



**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

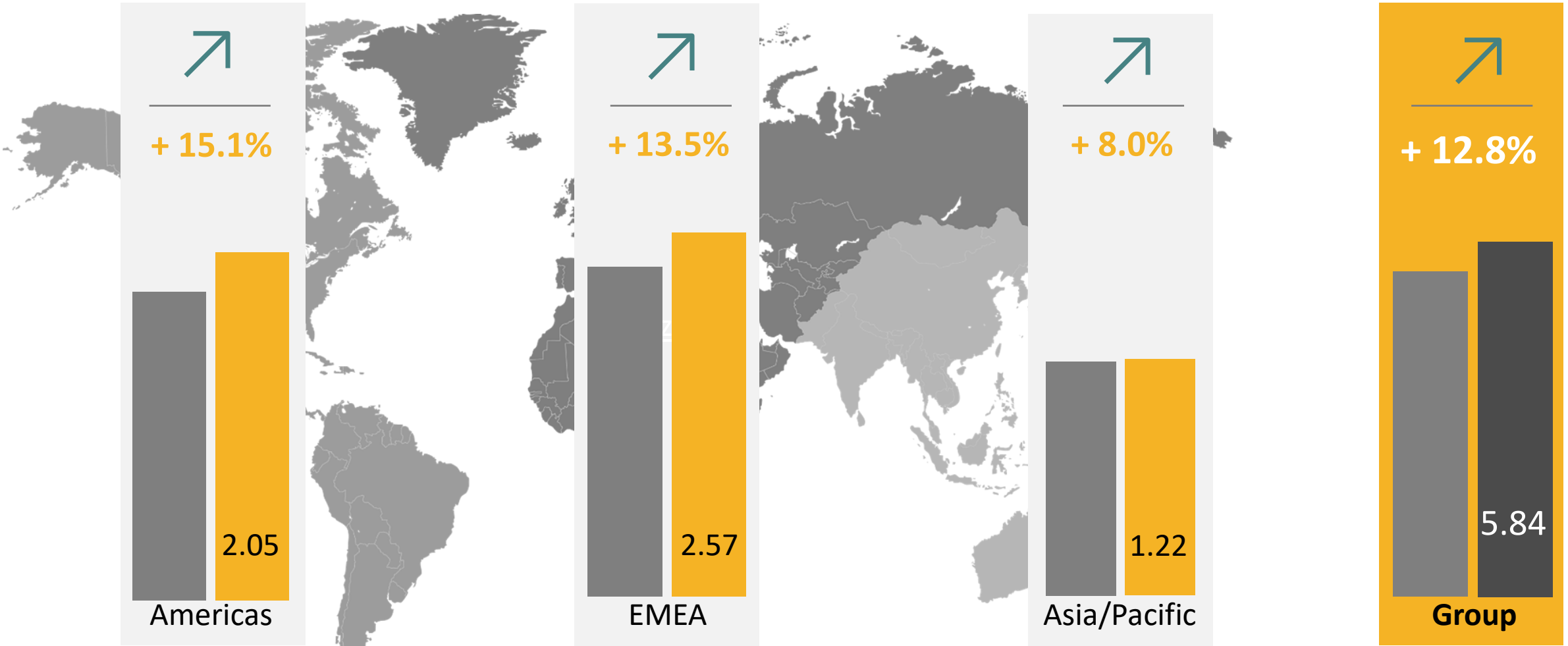
3. UNLOCK GROWTH WITH DURABILITY AND CIRCULARITY

4. OUTLOOK 2023

# 1. HIGHLIGHTS 2024

# HIGHLIGHTS FIRST HALF-YEAR 2024

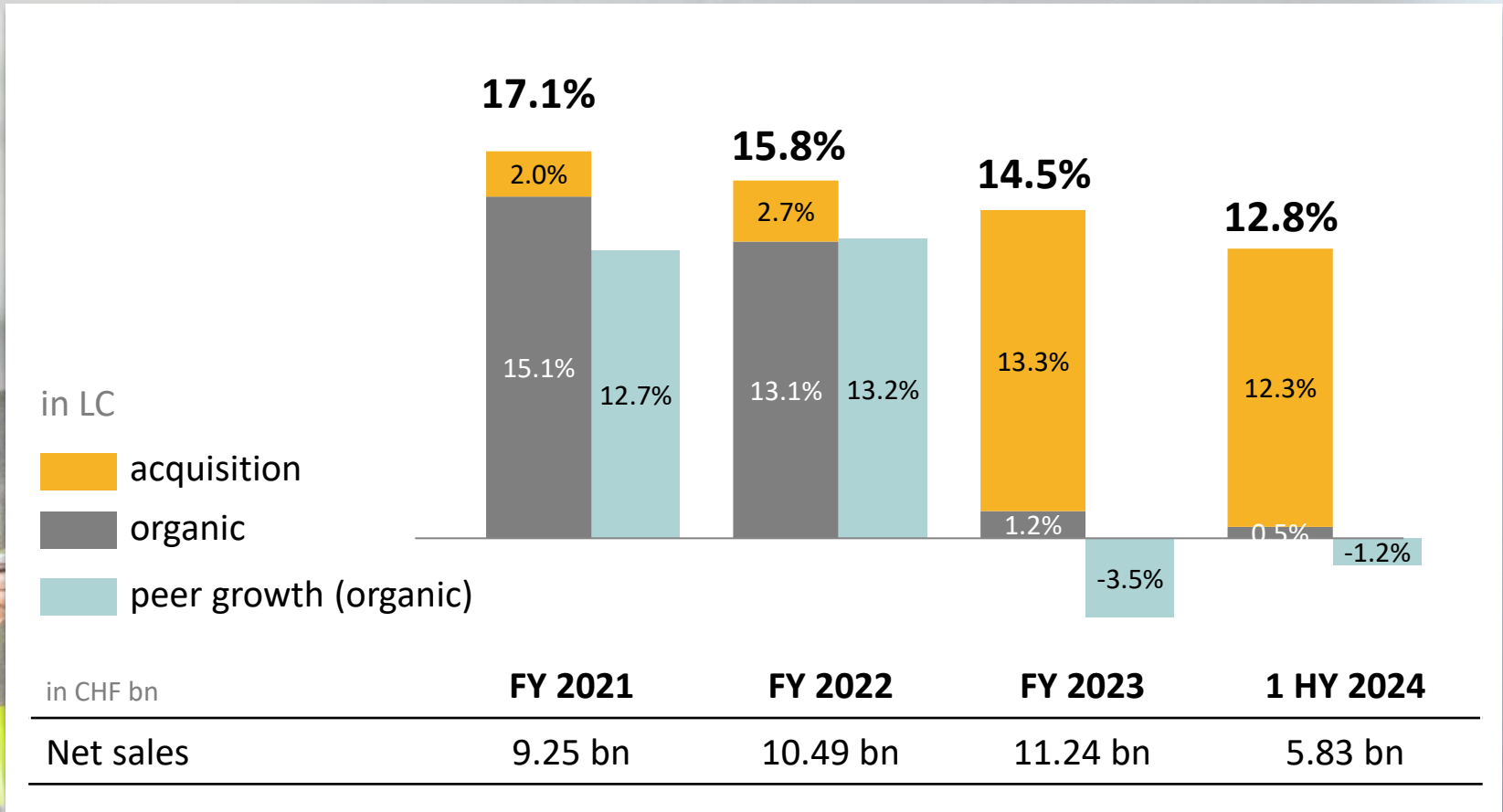
