



Sika Presentation January 2012

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Short List

- World market leader in construction chemicals
- Highly focused industrial portfolio
- Successful growth strategy
- Active in markets with structural growth
- Technology leadership ensures healthy margins
- Solid balance sheet guarantees freedom of action

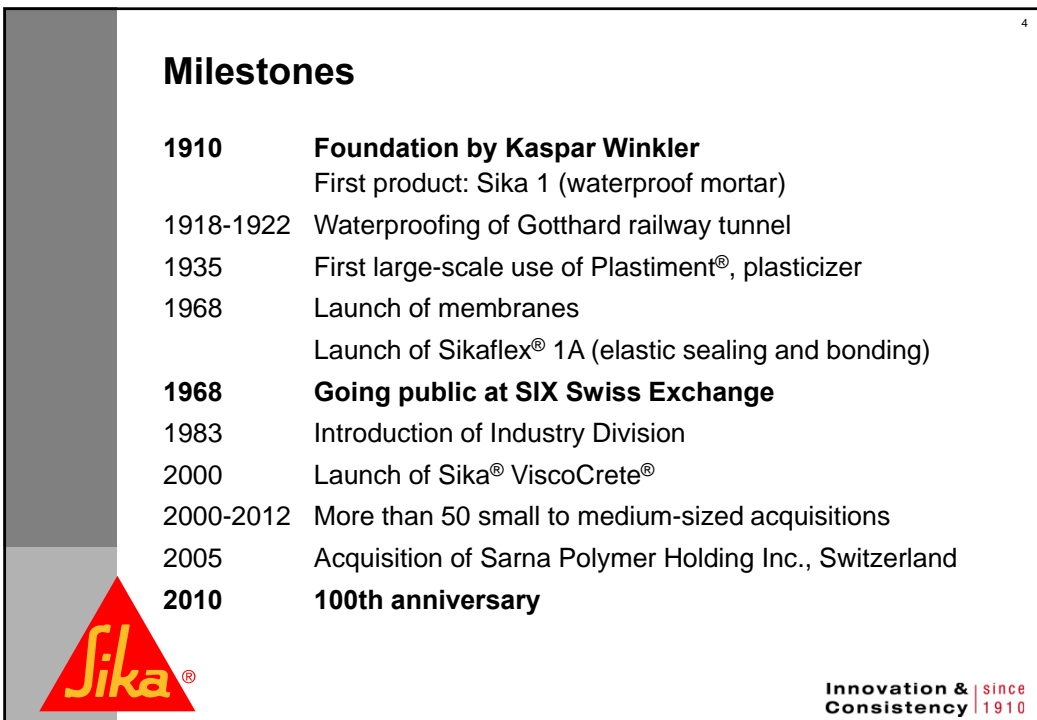


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About Sika

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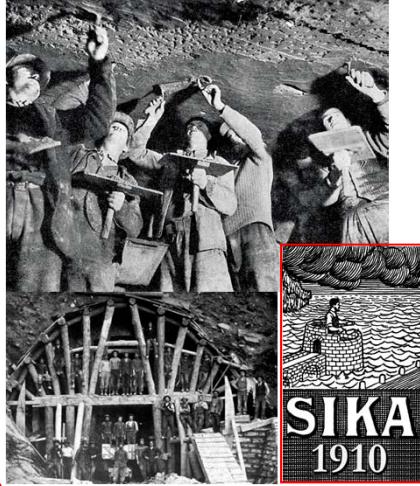


Milestones

- 1910** **Foundation by Kaspar Winkler**
First product: Sika 1 (waterproof mortar)
- 1918-1922 Waterproofing of Gotthard railway tunnel
- 1935 First large-scale use of Plastiment®, plasticizer
- 1968 Launch of membranes
Launch of Sikaflex® 1A (elastic sealing and bonding)
- 1968** **Going public at SIX Swiss Exchange**
- 1983 Introduction of Industry Division
- 2000 Launch of Sika® ViscoCrete®
- 2000-2012 More than 50 small to medium-sized acquisitions
- 2005 Acquisition of Sarna Polymer Holding Inc., Switzerland
- 2010** **100th anniversary**

