



SIKA WITH RECORD SALES OF CHF 11.76 BILLION IN 2024

SIKA INVESTOR PRESENTATION

BAAR, JANUARY 9, 2025

BUILDING TRUST



1. SIKA WITH RECORD SALES IN 2024

2. LOOK BACK AT OUR FIRST YEAR OF STRATEGY 2028

3. UNLOCK GROWTH WITH DURABILITY AND CIRCULARITY

4. OUTLOOK

1. SIKA WITH RECORD SALES IN 2024

SIKA WITH RECORD SALES IN 2024

GROWTH IN LOCAL CURRENCIES OF 7.4%

1. Sales

- Sika posts record sales of CHF 11.76 billion in 2024
- Revenue growth of +4.7% in CHF (+7.4% in local currencies)
- Negative foreign currency effect of -2.7%

2. Key investments for future growth

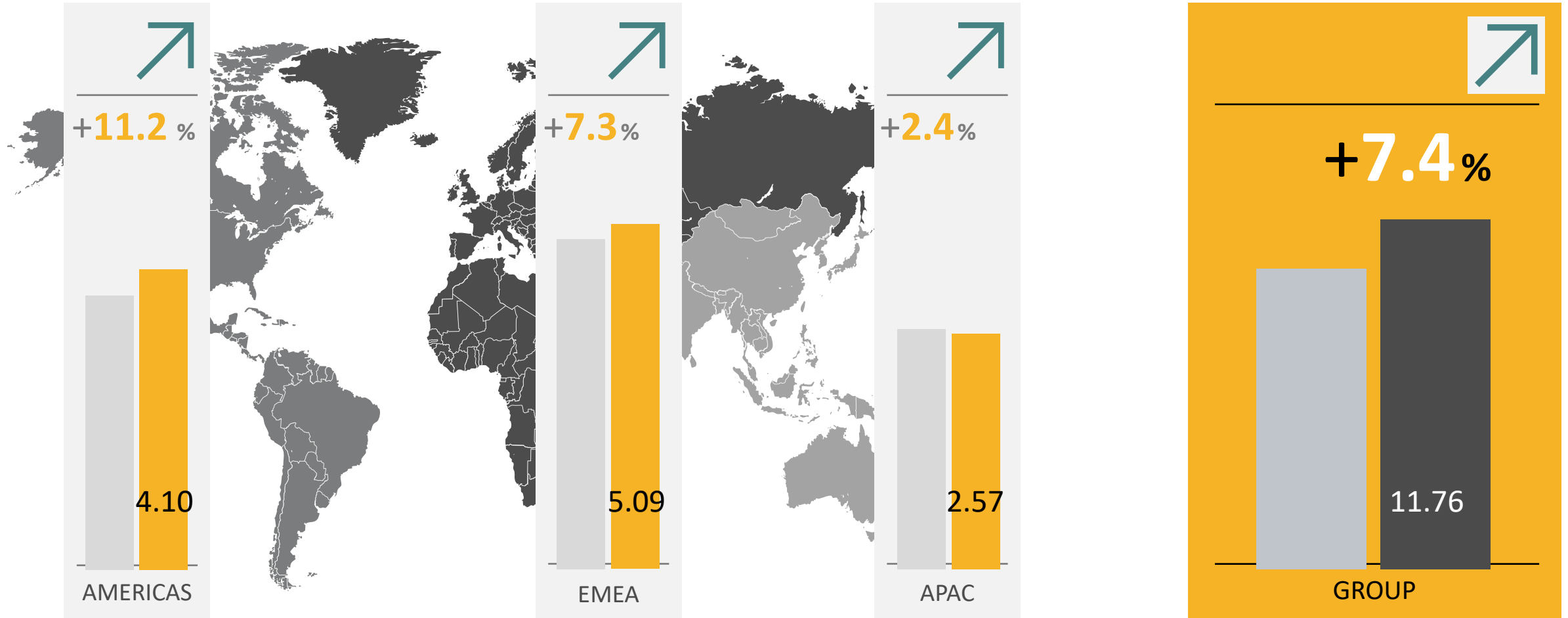
- Strong acquisition momentum: MBCC-Integration with higher synergies
- Bolt-on acquisitions of Kwik Bond (USA), Vinaldom (Dominican Republic), and Chema (Peru)
- New plants commissioned in Peru, China and a major plant expansion in Indonesia

3. Outlook for fiscal 2024

- Over-proportional increase in EBITDA confirmed
- Confirmation of 2028 strategic targets for sustainable, profitable growth

SIKA WITH RECORD SALES IN 2024

GROWTH IN ALL REGIONS



2023 2024
(in CHF billion, growth in LC)

