



SIKA IS GENERATING GROWTH IN Q1 DESPITE UNPREDICTABLE MARKETS AND CONTINUES INVESTING WORLDWIDE

SIKA COMPANY PRESENTATION
APRIL 15, 2025

BUILDING TRUST



SALES Q1

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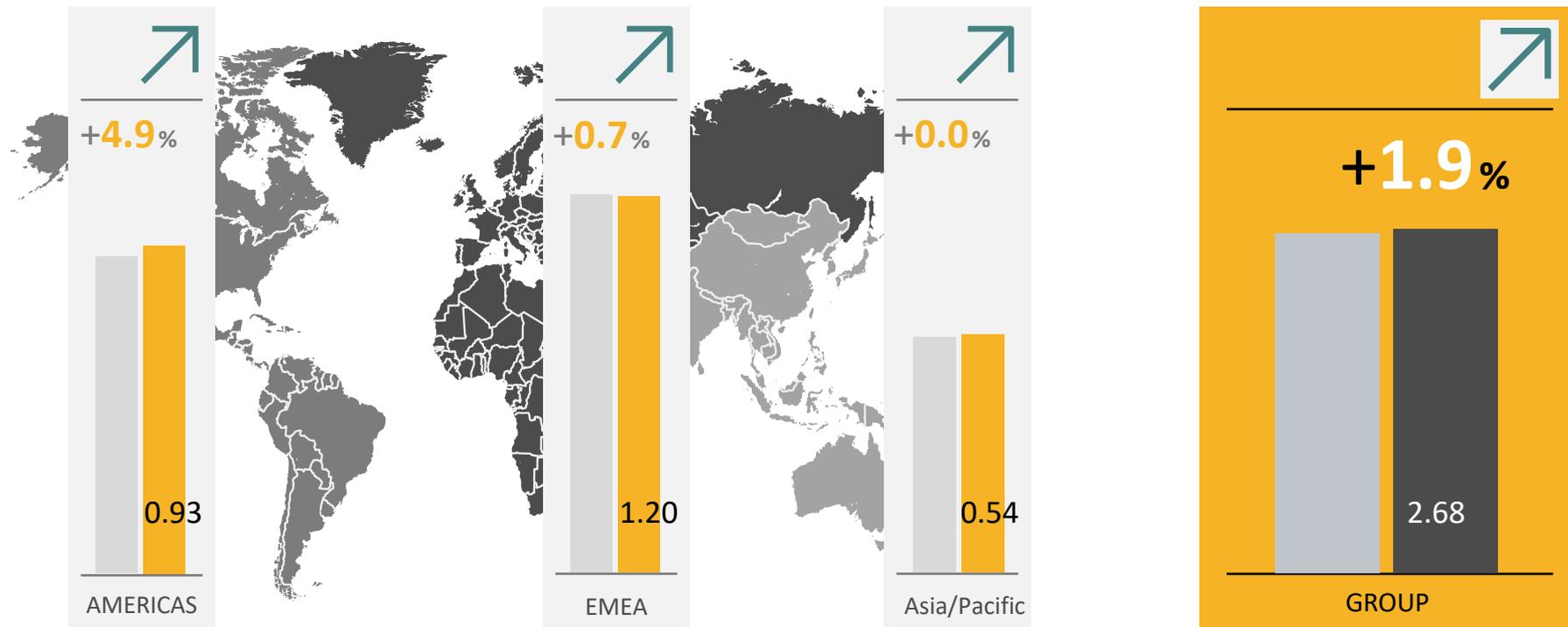
SIKA IS GENERATING GROWTH IN Q1 AND INVESTING WORLDWIDE

ORGANIC GROWTH OF 0.9% – ACQUISITION EFFECT OF 1.0%

- **Growth in local currencies of +1.9% (growth in CHF: +1.1%)**
- **Q1 sales of CHF 2,678.3 million (previous year: CHF 2,648.0 million)**
- **Organic growth of 0.9%**
- **Acquisition effect of 1.0%**
- **Targeted investment in future growth**
 - **Acquisition of Elmich (Singapore), Cromar (UK), and HPS (USA)**
 - **Opening of new factories in Singapore, Xi'an (China), Quito (Ecuador), and Ust-Kamenogorsk (Kazakhstan)**
- **Outlook for fiscal 2025:**
 - **Sika confirms the outlook, but points to increased market uncertainties arising from potentially prolonged trade conflicts**
 - **Expected sales increase in local currencies of 3-6%**
 - **Over-proportional increase in EBITDA and EBITDA margin of between 19.5%-19.8%**
- **Confirmation of 2028 strategic mid-term targets for sustainable, profitable growth**

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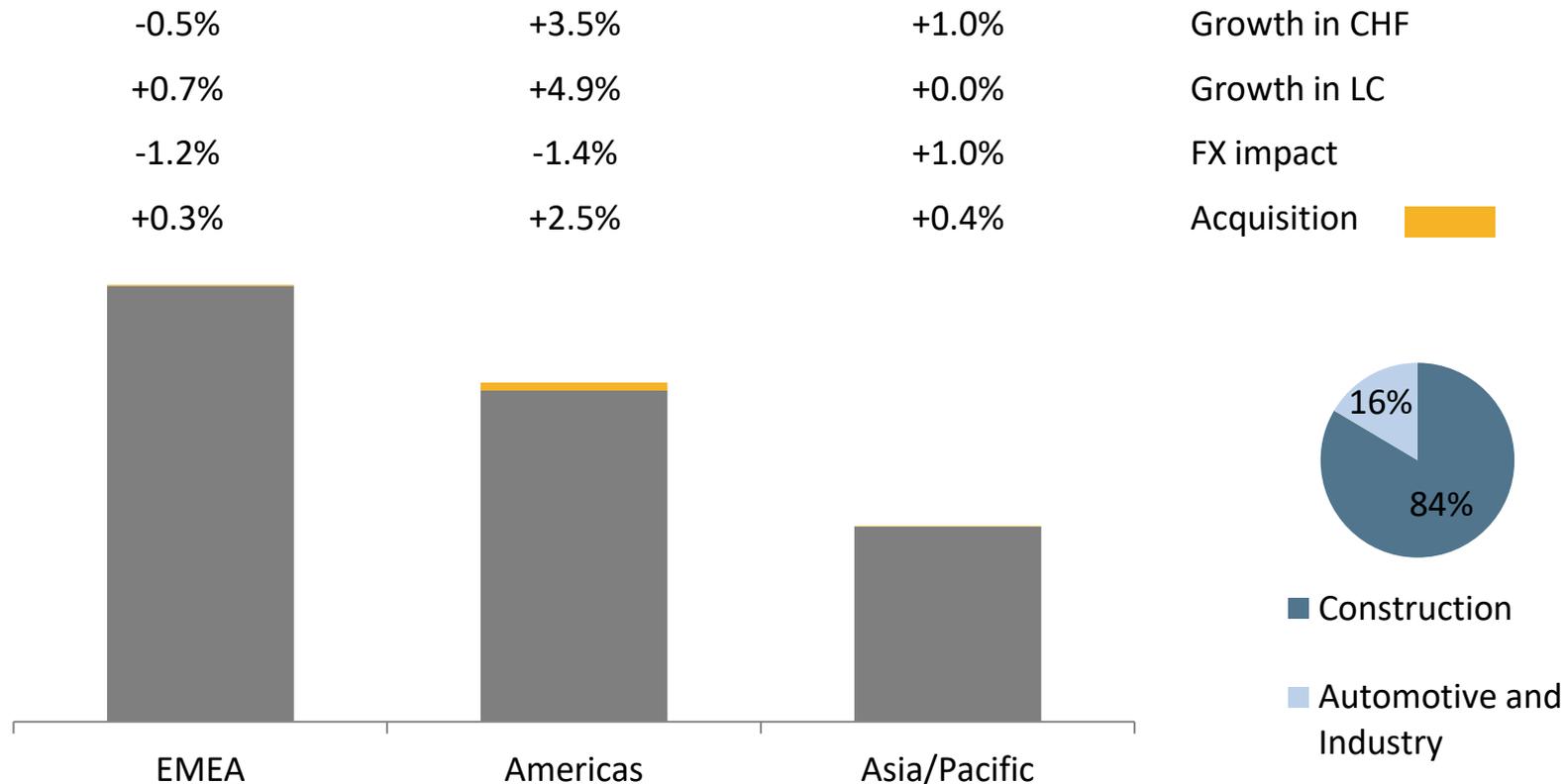


Q1 2024 Q1 2025

(in CHF billion, growth in LC)

SIKA IS GENERATING GROWTH IN Q1 AND INVESTING WORLDWIDE

ORGANIC GROWTH OF 0.9% – ACQUISITION EFFECT OF 1.0%



TARGETED INVESTMENTS IN FUTURE GROWTH

KEY INVESTMENTS IN 2025

New plants in Singapore, China, Ecuador and Kazakhstan (Jan - April 2025)



- Singapore plant: production of mortars
- China plant: tile adhesives, cementitious waterproofing, and flooring solutions
- Ecuador plant: mortar solutions, and tile adhesives
- Kazakhstan plant: concrete admixtures and mortars

Acquisition of Elmich Pte Ltd in Singapore (February 2025)



Elmich is a trusted supplier of innovative, sustainable green roof solutions, renowned for their outstanding performance and durability in the design and specification of high-profile commercial and residential projects.

Acquisition of Cromar Building Products in the UK (March 2025)



Cromar has established itself as one of the leading providers of flat and pitched roofing products serving the UK with well-known brands.

