



SIKA CAPITAL MARKET DAY 2024

UNLOCK GROWTH WITH DURABILITY AND CIRCULARITY

THOMAS HASLER, CEO
ZURICH, OCTOBER 3, 2024

BUILDING TRUST



1. HIGHLIGHTS 2024

2. OUR FIRST YEAR OF STRATEGY 2028

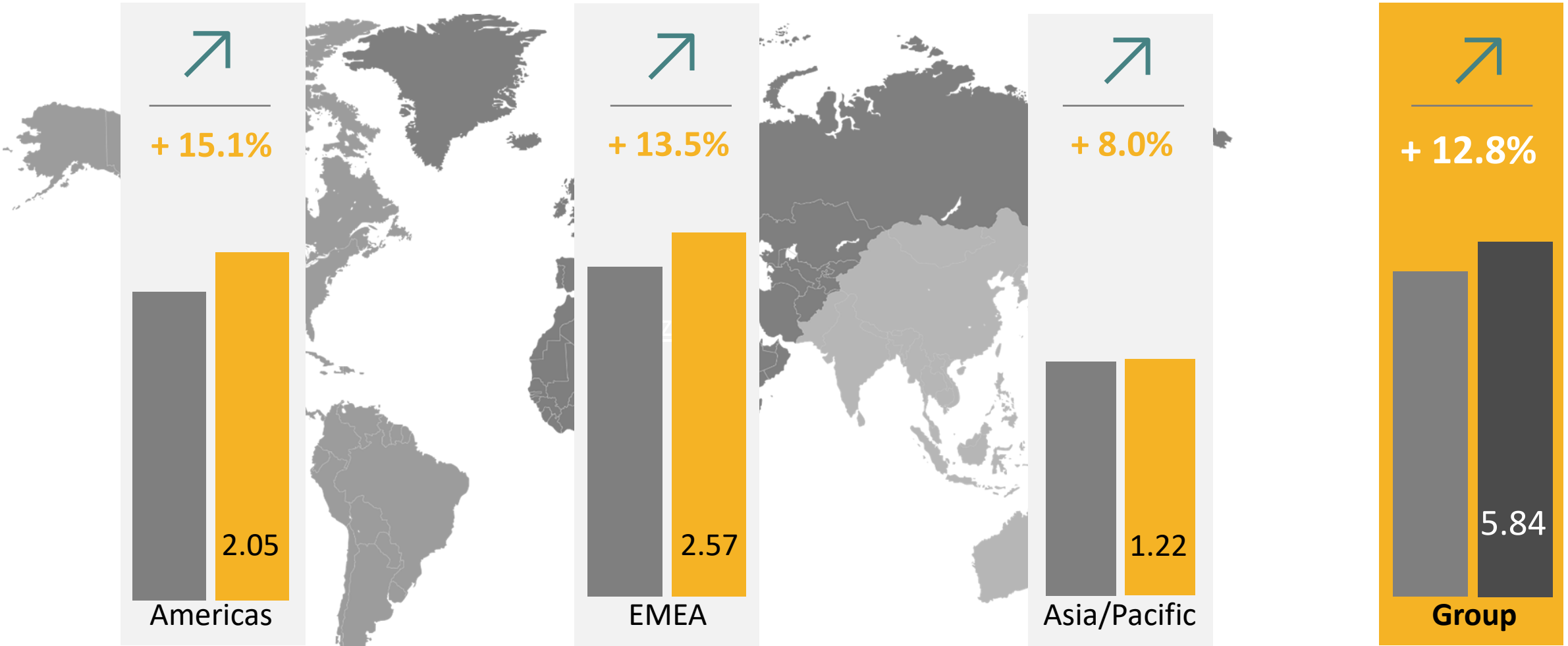
3. UNLOCK GROWTH WITH DURABILITY AND CIRCULARITY

4. OUTLOOK 2024

1. HIGHLIGHTS 2024

HIGHLIGHTS FIRST HALF-YEAR 2024

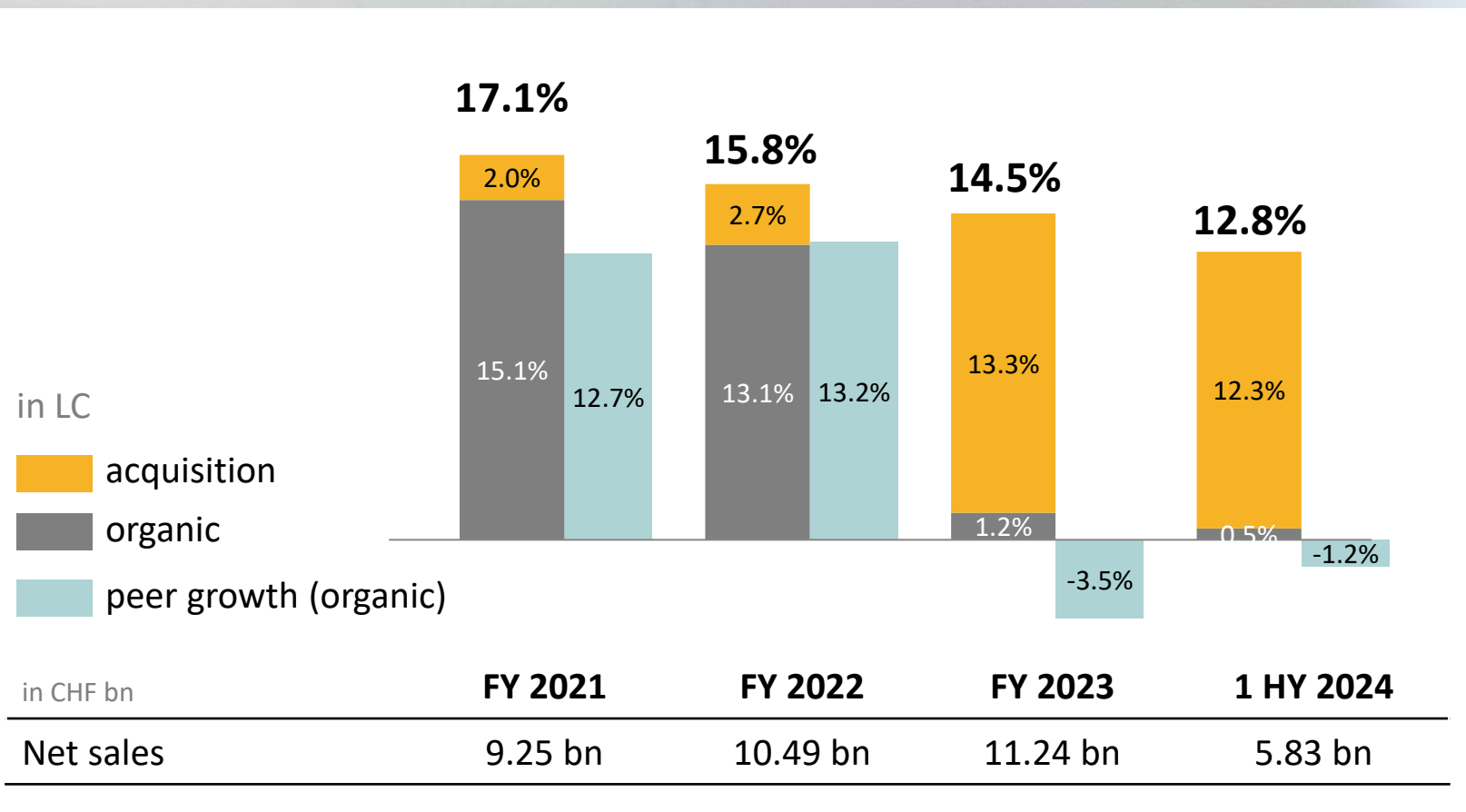
STRONG SALES GROWTH IN LOCAL CURRENCIES ACROSS ALL REGIONS