SIKA WITH RECORD SALES IN 2024

SALES GROWTH OF 7.4% IN LOCAL CURRENCIES

+4.4%

+9.7%

-2.0%

Growth in CHF

+7.3%

+11.2%

+2.4%

Growth in LC

-2.9%

-1.5%

-4.4%

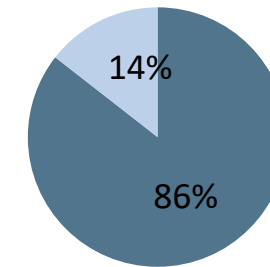
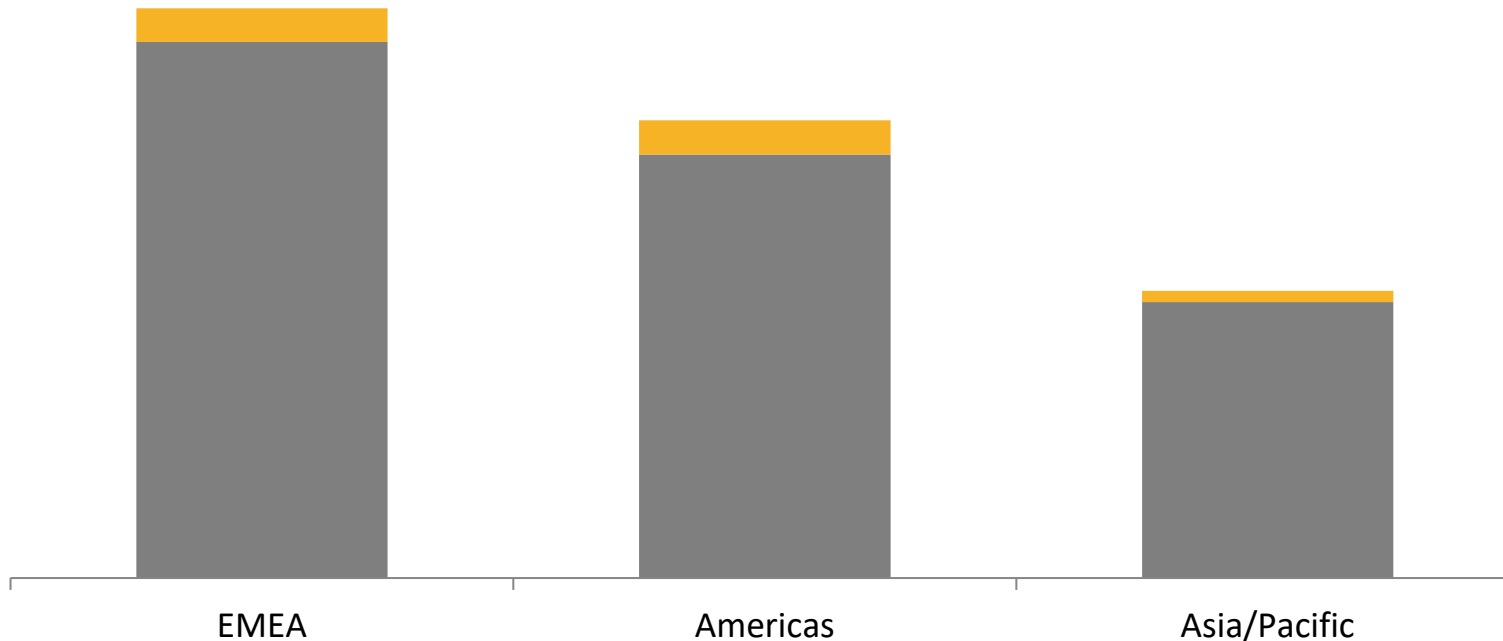
FX impact