## STRONG SALES GROWTH IN LOCAL CURRENCIES ACROSS ALL REGIONS



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).

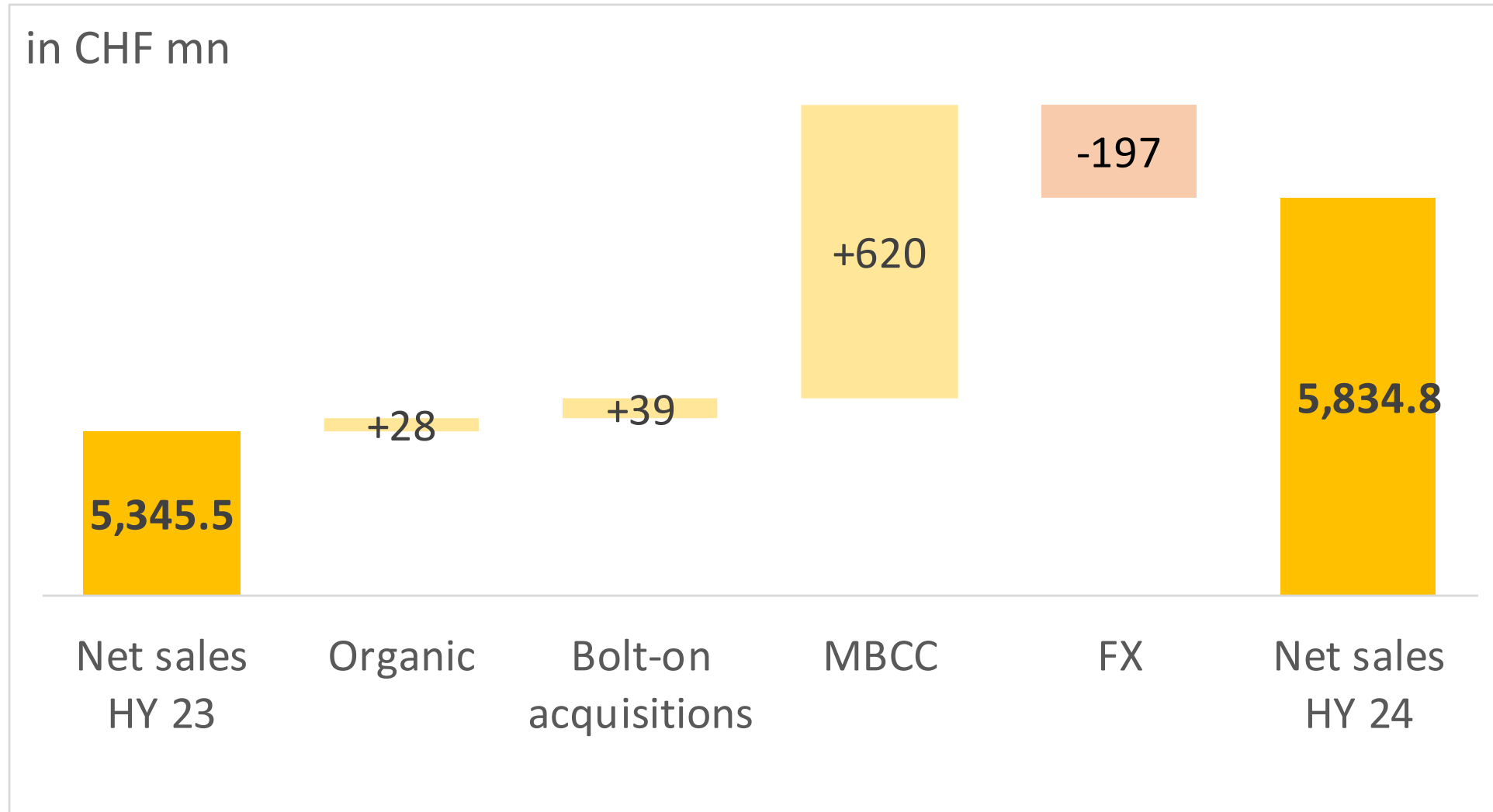
### Acquisition Vinaldom, S.A.S in the Dominican Republic