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A Century of Innovation



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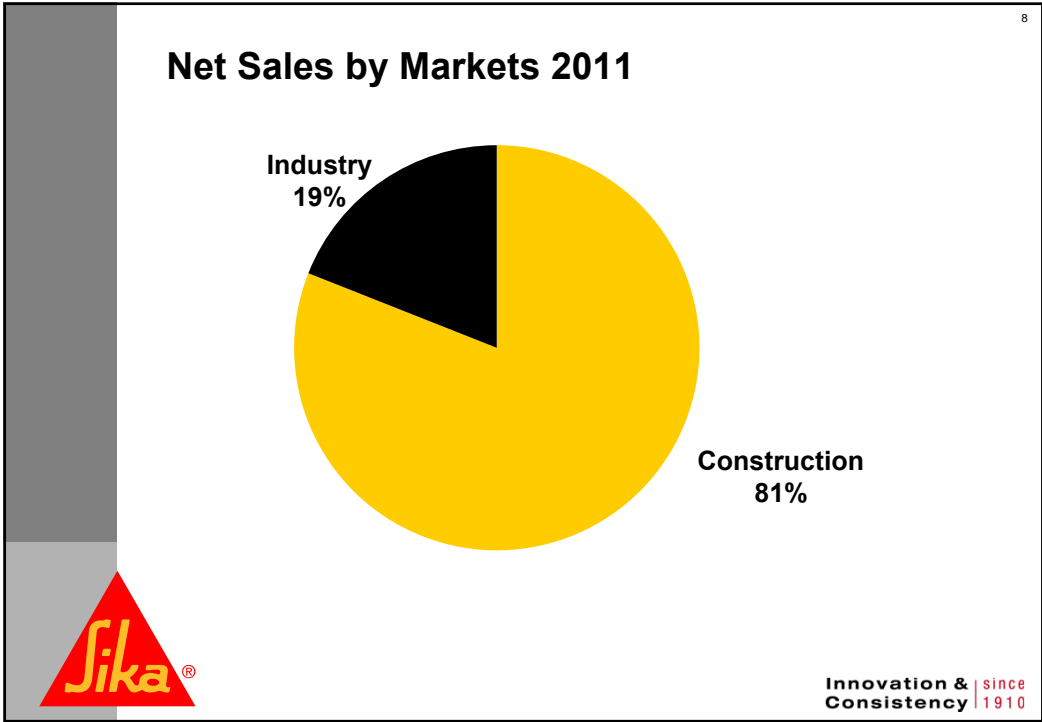
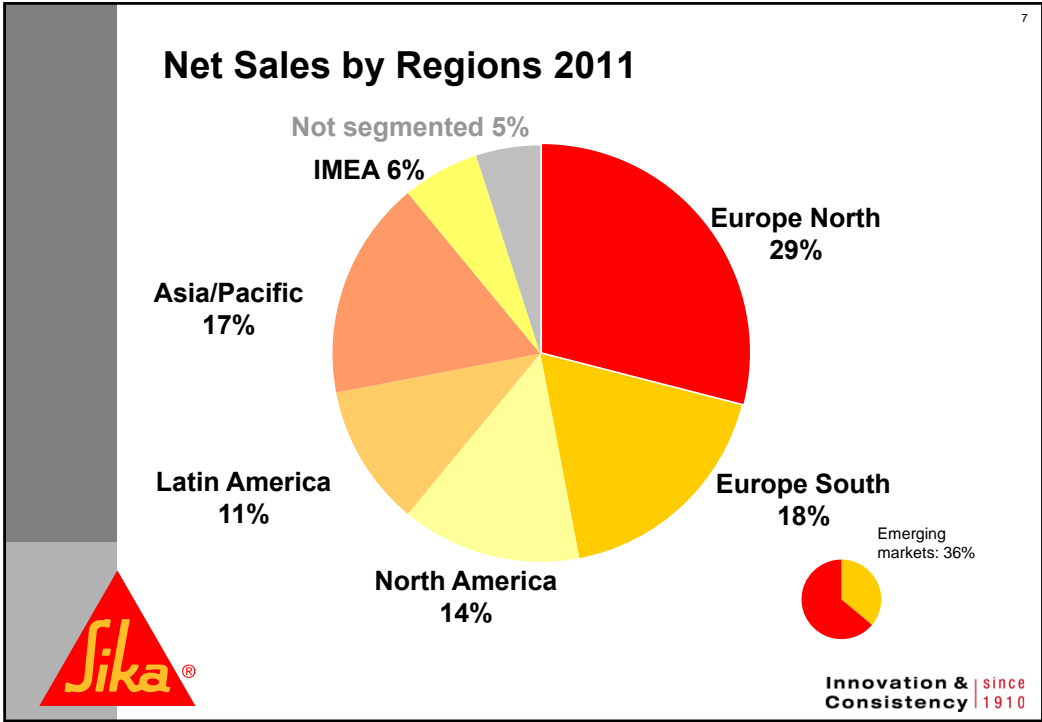
Some Key Figures