+6.2%

+8.3%

+3.8%

Acquisition

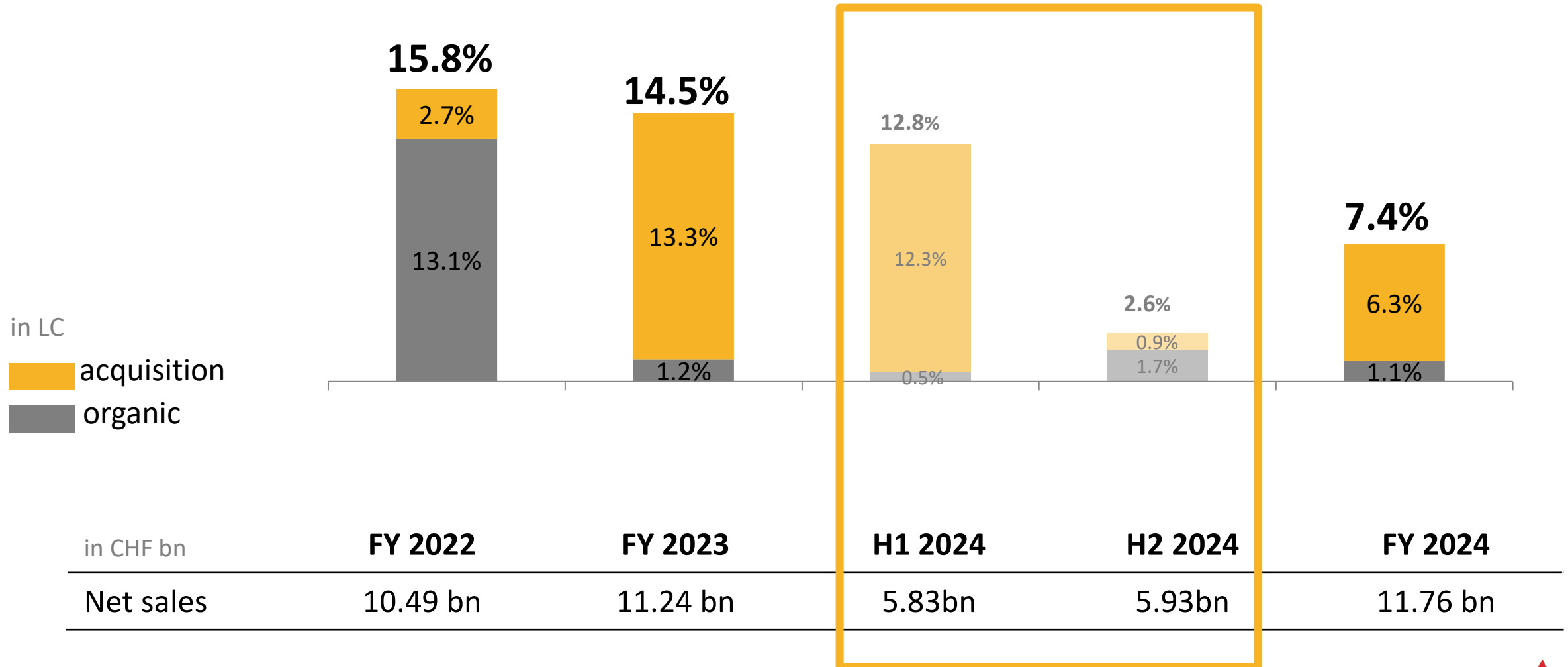


Construction

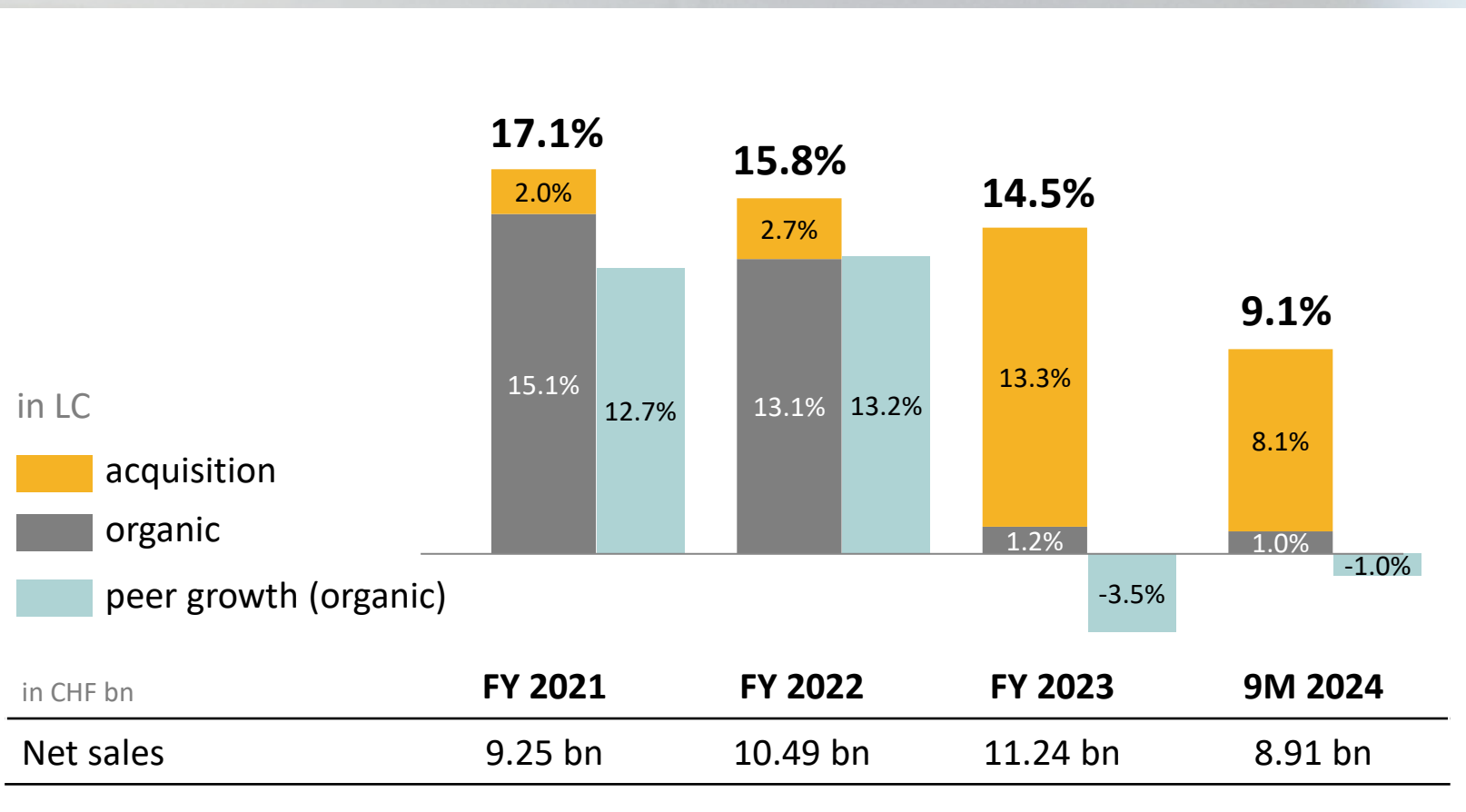
Automotive & Industry

SIKA WITH RECORD SALES IN 2024

INCREASING ORGANIC GROWTH THROUGHOUT THE YEAR



SIKA GAINING MARKET SHARE OVER THE YEARS OUTGROWING THE PEERS



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).

Acquisition Vinaldom, Dominican Republic



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

Acquisition (closing) Chema, Peru



Producer of tile setting materials in the mortar market with operations throughout the whole country and a strong presence in the distribution channel (November 2024).



New 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 Northeast China (June 2024).



Expanded plant in Bekasi, Indonesia

Sika has more than doubled the production capacity at the Bekasi plant, its biggest manufacturing facility in Indonesia (August 2024).