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



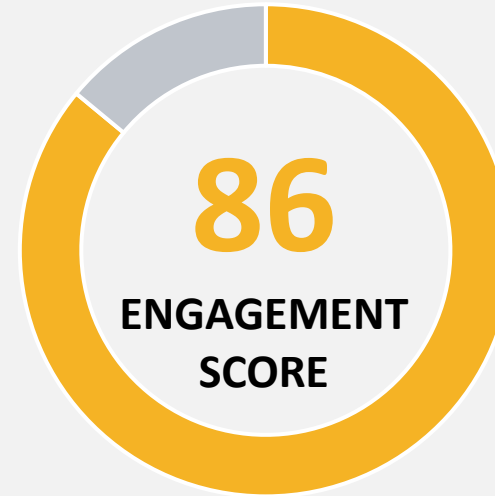
# SUCCESSFUL INTEGRATION OF MBCC ACCELERATION OF SYNERGY IMPACT – 2024 GUIDANCE RAISED





# HIGHLIGHTS FIRST HALF-YEAR 2024

## HIGH ENGAGEMENT SCORE OF 86

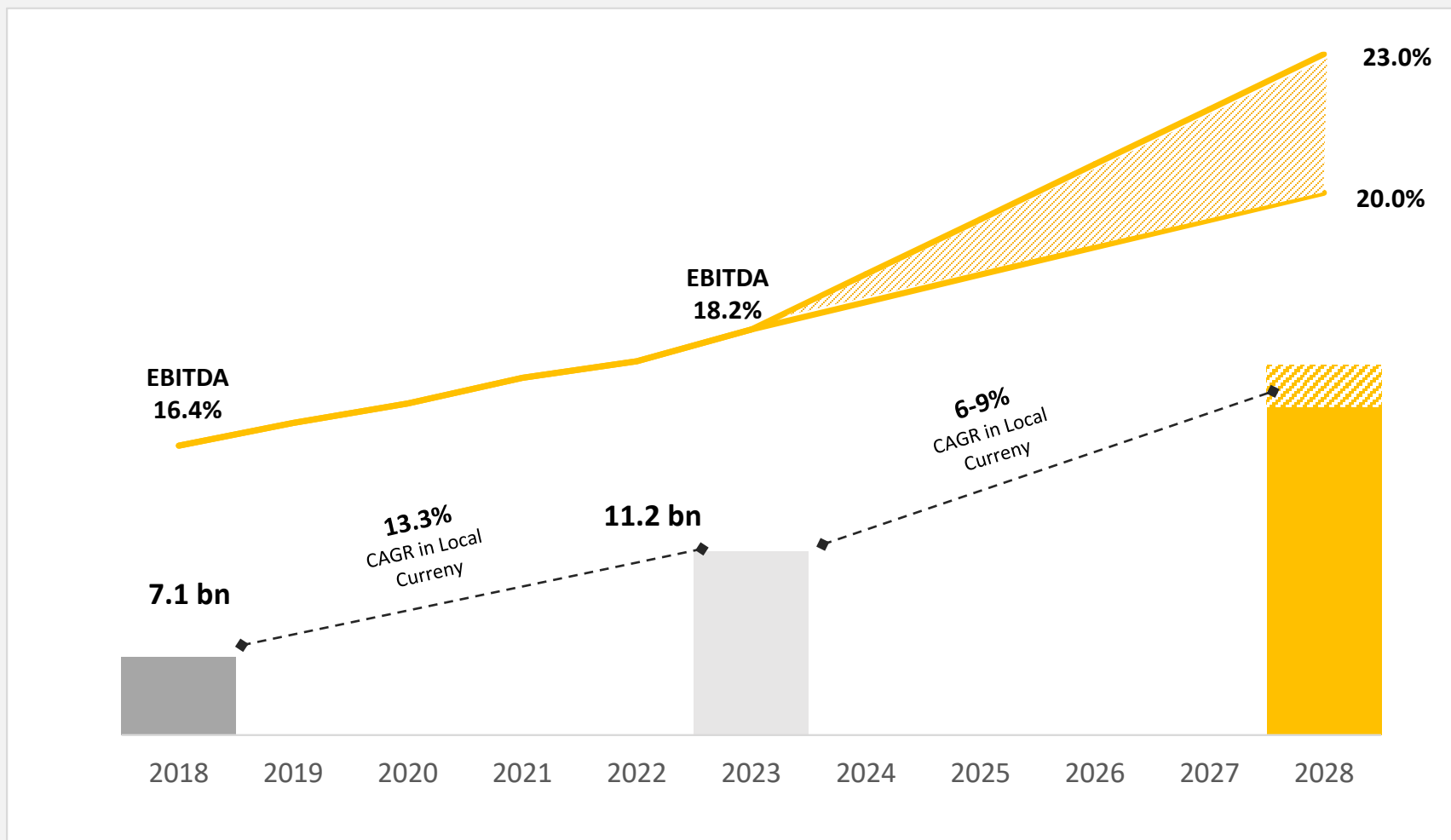


**HIGH ENGAGEMENT  
SCORE OF 86**