HY 2023 HY 2024

(in CHF billion, growth in LC)

SIKA GAINING MARKET SHARE OVER THE YEARS OUTGROWING THE PEERS



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).

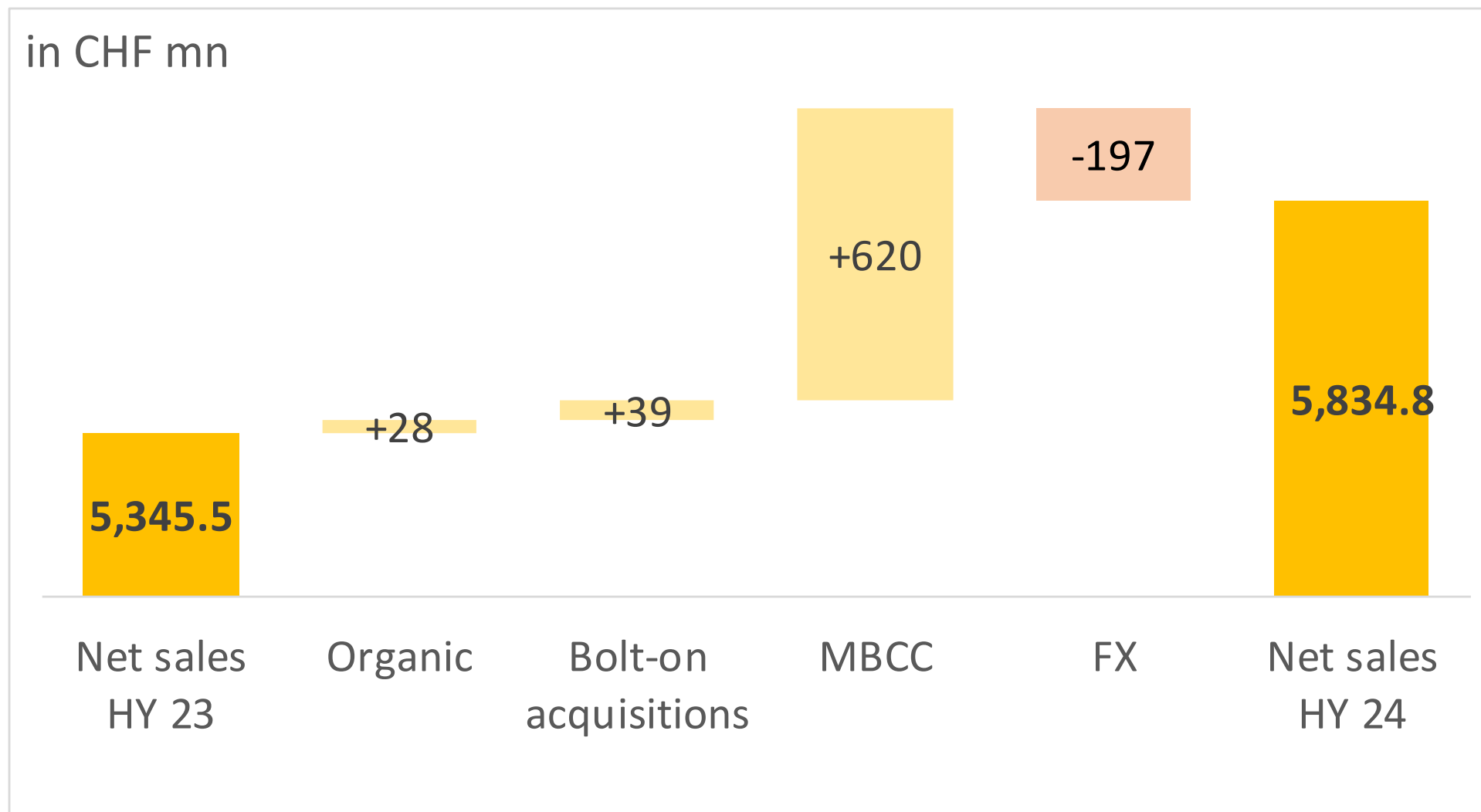
Acquisition Vinaldom, S.A.S in the Dominican Republic



The product range includes concrete admixtures, fibers, adhesives, and sealants for major infrastructure projects in the energy and transportation sectors as well as the tourism sector (August 2024).

