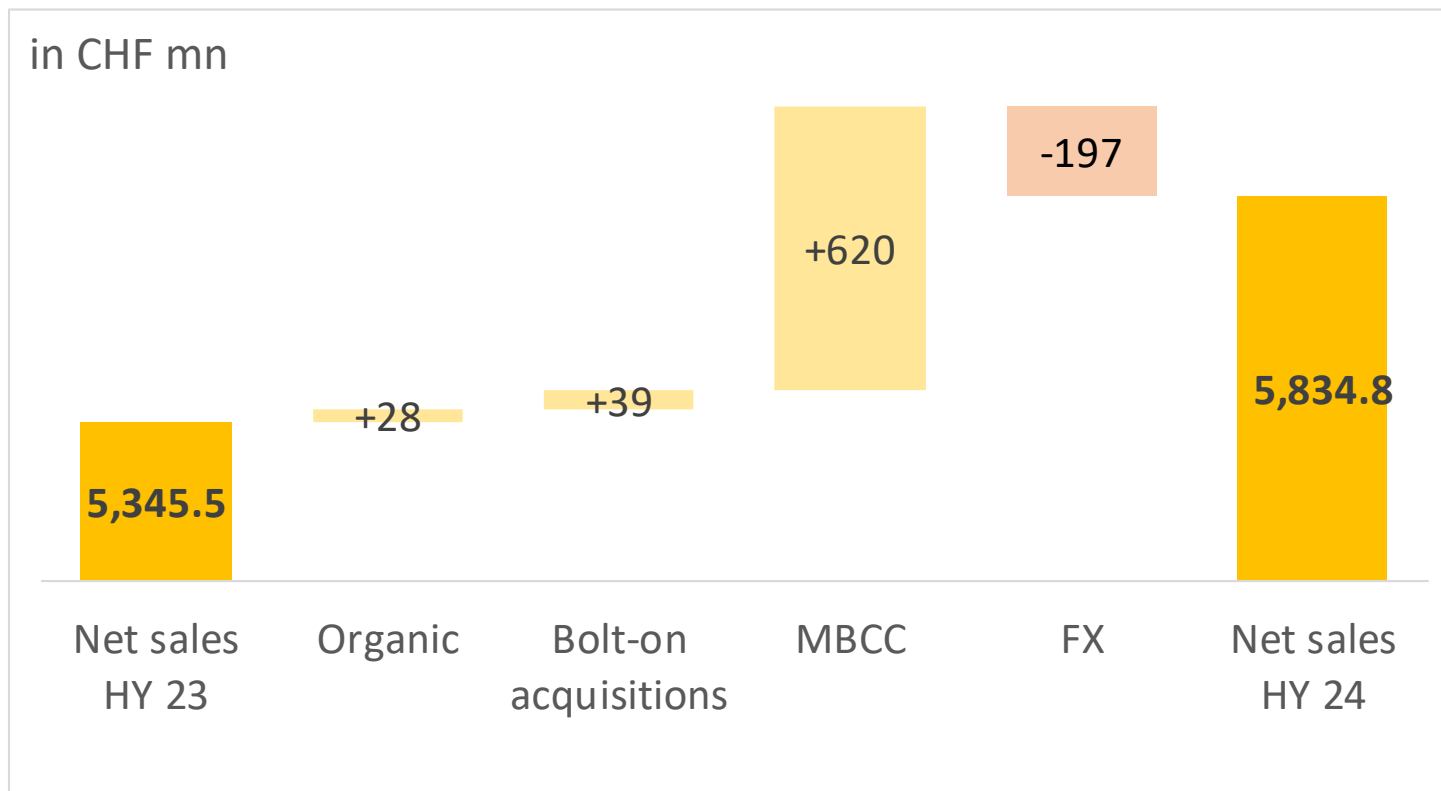
HIGHLIGHTS FIRST HALF-YEAR 2024

STRONG SALES GROWTH IN LOCAL CURRENCIES ACROSS ALL REGIONS



SALES GROWTH FIRST HALF-YEAR 2024

POSITIVE ORGANIC GROWTH – MBCC AS SIGNIFICANT CONTRIBUTOR



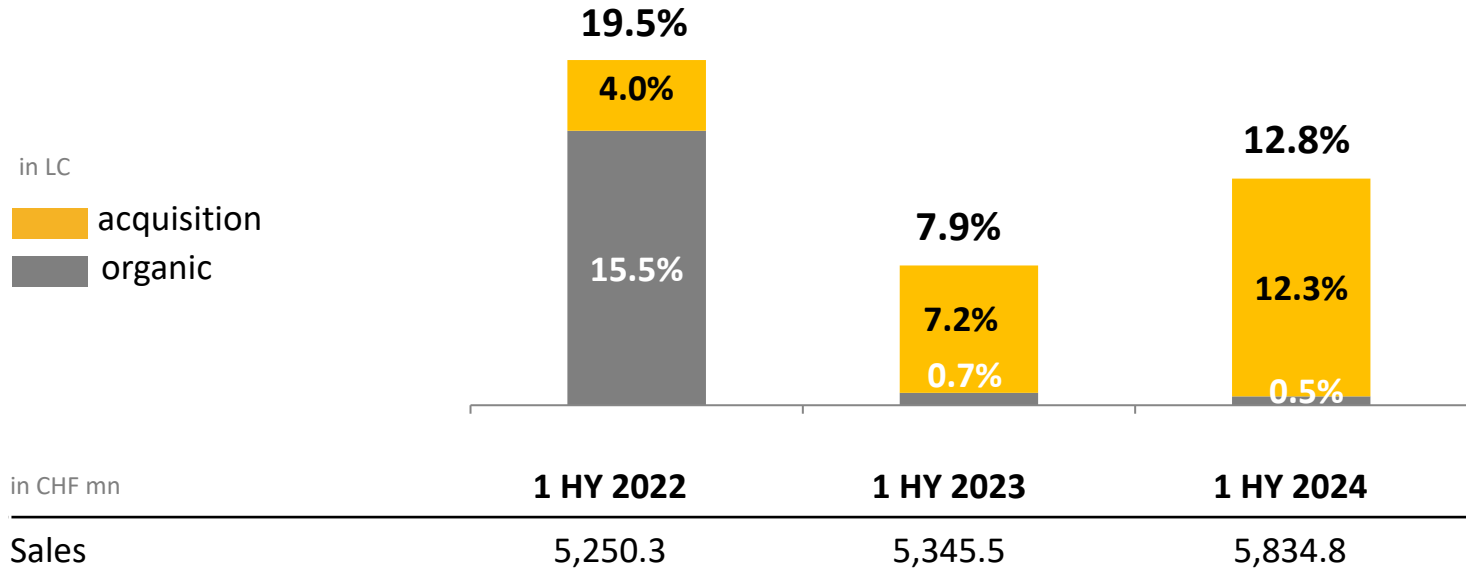
RECORD RESULTS IN THE FIRST HALF OF 2024

OVER-PROPORTIONAL PROFITABILITY INCREASE ON ALL LEVELS

in CHF mn	2023	NS	2024	NS	Growth
Net sales	5,345.5	100%	5,834.8	100%	9.2%
Gross result	2,817.0	52.7%	3,217.6	55.1%	14.2%
Personnel expenses	-952.9	-17.8%	-1,097.8	-18.8%	
