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   IVO SCHÄDLER, EMEA
   CHRISTOPH GANZ, AMERICAS
   MIKE CAMPION, ASIA/PACIFIC
   THOMAS HASLER, INDUSTRY & AUTOMOTIVE

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1. HIGHLIGHTS
PAUL SCHULER, CEO
HIGHLIGHTS 2017

1. Record results
   - +9.0% sales growth in local currencies to CHF 6,248.3 million
   - CHF 896.3 million EBIT (+12.7%)
   - CHF 649.0 million net profit (+14.5%)
   - 29.8% ROCE (2016: 28.7%)

2. Key investments
   - 3 new national subsidiaries
   - 9 new factories
   - 7 acquisitions

3. Strategy
   - Strategic targets for 2020 confirmed
## KEY FIGURES
### RECORD RESULTS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Δ %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>5,747.7</td>
<td>6,248.3</td>
<td>+ 8.7%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>795.3</td>
<td>896.3</td>
<td>+ 12.7%</td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>566.6</td>
<td>649.0</td>
<td>+ 14.5%</td>
</tr>
<tr>
<td><strong>ROCE</strong></td>
<td>28.7%</td>
<td>29.8%</td>
<td></td>
</tr>
</tbody>
</table>
GROWTH MOMENTUM CONTINUES IN 2017
9.0% SALES GROWTH (8.7% IN CHF)

12M 2016  12M 2017

(in CHF mn, growth in LC)
KEY INVESTMENTS IN 2017
EXPANSION IN EMERGING MARKETS

Opening of Sika plants:

- 5th plant in Mexico (Coatzacoalcos, March 2017)
- New and expanded site in Kazakhstan (Almaty, May 2017)
- 1st plant in Tanzania (Dar es Salaam, June 2017)
- 5th plant in Russia (Lobnya, July 2017)
- New and expanded site in Pakistan (Lahore, October 2017)
- 2nd plant in Angola (Luanda, October 2017)
- New fiber plant for EMEA (Troisdorf, Germany, November 2017)
- 1st plant in Cameroon (Douala, December 2017)
- 22nd plant in the USA (Houston, December 2017)
KEY INVESTMENTS IN 2017
EXPANSION IN EMERGING MARKETS

New subsidiaries:
- Senegal (April 2017)
- El Salvador (September 2017)
- Bangladesh (December 2017)

Now present in 100 countries with own national subsidiaries
CONTINUING HIGH OPERATING SPEED 2017/2018
ACQUISITIONS

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bitbau Dörr</td>
<td>Austria</td>
<td>Waterproofing</td>
</tr>
<tr>
<td>ABC Sealants</td>
<td>Turkey</td>
<td>Sealing &amp; Bonding</td>
</tr>
<tr>
<td>KVK</td>
<td>Czech Republic</td>
<td>Roofing, Waterproofing, Refurbishment</td>
</tr>
<tr>
<td>Butterfield</td>
<td>USA</td>
<td>Concrete</td>
</tr>
<tr>
<td>Faist ChemTec</td>
<td>Global</td>
<td>Industry, Automotive</td>
</tr>
<tr>
<td>Grupo Industrial Alce</td>
<td>Mexico</td>
<td>Roofing, Waterproofing</td>
</tr>
<tr>
<td>Emseal Joint Systems</td>
<td>USA</td>
<td>Sealing &amp; Bonding, Refurbishment</td>
</tr>
<tr>
<td>Index Construction Systems and Products</td>
<td>Italy</td>
<td>Roofing, Waterproofing</td>
</tr>
</tbody>
</table>

Total annual sales: CHF 482 million
Acquisition of Faist ChemTec, Global

- Leading manufacturer of high-performance engineered, structure-borne acoustic solutions for automotive industry
- Faist ChemTec’s innovations are driven by megatrends, such as increased need for comfort and lightweight construction of vehicles
- Manufacturing footprint supports the aim to achieve global reach combined with local presence when serving customers worldwide
- CHF 190 million additional sales
KEY INVESTMENTS IN 2017
ACQUISITIONS AS GROWTH PLATFORM