- Sales CHF 4.55 bn
- EBITDA CHF 577.0 mn (2010)
- Presence in 5 continents and 80 countries
- Over 120 plants
- 15'000 employees



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Sales and EBIT Development

	2006	2007	2008	2009	2010
Sales (in CHF mn)	3896	4573	4625	4155	4416
Organic growth (in %)	16.9%	13.3%	5.9%	-6.2%	6.1%
EBIT (in CHF mn)	371	511	422	401	440
EBIT margin (in %)	9.5%	11.2%	9.1%	9.6%	10.0%



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Results Full Year Sales 2011



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Main Issues Full Year Sales 2011

Market / Environment

- Good conditions in emerging markets
- Slowdown in China in end of Q4
- Stable market conditions in US
- Still high uncertainty about Europe
- Flattening raw material prices in Q4
- On-going strong Swiss franc

Sika

- Growth in local currencies: 15.5%
- Gain of market shares in most regions
- Pressure on gross result due to raw material price increase
- Sales price increase effective in 2HY
- Negative FX translation effect of 12.4% (570 million)



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Net Sales 2011

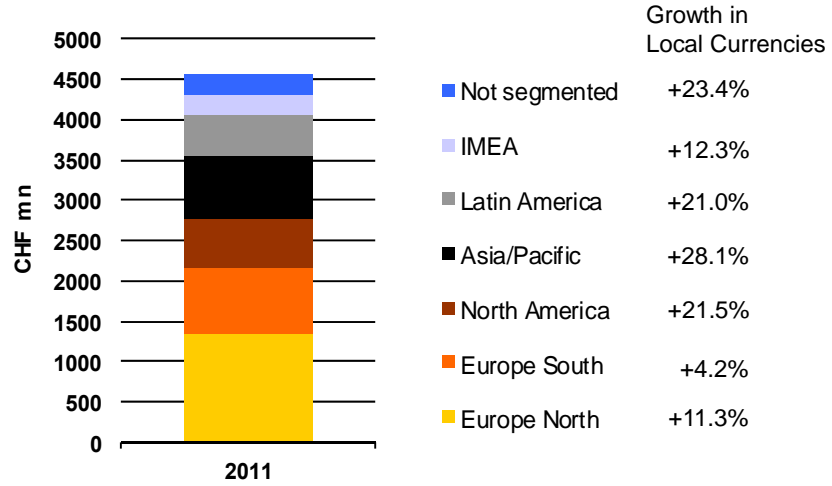
(in CHF bn)

	2010	2011	Δ	%
Net sales	4,42	4,55		+3.1
- Organic growth				+11.7
- Acquisition effect				+3.8
- Currency effect				-12.4



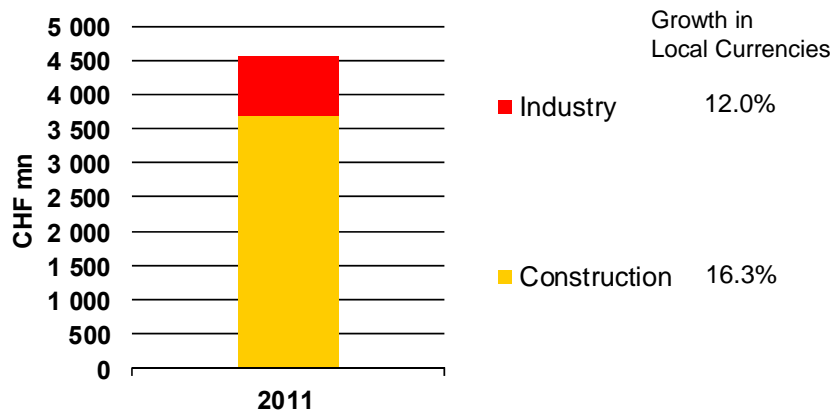
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Sales Growth by Region



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Net Sales by Markets



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Key Figures 9 Months 2011

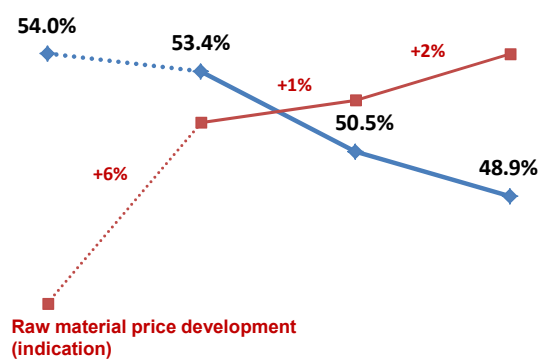
	2010	2011	%
Net sales (CHF mn)	3318.6	3424.6	3.2
Gross Result	54.7%	50.8%	
EBIT	11.1%	8.2%	
Net profit (CHF mn)	249.2	169.3	-32.1