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

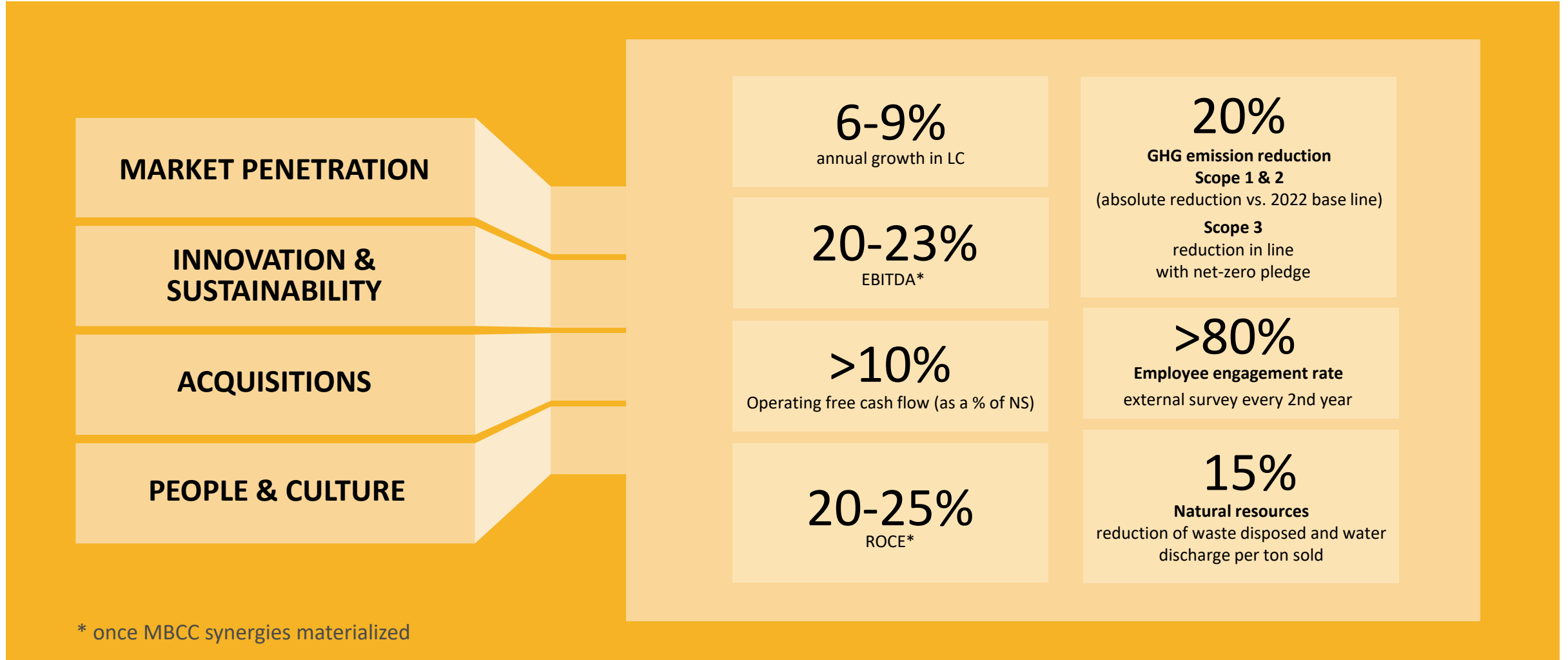


**Sika**<sup>®</sup>  
**BUILDING TRUST**

On track for continued growth and value creation

# SIKA'S GROWTH STRATEGY 2028

## THE PILLARS OF THE STRATEGY

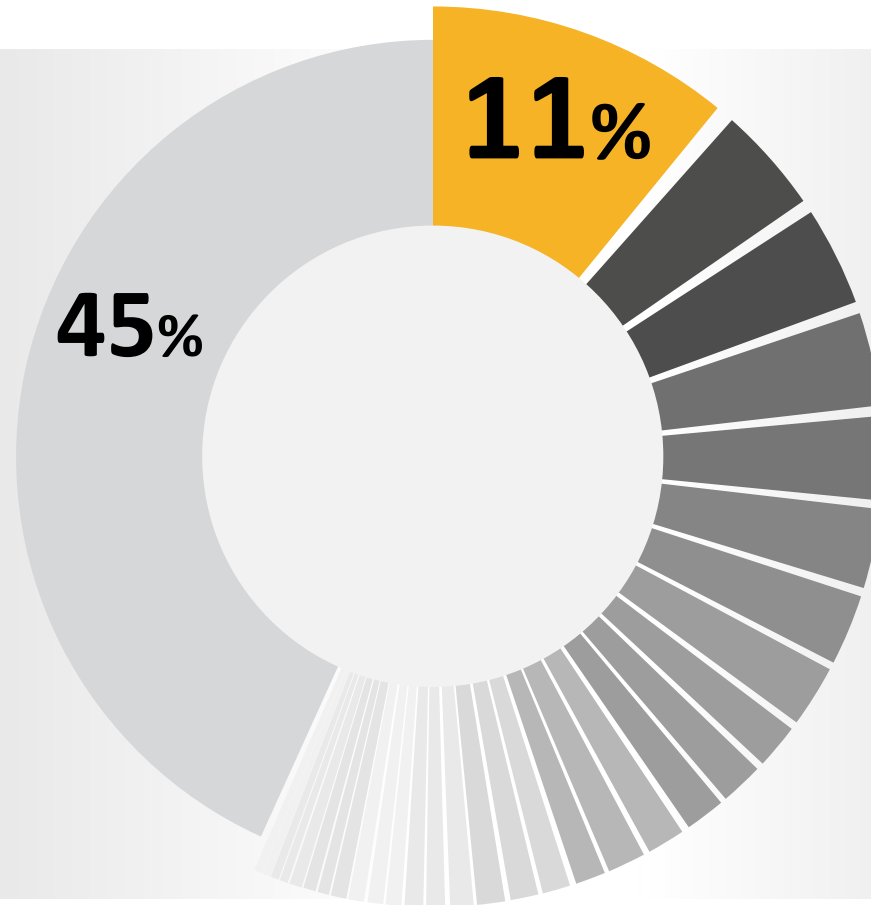




# MARKET SHARE IN CONSTRUCTION CHEMICALS AND INDUSTRY

## TOTAL