Other OPEX	-983.0	-18.4%	-1,026.9	-17.6%	
EBITDA	881.1	16.5%	1,092.9	18.7%	24.0%
Depreciation and amortization	-220.7	-4.1%	-270.7	-4.6%	
EBIT	660.4	12.4%	822.2	14.1%	24.5%
Net profit	411.9	7.7%	577.1	9.9%	40.1%
Operating free cash flow	322.5	6.0%	401.3	6.9%	24.4%

STRONG SALES GROWTH ACROSS THE YEARS

FURTHER MARKET SHARE GAINS



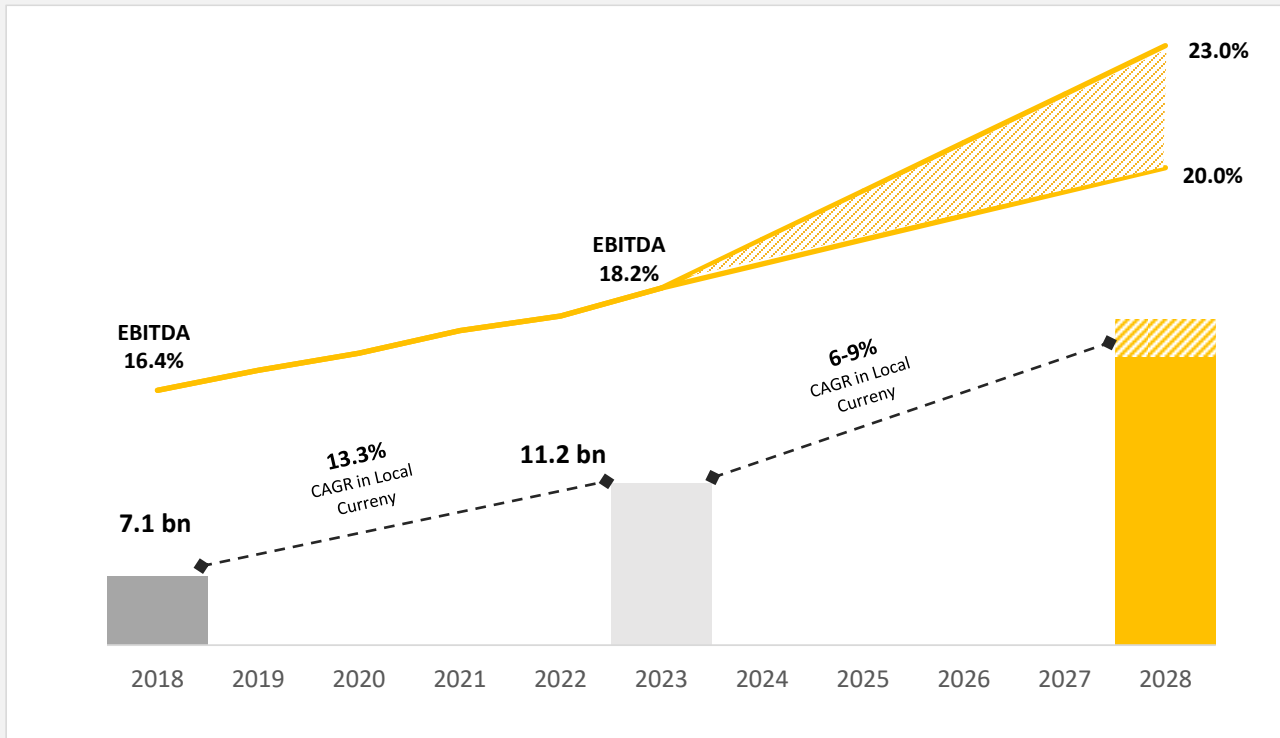
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STRATEGY 2028 – BEYOND THE EXPECTED PROFITABLE GROWTH TO CONTINUE