Acquisition of HPS North America, Inc. (March 2025)



HPS North America, Inc. is a successful supplier of building finishing materials. The products, which include self-leveling and waterproofing solutions, are sold via a well-established network of distribution partners and are mainly used in flooring applications.

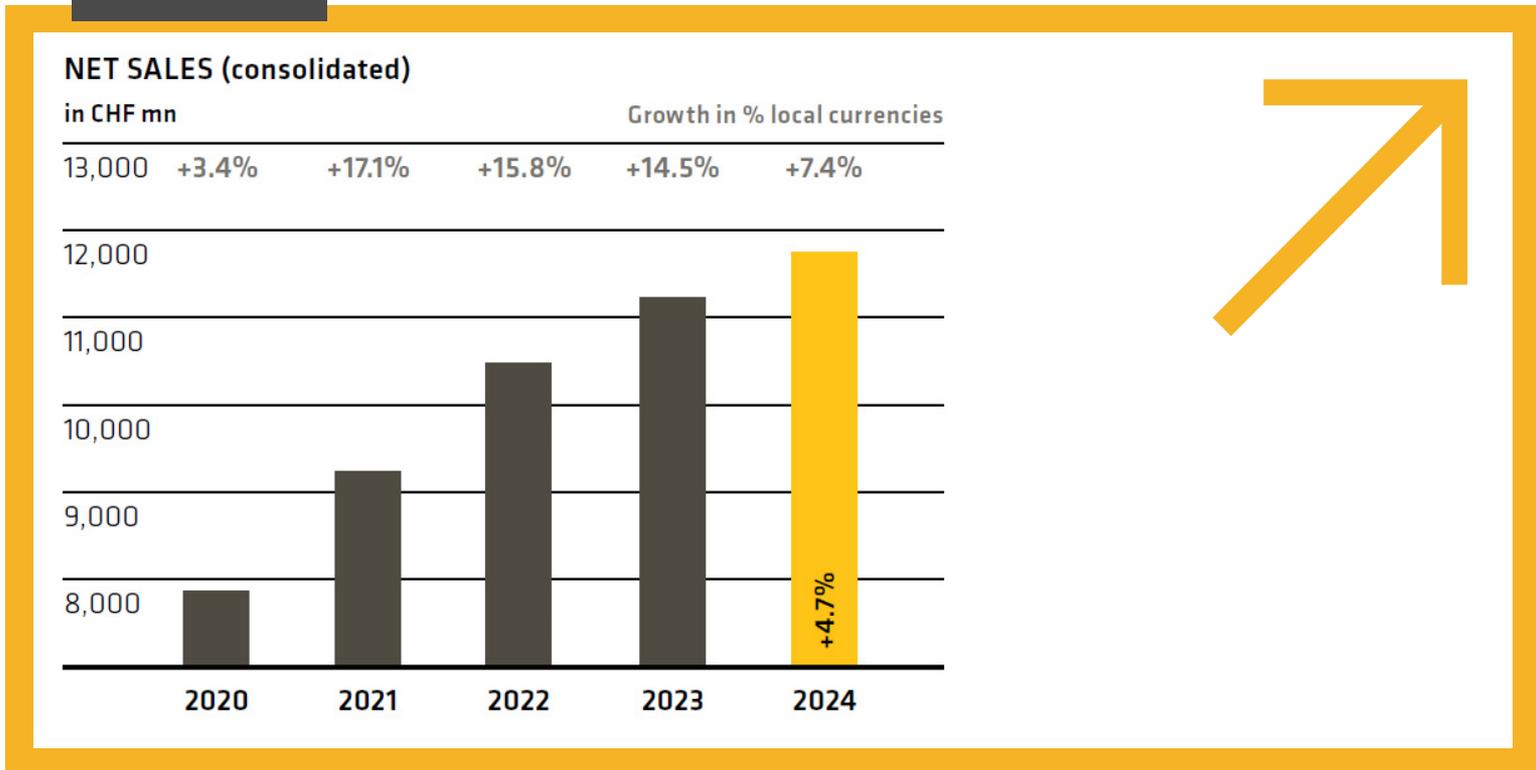
HIGHLIGHTS 2024

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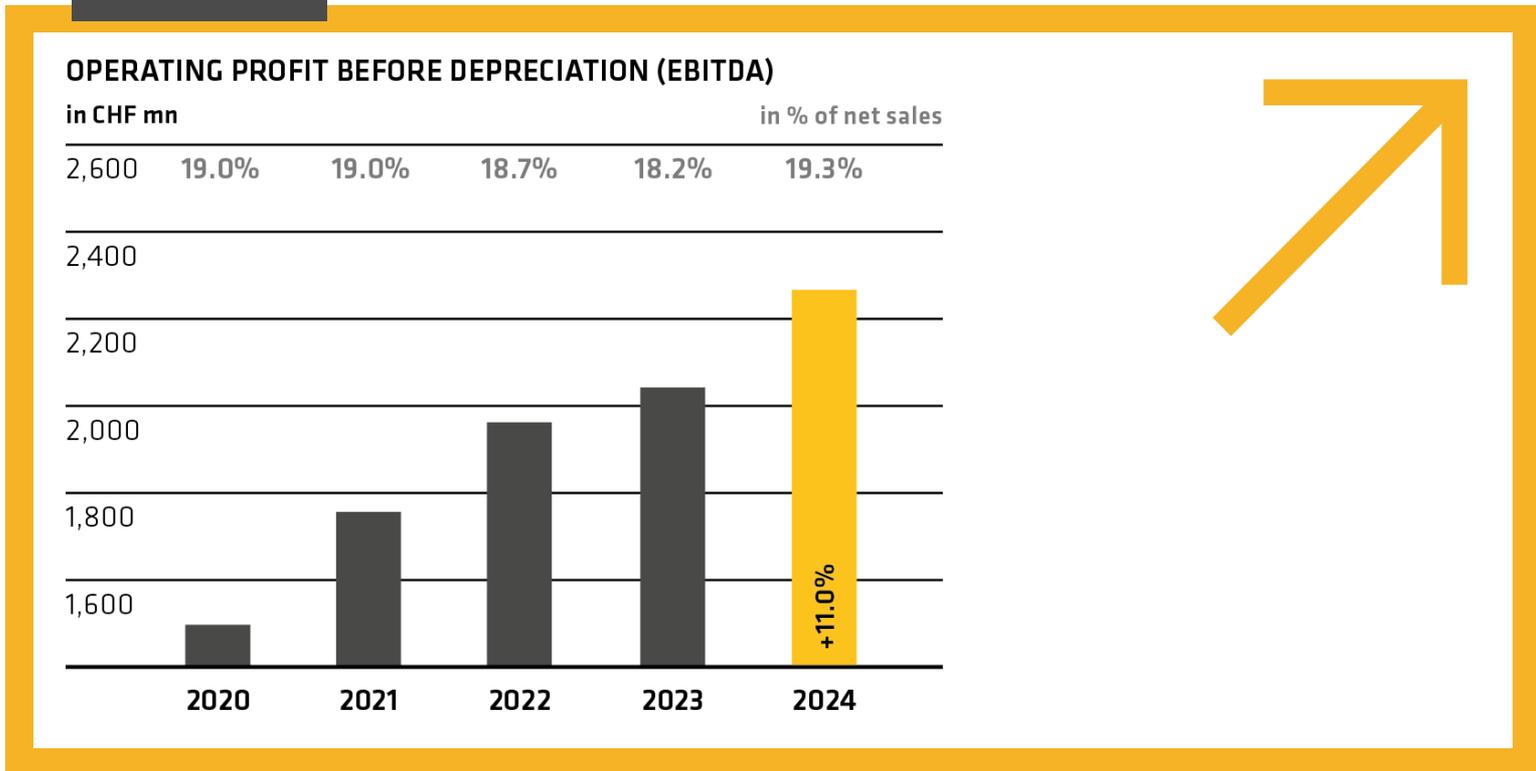
HIGHLIGHTS 2024