ADDRESSABLE MARKET 2023: CHF 110 BILLION

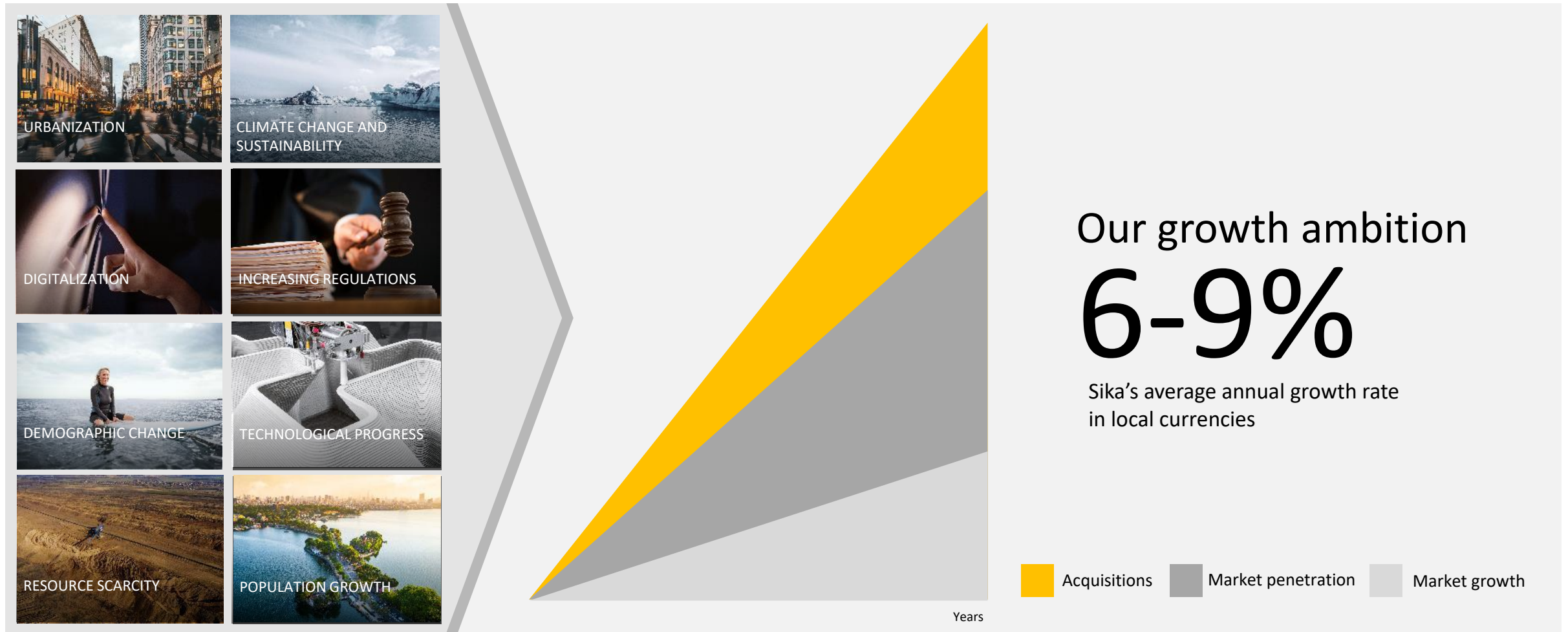
Competitive landscape remains very fragmented despite ongoing M&A activity



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

# BENEFITS OF MEGATRENDS AND UNLOCK GROWTH

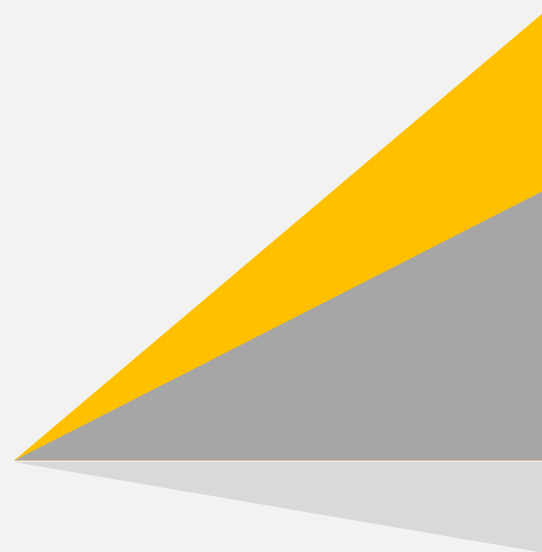
## SIKA STRONGLY POSITIONED IN 2024 AND BEYOND