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Gross Margin and Raw Material Development



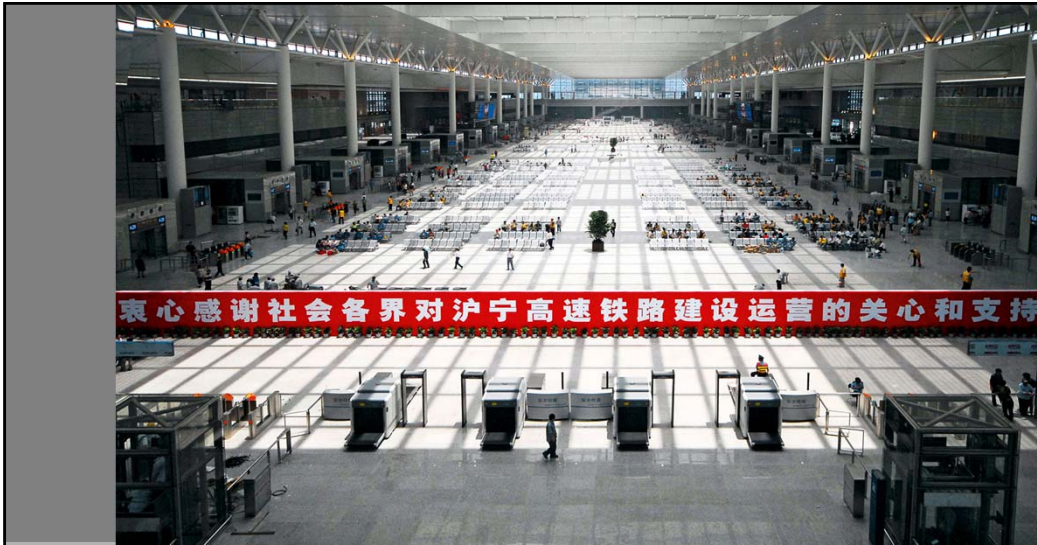
(periodic)

2010 FY av. Q1/2011 Q2/2011 Q3/2011 Q4/2011



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衷心感谢社会各界对沪宁高速铁路建设运营的关心和支持



Sika Strategy

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Vision and Strategy

1. Become the market leader in all target markets on global and local level



2. Means market share > 20%



3. Results in ~ CHF 8 bn Net Sales



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Market Position of Sika Today


	2004 ranking	2010 ranking
Concrete	450 3	850 2
Biggest competitor: BASF	1	1
Roofing	150 4	740 1
Biggest competitor: Firestone	2	2
Waterproofing	200 2	400 1
Biggest competitor: Grace	1	2
Flooring	200 2	340 1
Biggest competitor: RPM	1	1
Automotive	450 3	590 2
Biggest competitor: Henkel	2	1



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Vision and Strategy

How Sika gets to CHF 8 bn

- Actual Net Sales CHF 4.4 bn
- Organic Growth (8%) CHF 2 - 3 bn
 - Emerging markets
 - Mature markets
 - Innovation
- Acquisitions CHF 1 - 1.5 bn
- Total  ~ CHF 8 bn



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Financial Targets

	Targets	2006	2007	2008	2009	2010	5 Year average
Net sales growth (in LC)	8-10%	16.9%	13.3%	5.9%	-6.2%	6.1%	7.2%
EBITDA in % Net sales	12-14%	13.2%	13.9%	12.0%	13.0%	13.1%	13.0%
Profit in % Net sales	>6%	6.0%	7.5%	5.8%	6.5%	7.0%	6.6%
OpFCF in % Net sales	4-6%	4.9%	4.2%	3.6%	8.9%	7.5%	5.8%
ROCE in % (EBIT based)	20-25%	20.2%	26.0%	20.3%	19.3%	21.3%	21.4%



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Acquisitions 2011



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Acquisitions within Sika

- Acquisition as integral part of strategy
- Fragmented market offers opportunities
- Acquisition strategy focuses on:
 - Market access
 - Related technologies
- Strategy leads to small and medium-sized targets
- Sika follows integration principle
- Process responsibility within regions but central guidance and coordination