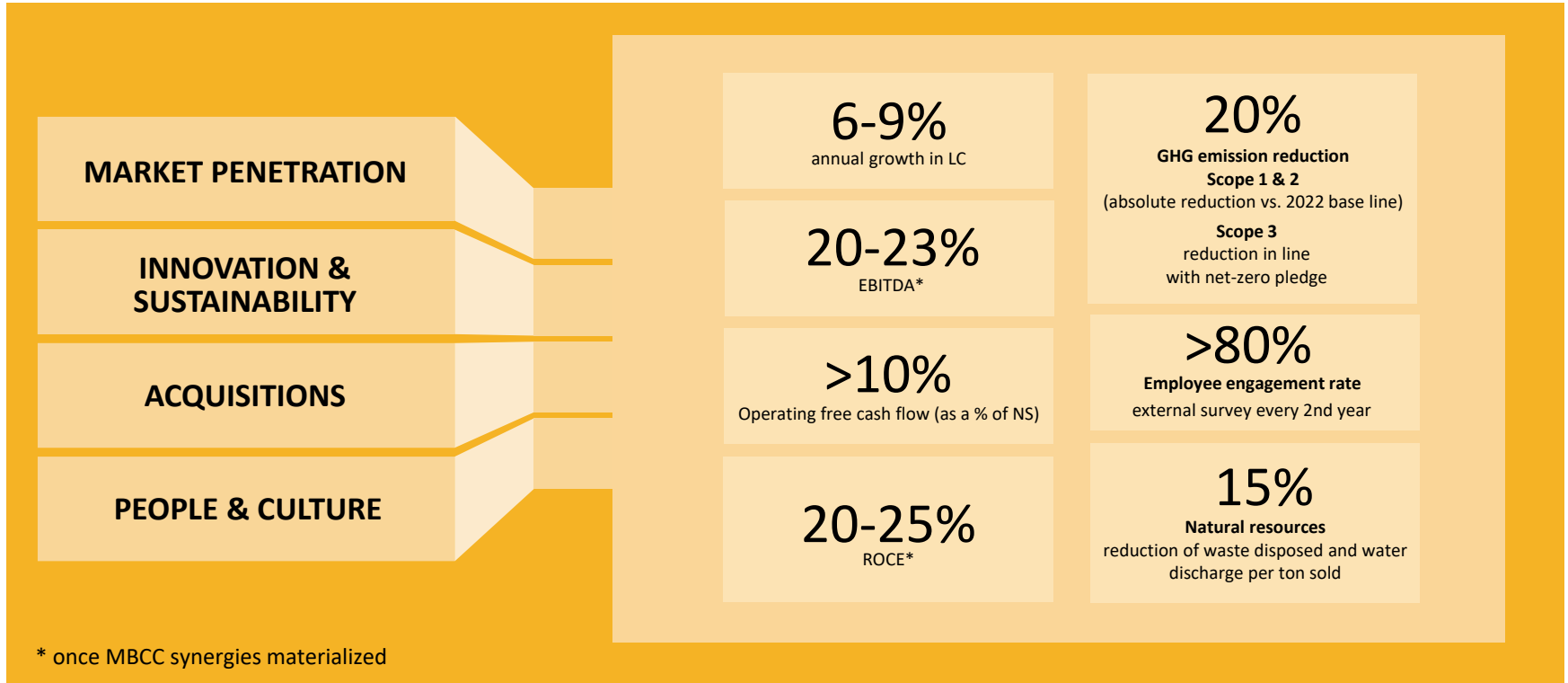


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On track for continued growth and value creation