# 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

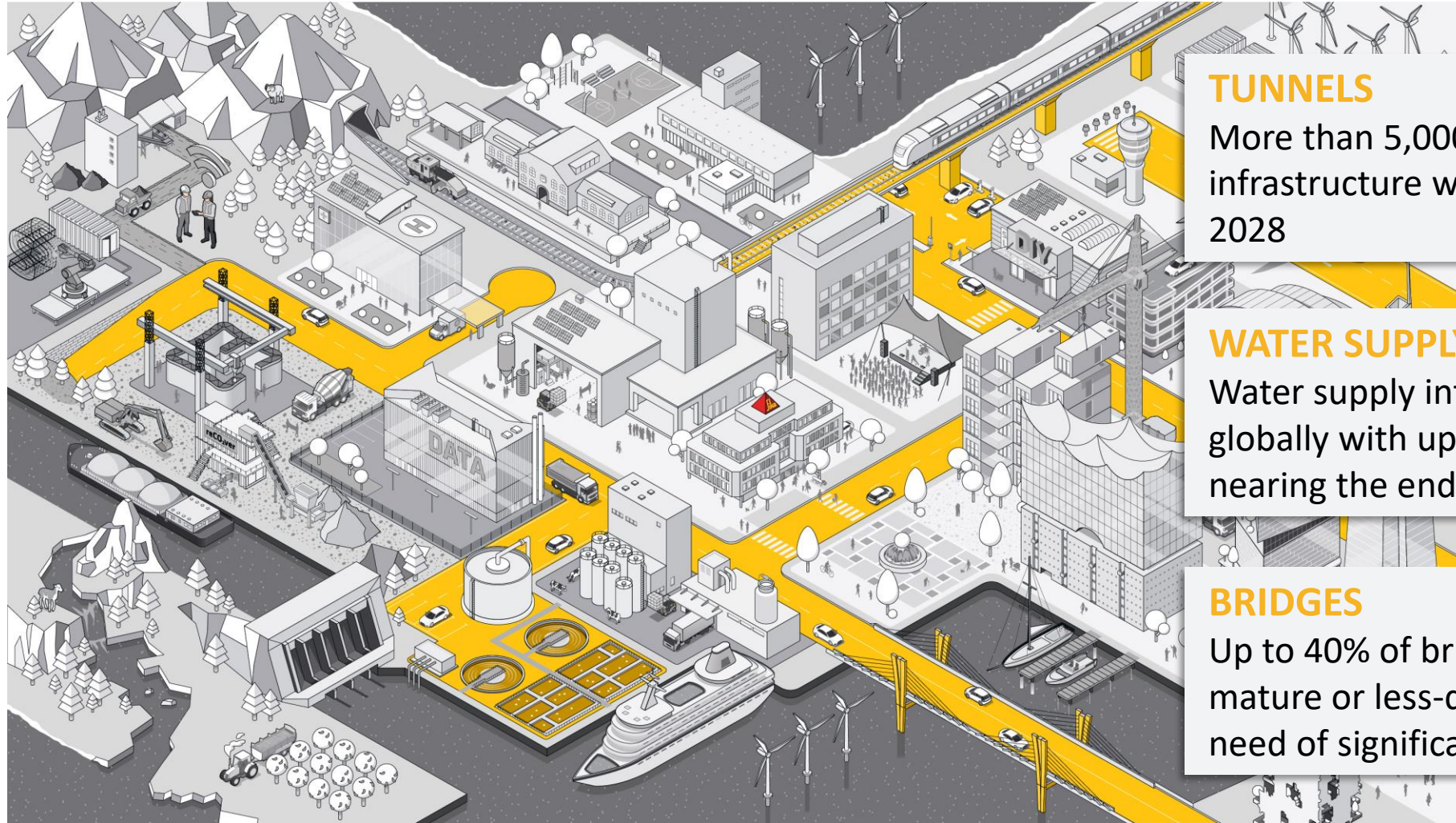
- Increased requirements for **longer lifespans** for data centers and semiconductor facilities

- **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 lifespan<sup>1</sup>

### BRIDGES

Up to 40% of bridges, particularly in more mature or less-developed regions, are in need of significant repair or replacement<sup>2</sup>



# DURABILITY AND ITS IMPACT ON EMISSIONS

## CO<sub>2</sub> REDUCTION BY PROLONGING LIFESPAN

According to **different scenarios** where the average lifespan of a residential/commercial building is 40 or 60 years, **the cumulative kgCO<sub>2</sub>eq/m<sup>2</sup> decreases by 30% once the lifespan of a building is prolonged**