SALES GROWTH FIRST HALF-YEAR 2024

POSITIVE ORGANIC GROWTH – MBCC AS SIGNIFICANT CONTRIBUTOR



SUCCESSFUL INTEGRATION OF MBCC ACCELERATION OF SYNERGY IMPACT – 2024 GUIDANCE RAISED



HIGHLIGHTS FIRST HALF-YEAR 2024

HIGH ENGAGEMENT SCORE OF 86

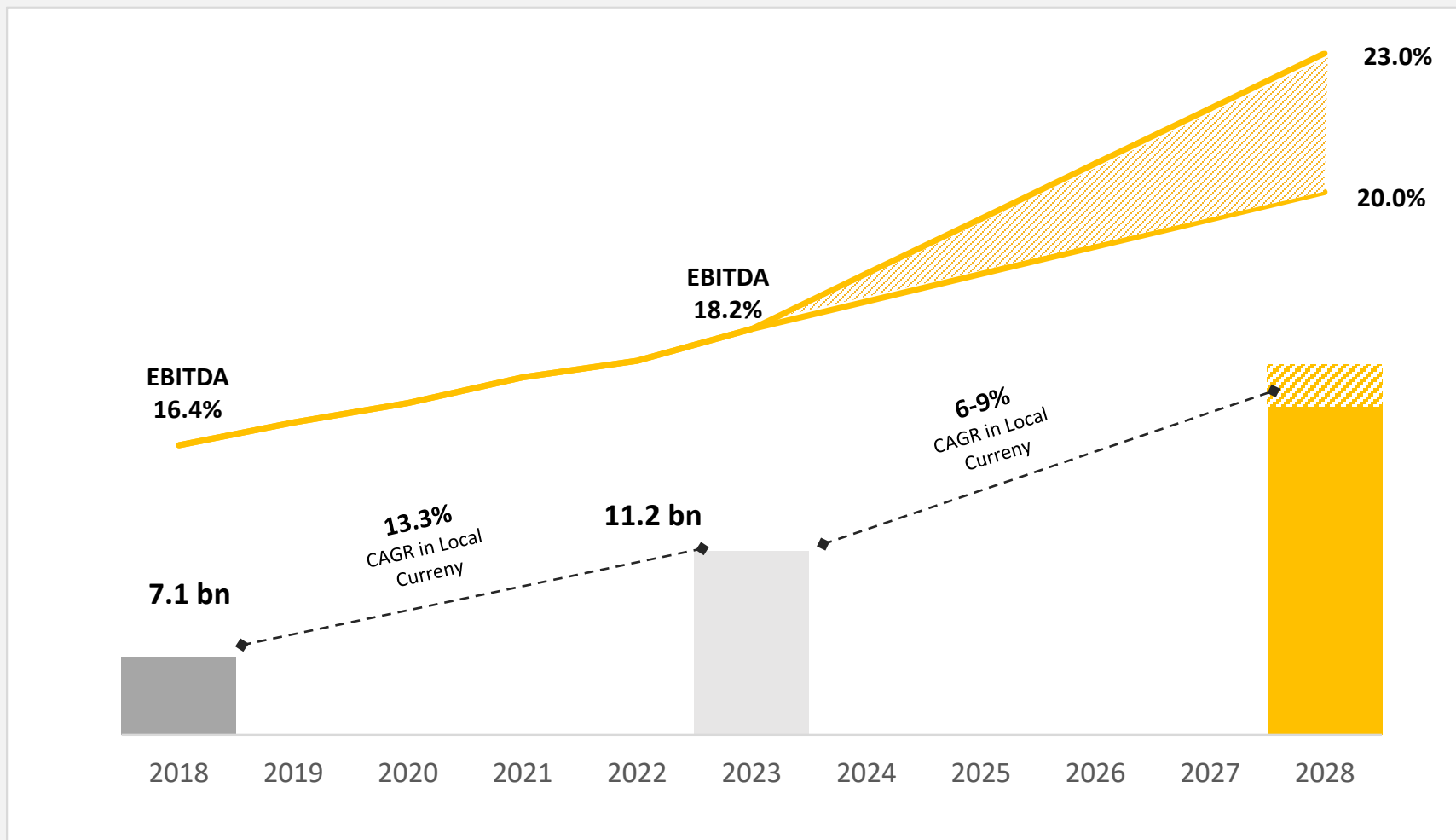


**HIGH ENGAGEMENT
SCORE OF 86**

Fueled by strong purpose
and confidence in
management and
strategy

2. OUR FIRST YEAR OF STRATEGY 2028

STRATEGY 2028 – BEYOND THE EXPECTED PROFITABLE GROWTH TO CONTINUE



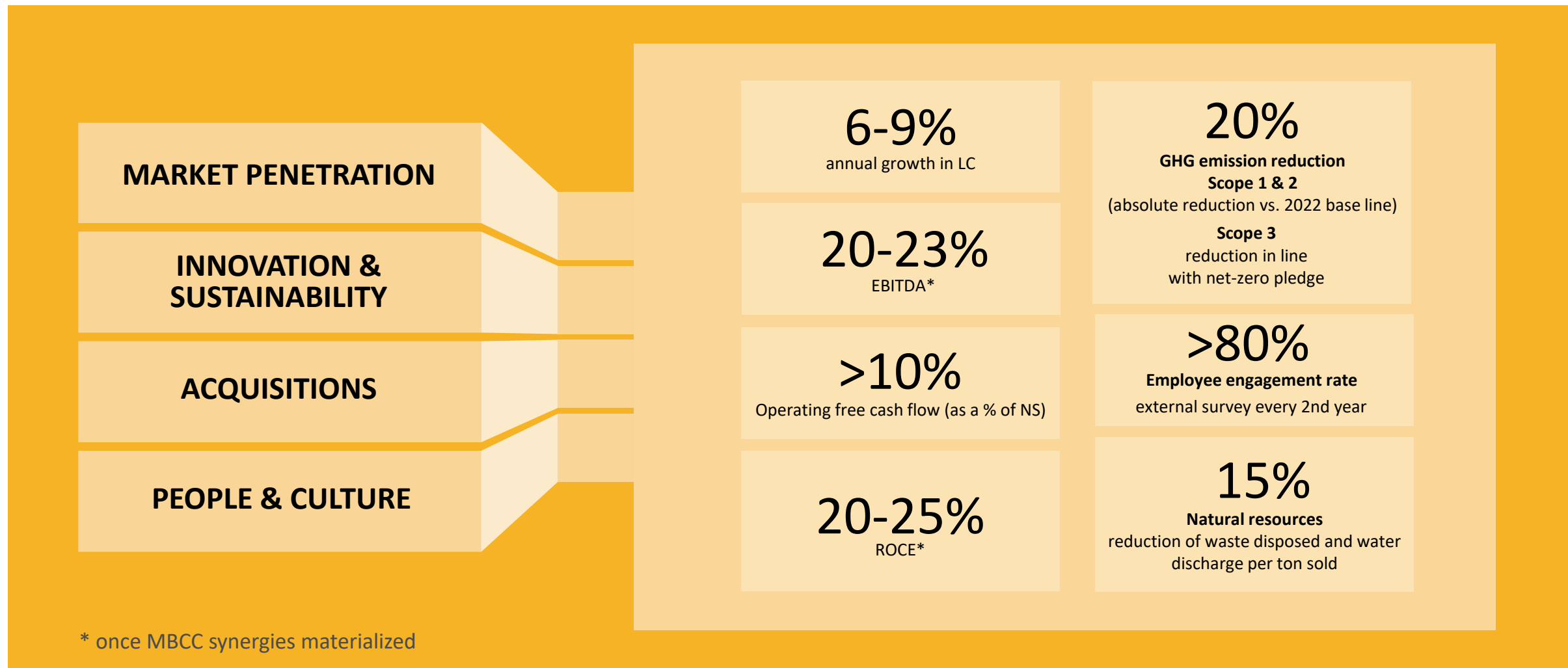
Sika[®]