SIKA'S GROWTH STRATEGY 2028

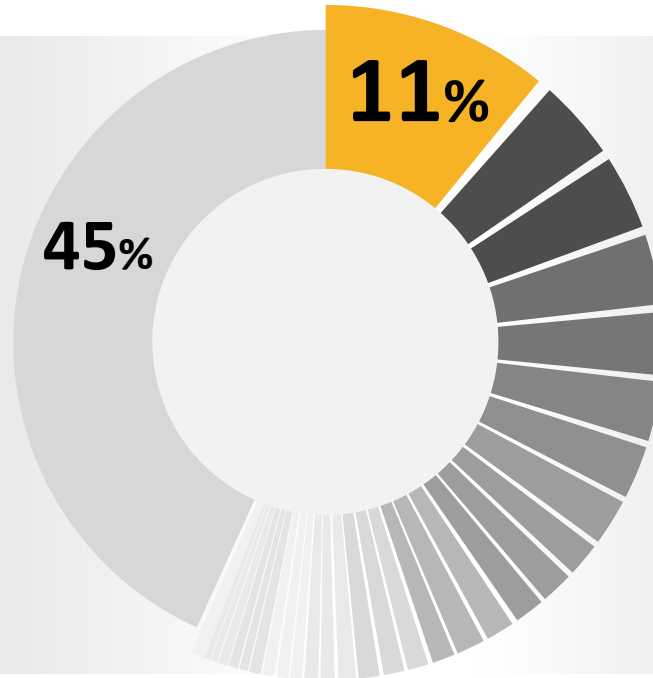
THE PILLARS OF THE STRATEGY



MARKET SHARE IN CONSTRUCTION CHEMICALS AND INDUSTRY

TOTAL ADDRESSABLE MARKET 2023: CHF 110 BILLION

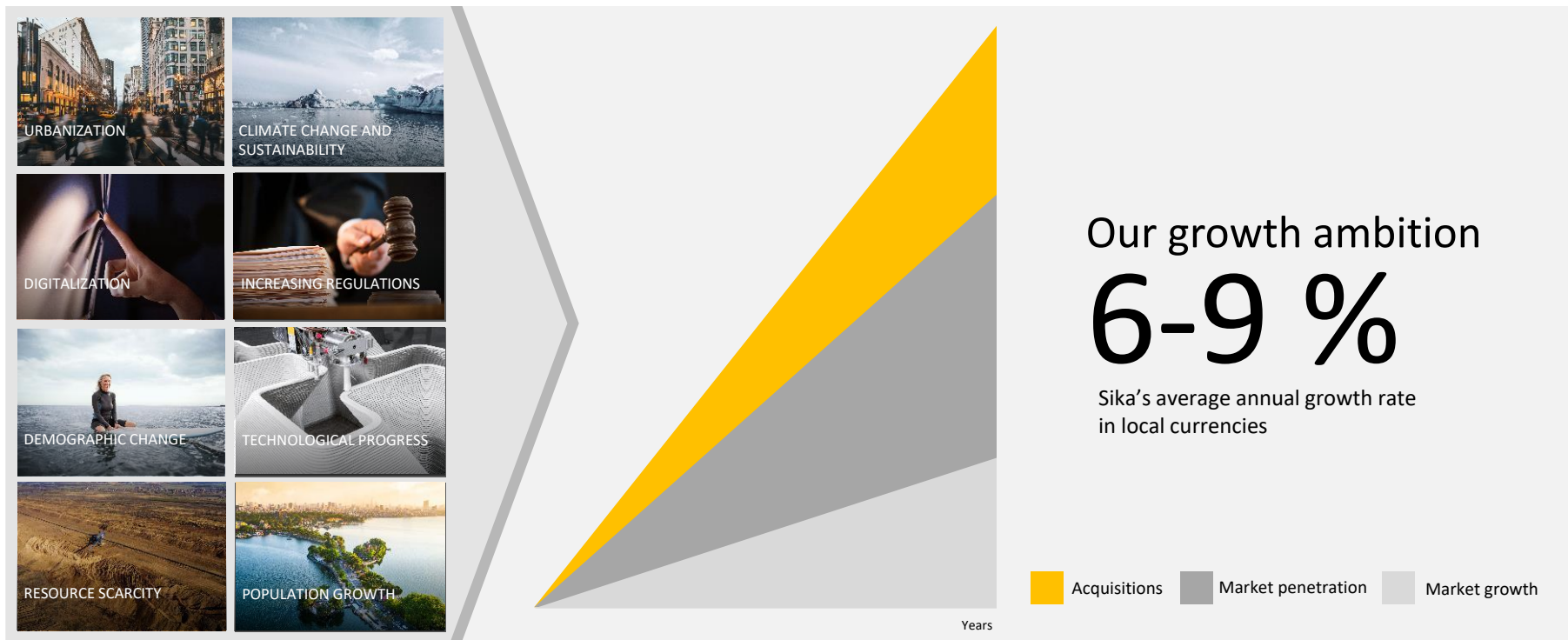
Competitive landscape remains very fragmented despite ongoing M&A activity