SIKA IS A GROWTH COMPOUNDER



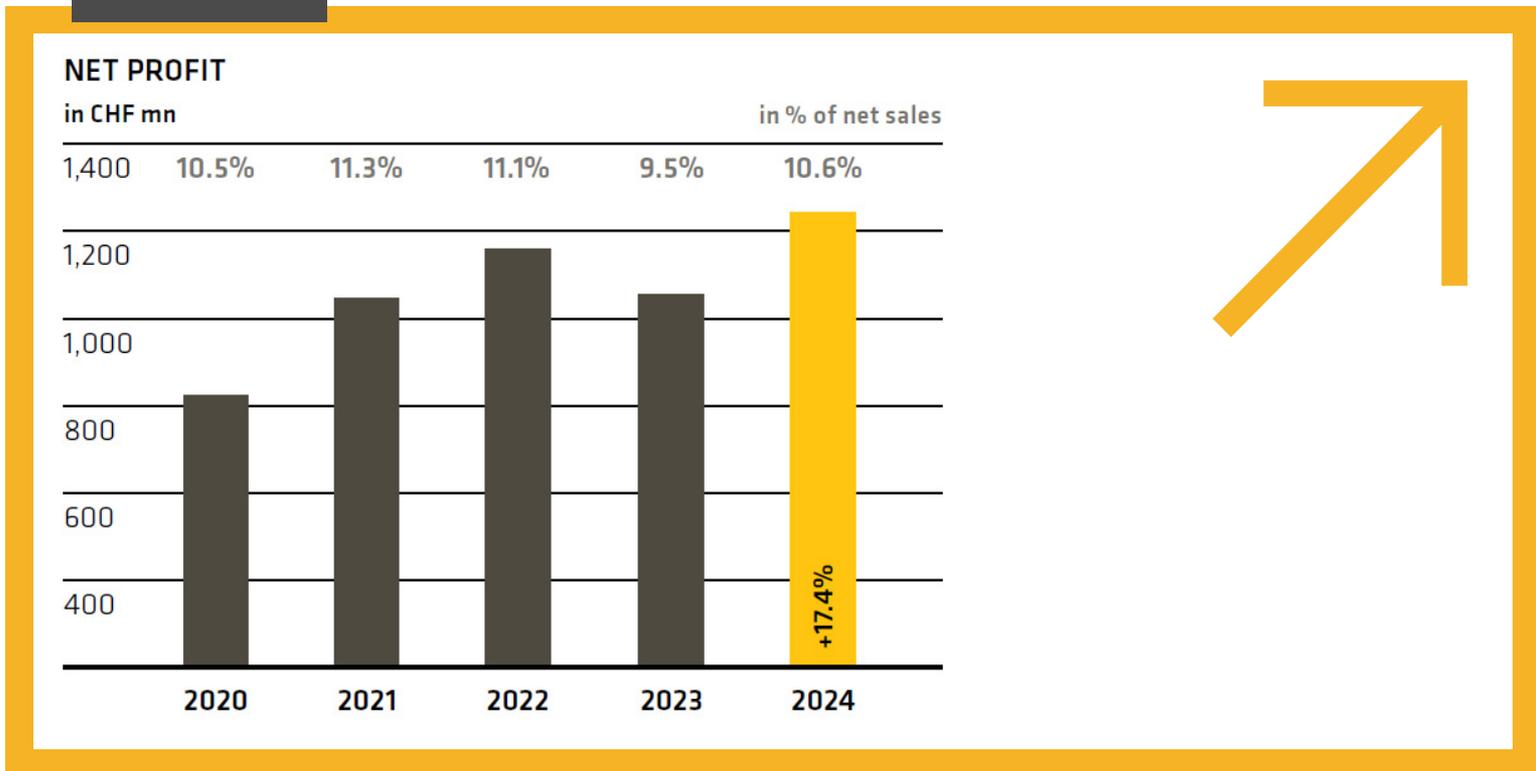
HIGHLIGHTS 2024

WITH STRONG PROFIT GENERATION OVER THE YEARS



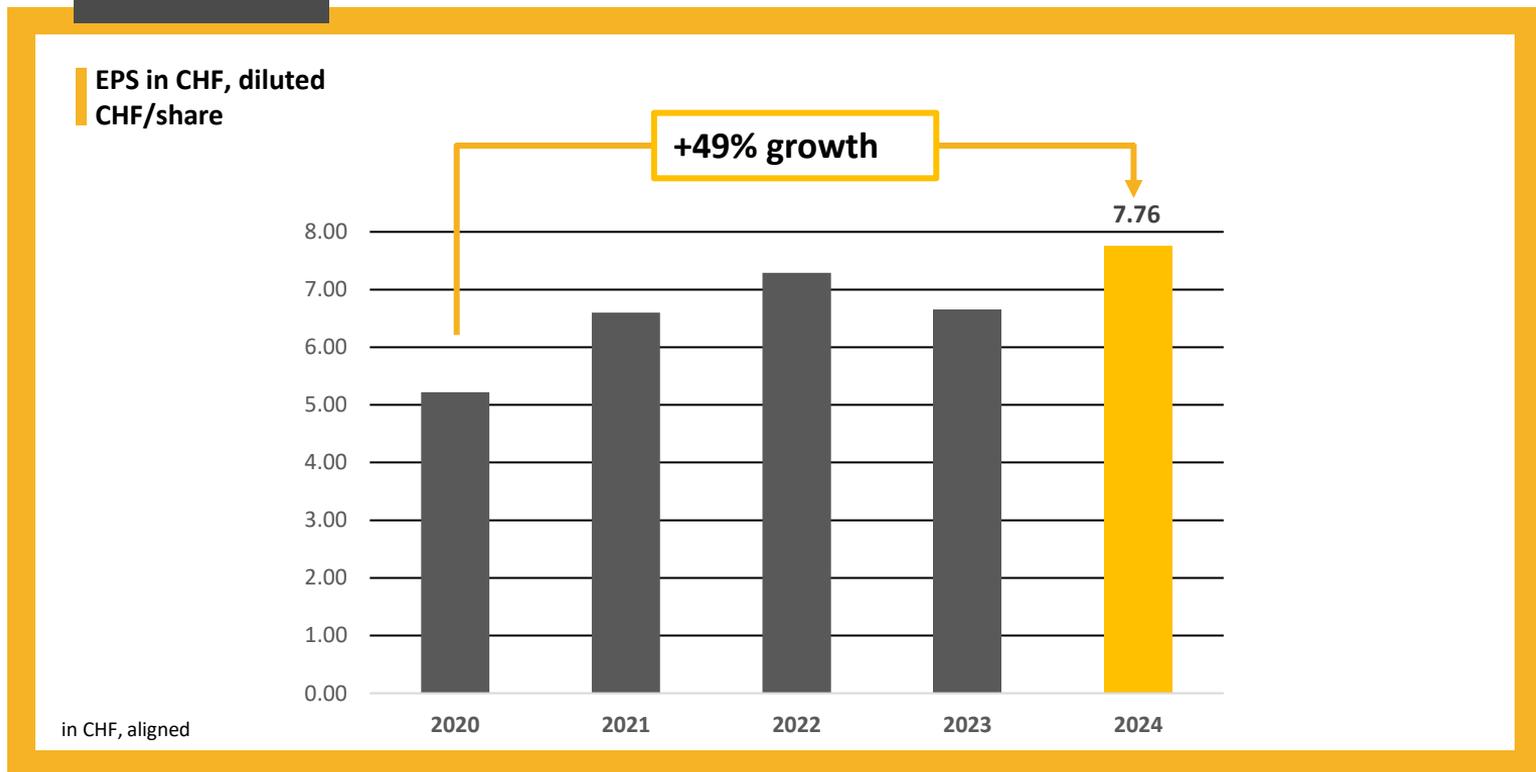
HIGHLIGHTS 2024

JUMP IN NET PROFIT OF 17.4%



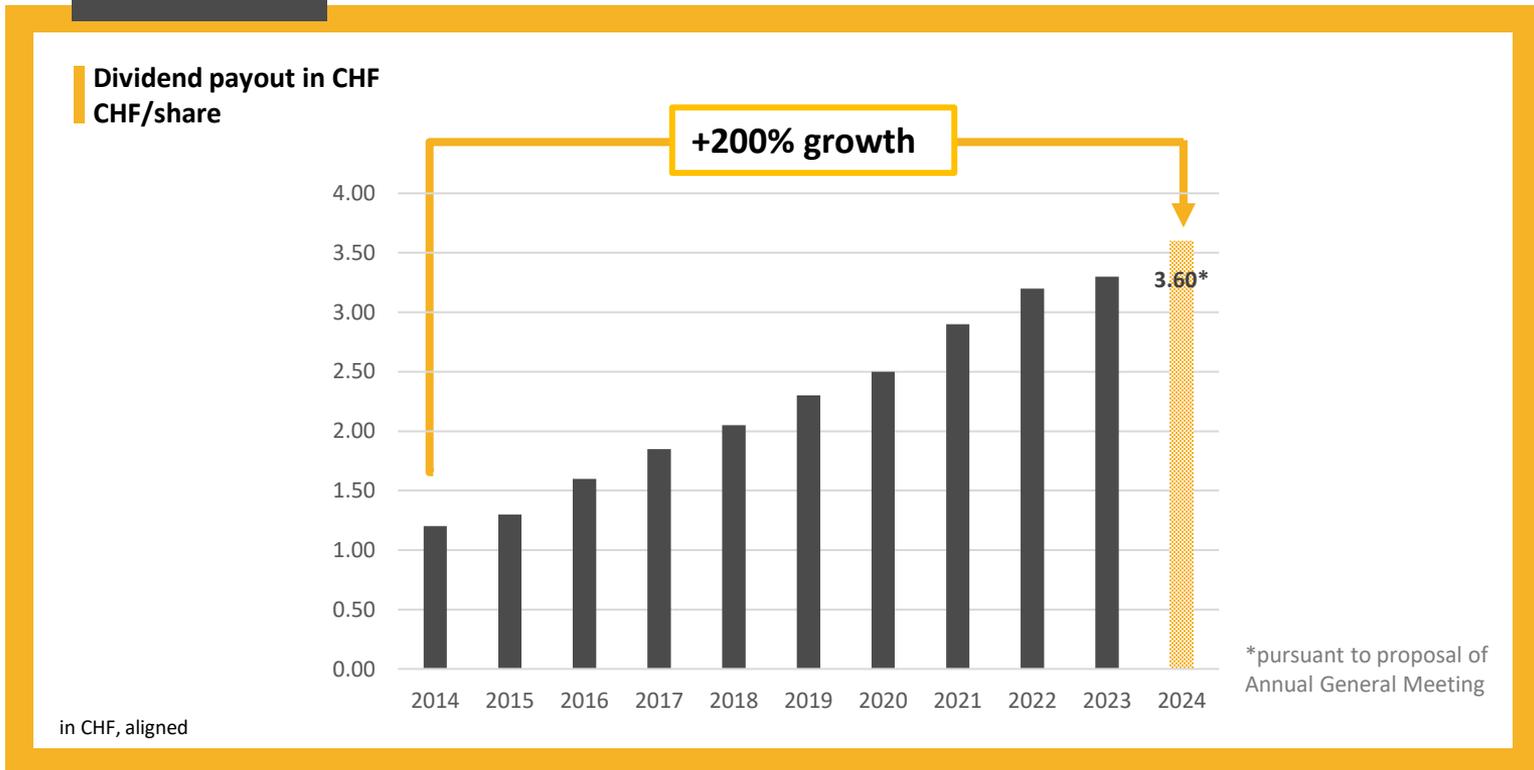
DRIVING VALUE WITH EPS AND DIVIDEND GROWTH

EPS GROWTH UNDERSCORING LONG-TERM VALUE

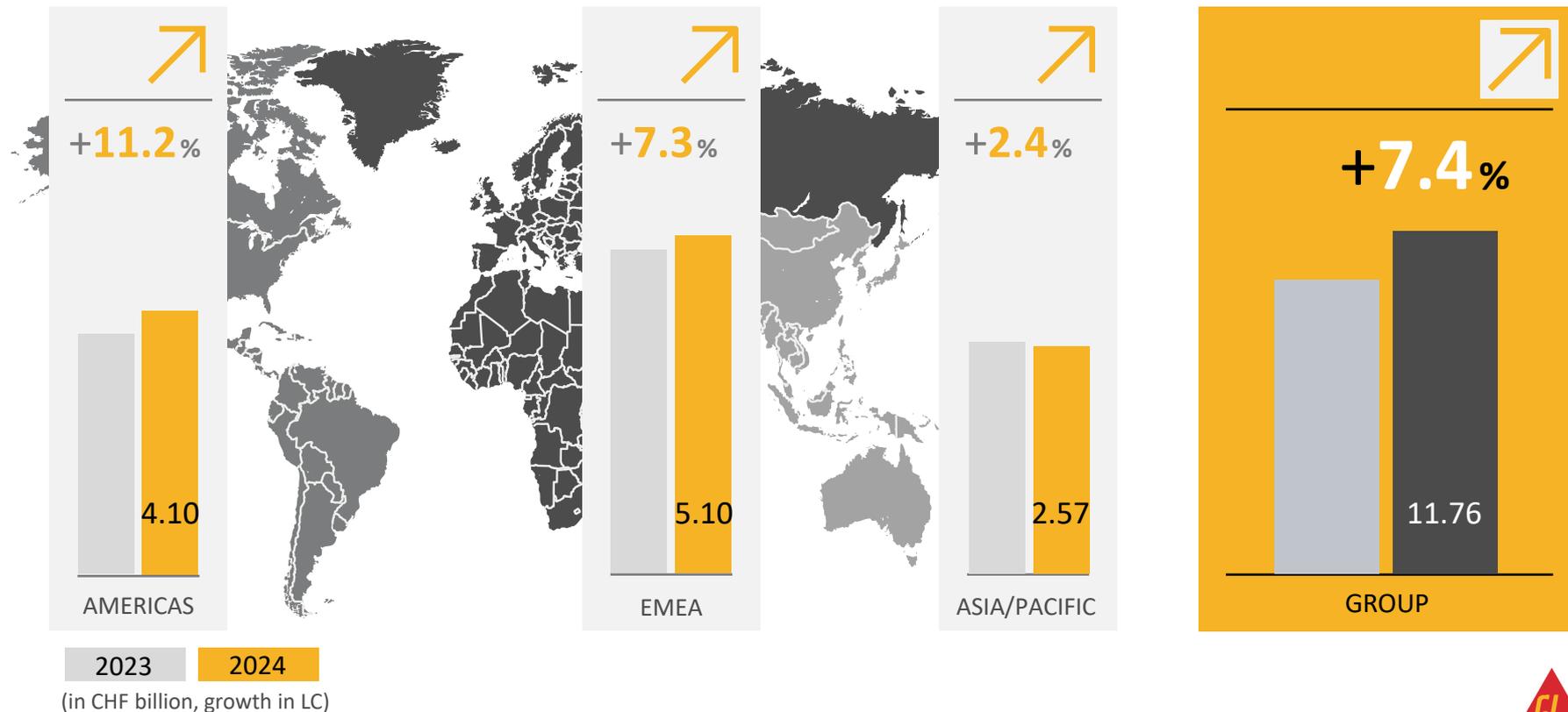


DRIVING VALUE WITH EPS AND DIVIDEND GROWTH

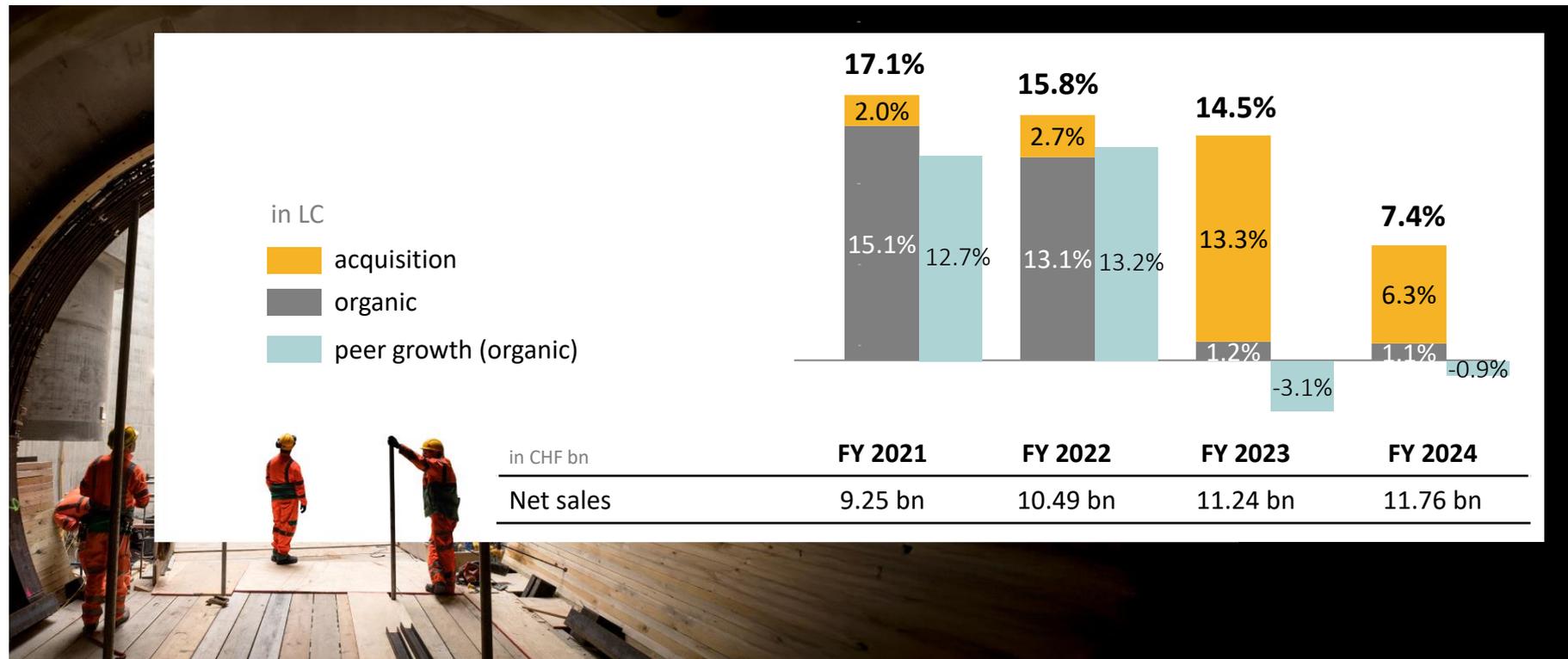
RELIABLE AND INCREASING DIVIDEND PAYOUT



SIKA WITH RECORD SALES 2024 OF CHF 11.76 BILLION GROWTH IN ALL REGIONS



SIKA GAINING MARKET SHARE OVER THE YEARS OUTGROWING ITS PEERS