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Acquisitions 2011

- Sika realized 8 acquisitions in 2011

Hebei	China	CHF 33m
Gulf	Bahrain	CHF 12m
Biro	Switzerland	CHF 35m
Technokolla	Italy	CHF 37m
Colauto	Brasil	CHF 40m
Copsa	Spain	CHF 17m
Duochem	Canada	CHF 9m
Axim	Global	CHF 75m

- Annual third party turnover CHF 240 million



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Acquisition of Hebei (33 million)

- Market access driven acquisition in China
- Located in the north of China, 280 km SW of Beijing
- 3 plants with liquid and powder admixtures production
- Track record of success:
Sichuan Keshuai (2008)
Jiangsu TMS (2009)

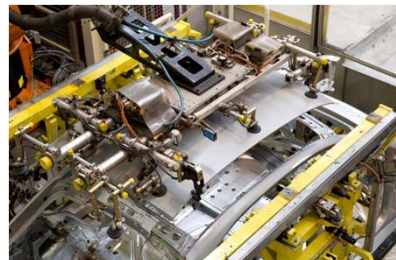


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Acquisition of Colauto (40 million)

- Market access driven acquisition in Brazil
- Brazil is 6th largest car manufacturing country
- South American car production estimated to grow from 3.6 million cars in 2009 to 5.6 million in 2015
- Colauto is strong number 2 in sealants/adhesives



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Acquisition of Axim (75 million)

- Combination of market access and technology
- Major step for Sika to become number 1 in admixture (jump from 15% to 17% global market share)
- Axim offers excellent grinding aid technology



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Growth Drivers



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Growth Drivers

1. Emerging Markets
2. Megatrend Sustainability
3. Innovation in Mature Markets



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1) Emerging Markets

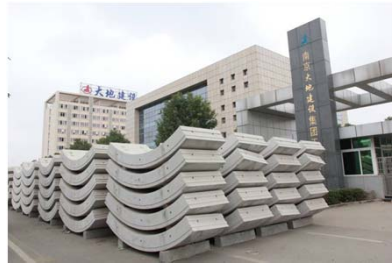
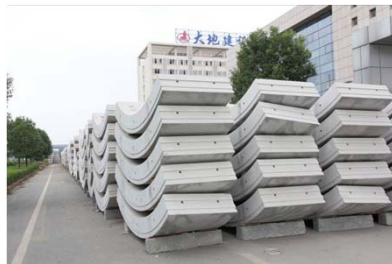
- Technology penetration 50% of concrete consumption worldwide in China, only 30% treated
- Infrastructure build up Nanjing metro
- Transportation needs 70% of world bus production in emerging markets (2011: CHF 115 million)
- Requirements Skilled people



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Infrastructure Build Up: Nanjing Metro

- Construction from 2000 to 2030
- Project with 17 metro lines
- 30 km metro tunnel per year
- 500 precast elements per day



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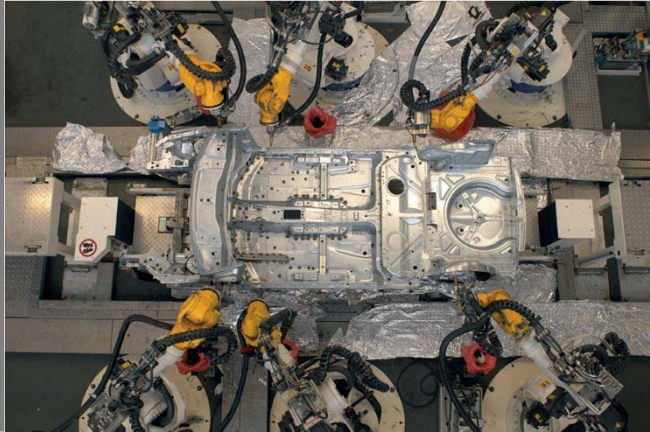
2) Megatrend Sustainability

- | | |
|----------------------------|--|
| ▪ CO ₂ emission | Weight reduction in cars with structural bonding |
| ▪ Better energy management | Membrane-roofing brings 15% energy savings (2011: CHF 936 million) |
| ▪ Megatrend water | Sika is world leader in waterproofing |



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Weight Reduction With Structural Bonding



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3) Innovation In Mature Markets

- Trend to top technology i-Cure
- Customer penetration Cross selling (Roof to Floor, Greenstreak)
- Potential for refurbishment Financial restrictions lead to more refurbishment activities



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Customer Penetration: Cross Selling



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Forward-looking statements

The statements in this presentation relating to matters that are not historical facts are forward-looking statements. They are no guarantee of future performance and involve risks and uncertainties with regard to future global economic conditions, foreign exchange rates, regulatory rules, market conditions, the actions of competitors and other factors beyond the control of Sika.



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