Acquisition of Emseal Joint Systems, USA

- US-based market leader in development and manufacturing of structural expansion joint products for new construction and refurbishment
- Extensive cross-selling opportunities for other Sika technologies
- Reach new contractor customers and better penetrate key projects - perfect fit with Sika’s existing growth strategy in North America
- CHF 40 million additional sales
KEY INVESTMENTS IN 2018
ACQUISITIONS AS GROWTH PLATFORM

Acquisition of Index Construction Systems and Products, Italy

- Leading manufacturer of roofing and waterproofing systems with annual sales of CHF 115 million
- Acquisition leads to strong number one position in Italian roofing market
- New site will function as Sika’s Southern European production hub for bituminous systems, with potential to serve Middle East and Africa
2. FINANCIAL RESULTS 2017
ADRIAN WIDMER, CFO
FINANCIAL HIGHLIGHTS 2017

- New and all time records in:
  - Net Sales: CHF 6,248.3 million (+9.0% in LC, 8.7% in CHF)
  - EBIT: CHF 896.3 million (+12.7%) reaching 14.3% of net sales, +CHF 101 million in absolute terms
  - Net Profit: CHF 649.0 million (+14.5%)
- Tax rate further improved to 24.7%
- Continued improvement in capital efficiency (ROCE) to 29.8% driven by strong profitability and efficient capital management
- Ongoing investments of CHF 163 million (2016: CHF 155 million)
# REVENUES 2017

9.0% GROWTH IN LOCAL CURRENCIES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>5,747.7</td>
<td>6,248.3</td>
</tr>
<tr>
<td>Organic growth</td>
<td>+360.5</td>
<td></td>
</tr>
<tr>
<td>Acquisition effect</td>
<td>+153.1</td>
<td></td>
</tr>
<tr>
<td>Currency effect</td>
<td>-13.0</td>
<td></td>
</tr>
</tbody>
</table>

- Net sales: 2017 compared to 2016 increased by 9.0% in local currencies.
- Organic growth: +360.5
- Acquisition effect: +153.1
- Currency effect: -13.0

Graph showing the increase from 2016 to 2017 with percentages and numbers.
REVENUES 2017
EXECUTION ON ALL PILLARS OF THE STRATEGY

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,747.7</td>
<td>189</td>
<td>172</td>
<td>153</td>
<td>-13</td>
<td>6,248.3</td>
</tr>
</tbody>
</table>
SALES GROWTH 2015 TO 2017
STRONG ORGANIC GROWTH

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales in LC</td>
<td>4.0%</td>
<td>4.6%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Sales in CHF mn</td>
<td>6.2%</td>
<td>5.5%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Sales</td>
<td>5,489.2</td>
<td>5,747.7</td>
<td>6,248.3</td>
</tr>
</tbody>
</table>
SALES GROWTH BY QUARTER
DYNAMIC GROWTH MOMENTUM

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q3 16</th>
<th>Q4 16</th>
<th>Q1 17</th>
<th>Q2 17</th>
<th>Q3 17</th>
<th>Q4 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>in CHF mn</td>
<td>1,525.6</td>
<td>1,415.9</td>
<td>1,389.0</td>
<td>1,605.9</td>
<td>1,632.6</td>
<td>1,620.8</td>
</tr>
</tbody>
</table>

in LC
- **acquisition**
- **organic**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q3 16</th>
<th>Q4 16</th>
<th>Q1 17</th>
<th>Q2 17</th>
<th>Q3 17</th>
<th>Q4 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>in LC</td>
<td>4.0%</td>
<td>3.6%</td>
<td>3.4%</td>
<td>8.5%</td>
<td>2.2%</td>
<td>10.7%</td>
</tr>
<tr>
<td></td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.4%</td>
<td>3.0%</td>
<td>2.2%</td>
<td>3.4%</td>
</tr>
<tr>
<td></td>
<td>8.5%</td>
<td>3.4%</td>
<td>7.4%</td>
<td>5.0%</td>
<td>2.4%</td>
<td>8.8%</td>
</tr>
<tr>
<td></td>
<td>4.0%</td>
<td>3.6%</td>
<td>3.4%</td>
<td>8.5%</td>
<td>2.4%</td>
<td>8.8%</td>
</tr>
</tbody>
</table>
ANOTHER YEAR OF STRONG PROFIT GROWTH