HIGHLIGHTS IN 2024

HIGH ENGAGEMENT SCORE OF 86

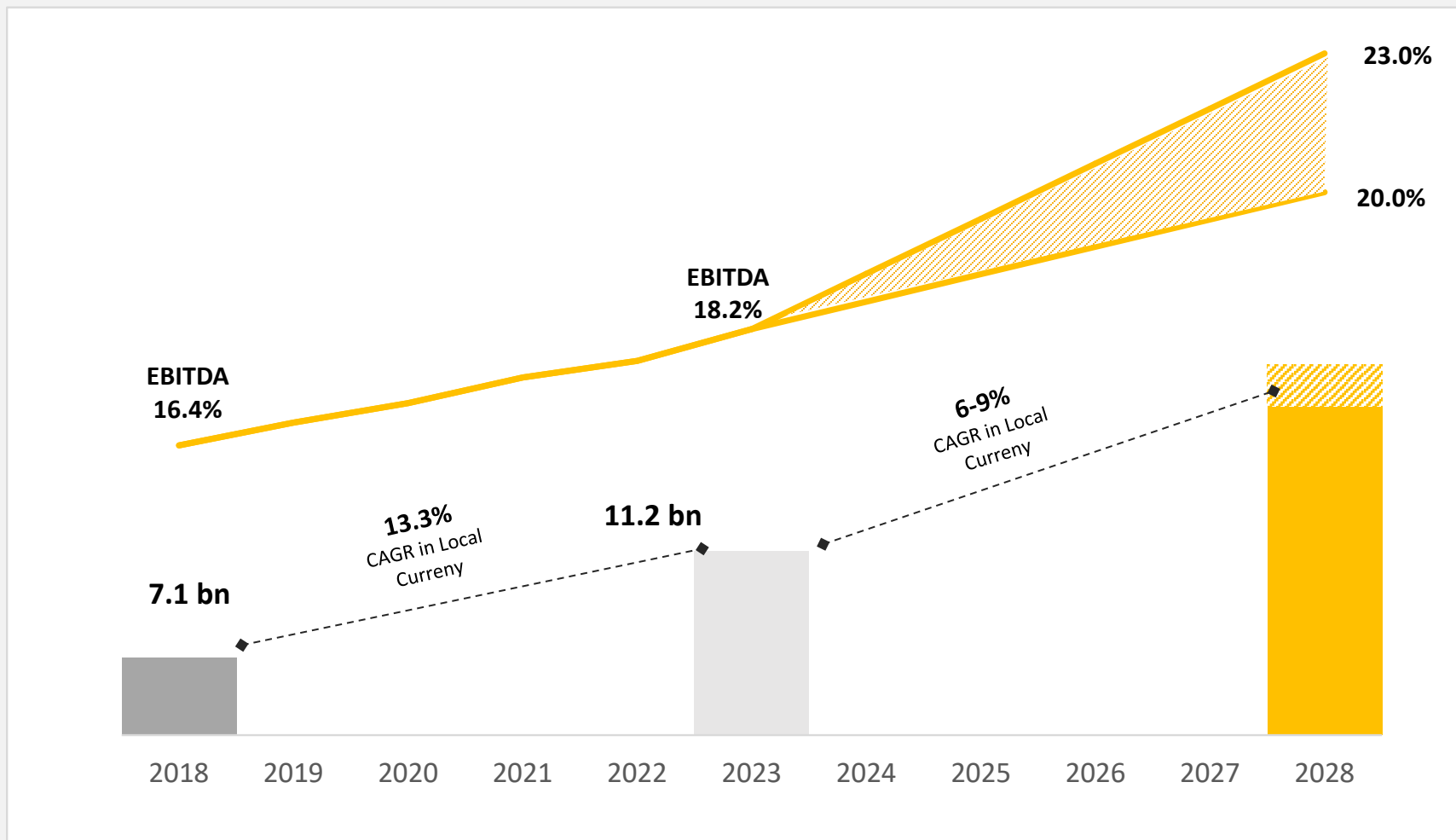


**HIGH ENGAGEMENT
SCORE OF 86**

Fueled by strong purpose
and confidence in
management and
strategy

2. LOOK BACK AT OUR FIRST YEAR OF STRATEGY 2028

STRATEGY 2028 – BEYOND THE EXPECTED PROFITABLE GROWTH TO CONTINUE

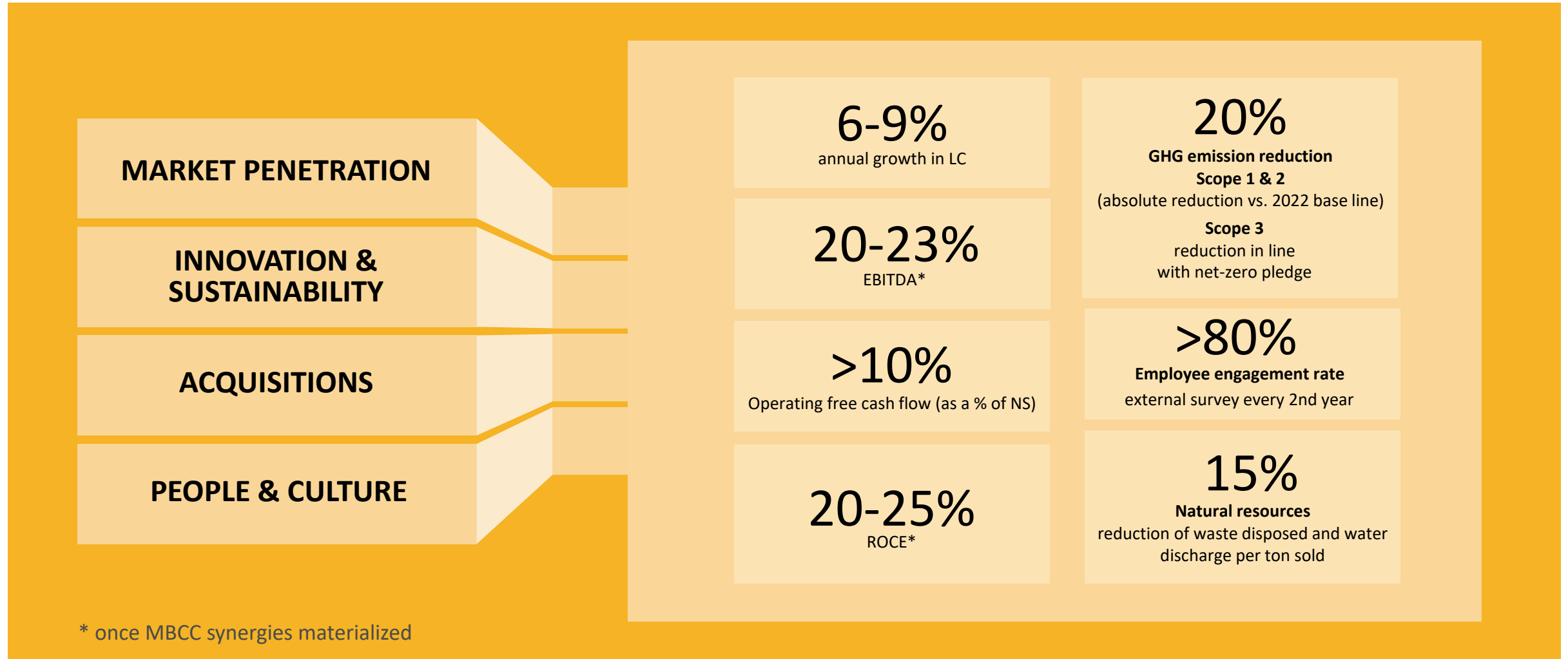


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On track for continued growth and value creation