HIGHLIGHTS 2024

HIGH EMPLOYEE ENGAGEMENT SCORE

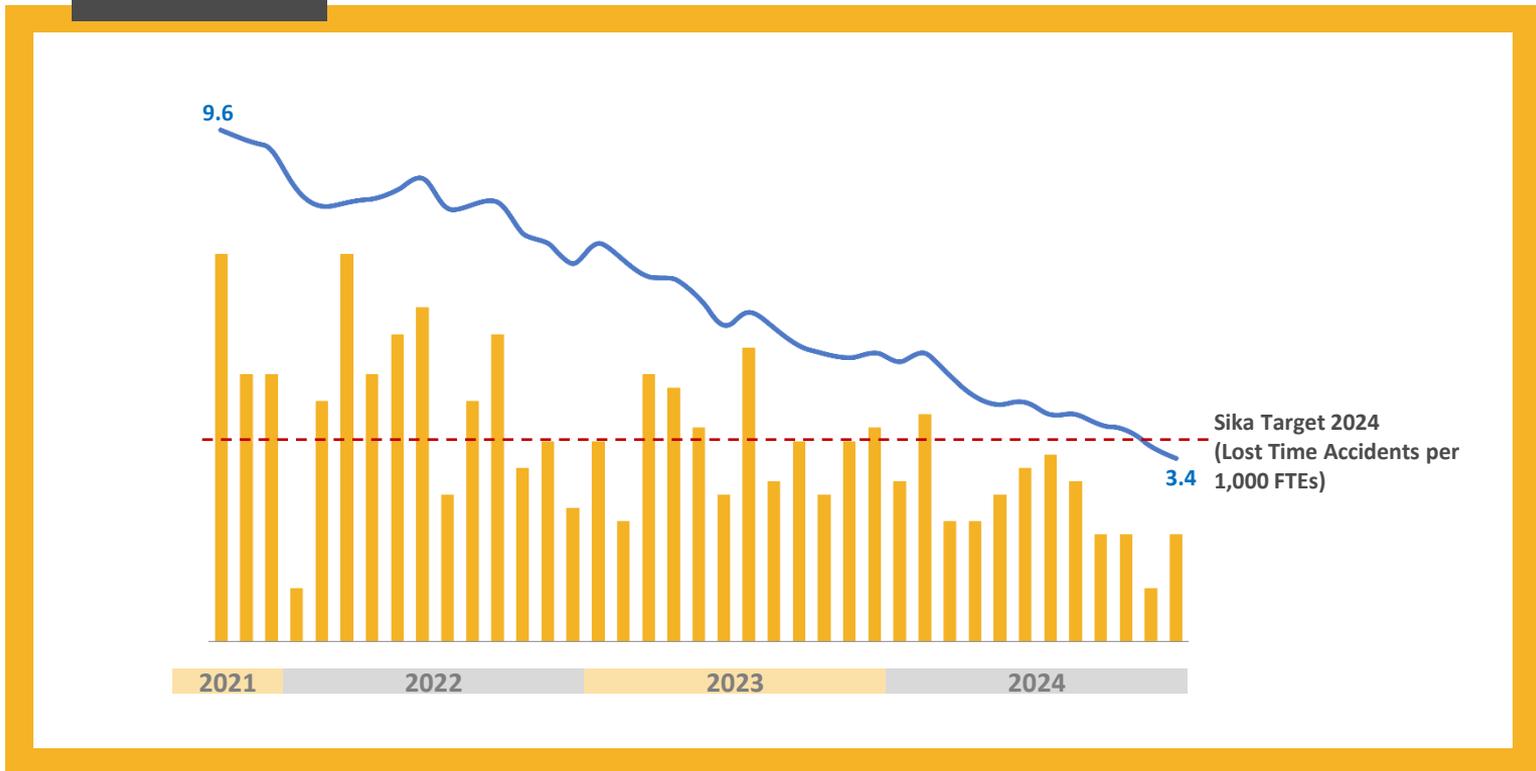


HIGH ENGAGEMENT SCORE

Fueled by strong identification with company and confidence in management and strategy.

HIGHLIGHTS 2024

SAFETY FIRST – PROTECTING OUR PEOPLE



HIGHLIGHTS 2024

KEY NON-FINANCIAL METRICS

LOST TIME ACCIDENTS PER 1,000 FTEs

-36.6%

WASTE DISPOSED PER TON SOLD

-4.0%

GHG EMISSIONS (SCOPE 1 AND 2)

-10.3%

WATER DISCHARGE PER TON SOLD

-7.0%

HIGHLIGHTS 2024 AT A GLANCE

SIKA WITH RECORD RESULTS – STRONGER THAN EVER

- Record sales of CHF 11.76 billion (+4.7% in CHF), increase in local currencies +7.4%
- Increase in material margin to 54.5% (2023: 53.6%)
- 11.0% growth in operating profit before depreciation and amortization (EBITDA) to CHF 2,269.5 million (previous year: CHF 2,044.7 million)
- Strong increase in EBITDA margin to 19.3% (2023: 18.2%)
- 17.4% jump in net profit to CHF 1,247.6 million (previous year: CHF 1,062.6 million)
- 16.7% increase in diluted earnings per share to CHF 7.76 (previous year: CHF 6.65)
- Dividend per share of CHF 3.60 (previous year: CHF 3.30)
- Key non-financial results:
 - Employee engagement rate of 86%
 - -36.6% of Lost Time Accidents per 1,000 FTEs
 - -10.3% of scope 1 and 2 GHG emissions
 - -4.0% of waste disposed per ton sold and -7.0% of water discharge per ton sold

