RECORD RESULTS IN 2018
SIKA MEDIA AND INVESTOR PRESENTATION
FEBRUARY 22, 2019
# TABLE OF CONTENTS

1. HIGHLIGHTS  
   PAUL SCHULER, CEO

2. UPDATE ON PAREX

3. FINANCIAL RESULTS  
   ADRIAN WIDMER, CFO

4. STRATEGY EXECUTION  
   PAUL SCHULER, CEO

5. OUTLOOK  
   PAUL SCHULER, CEO
   THOMAS HASLER, GLOBAL BUSINESS AND INDUSTRY
   CHRISTOPH GANZ, AMERICAS

6. QUESTIONS & ANSWERS
1. HIGHLIGHTS
PAUL SCHULER, CEO
HIGHLIGHTS 2018

1. Record results
   - Sales growth of 13.6% in local currencies to CHF 7.09 billion in 2018
   - CHF 945.9 million EBIT (+5.5%)
   - CHF 687.1 million net profit (+5.9%)

2. Key investments
   - 1 new national subsidiary
   - 11 new factories
   - 4 acquisitions

3. Strategy and Outlook
   - Outlook 2019: in line with the strategic targets, sales growth of 6 to 8% and over-proportional profit increase expected
   - 2020 strategic targets confirmed
## KEY FIGURES

### RECORD RESULTS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>Δ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>6,248.3</td>
<td>7,085.4</td>
<td>+ 13.4%</td>
</tr>
<tr>
<td>EBIT</td>
<td>896.3</td>
<td>945.9</td>
<td>+ 5.5%</td>
</tr>
<tr>
<td>Net profit</td>
<td>649.0</td>
<td>687.1</td>
<td>+ 5.9%</td>
</tr>
<tr>
<td>ROCE</td>
<td>29.8%</td>
<td>26.2%</td>
<td></td>
</tr>
</tbody>
</table>
STRONG GROWTH MOMENTUM CONTINUED IN 2018
13.6% SALES GROWTH IN LC (13.4% IN CHF)

<table>
<thead>
<tr>
<th>Region</th>
<th>12M 2017 (CHF mn)</th>
<th>12M 2018 (CHF mn)</th>
<th>Growth (in LC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>1,821</td>
<td>3,167</td>
<td>+14.1%</td>
</tr>
<tr>
<td>EMEA</td>
<td>1,177</td>
<td>3,167</td>
<td>+5.5%</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Business</td>
<td>7,085</td>
<td>9,207</td>
<td>+29.2%</td>
</tr>
</tbody>
</table>

(in CHF mn, growth in LC)
HIGH OPERATING SPEED CONTINUED IN 2018

INVESTMENTS IN NEW PLANTS

Opening of Sika plants:

- New mortar plant Vietnam (Hanoi, March 2018)
- 1\textsuperscript{st} admixture plant Senegal (Dakar, April 2018)
- New admixture factory Saudi Arabia (Dammam, June 2018)
- New admixture and mortar plant Azerbaijan (Baku, July 2018)
- Mortar and admixture factory United Arab Emirates (Dubai, August 2018)
- Automotive plant Mexico (Querétaro, September 2018)
- 2 new admixture plants Kazakhstan (Almaty and Astana, October 2018)
- New admixture plant Russia (Yekaterinburg, October 2018)
- Admixture, mortar and liquid applied membrane plant in Peru (Lima, November 2018)
- Admixture, mortar, and liquid applied membrane plant in Guatemala (Palin, December 2018)
HIGH OPERATING SPEED CONTINUED IN 2018
EXPANSION IN EMERGING MARKETS

New subsidiary:
- Honduras (February 2018)

Now present in 101 countries with own national subsidiaries
HIGH OPERATING SPEED CONTINUED IN 2018
CLOSING OF 4 ACQUISITIONS

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faist ChemTec</td>
<td>Global</td>
<td>Global Business</td>
</tr>
<tr>
<td>Index Construction Systems and Products</td>
<td>Italy</td>
<td>Roofing &amp; Waterproofing</td>
</tr>
<tr>
<td>Polypag</td>
<td>Switzerland</td>
<td>Sealing &amp; Bonding</td>
</tr>
<tr>
<td>Fibermesh Concrete Fibers</td>
<td>Global</td>
<td>Concrete</td>
</tr>
<tr>
<td>Arcon Membrane Srl*</td>
<td>Romania</td>
<td>Roofing &amp; Waterproofing</td>
</tr>
</tbody>
</table>

**Total annual sales: CHF 398 million**  
* closing expected in first half 2019
HIGHLIGHTS 2018
EXCELLENT ORGANIC SALES GROWTH FOR THE GROUP OF 6.8%

- Above-average growth rates were achieved in Eastern Europe, Africa, USA, Indonesia, India, and China

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales Group (organic)</th>
<th>2Y CAGR +6.5%</th>
<th>7,085.4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

in CHF mn, growth in LC

MahaNakhon Building, Bangkok
"The Circle" at Zurich Airport, Switzerland
One Vanderbilt, NYC
Infrastructure Project, A9, France
HIGHLIGHTS 2018
STRONG ORGANIC GROWTH MOMENTUM - CHINA

- Enhancement of specification business and development of contractor network
- Implementation of megacities distribution business plan for Interior Finishing and Refurbishment

Net Sales Area China (organic)