BUILDING TRUST

On track for continued growth and value creation

SIKA'S GROWTH STRATEGY 2028

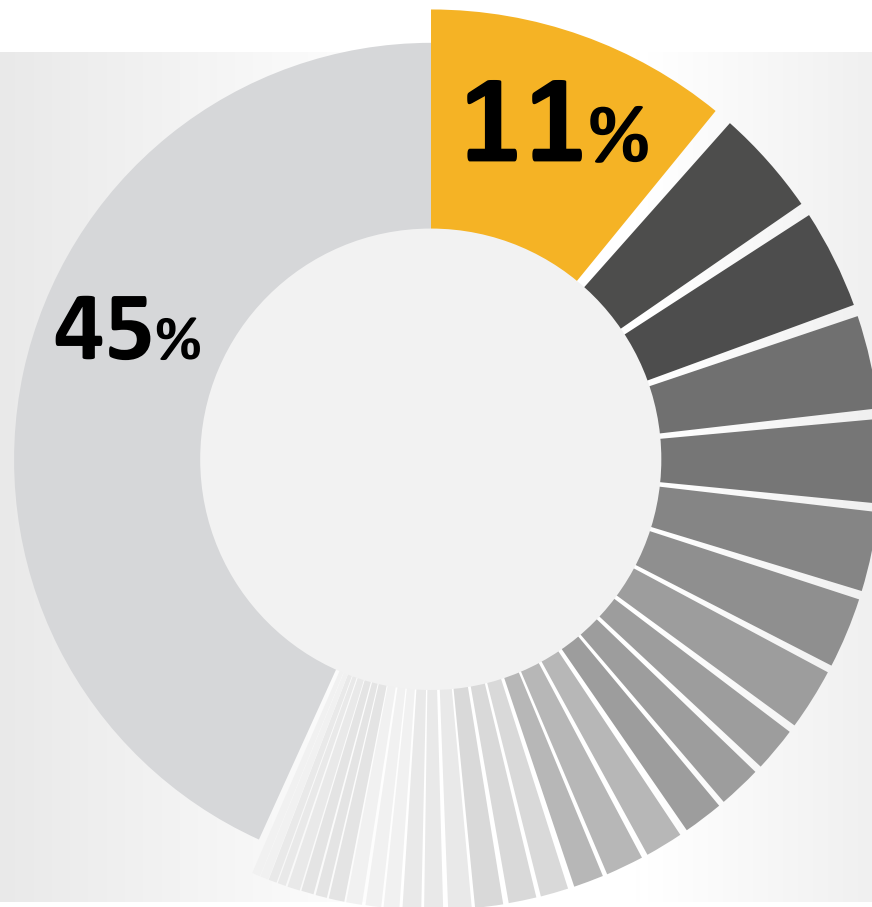
THE PILLARS OF THE STRATEGY



MARKET SHARE IN CONSTRUCTION CHEMICALS AND INDUSTRY

TOTAL ADDRESSABLE MARKET 2023: CHF 110 BILLION

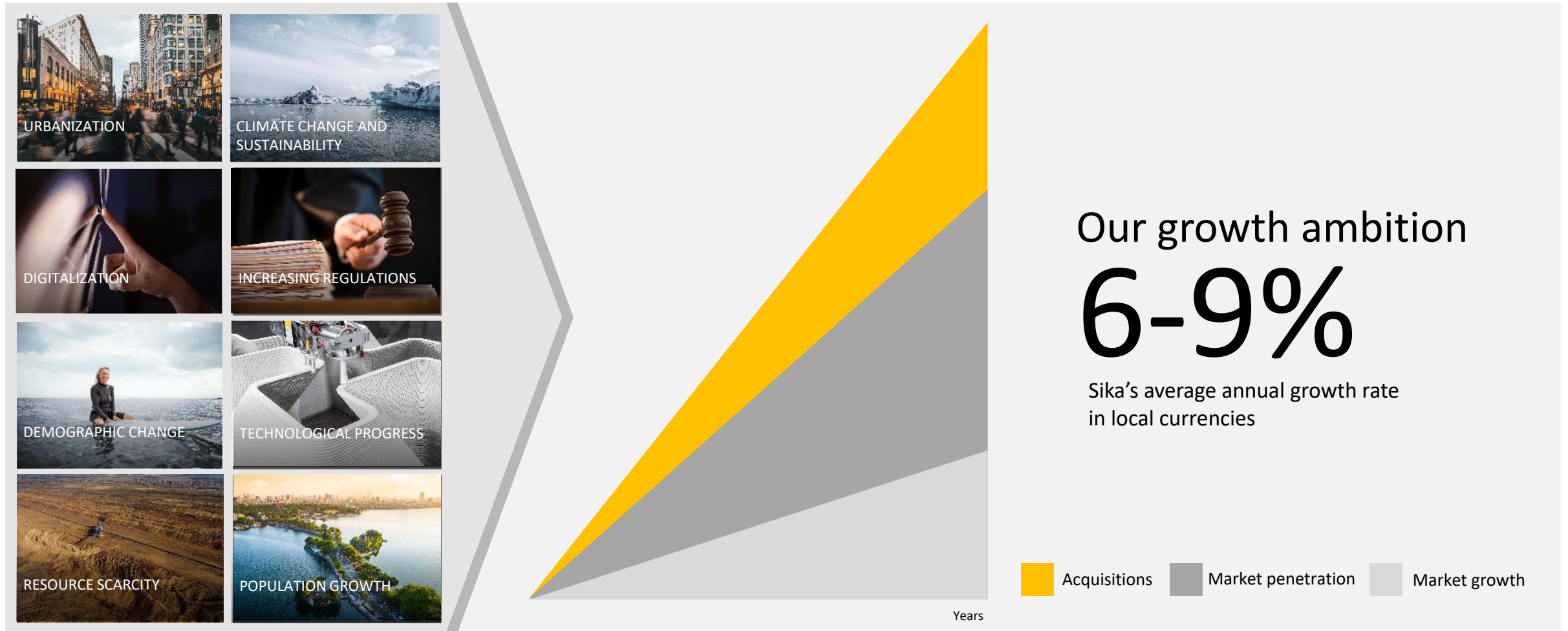
Competitive landscape remains very fragmented despite ongoing M&A activity