SIKA'S GROWTH STRATEGY 2028

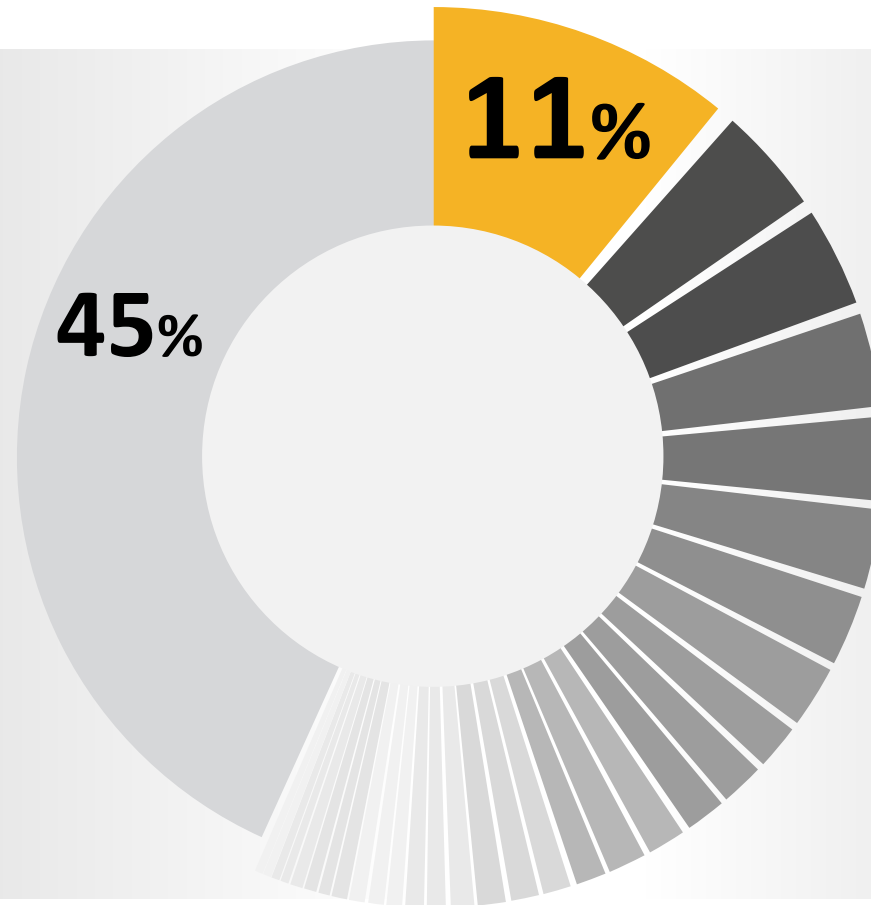
THE PILLARS OF THE STRATEGY



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

MARKET PENETRATION STRATEGY 2028 – EIGHT TARGET MARKETS WITH LEADING POSITION IN ALL EIGHT TARGET MARKETS

Concrete



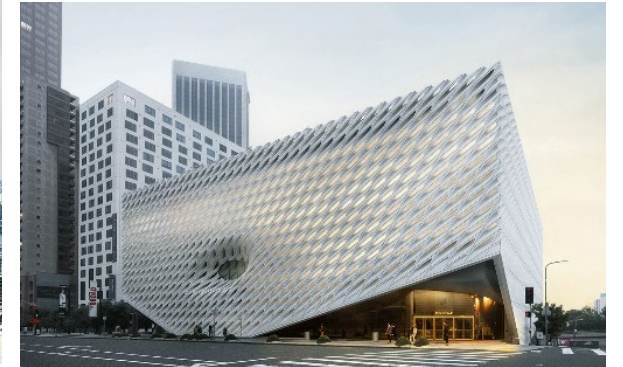
Waterproofing



Roofing



Building Finishing



Flooring & Coating



Sealing & Bonding



Engineered Refurbishment

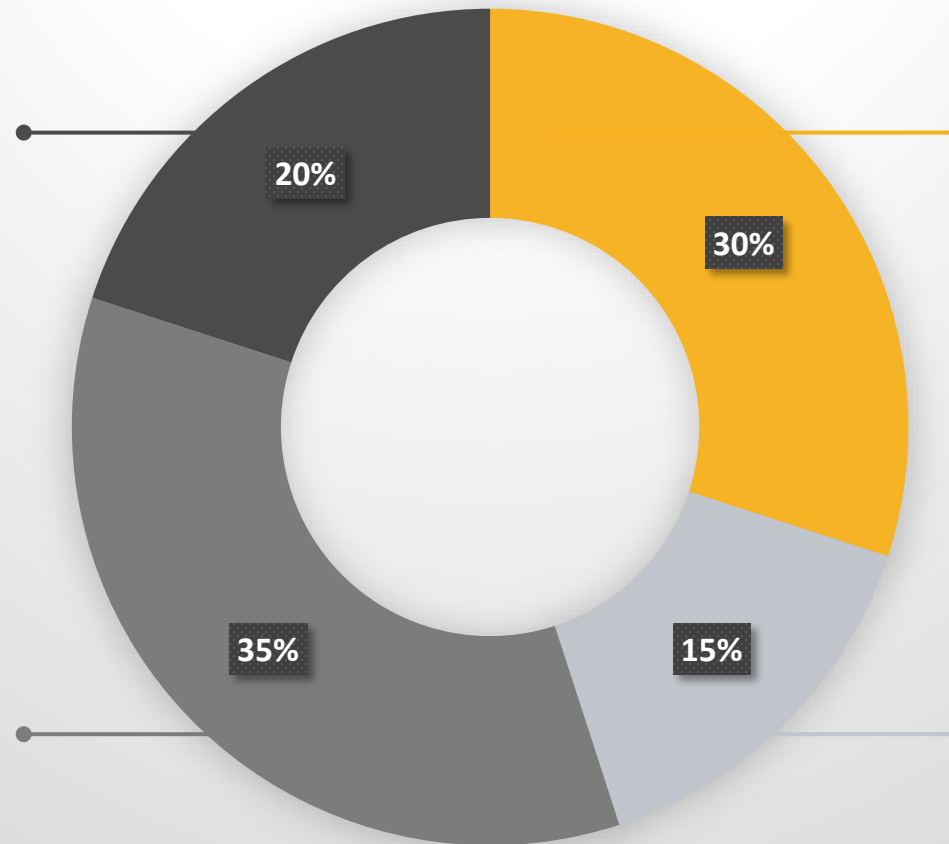


Industry



MARKET PENETRATION STRATEGY 2028 – BALANCED BUSINESS MIX

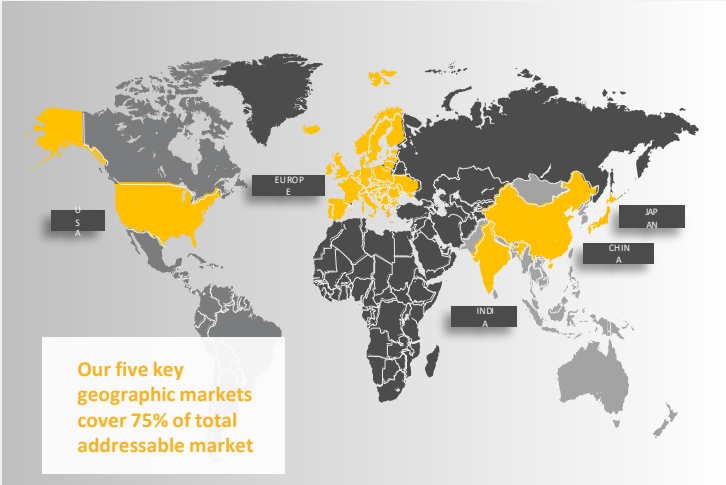
GLOBAL FOOTPRINT IN VERTICAL MARKETS



MARKET PENETRATION STRATEGY 2028

KEY GROWTH LEVERS/INITIATIVES

KEY GEOGRAPHIES



HIGH POTENTIAL MARKETS



LEVERAGING STRONG POSITION

Fostering our worldclass brand and leveraging our strong reputation