<table>
<thead>
<tr>
<th></th>
<th>2016 (in CHF mn)</th>
<th>NS</th>
<th>2017 (in CHF mn)</th>
<th>NS</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>5,747.7</td>
<td>100%</td>
<td>6,248.3</td>
<td>100%</td>
<td>8.7%</td>
</tr>
<tr>
<td><strong>Gross result</strong></td>
<td>3,181.1</td>
<td>55.3%</td>
<td>3,399.1</td>
<td>54.4%</td>
<td>6.9%</td>
</tr>
<tr>
<td><strong>Personnel costs</strong></td>
<td>-1,159.1</td>
<td>-20.1%</td>
<td>-1,212.1</td>
<td>-19.4%</td>
<td>4.6%</td>
</tr>
<tr>
<td><strong>Other OPEX</strong></td>
<td>-1,056.3</td>
<td>-18.4%</td>
<td>-1,118.5</td>
<td>-17.9%</td>
<td>5.9%</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>-170.4</td>
<td>-3.0%</td>
<td>-172.2</td>
<td>-2.8%</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>795.3</td>
<td>13.8%</td>
<td>896.3</td>
<td>14.3%</td>
<td>12.7%</td>
</tr>
<tr>
<td><strong>Financial expense</strong></td>
<td>-39.5</td>
<td></td>
<td>-34.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Income taxes</strong></td>
<td>-189.2</td>
<td></td>
<td>-213.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>566.6</td>
<td>9.9%</td>
<td>649.0</td>
<td>10.4%</td>
<td>14.5%</td>
</tr>
<tr>
<td><strong>Tax rate</strong></td>
<td>25.0%</td>
<td></td>
<td>24.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-material costs</strong></td>
<td>-2,385.8</td>
<td>-41.5%</td>
<td>-2,502.8</td>
<td>-40.1%</td>
<td>4.9%</td>
</tr>
<tr>
<td>--------------------------</td>
<td>------------</td>
<td>------------</td>
<td>-----</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,155.0</td>
<td>1,037.9</td>
<td>-10.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other current assets</td>
<td>1,742.0</td>
<td>2,046.5</td>
<td>17.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td><strong>2,897.0</strong></td>
<td><strong>3,084.4</strong></td>
<td><strong>6.5</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current assets</td>
<td>2,202.2</td>
<td>2,707.8</td>
<td>23.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>5,099.2</strong></td>
<td><strong>5,792.2</strong></td>
<td><strong>13.6</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>968.0</td>
<td>1,200.0</td>
<td>24.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds (current)</td>
<td>0.0</td>
<td>150.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds (non-current)</td>
<td>698.7</td>
<td>549.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>484.8</td>
<td>482.1</td>
<td>-0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>2,151.5</strong></td>
<td><strong>2,381.1</strong></td>
<td><strong>10.7</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity incl. minorities</td>
<td>2,947.7</td>
<td>3,411.1</td>
<td>15.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities and equity</strong></td>
<td><strong>5,099.2</strong></td>
<td><strong>5,792.2</strong></td>
<td><strong>13.6</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash</td>
<td>415.6</td>
<td>293.8</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## CASH FLOW STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operating activities</td>
<td>735.7</td>
<td>651.9</td>
</tr>
<tr>
<td>CapEx/sale of assets/acquisitions</td>
<td>-172.7</td>
<td>-478.2</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td><strong>563.0</strong></td>
<td><strong>173.7</strong></td>
</tr>
<tr>
<td>Acquisitions/financial assets</td>
<td>23.5</td>
<td>323.1</td>
</tr>
<tr>
<td><strong>Operating free cash flow</strong></td>
<td><strong>586.5</strong></td>
<td><strong>496.8</strong></td>
</tr>
<tr>
<td>Free cash flow</td>
<td>563.0</td>
<td>173.7</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>-473.3</td>
<td>-289.2</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-9.1</td>
<td>-1.6</td>
</tr>
<tr>
<td><strong>Net change in liquid funds</strong></td>
<td><strong>80.6</strong></td>
<td><strong>-117.1</strong></td>
</tr>
</tbody>
</table>
## INVESTMENTS