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

BENEFITS OF MEGATRENDS AND UNLOCK GROWTH

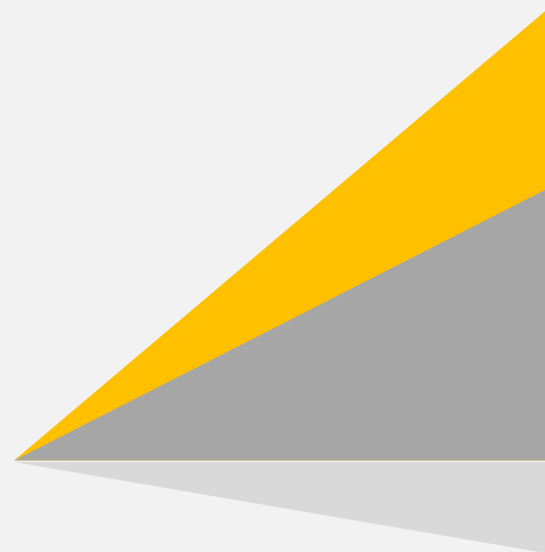
SIKA STRONGLY POSITIONED IN 2024 AND BEYOND



UNLOCK GROWTH – EXECUTION IS KEY

ABILITY TO ADAPT

VOLATILE DECLINING MARKETS



Our growth ambition
3-6%

Sika's average annual growth rate in local currencies

PERFORMING GROWTH MARKETS



Our growth ambition
>10%

Sika's average annual growth rate in local currencies

■ Acquisitions ■ Market penetration ■ Market growth

3. UNLOCK GROWTH WITH DURABILITY AND CIRCULARITY

MEGATRENDS

DRIVING LONGER LIFESPAN REQUIREMENTS



INFRASTRUCTURE AND COMMERCIAL CONSTRUCTION

- **Resilient structures** to withstand more extreme weather
- Reducing carbon footprint through **extended lifespan** and reduced maintenance

- **Net zero buildings** designed to generate their energy from renewable sources
- **Circular economy, recycled material**
- **Low-carbon solutions**

- **High-performance, durable solutions**
- **Predictive maintenance** enabled by sensors and digital twins
- New construction techniques

DATA CENTERS AND SEMICONDUCTOR FACILITIES

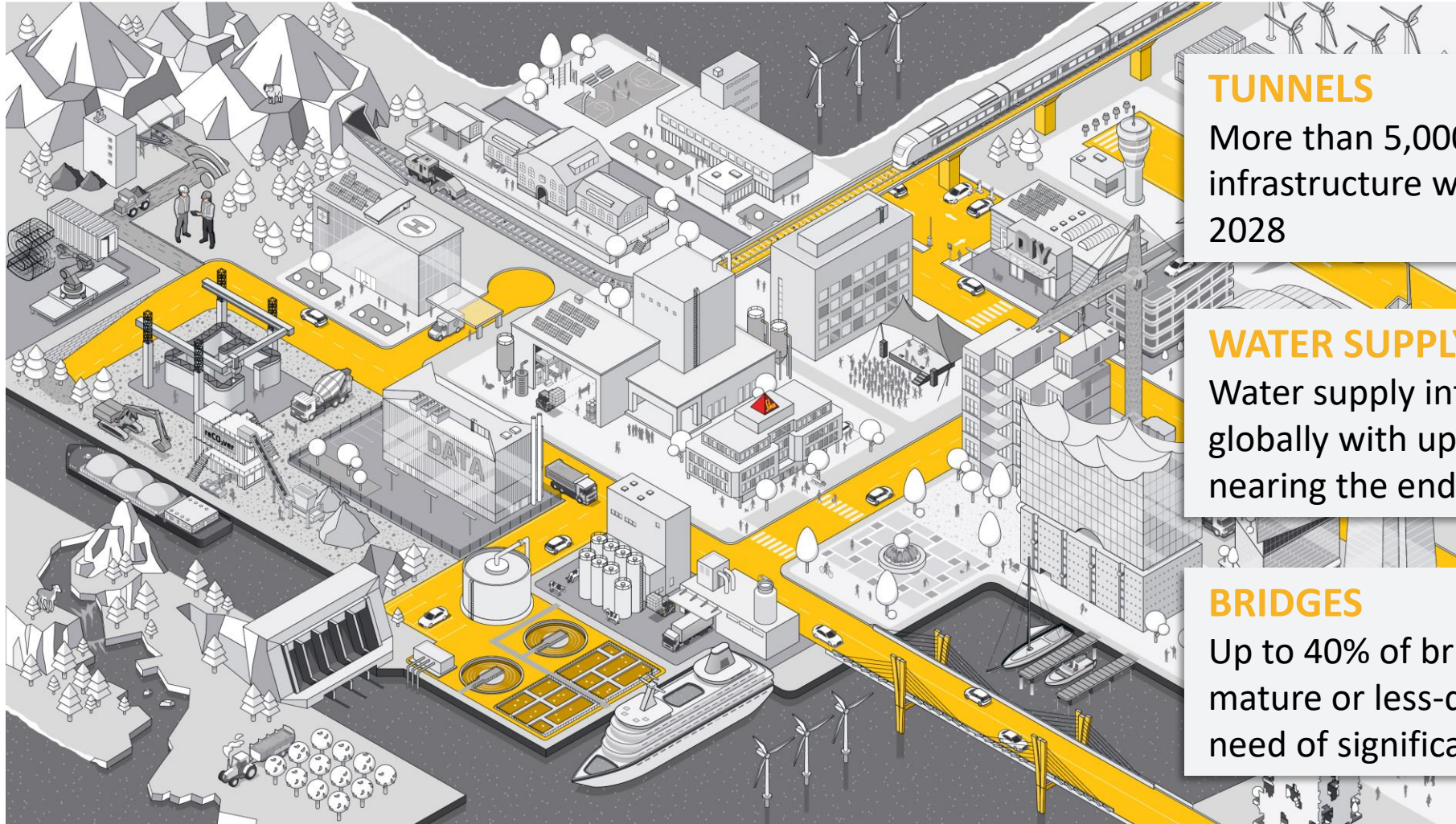
- Increased requirements for **longer lifespans** for data centers and semiconductor facilities