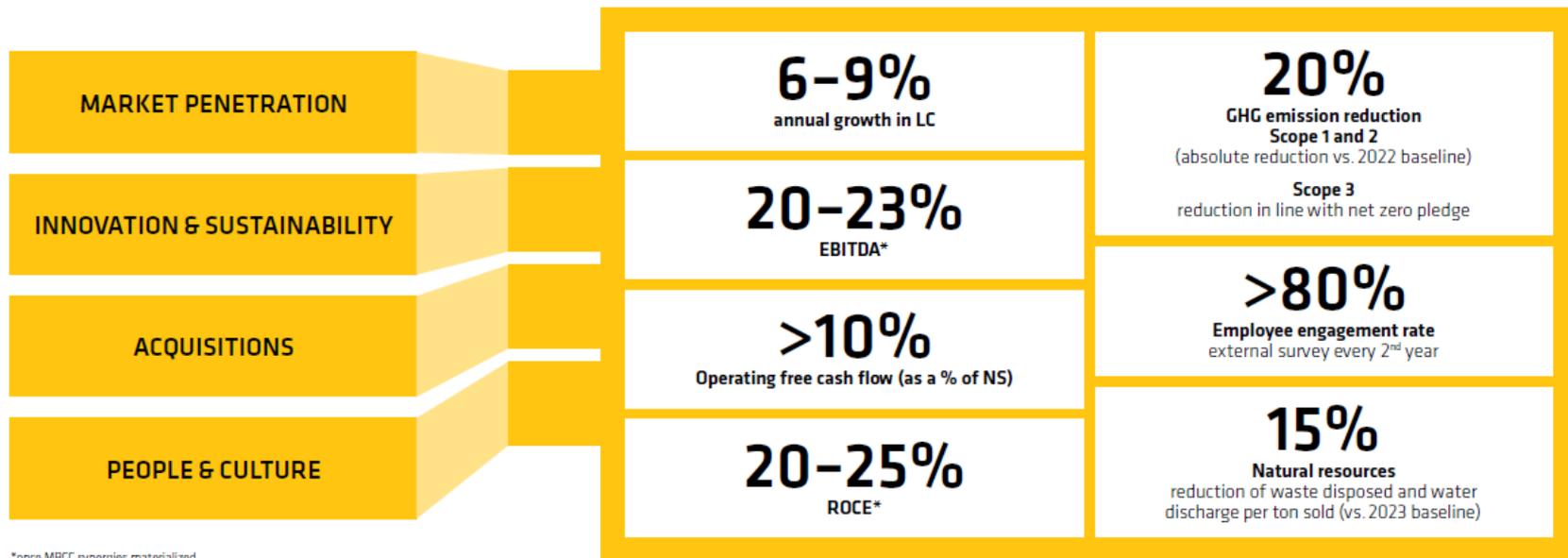
SUCCESSFUL FIRST YEAR OF STRATEGY 2028

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STRATEGY 2028

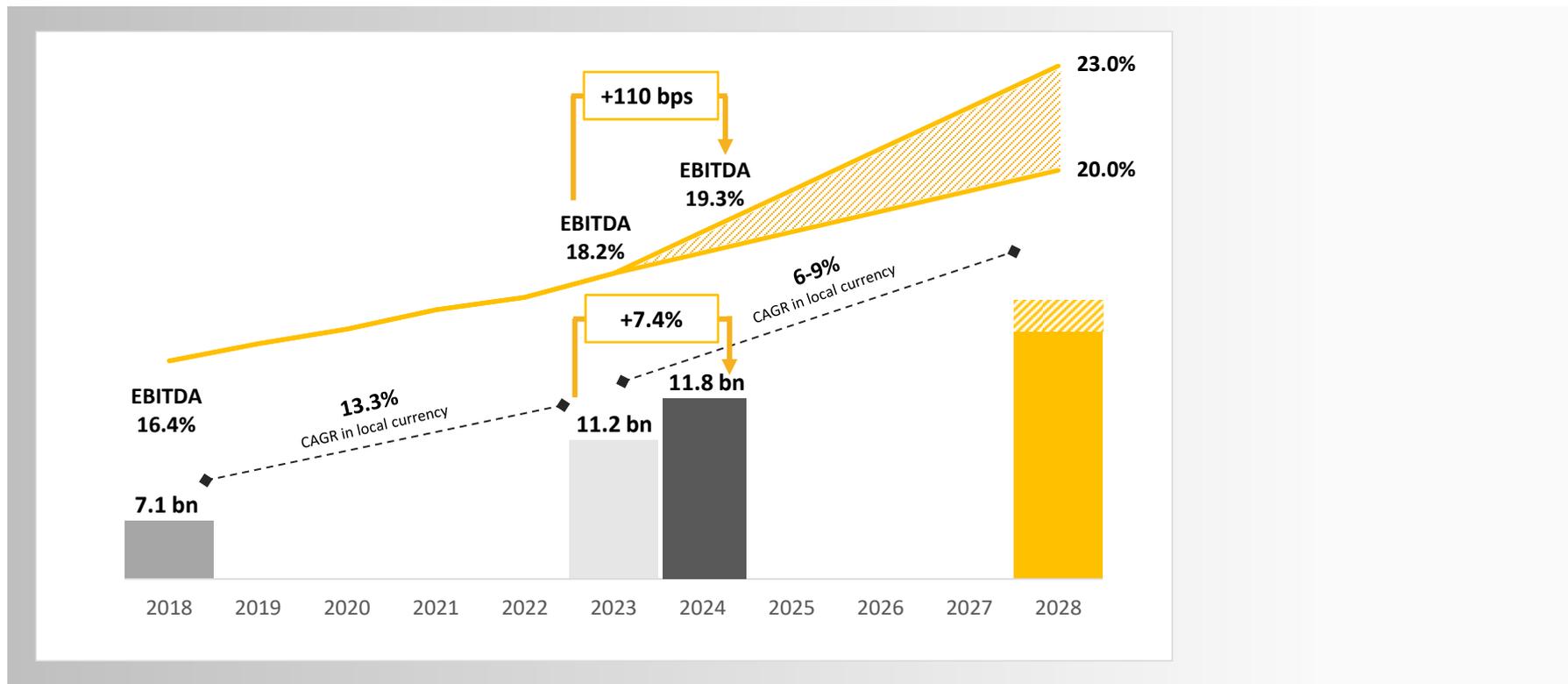
FIRST YEAR OF SUCCESSFUL EXECUTION



*once MBCC synergies materialized

STRATEGIC OUTLOOK UPDATE 2028

CONTINUED REVENUE AND PROFITABILITY GROWTH



TARGET MARKETS – FOCUS ON ATTRACTIVE MARKETS

SOLUTIONS, LIFE-CYCLE MANAGEMENT, ONE STRONG BRAND

Concrete



Waterproofing



Roofing



Building Finishing



Flooring & Coating



Sealing & Bonding



Engineered Refurbishment



Industry



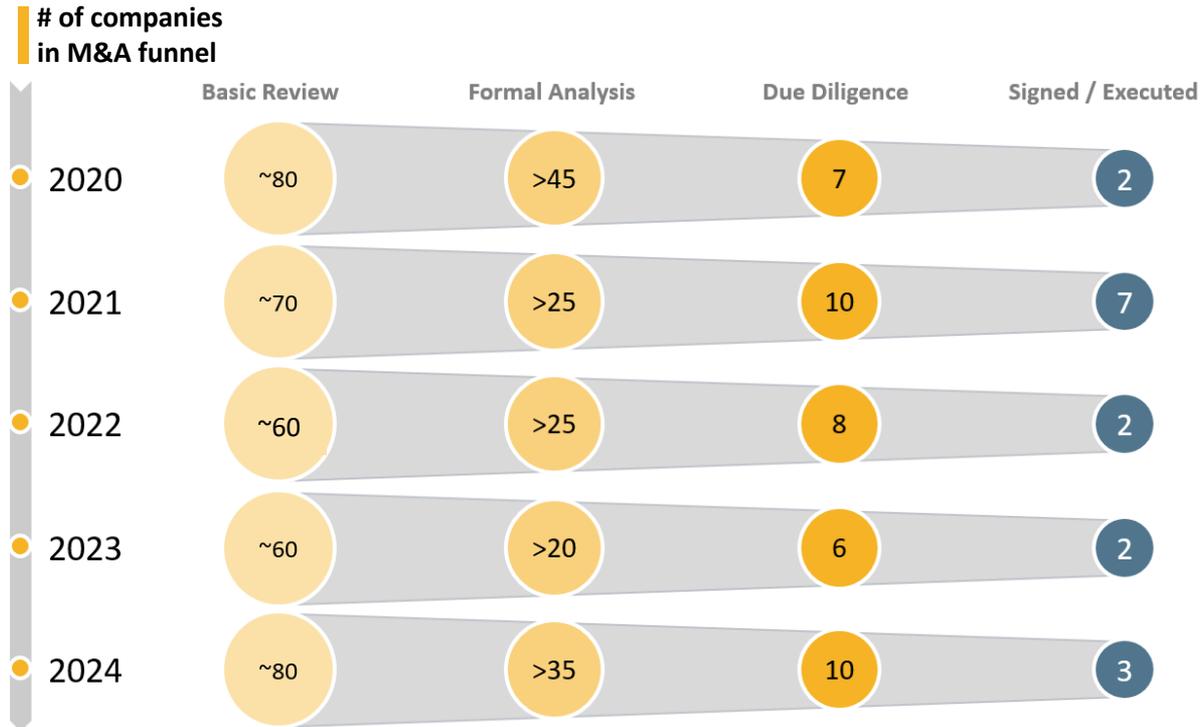
BALANCED BUSINESS MIX

STRONG CROSS-SELLING INTO VERTICAL MARKETS



SIKA'S EXCEPTIONAL ACQUISITION HISTORY

M&A FUNNEL FROM 2020 TO 2024

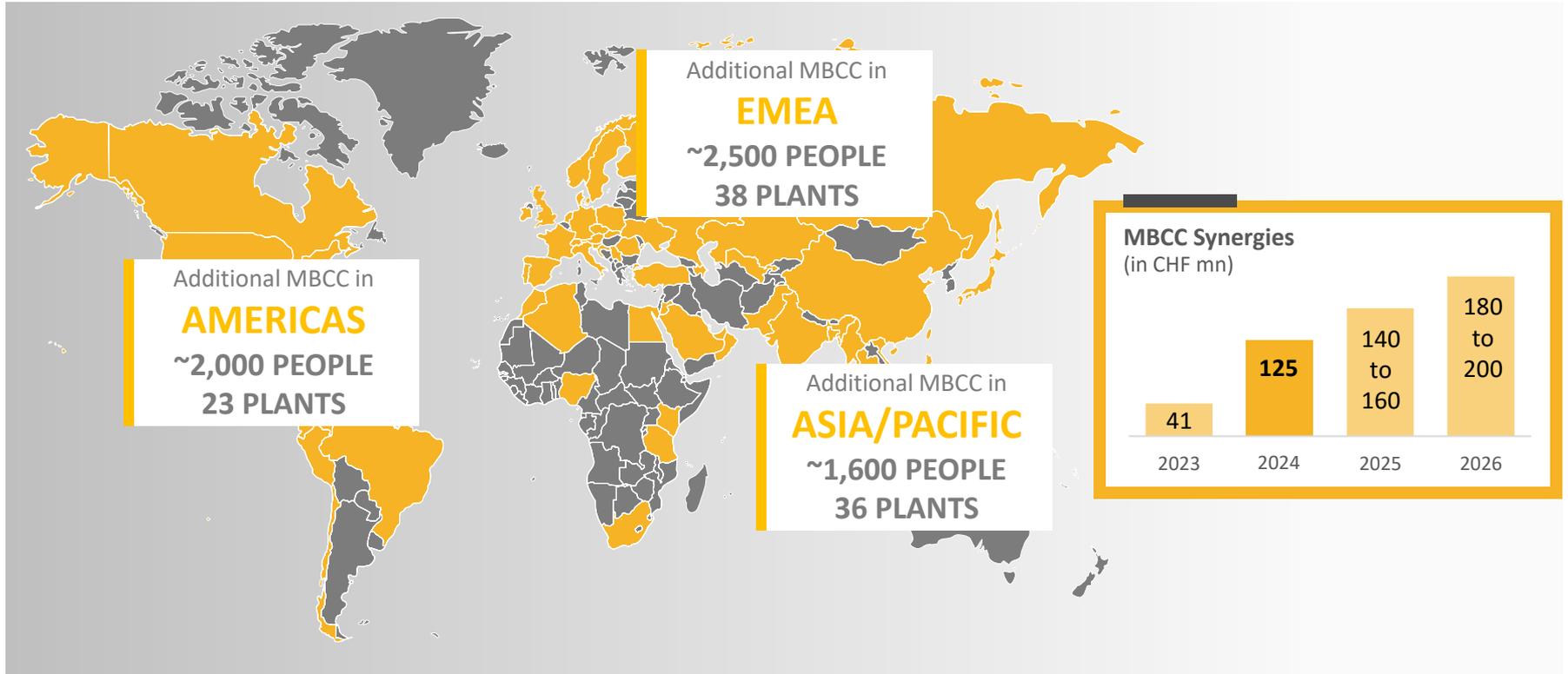


16 acquisitions completed of which 15 bolt-on acquisitions with CHF 50 million sales on average*

* excluding large acquisition (MBCC)

SUCCESSFUL INTEGRATION OF MBCC

SYNERGY GUIDANCE FOR 2024 (CHF 80-120 MN) EXCEEDED



Note: Highlighted countries refer to all acquired business activities

STRONG BUSINESS EXECUTION

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STRONG BUSINESS EXECUTION

GLOBAL SOLUTIONS FOR LASTING INFRASTRUCTURE

Gordie Howe International Bridge, USA and Canada



With length of 2.5 km, longest cable-stayed bridge in North America

M2 Highway, Montenegro



16 tunnels and 20 bridges on a 41 km long highway section

Thames Tideway Tunnel, London, UK



95% reduction of sewage pollution into the River Thames

STRONG BUSINESS EXECUTION

GLOBAL DATA CENTER CONSTRUCTION

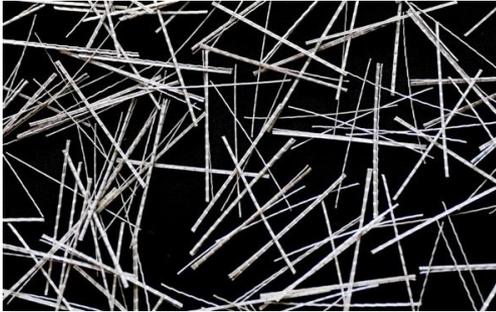


- CHF 700 billion data center investment globally by 2028
- Focus on speed, quality, and carbon footprint
- 13,000 tons CO₂eq can be saved throughout the lifetime of a typical 25,000 m² data center thanks to Sika solutions