### EFFICIENT CAPITAL MANAGEMENT

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets through M&amp;A (%) NS</td>
<td>17%</td>
<td>5%</td>
<td>40%</td>
</tr>
<tr>
<td>Capacity capex (%)</td>
<td>73%</td>
<td>82%</td>
<td>85%</td>
</tr>
<tr>
<td>Maintenance capex (%)</td>
<td>70%</td>
<td>73%</td>
<td>79%</td>
</tr>
<tr>
<td>Capex (%) NS</td>
<td>2.6%</td>
<td>2.7%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Fixed Assets through M&amp;A (%) NS</td>
<td>0.3%</td>
<td>0.1%</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

### 9 New Factories
- 5<sup>th</sup> plant in Mexico
- New and expanded plant in Kazakhstan
- 1<sup>st</sup> plant in Tanzania
- 5<sup>th</sup> plant in Russia
- New and expanded site in Pakistan
- 2<sup>nd</sup> plant in Angola
- New fiber plant in Germany
- 1<sup>st</sup> plant in Cameroon
- 22<sup>nd</sup> plant in the USA
RETURN ON CAPITAL EMPLOYED (ROCE 2012 – 2017)
CONTINUED INCREASE IN SPITE OF GROWTH INVESTMENTS
# RECORD DIVIDEND
## PROPOSAL OF THE BOARD OF DIRECTORS

Dividend payment
- CHF 111.00 per bearer share
- CHF 18.50 per registered share

<table>
<thead>
<tr>
<th>in CHF mn</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group profit (after minorities)</td>
<td>563.1</td>
<td>643.5</td>
</tr>
<tr>
<td>Dividend out of retained earnings</td>
<td>243.7</td>
<td>281.8</td>
</tr>
<tr>
<td>Total payout ratio</td>
<td>43.3%</td>
<td>43.8%</td>
</tr>
</tbody>
</table>
3. SUCCESSFUL STRATEGY EXECUTION
STRATEGIC TARGETS CONFIRMED FOR 2020
SIKA’S GROWTH MODEL WILL DELIVER

1) Performance
2) Market Penetration
3) Innovation
4) Accelerated build-up of Emerging Markets
5) Acquisitions
6) Values
7) Targets
1) PERFORMANCE
SIKA’S GROWTH MODEL DELIVERS
KEY INVESTMENTS SINCE 2015

- Market Penetration
  - Successful Target Market concept
  - Megatrends driving growth

- Innovation
  - 217 new patents filed
  - 20 Global Technology Centers

- Emerging Markets
  - 26 new plants opened
  - 10 new national subsidiaries

- Acquisitions
  - 17 acquisitions in all regions
  - CHF 705 million sales added

- Values
  - Strong corporate culture
  - High employee loyalty
SIKA’S GROWTH MODEL DELIVERS CONTINUED GROWTH IN SALES AND PROFIT (FULL YEAR)

**NET SALES**

% growth in local currencies

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth (%)</td>
<td>5.3%</td>
<td>9.4%</td>
<td>13.0%</td>
<td>6.2%</td>
<td>5.5%</td>
<td>9.0%</td>
<td></td>
</tr>
</tbody>
</table>

**EBIT**

as % of net sales

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT (% of net sales)</td>
<td>7.6%</td>
<td>9.0%</td>
<td>10.2%</td>
<td>11.4%</td>
<td>12.3%</td>
<td>13.8%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>
2) MARKET PENETRATION
SIKA’S MARKET POTENTIAL
LARGE AND GROWING MARKET SEGMENTS