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

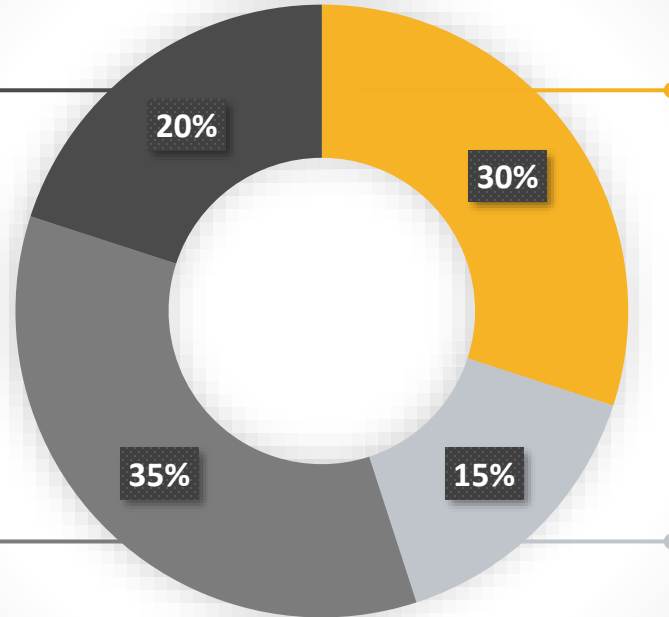
STRONG EXECUTION AND BENEFITS OF MEGATRENDS

SIKA STRONGLY POSITIONED IN 2023 AND BEYOND



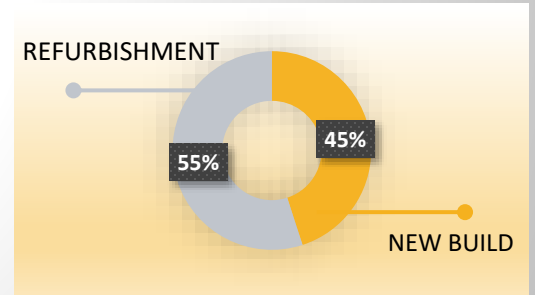
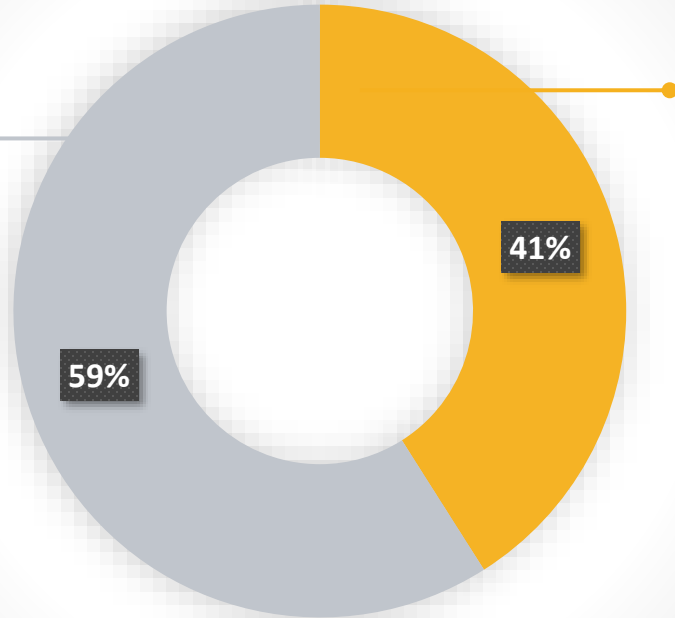
BALANCED BUSINESS MIX