STRONG BUSINESS EXECUTION

INNOVATION POWER

Sika Fibers for Reinforced Concrete



- Higher durability and longer life cycle of concrete
- Best practice for reducing CO₂ emissions*

Concrete Recycling



- A total of 500 million m³ of fresh concrete discarded every year
- Innovative admixtures that simplify recycling

Self-healing Membrane for Modern Flat Roofs



- Membrane automatically seals damages when exposed to water, ensuring long-term waterproofing
- Higher lifespan, longer lifecycle

*Avoided Emissions Initiative led by the World Business Council for Sustainable Development (WBCSD)

STRONG BUSINESS EXECUTION

INNOVATION POWER

Conductive Flooring Systems for Protection of Sensitive Equipment



- Sika conductive flooring systems eliminate transfer of electrical charge to sensitive electrical and electronic equipment
- Prevent damages to microelectronic parts

Cement-free Tile Adhesives



- Quick and easy to apply, increased efficiency on job site and improved health & safety for applicator
- 50% lower carbon footprint

STRONG BUSINESS EXECUTION

DIGITAL SOLUTIONS – INCREASING VALUE OF REAL-TIME DATA



More Transparency

- Global digital lab for accelerated R&D activities

Higher Efficiency for Customers

- Digital solutions for faster analysis and optimized usage

Real-time Monitoring and Repairing

- Built in sensors for lifelong tracking and predictive maintenance

Data-enabled Innovation

- Insights to unlock innovation and new opportunities

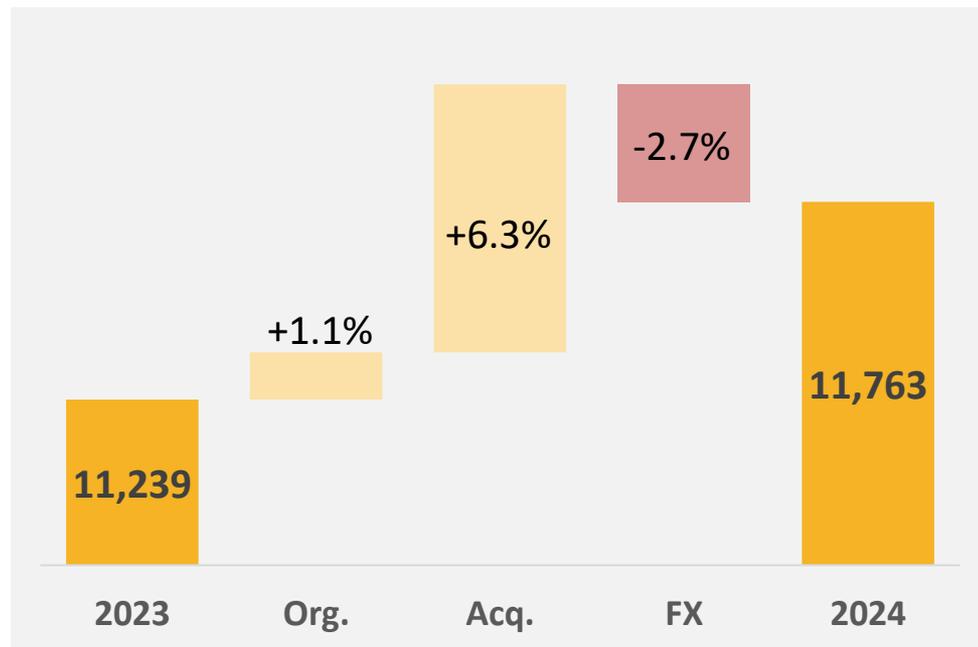
FINANCIAL RESULTS

SALES 2024

7.4% GROWTH IN LOCAL CURRENCIES

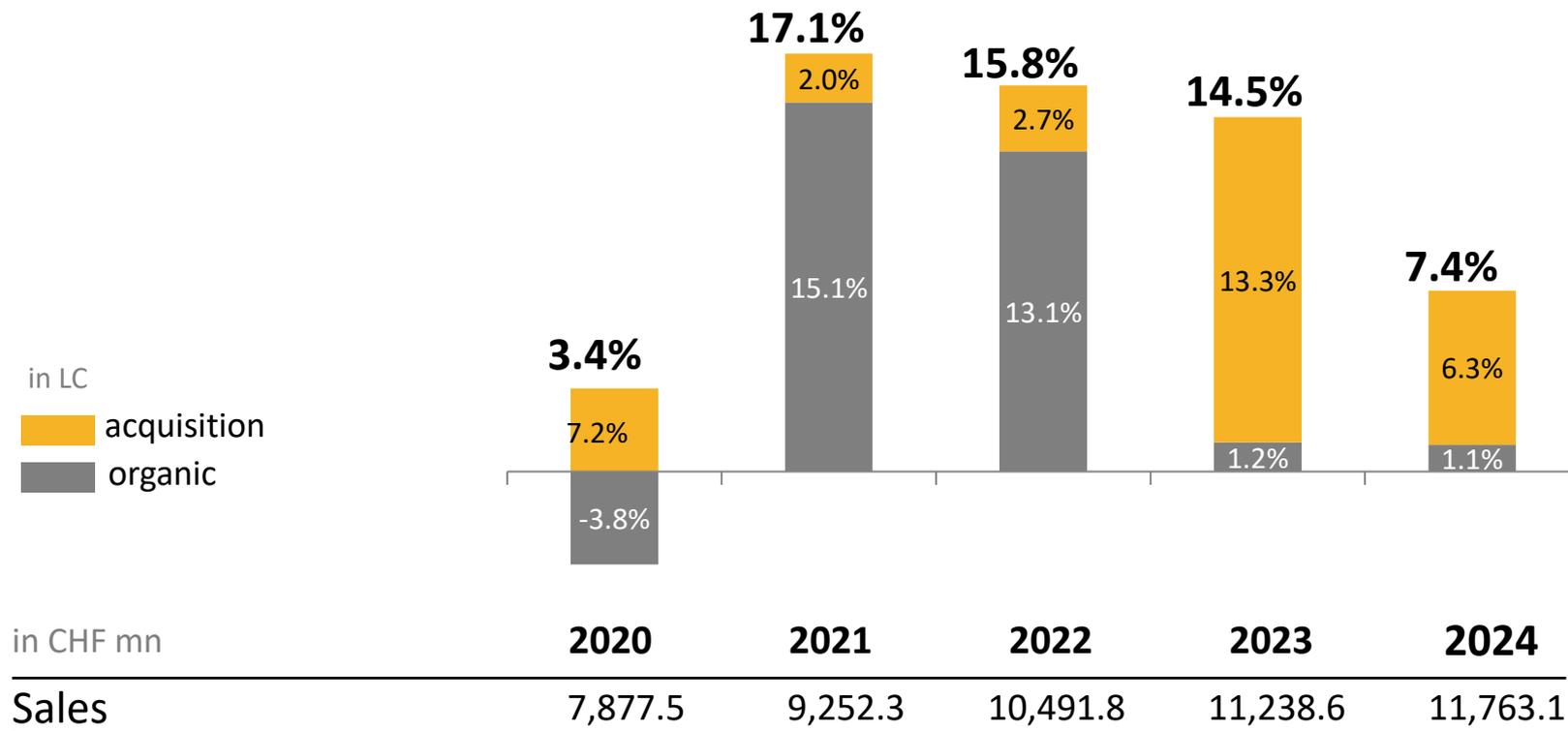
in CHF mn	2023	2024
Net sales	11,238.6	11,763.1