- **Owners** with high net zero commitments
- Regulations drive **decarbonization and circularity** for these sectors

- **Strong and growing investments** in the construction of data centers and semiconductor plants

INFRASTRUCTURE LIFESPANS

EXPLORING DURABILITY AND MAINTENANCE REQUIREMENTS



TUNNELS

More than 5,000 km of tunnel infrastructure will be built globally until 2028

WATER SUPPLY SYSTEMS

Water supply infrastructure is aging globally with up to 40% of water systems nearing the end of their lifespan¹

BRIDGES

Up to 40% of bridges, particularly in more mature or less-developed regions, are in need of significant repair or replacement²

DURABILITY AND ITS IMPACT ON EMISSIONS

CO₂ REDUCTION BY PROLONGING LIFESPAN

According to **different scenarios** where the average lifespan of a residential/commercial building is 40 or 60 years, **the cumulative kgCO₂eq/m² decreases by 30% once the lifespan of a building is prolonged**

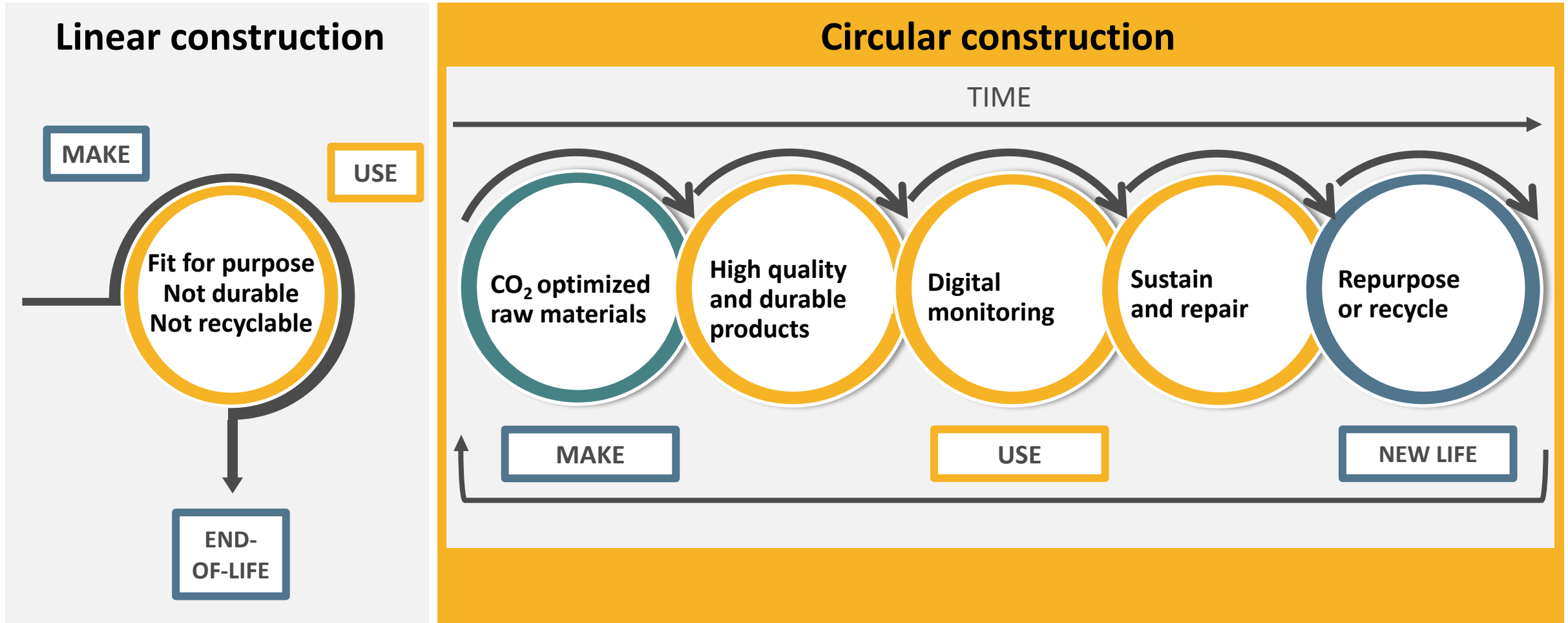
30%

less CO₂ with 20 years longer lifespan of buildings

25%

less cost with 20 years longer lifespan of buildings

DRIVING THE TRANSFORMATION OF THE CONSTRUCTION SECTOR LONG DURABILITY BY EXTENDING THE LIFESPAN



DRIVING THE TRANSFORMATION OF THE CONSTRUCTION SECTOR

EXPANDING THE LIFESPAN THROUGH REPURPOSING

**Battersea Power Station,
London (UK)**



**Zeitz Museum of Contemporary Art,
Cape Town (SA)**



**Canfranc International railway station,
Canfranc (ES)**

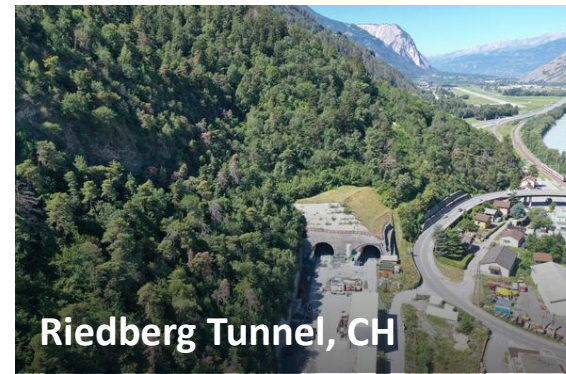
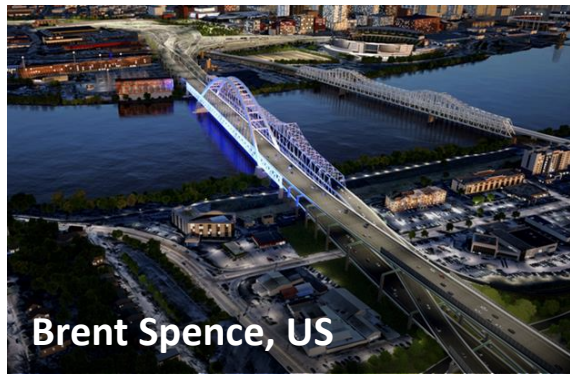