TOTAL MARKET SIZE

2017
> CHF 70 BILLION

2020
CHF 80 BILLION

INDUSTRY
CONCRETE
FLOORING
WATER-PROOFING
SEALING & BONDING
REFURBISHMENT
MEGATRENDS DRIVE OUR GROWTH
URBANIZATION, NEW VEHICLE DESIGN AND SUSTAINABILITY

- New modular vehicle manufacturing concepts need fast, high strength bonding systems
- Increasing demand for safe-to-use and low-emission products
- Increasing world population with urbanization and megacities
- Increased safety, fire, water, earthquake and quality requirements
- Rising demand for high performance concrete, sealing and waterproofing
- New vehicle design with material mix requires bonding solutions
- Higher demand for infrastructure and refurbishment solutions
MARKET PENETRATION - FOCUS ON ATTRACTIVE MARKETS: CROSS-SELLING, LIFE-CYCLE MANAGEMENT, A STRONG BRAND

Concrete  |  Waterproofing  |  Roofing  |  Flooring & Coating

Sealing & Bonding  |  Refurbishment  |  Industry
SIKA HAS SOLUTIONS FOR ALL MARKETS

Emerging markets

Developing markets

Mature markets

Sika’s market potential

Long-term market potential Sika

Infrastructure

Higher building standards

Repair and refurbishment
3) INNOVATION
INNOVATION
STRONG TRACK RECORD

217 patents were filed since 2015

More than 900 employees are dedicated to Research and Development

283 invention disclosures Since 2015

20 Technology Centers worldwide
FROM PATENTS TO WORLD CLASS PRODUCTS
INNOVATION INCREASES SALES AND PROFIT

217 NEW PATENTS SINCE 2015

1,243 NEW PRODUCTS LAUNCHED SINCE 2015

= +20% ANNUAL ORGANIC SALES GROWTH INCREASE

= 30% ANNUAL EBIT CONTRIBUTION
SIKA INNOVATIONS DRIVE GROWTH
E.G. TIME AND COST EFFECTIVENESS IN FIRE PROTECTION

Sika® Unitherm® Platinum-120
FIRE PROTECTION COATING DELAYS HEAT BUILD-UP AND PROLONGS EVACUATION TIME BY UP TO

150 MINUTES

FAST CURING AND ROBUST SURFACE ALLOW TRANSPORTATION AND ASSEMBLY WITHIN

24 HOURS

• INCREASED SAFETY
• SHORT CONSTRUCTION TIME
• LOWER PROJECTS COSTS
• FIRE AND CORROSION PROTECTION IN ONE
SIKA INNOVATIONS DRIVE GROWTH
E.G. REDUCING APPLICATION TIME IN FLOORING

3 INSTEAD OF 13 DAYS

IS HOW LONG IT TAKES TO REFURBISH 1,000m² OF FLOORING WITH SikaScreed® HardTop, COMPARED TO REFURBISHMENT WITH CONVENTIONAL PRODUCTS

SikaScreed® HardTop INCREASES PRODUCTIVITY AND EFFICIENCY
ALLOWING FOR SHORT SHUT-DOWN PERIODS AND COST SAVINGS FOR HEAVY-DUTY FLOORS

UNIQUE WORLDWIDE:
• FEWER WORKING STEPS
• RAPID CURING
• HIGH DURABILITY
4) ACCELERATED BUILD-UP OF EMERGING MARKETS
EMERGING MARKETS BUILD-UP SINCE 2015
CAPTURING GROWTH POTENTIAL IN NEW MARKETS

26 new plants opened
5 acquisitions
10 new national subsidiaries
36% of sales in emerging markets
5) ACQUISITIONS
SIKA’S MARKET POTENTIAL
FRAGMENTATION OFFERS ACQUISITION OPPORTUNITIES

CONSTRUCTION CHEMICAL MARKET 2017
> CHF 60 BILLION

Top 10 companies with a combined market share of 40%

Other
Sika
ACQUISITIONS SINCE 2015
GROWTH PLATFORMS FOR THE FUTURE

17 acquisitions
705 million CHF additional turnover
In all 7 Target Markets
In all 4 regions
6) VALUES AND PRINCIPLES
SIKA’S VALUES AND PRINCIPLES
STRONG CORPORATE CULTURE