Organic growth	+125.5
Acquisition effect	+709.9
Currency effect	-310.9



SALES GROWTH LAST FIVE YEARS

STRONG GROWTH IN VARYING ENVIRONMENTS



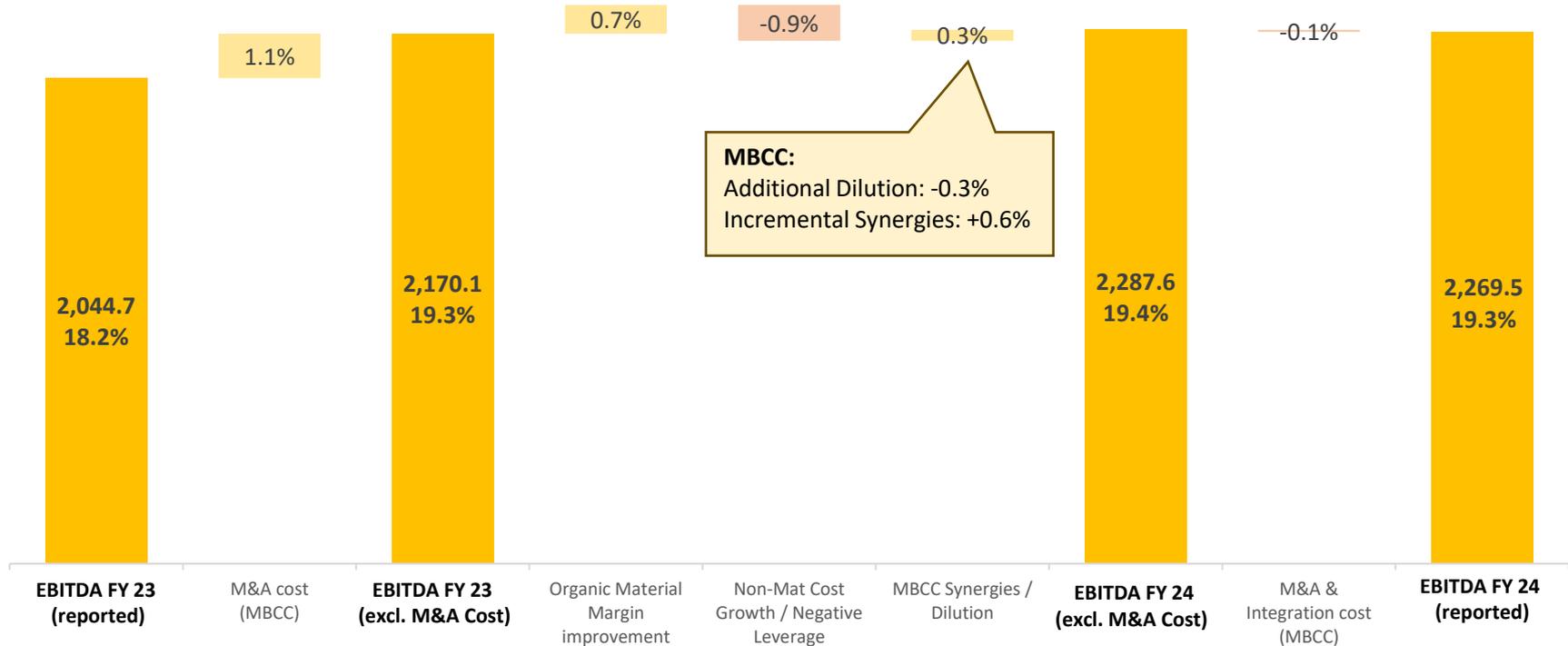
INCOME STATEMENT

STRONG GROWTH, OVER-PROPORTIONAL PROFITABILITY DEVELOPMENT

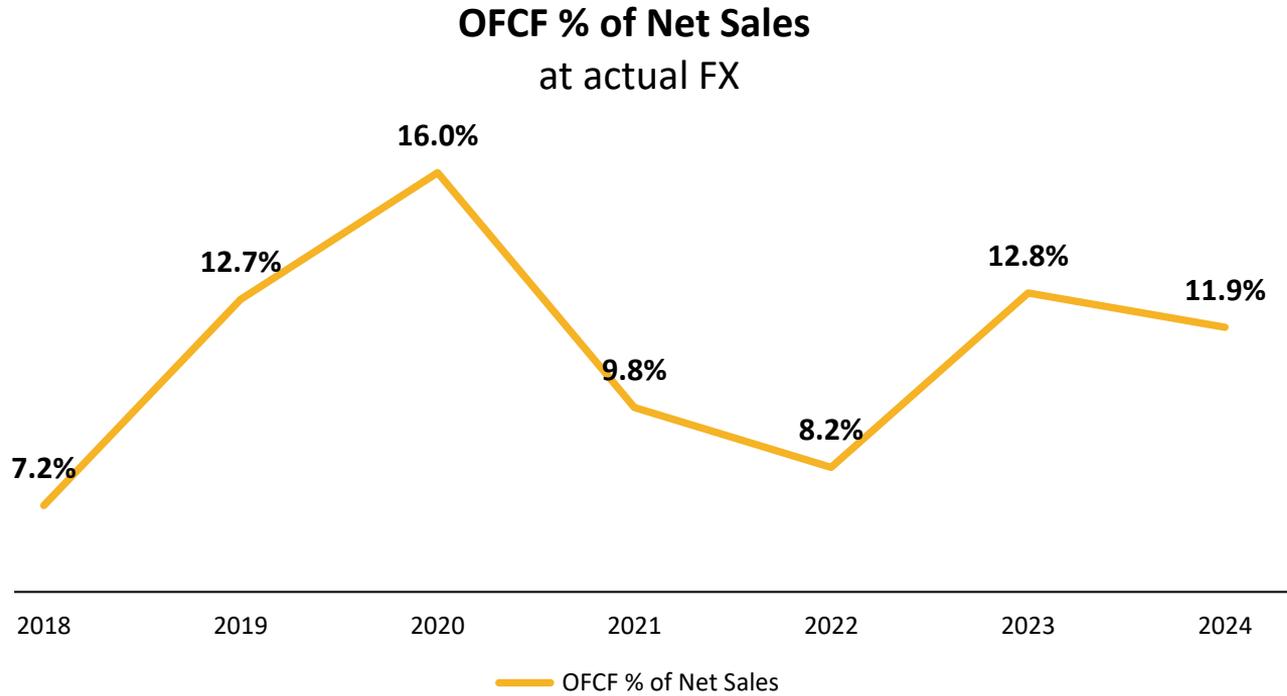
in CHF mn	2023	NS	2024	NS	Growth
Net sales	11,238.6	100%	11,763.1	100%	+4.7%
Gross result	6,024.8	53.6%	6,416.0	54.5%	+6.5%
Personnel costs	-2,006.8	-17.8%	-2,143.6	-18.2%	+6.8%
Other OPEX	-1,973.3	-17.6%	-2,002.9	-17.0%	+1.5%
EBITDA	2,044.7	18.2%	2,269.5	19.3%	+11.0%
Depreciation and amortization	-495.6	-4.4%	-555.6	-4.7%	+12.1%
EBIT	1,549.1	13.8%	1,713.9	14.6%	+10.6%
Interest and financial expenses (net)	-212.7		-150.9		-29.1%
Income taxes	-273.8		-315.4		+15.2%
Net profit	1,062.6	9.5%	1,247.6	10.6%	+17.4%
Tax rate		20.5%		20.2%	

EBITDA IMPROVEMENT 2024

STRATEGIC LEVERS DRIVING IMPROVEMENT

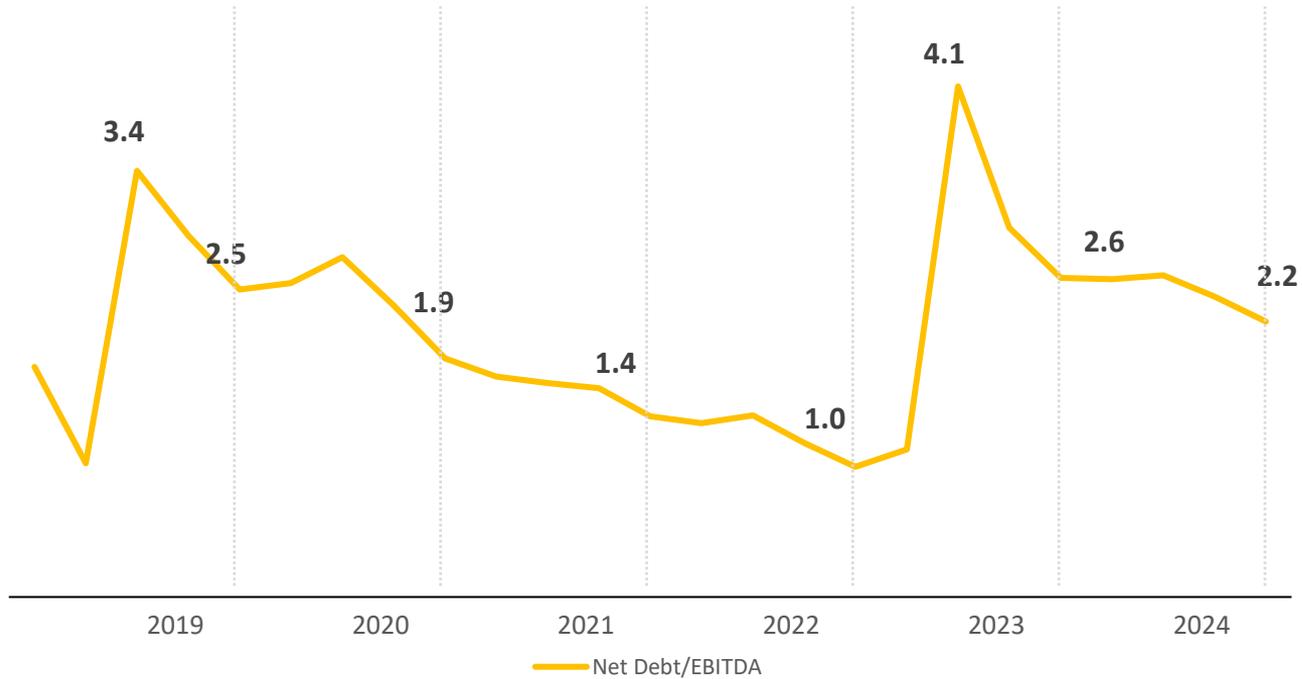


OPERATING FREE CASH FLOW DEVELOPMENT SOLIDLY ABOVE 10% NET SALES TARGET...



NET DEBT/EBITDA DEVELOPMENT

...DRIVING FURTHER DELEVERAGING



OUTLOOK

OUTLOOK

CONFIRMATION OF 2028 STRATEGIC TARGETS

- Sika confirms the outlook, but points to increased market uncertainties arising from potentially prolonged trade conflicts
- For 2025, Sika expects sales growth in local currencies of 3-6%
- Over-proportional increase in EBITDA and expansion of EBITDA-margin to 19.5%-19.8%
- Confirmation of 2028 strategic mid-term targets for sustainable, profitable growth

2025 expected
sales growth in LC

3-6%



THANK YOU FOR YOUR ATTENTION

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