GLOBAL FOOTPRINT IN VERTICAL MARKETS

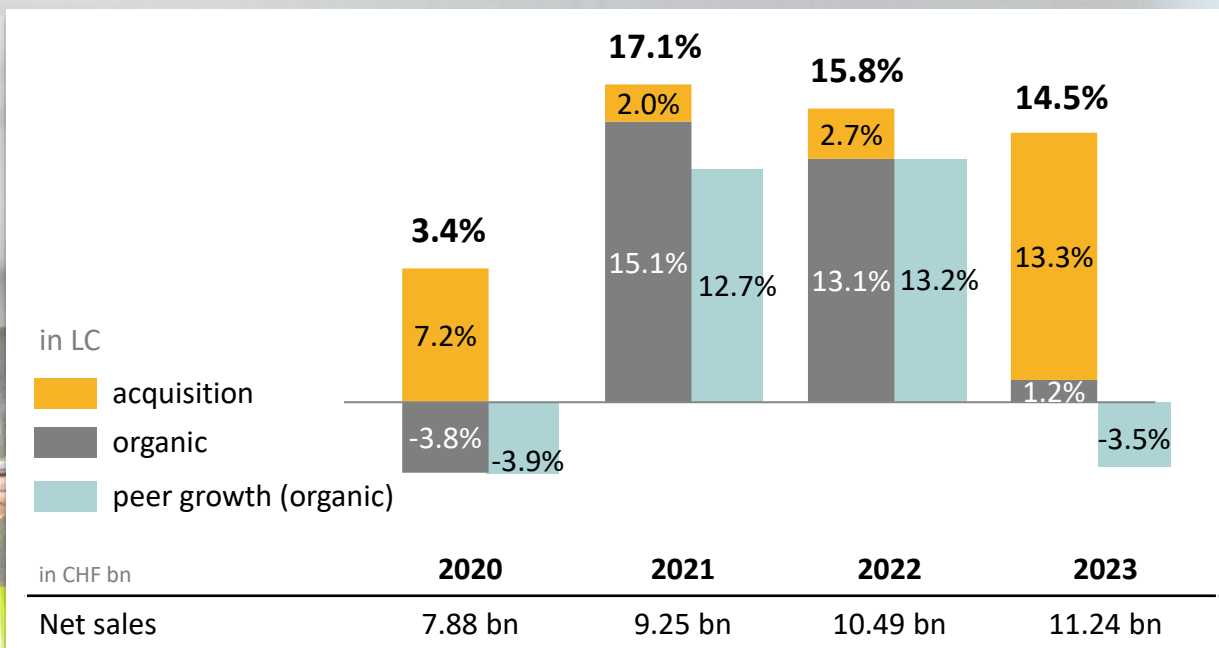


BALANCED BUSINESS MIX

GLOBAL FOOTPRINT



SIKA GAINING MARKET SHARE OVER THE YEARS OUTGROWING THE PEERS



1. OUR FIRST HALF-YEAR 2024

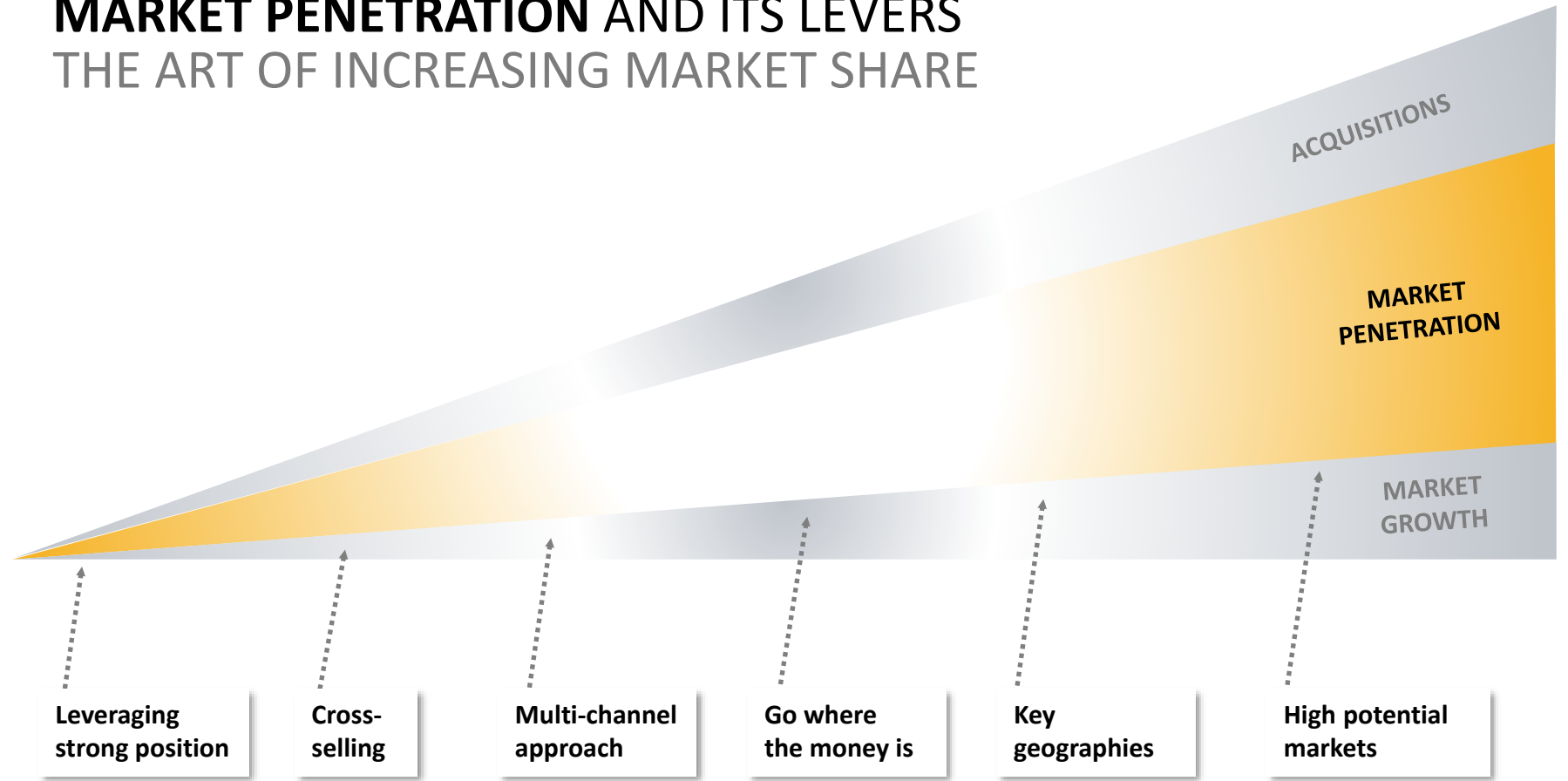
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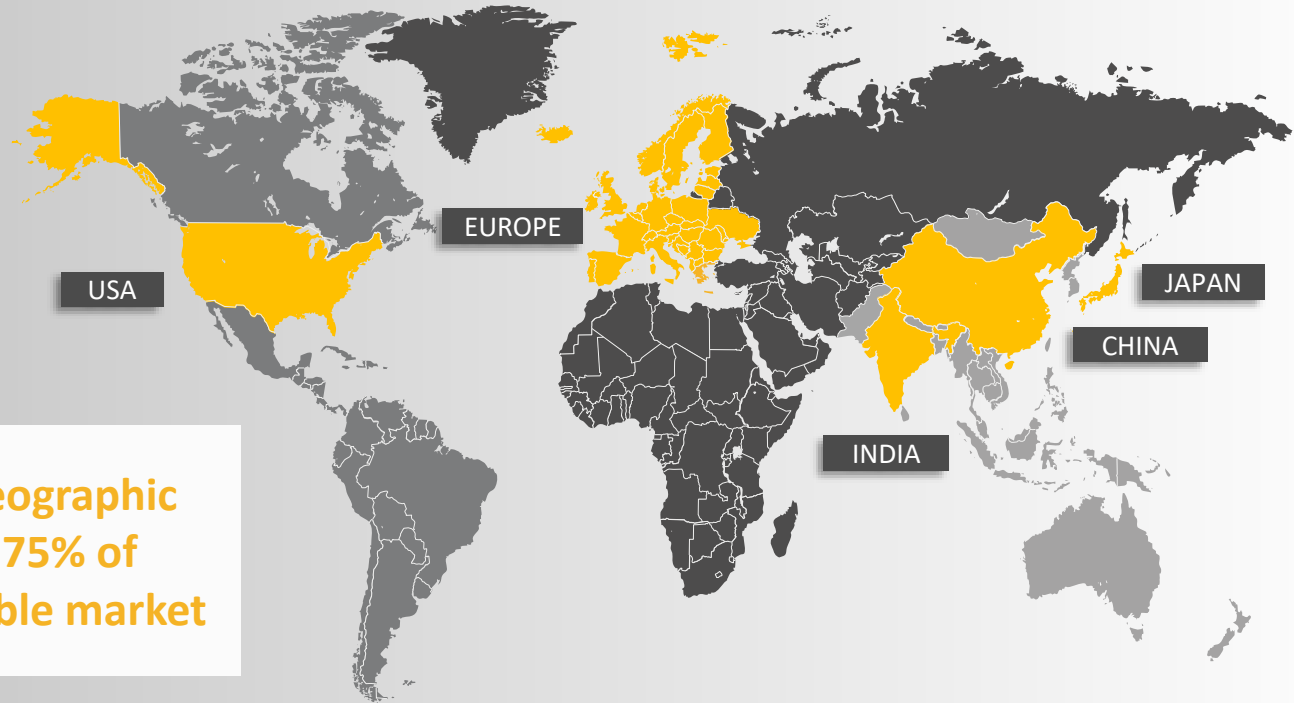
MARKET PENETRATION AND ITS LEVERS