CROSS-SELLING

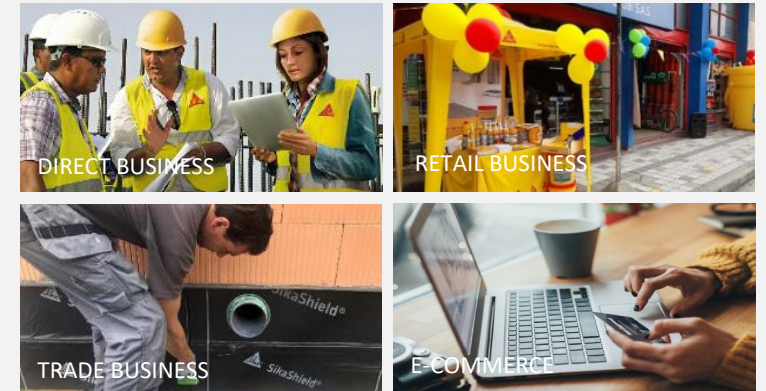
Getting more business out of every project with solution offering



Samsung semiconductor project in Austin Texas, USA

MULTI-CHANNEL APPROACH

Following a multi-channel approach with dedicated and specialized teams



GO WHERE THE MONEY IS

Focusing on **high business potential** across regions and verticals

ACQUISITIONS AS GROWTH ACCELERATOR

ACQUISITIONS 2019 – 2024

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------|--------------------|------|----------|------|--------------------|------|
| | 5 <small>L</small> | 2 | 7 | 2 | 2 <small>L</small> | 3 |
| Concrete | | | | | | |
| Waterproofing | | | | | | |
| S&B | | | | | | |
| Refurbishment | | | | | | |
| Roofing | | | | | | |
| Flooring | | | | | | |
| Building Finishing | | | | | | |
| Industry | | | | | | |