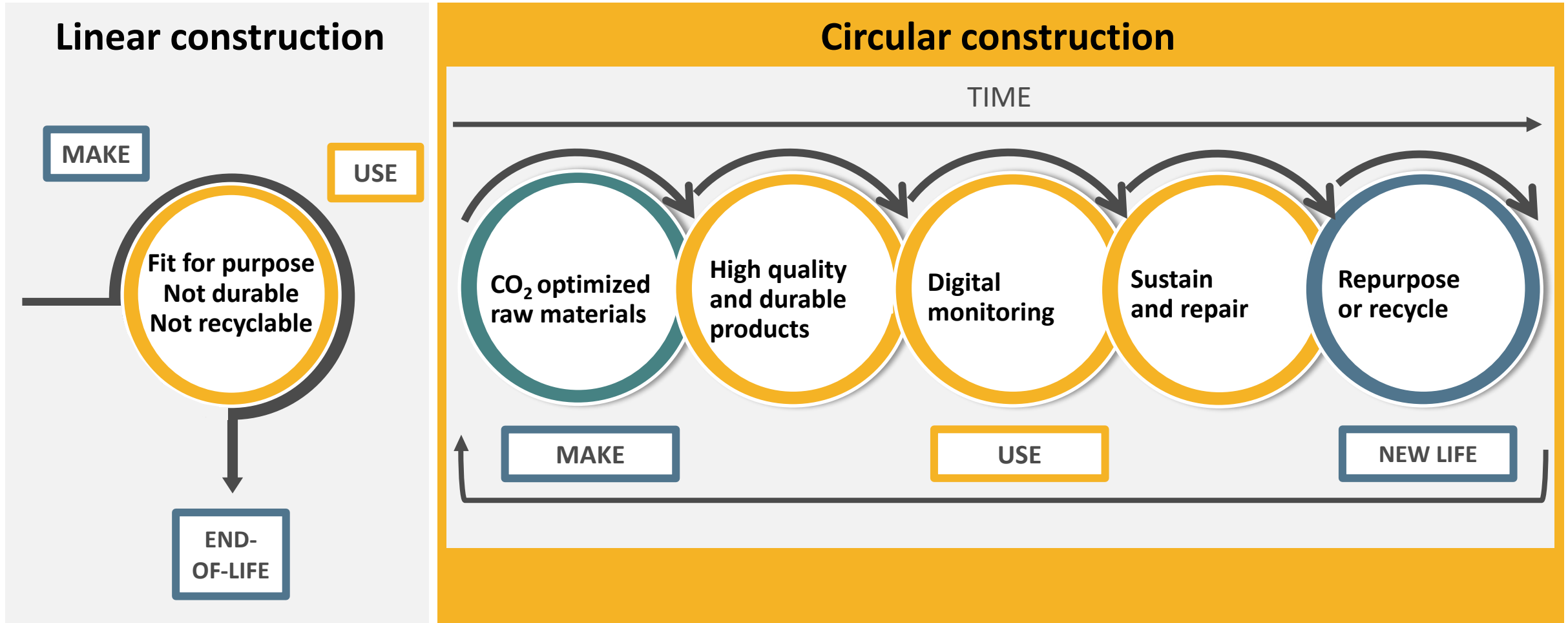
**30%**

**less CO<sub>2</sub> 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)**



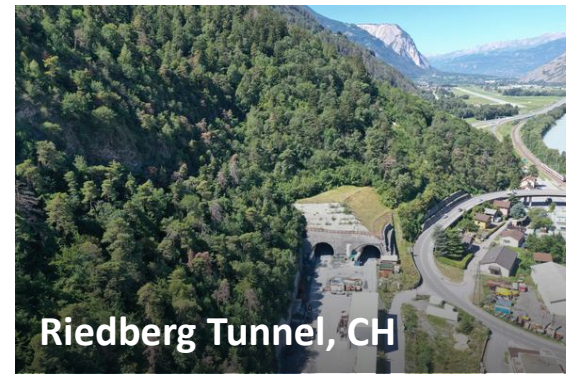
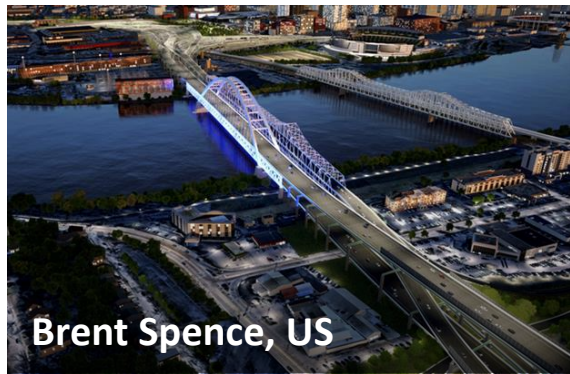
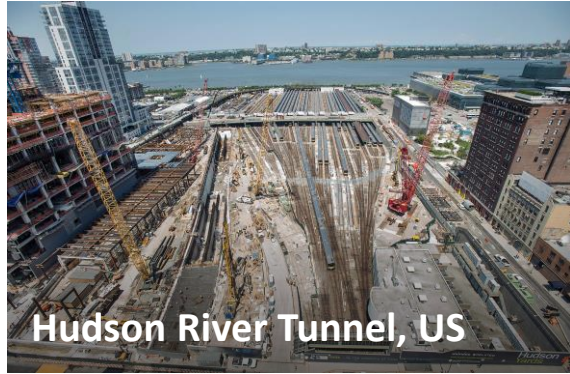
**Grand Palais,  
Paris (FR)  
(Olympic Games)**





# 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 CO<sub>2</sub>eq for steel reinforcement

### TO FIBER-REINFORCED CONCRETE



- 50 million tons of steel can be replaced by fibers
- 30 million tons of CO<sub>2</sub>eq 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 CO<sub>2</sub> emissions of concrete



# HIGH POTENTIAL IN CONCRETE FIBERS

## DURABILITY AND SUSTAINABILITY



### CHALLENGES

- Steel reinforcement: cost and CO<sub>2</sub> 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

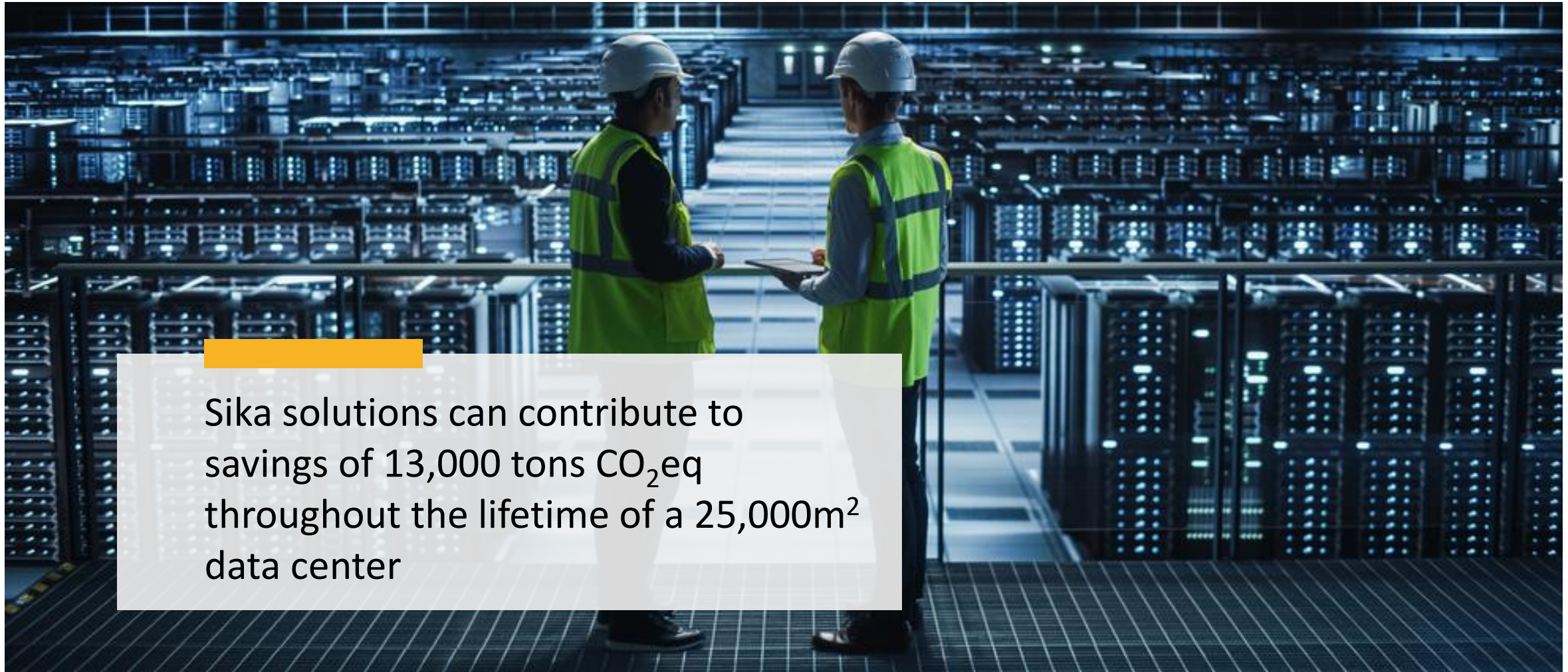
- Sika® Stabilizer-180 RCA
- Sika® Stabilizer-323 RCT