- Customer first
- Courage for innovation
- Sustainability & integrity
- Empowerment and respect
- Manage for results
7) TARGETS 2020
SIKA’S GROWTH MODEL WILL DELIVER
STRATEGIC TARGETS 2020

MARKET PENETRATION

- 6 - 8% ANNUAL GROWTH

INNOVATION

- 30 NEW PLANTS

EMERGING MARKETS

- 105 NATIONAL SUBSIDIARIES

ACQUISITIONS

- 14 - 16% EBIT MARGIN PER YEAR

VALUES

- > 10% OPERATING FREE CASH FLOW PER YEAR

- > 25% ROCE PER YEAR
4. OUTLOOK

PAUL SCHULER, CEO,
IVO SCHÄDLER, EMEA
CHRISTOPH GANZ, AMERICAS
MIKE CAMPION, ASIA/PACIFIC
THOMAS HASLER, INDUSTRY & AUTOMOTIVE
OUTLOOK
EMEA

- Positive outlook for EMEA
- Over-proportional growth in Africa and strong growth in Eastern Europe
- Middle East: well positioned in major projects such as new Istanbul Airport and Dubai Creek Harbour Tower Project
- Good position in mature markets driven by substantial infrastructure project wins: Grand Paris, France; Battersea Power Station, London, UK; Gubrist Tunnel, Switzerland; Brenner Tunnel, Italy; Stuttgart 21, Germany
- Opening of new production sites to increase local footprint and capacities
- Using synergies from newly acquired companies
- Further strengthen Distribution Channels, especially Eastern Europe, Germany and Middle East
Positive Market environment expected for the US and Canada (US infrastructure, tax reform etc.)

Positive outlook for Mexico and Argentina, still challenging situations in Brazil, Peru and Chile

Major business opportunities in North America: Data and distribution center boom, repair works from hurricanes in the South, from heavy rain falls in the West and from a strong winter in the East/Central US and Canada

Distribution business focus in Latin American markets where we face a lack of large projects

Big City focus: cross- and project selling, on-boarding of new plants (Houston, Los Angeles, Lima)

Supply chain and procurement opportunities in new Region Americas

Acquisitions: sales integration of Butterfield and EMSEAL into Sika US, of Alkoat into Sika Mexico; well filled acquisition projects pipeline in all of Region Americas

Digitalization: from a strong position in off-line markets to an strong position in on-line markets
OUTLOOK
ASIA/PACIFIC

- The market in Asia/Pacific remains strong with huge growth potential in all Target Markets
- Double digit growth in Greater China and Pacific Areas
- Continued development of large infrastructure projects throughout Southeast Asia and India
- Tokyo 2020 Olympics will continue to be a major focus in Japan
- Continued expansion of our production base and supply chain with the completion of 4 more production sites
- Continuation of acquisition activity in our key market to spur additional growth
OUTLOOK
AUTOMOTIVE & INDUSTRY

- Dynamic and positive market conditions with growth in all key markets. Global car production is forecasting a 2% base growth rate.
- Additional growth potential fueled by increased needs for light weight, multi-material concepts, comfort and safety.
- Full electric and hybrid vehicles (car, bus and truck) offer additional 20% market potential in dielectric, thermal conductive and fire/safety protection solutions.
- Expansion of global supply footprint with new or extended workshops in all key markets (Japan, China, EU, US, Brazil, Mexico).
- Leveraging of full range of acoustic solutions for the automotive, transportation and appliance industry by fast integration of Faist ChemTec.
STRENGTH OUTLOOK 2018 FOR SIKA
CONTINUATION OF SUCCESSFUL GROWTH STRATEGY

- Sales increase of more than 10% expected in 2018
- Volatile and rising commodity prices will continue to be a challenge
- Disproportionally high growth in profit expected for the year 2018 as a whole
5. QUESTIONS AND ANSWERS
THANK YOU FOR YOUR ATTENTION
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 ability 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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