Large transaction

3. UNLOCK GROWTH WITH DURABILITY AND CIRCULARITY

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**

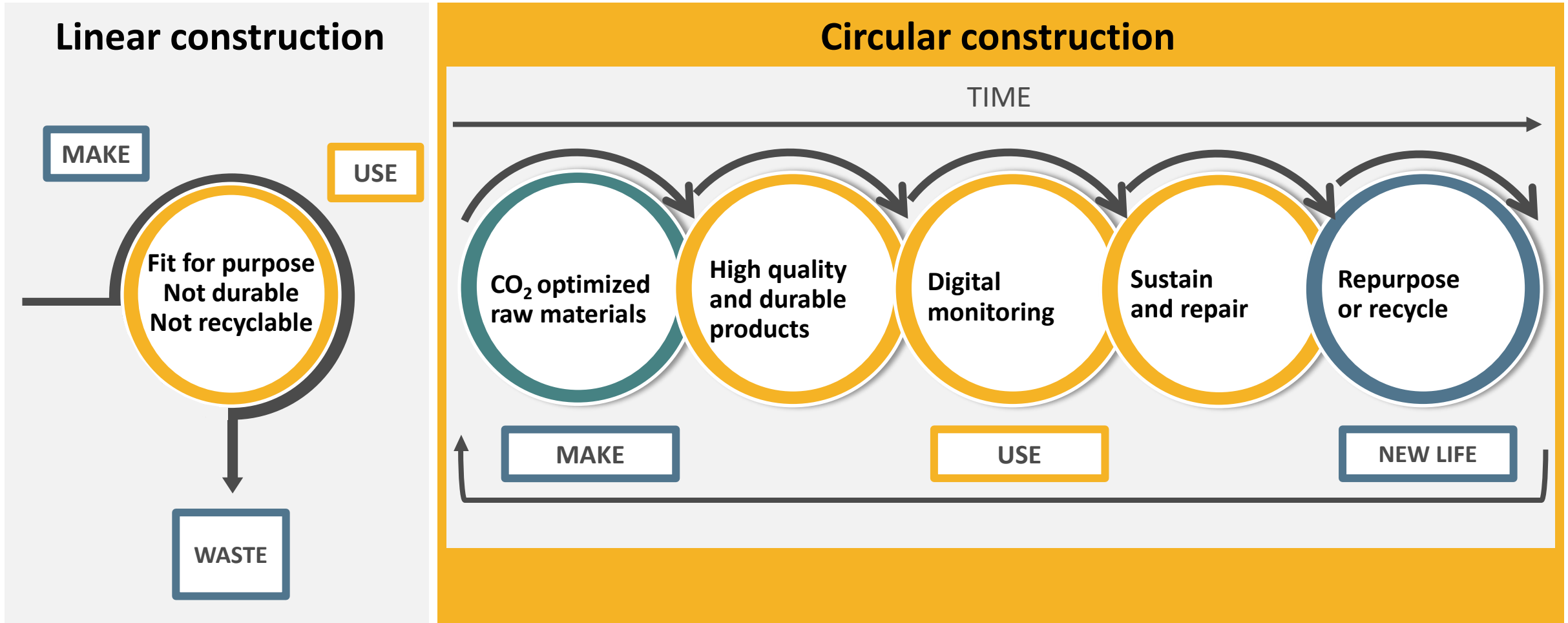
30%

less CO₂ with 20 years longer lifespan of buildings

25%

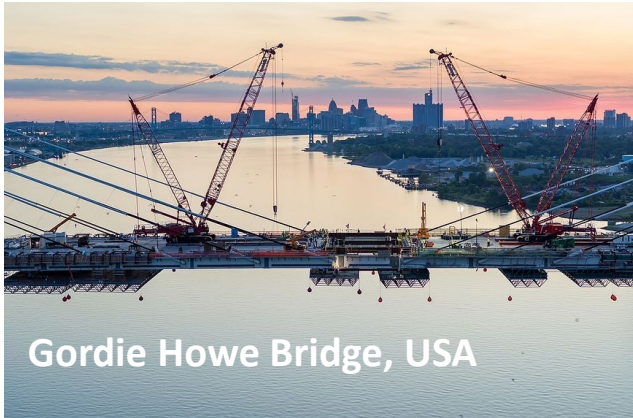
less cost with 20 years longer lifespan of buildings