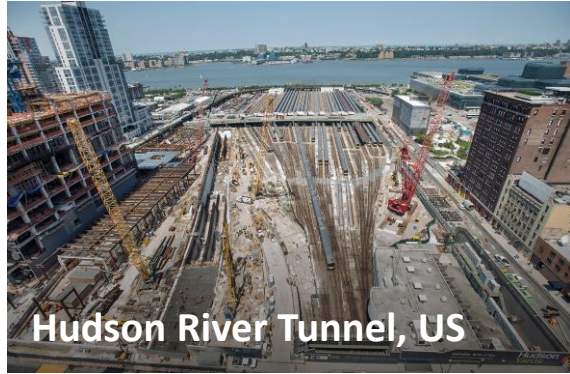


**Grand Palais,
Paris (FR)
(Olympic Games)**



DURABILITY REQUIREMENTS IN INFRASTRUCTURE

TODAY'S PROJECTS ARE DESIGNED FOR 100+ YEARS



CUSTOMER CENTRICITY

ENABLING CUSTOMERS WITH DURABLE AND CIRCULAR SOLUTIONS



“In this project, Sika for us turned from a product supplier to a solution provider!”

JASMIN AMBERG
Project Manager Tunnelling /
Board of Directors, Amberg Engineering

INCREASED CONCRETE PERFORMANCE WITH REINFORCING FIBERS

DURABILITY AND SUSTAINABILITY

FROM CONVENTIONAL REBARS-REINFORCED CONCRETE



- 300 million tons of reinforcement steel per year
- 500 million tons of CO₂eq for steel reinforcement

TO FIBER-REINFORCED CONCRETE



- 50 million tons of steel can be replaced by fibers
- 30 million tons of CO₂eq can be saved with synthetic fibers

FIBER-REINFORCED CONCRETE

- Improves the durability and toughness performance
- Prolongs the lifecycle of the infrastructures
- Strong contribution to reduced CO₂ emissions of concrete

HIGH POTENTIAL IN CONCRETE FIBERS

DURABILITY AND SUSTAINABILITY



CHALLENGES

- Steel reinforcement: cost and CO₂ footprint
- Steel fibers: dangerous surfaces

SOLUTIONS

- Sika® Macro Synthetic Fibers
- Sika® Stealth Fiber Technology

APPLICATION

- Fiber pucks are added during concrete production
- Part or full replacement of steel reinforcement

HIGH OPPORTUNITY IN RETURNED CONCRETE CIRCULARITY AND SUSTAINABILITY



CHALLENGES

- Globally, 4% of the fresh concrete is returned = 1,100 million tons!
- Heavy work needed to dispose