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 m² plant
the first of ten phases of expansion

228,000 m²
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

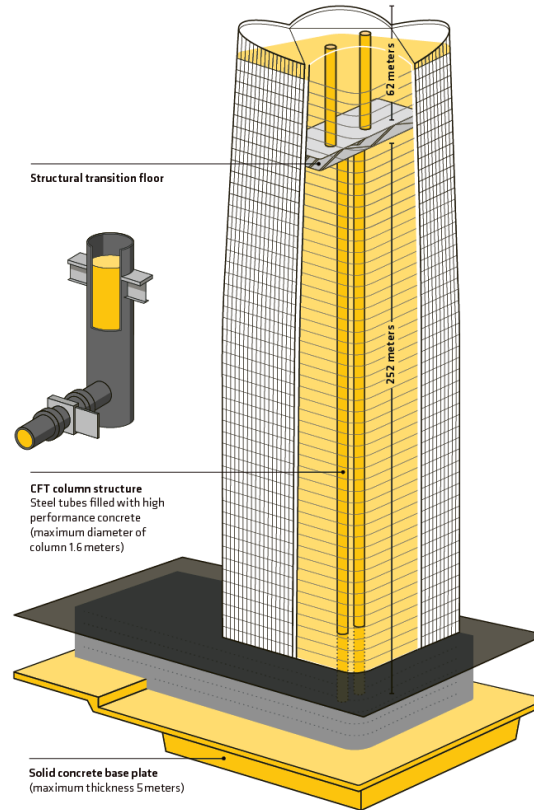
10 buildings

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

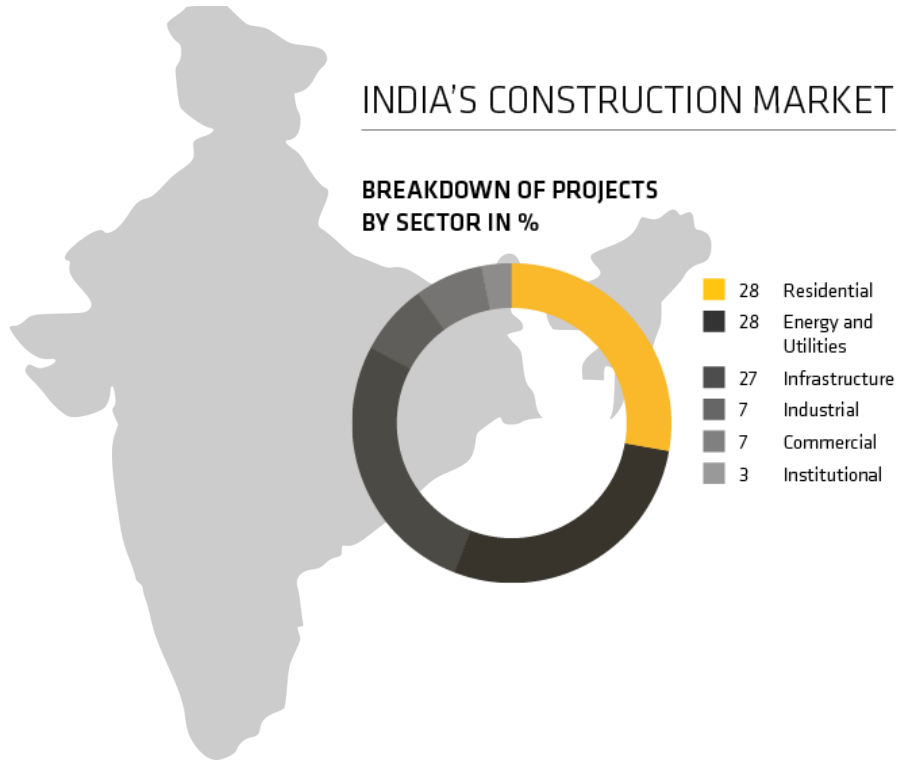
for high altitudes pumping

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 m³ 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 CO₂ annually

Sika's concrete admixtures for
7 million m³ 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 m³