## 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 CO<sub>2</sub>eq throughout the lifetime of a 25,000m<sup>2</sup> data center



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

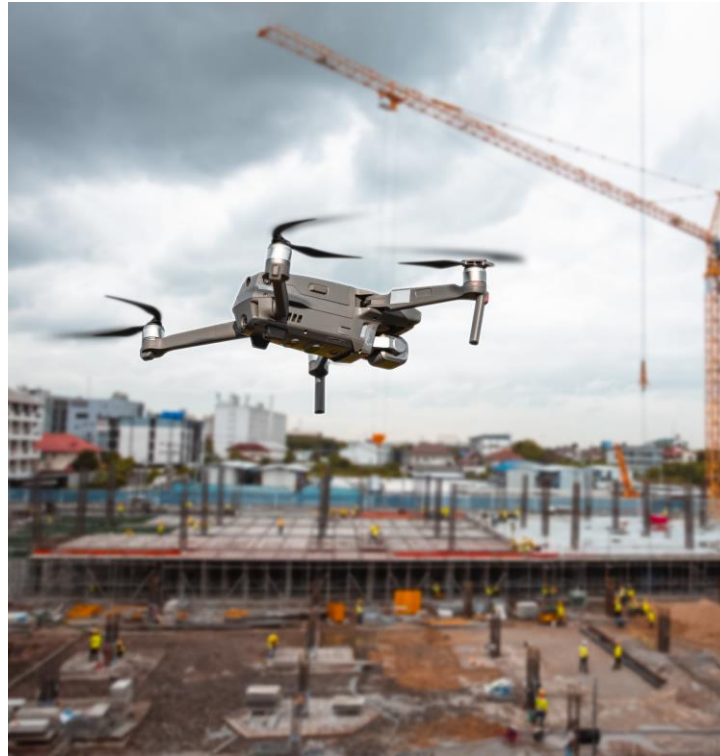
## Digital Products

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



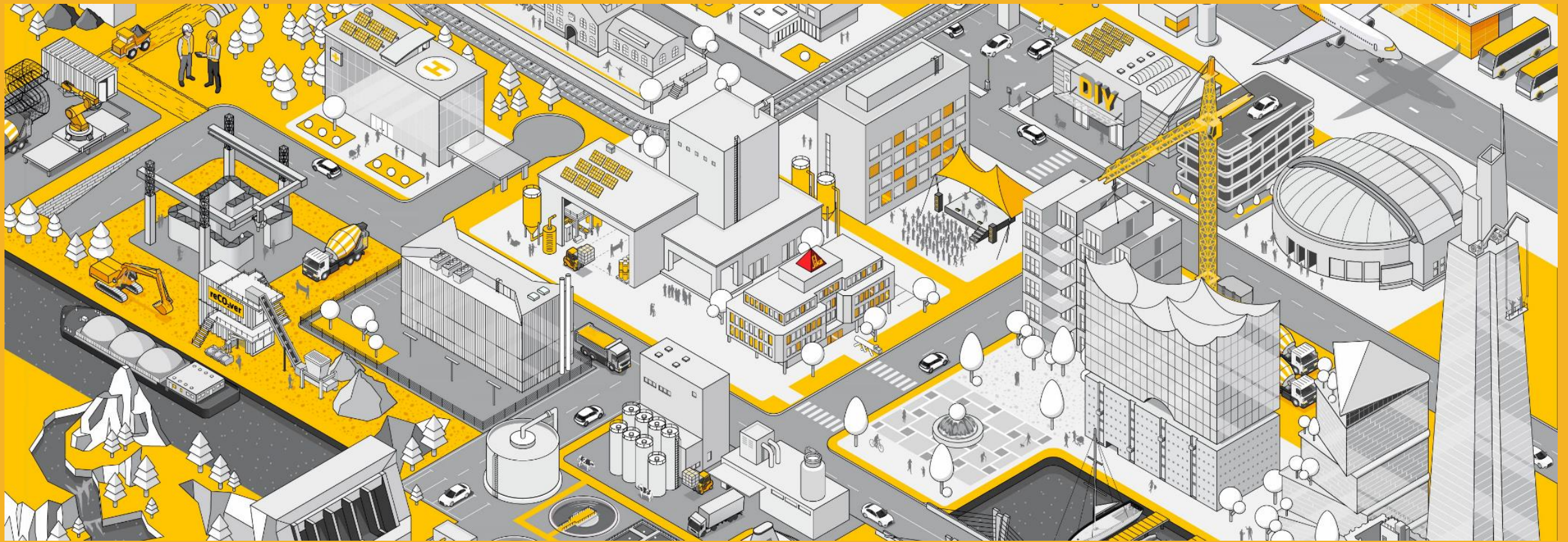
# OUTLOOK 2024

## 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:

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- 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

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