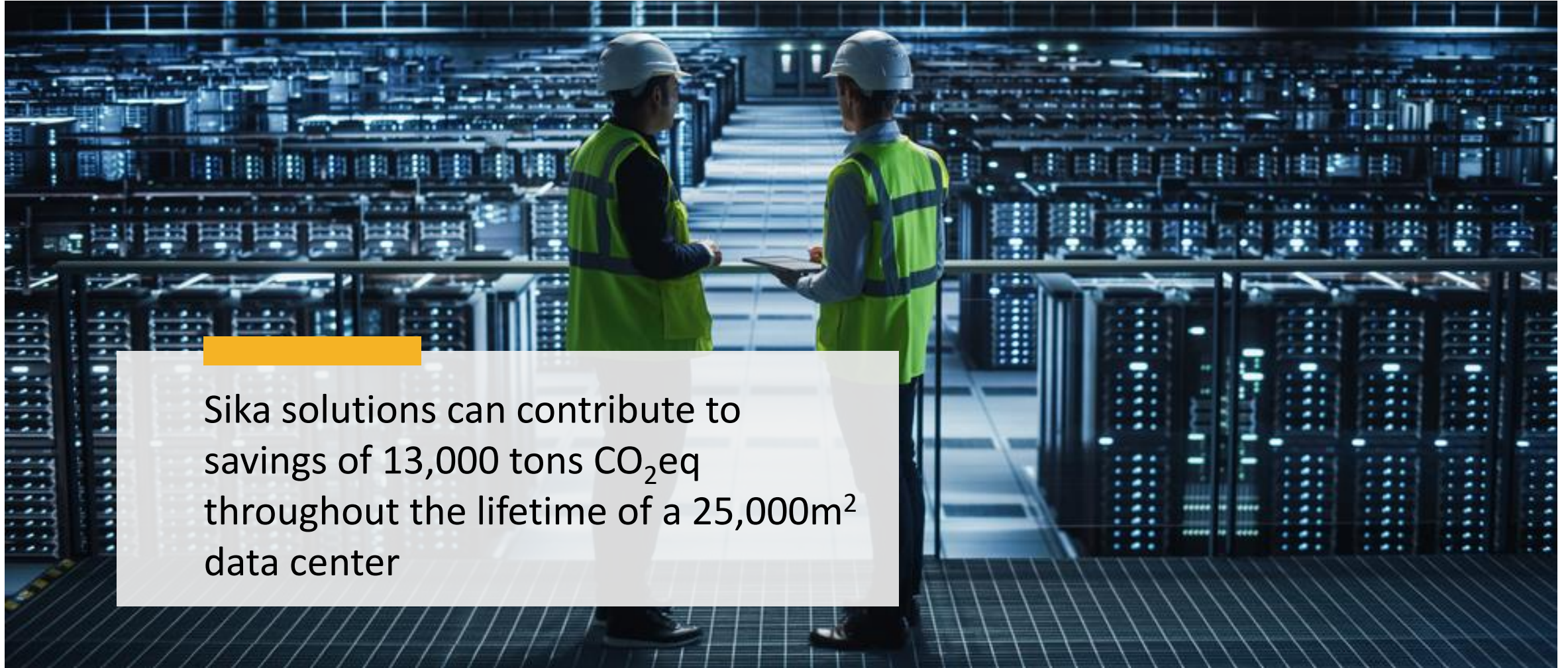
SOLUTIONS

- Sika® Stabilizer-180 RCA
- Sika® Stabilizer-323 RCT

APPLICATION

- Soluble bags are added to the fresh concrete in the truck mixer
- Reusable concrete

DATA CENTERS, SEMICONDUCTOR PLANTS WITH LONGER LIFESPAN MANY DATA CENTERS TO BE BUILT IN THE COMING YEARS



Sika solutions can contribute to savings of 13,000 tons CO₂eq throughout the lifetime of a 25,000m² data center

DIGITAL SOLUTIONS SUPPORT LONGER LIFESPAN ANTICIPATING CUSTOMER NEEDS ALONG THE VALUE CHAIN

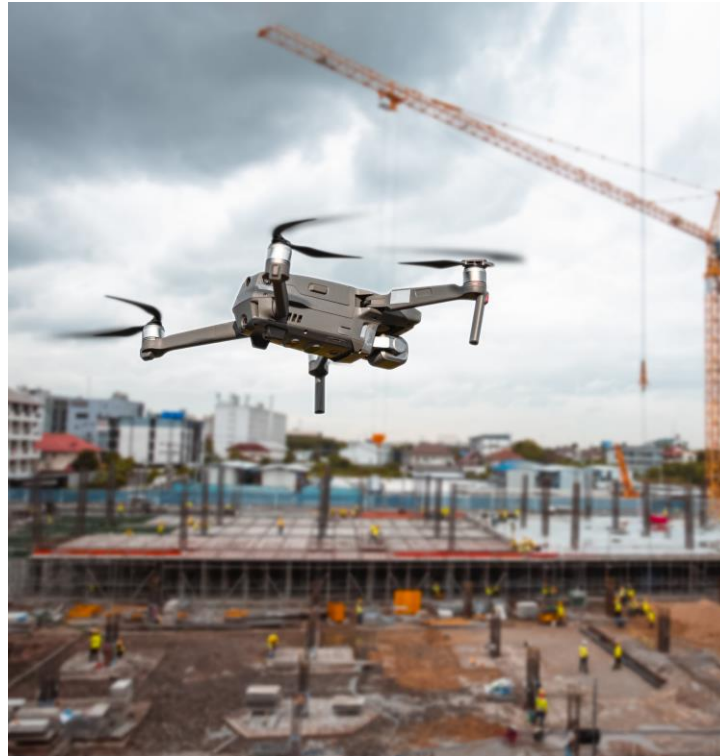
Digital Products

Built in sensors for lifelong performance tracking



Digital Monitoring & Repairing

To observe an early deterioration



Digital Tools

To make processes more efficient



4. OUTLOOK 2024

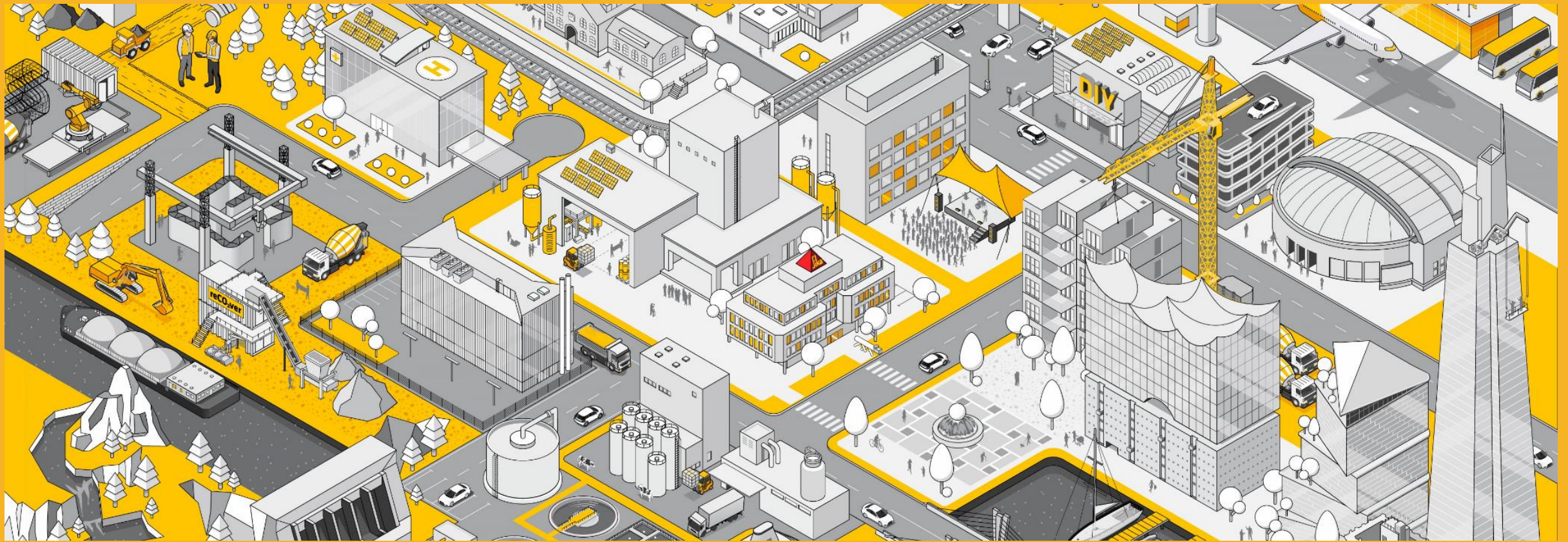
OUTLOOK 2024

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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