of watertight concrete for the
basement

375 tons

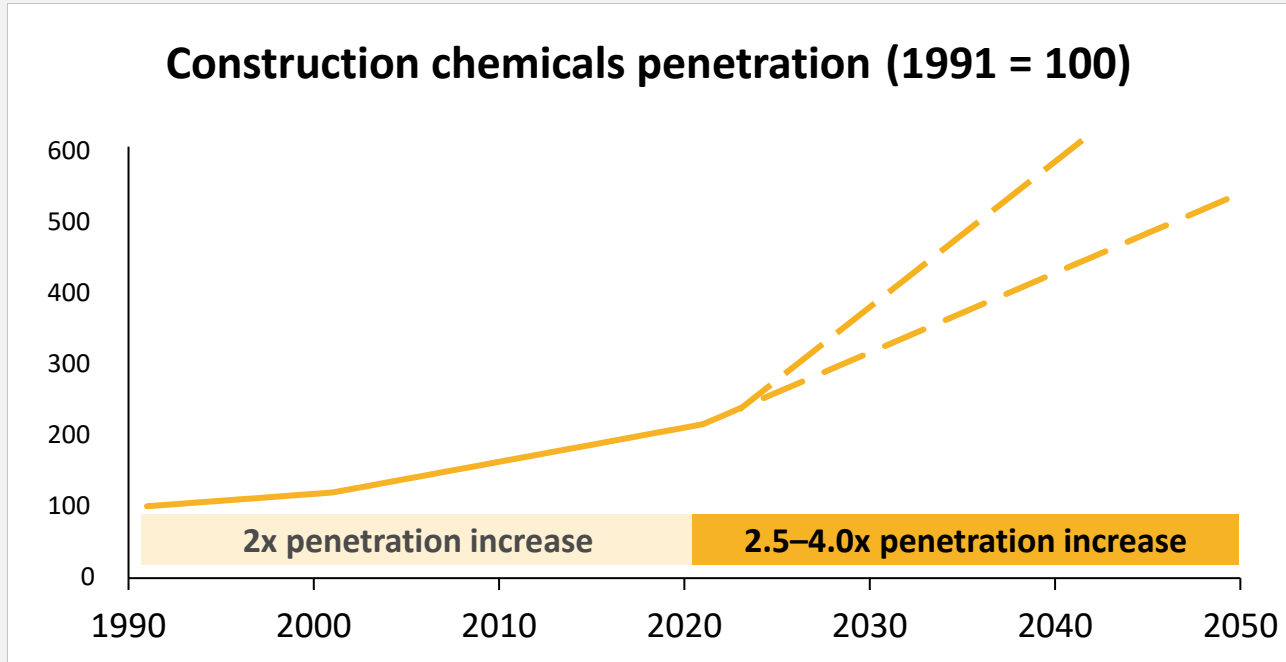
of flowable repair mortar for the
ground floor slabs

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

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

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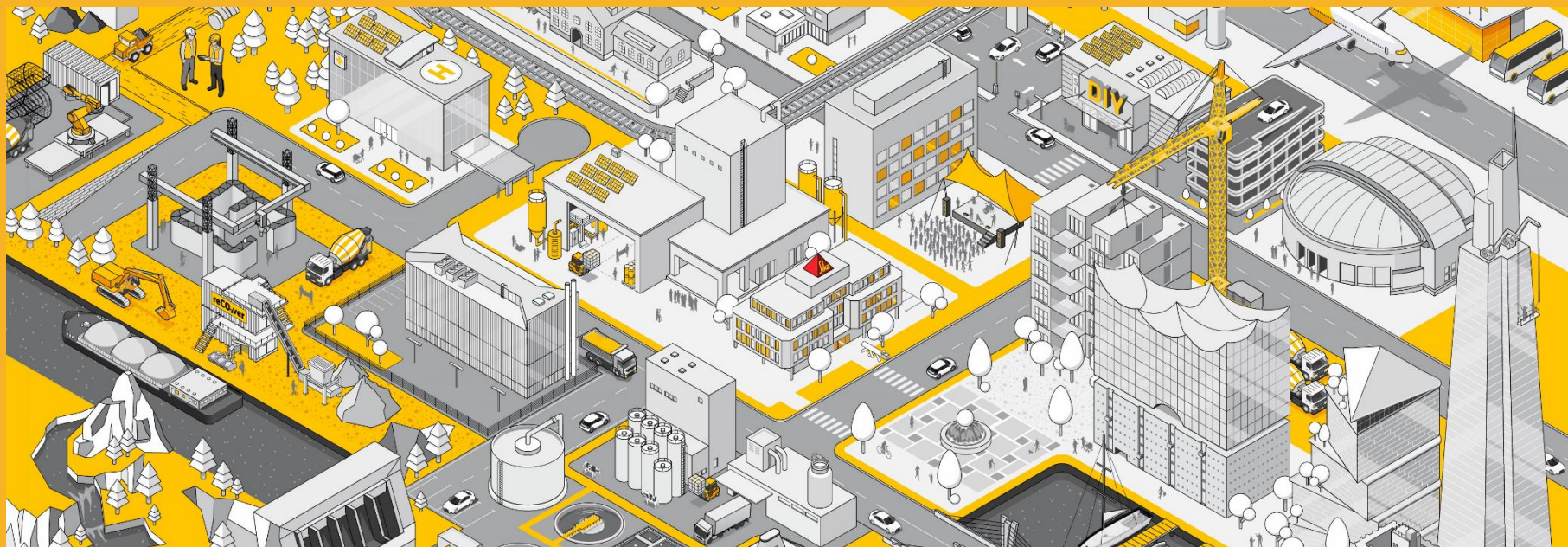
OUTLOOK 2024

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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FORWARD-LOOKING STATEMENT

This presentation contains certain forward-looking statements. These forward-looking statements may be identified by words such as ‘expects’, ‘believes’, ‘estimates’, ‘anticipates’, ‘projects’, ‘intends’, ‘should’, ‘seeks’, ‘future’ or similar expressions or by discussion of, among other things, strategy, goals, plans or intentions. Various factors may cause actual results to differ materially in the future from those reflected in forward-looking statements contained in this presentation, among others:

- Fluctuations in currency exchange rates and general financial market conditions
- Interruptions in production
- Legislative and regulatory developments and economic conditions
- Delay or inability in obtaining regulatory approvals or bringing products to market
- Pricing and product initiatives of competitors
- Uncertainties in the discovery, development or marketing of new products or new uses of existing products, including without limitation negative results of research projects, unexpected side-effects of pipeline or marketed products
- Increased government pricing pressures
- Loss of inability to obtain adequate protection for intellectual property rights
- Litigation
- Loss of key executives or other employees
- Adverse publicity and news coverage

Any statements regarding earnings per share growth are not a profit forecast and should not be interpreted to mean that Sika’s earnings or earnings per share for this year or any subsequent period will necessarily match or exceed the historical published earnings or earnings per share of Sika.

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