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



DURABILITY REQUIREMENTS IN INFRASTRUCTURE

TODAY'S PROJECTS ARE DESIGNED FOR 100+ YEARS



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

INNOVATION – 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

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

Digital Products

Built in sensors for lifelong performance tracking



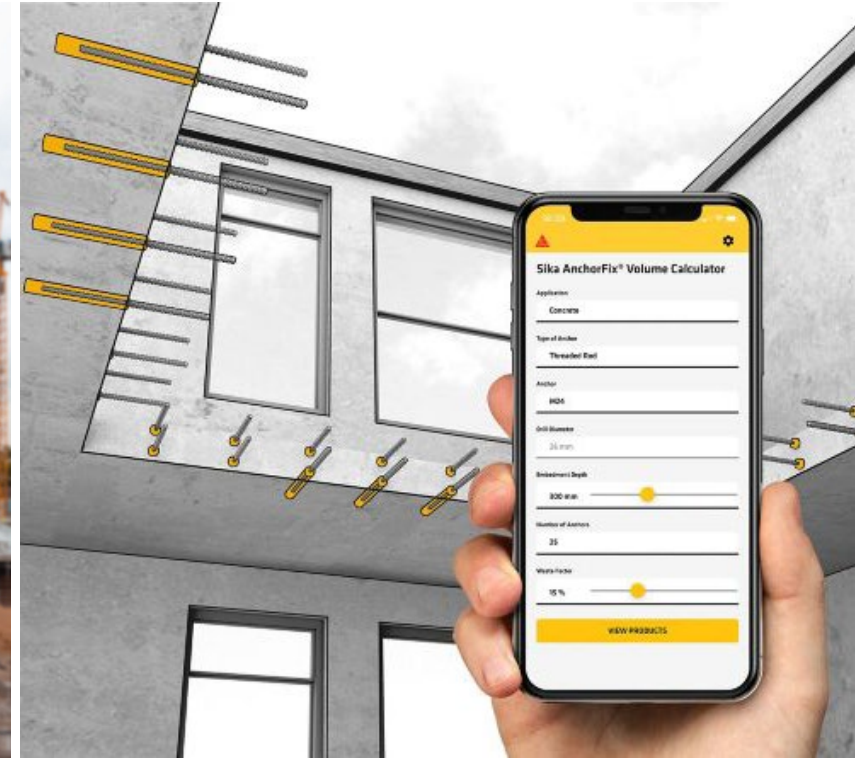
Digital Monitoring & Repairing

To observe an early deterioration

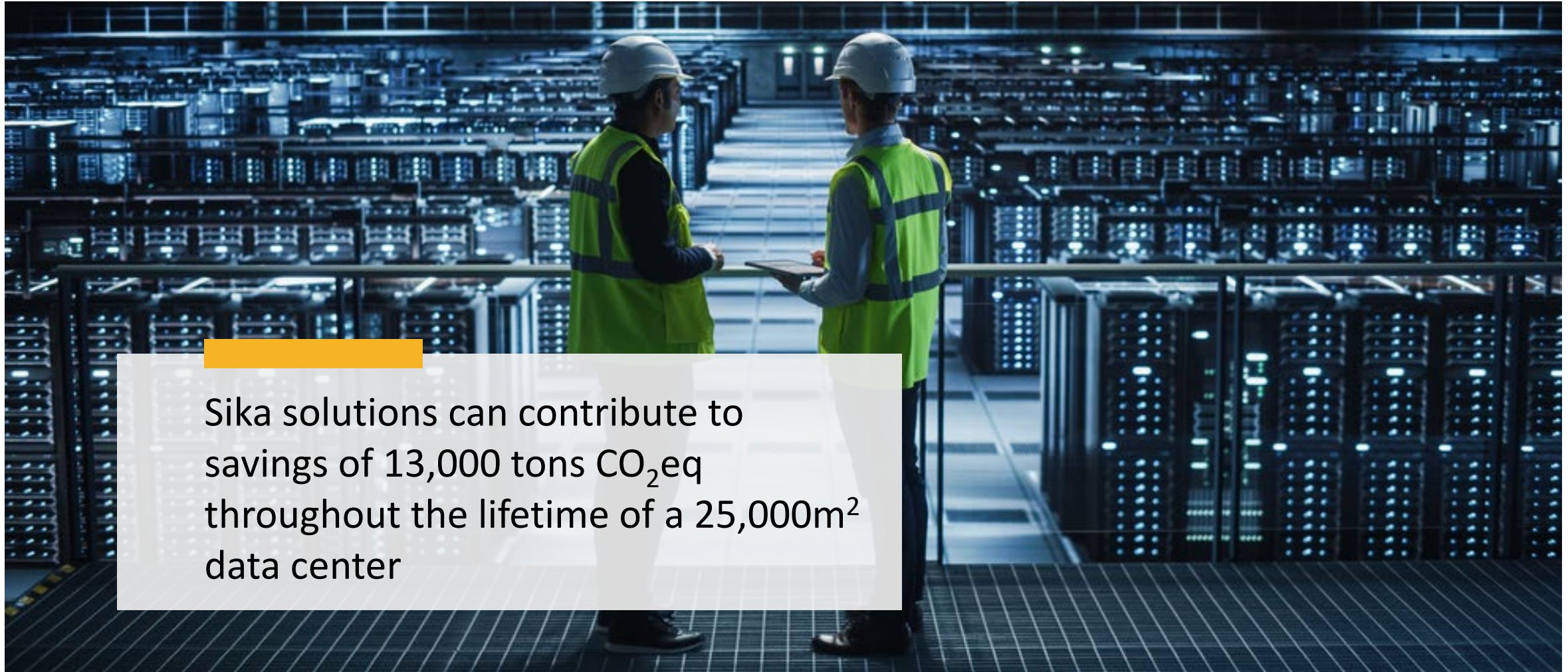


Digital Tools

To make processes more efficient



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



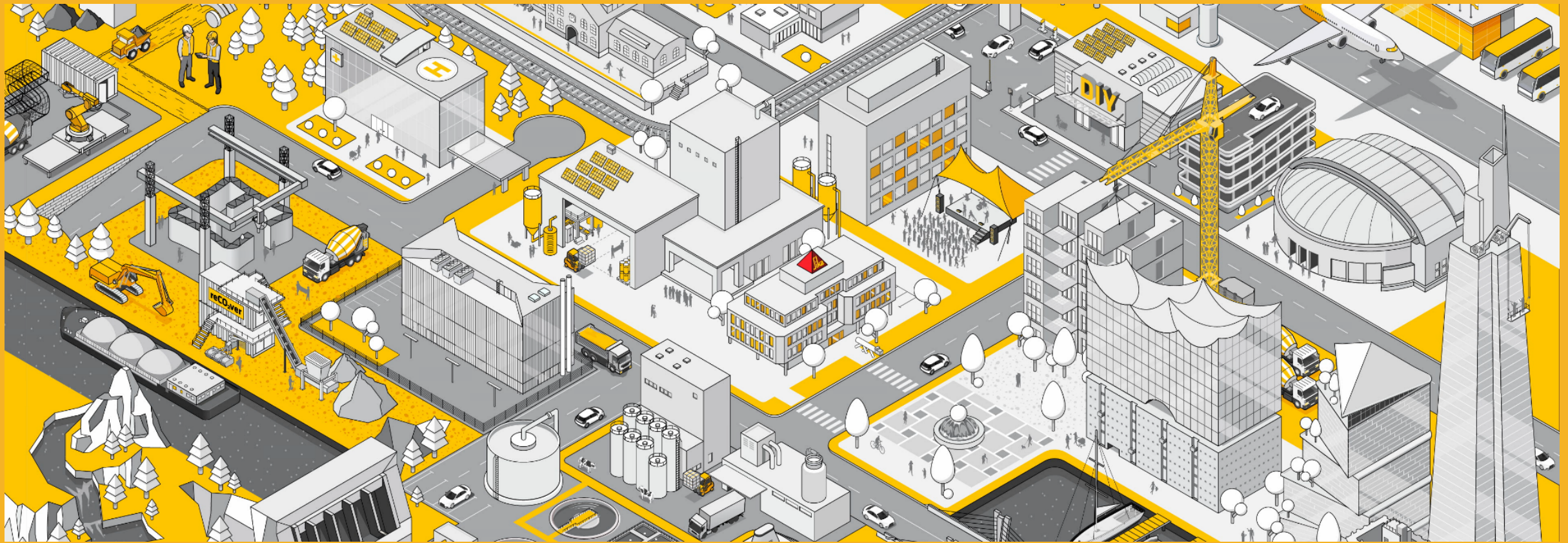
Sika solutions can contribute to savings of 13,000 tons CO₂eq throughout the lifetime of a 25,000m² data center

4. OUTLOOK

OUTLOOK FOR FISCAL 2024

CONFIRMATION OF OVER-PROPORTIONAL INCREASE IN EBITDA

- Over-proportional increase in EBITDA
- Confirmation of 2028 strategic targets for sustainable, profitable growth



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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