<table>
<thead>
<tr>
<th>Year</th>
<th>CHF mn (organic growth in LC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>[value]</td>
</tr>
<tr>
<td>2017</td>
<td>[value]</td>
</tr>
<tr>
<td>2018</td>
<td>247.4</td>
</tr>
</tbody>
</table>

2Y CAGR +8.6%

Pudong Airport, Shanghai

Suzhou Central Plaza, China
HIGHLIGHTS 2018
STRONG ORGANIC GROWTH MOMENTUM – EASTERN EUROPE

- Investments in local production sites and expansion of retail business as a base for strong growth
- Acquisitions generate momentum for future growth

Net Sales Eastern Europe (organic)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (CHF mn, growth in LC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>388.2</td>
</tr>
</tbody>
</table>

2Y CAGR +18.0%

\[ \text{in CHF mn, growth in LC} \]
HIGHLIGHTS 2018
STRONG ORGANIC GROWTH MOMENTUM – AFRICA

- Strong development of new subsidiaries in Africa thanks to participation in main infrastructure projects
- Consistent strategy execution in fast growing markets

Net Sales Africa (organic)

2Y CAGR +17.7%

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (CHF mn)</th>
<th>Growth in LC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>186.9</td>
<td></td>
</tr>
</tbody>
</table>

in CHF mn, growth in LC

Caculo Cabaça Dam, Angola

Water treatment plant Batchenga, Cameroon
HIGHLIGHTS 2018
COUNTER PRESSURE FROM RISING RAW MATERIAL PRICES

- Significant increase in raw material prices since end of 2016 with biggest impact in Concrete, Flooring and Sealing & Bonding businesses
- More than 40 force majeure “shutdowns” of suppliers’ plants in 2018, low water on Rhine River affecting transportation of raw materials
- Highest sales price increase in 2018 since several years
HIGHLIGHTS 2018
EFFICIENCY IMPROVEMENTS TO COUNTER PRESSURE ON MARGINS

Efficiency gains from:
- Operating leverage
- Lean corporate organization
- Various efficiency programs in emerging countries with volatile currencies
- Prudent cost management in countries with lower growth
- Fast integration of acquisitions / realization of synergies
Demand for high-performing and specialty concrete

Innovative roofing solutions for challenging construction conditions: liquid applied membranes

Increasing safety, fire, earthquake and quality requirements

More waterproofing solutions needed

Functional sealing of building envelopes

Increasing demand for refurbishment and repair solutions
Projected +1,200% in 20 years. Sika solutions are the driving force of this trend.
HIGHLIGHTS 2018 – URBANIZATION
CONCRETE – NO. 1 STRUCTURAL MATERIAL FOR HIGH-RISE BUILDINGS

Sika inside
HIGHLIGHTS 2018 – URBANIZATION
MANAGING TIGHT CONCRETE LOGISTICS: ONE VANDERBILT, NYC

>400 m height
easy to pump, hardens quickly

1.5 hrs ride from plant to job site

100 rides a day and 70,000 m$^3$ concrete

200 bar
high pressure, still cohesive

Every fifth truckload is officially being tested for quality

Manhattan
2. UPDATE ON PAREX
PAUL SCHULER, CEO
UPDATE ON PAREX CONSULTATION PROCESS CONCLUDED – SPA SIGNED

- French consultation process
- Regulatory approval process

- 7-Jan-2019: Signing of put option agreement
- 12-Feb-2019: Signing of SPA
- Q2 / Q3 2019: Closing
- Regulatory approvals
UPDATE ON PAREX
EXPAND HIGHLY PROFITABLE MORTAR BUSINESS

CHF7.1bn
Thermoplastic Systems 28%
Concrete Systems 14%
Coating Systems 17%
Mortars 15%
Cementitious floors 18%
Concrete repair mortars 12%
Tile setting 18%
Cementitious grouts 11%
Others 20%
Interior wall levelling 5%
Facade mortars and protection 6%
Waterproofing mortars 10%

CHF1.1bn
Adhesive Systems 26%
Concrete Systems 17%
Coating Systems 14%
Mortars 15%
Cementitious floors 18%
Concrete repair mortars 12%
Tile setting 18%
Cementitious grouts 11%
Others 20%
Interior wall levelling 5%
Facade mortars and protection 6%
Waterproofing mortars 10%

CHF1.2bn
Mortars 100%
Concrete repair mortars 11%
Waterproofing mortars 14%
Facade mortars and protection 34%
Cementitious floors 9%
Others 8%

CHF1.2bn
Concrete Systems 14%
Coating Systems 12%
Thermoplastic Systems 24%
Mortars 27%
Concrete repair mortars 12%
Waterproofing mortars 12%
Facade mortars and protection 34%
Cementitious floors 13%
Others 20%
Tile setting 22%

CHF2.3bn
Combined

CHF8.3bn
Concrete Systems 14%
Coating Systems 12%
Thermoplastic Systems 24%
Mortars 27%
Concrete repair mortars 12%
Waterproofing mortars 12%
Facade mortars and protection 34%
Cementitious floors 13%
Others 20%
Tile setting 22%

3. FINANCIAL RESULTS 2018
ADRIAN WIDMER, CFO
FINANCIAL HIGHLIGHTS 2018

- New and all-time records in:
  - Net sales: CHF 7,085.4 million (+13.6% in LC, 13.4% in CHF)
  - EBIT: CHF 945.9 million (+5.5%) reaching 13.4% of net sales, +CHF 50 million in absolute terms
  - Excluding SGO resolution cost, EBIT is at 13.7% of net sales
  - Net Profit: CHF 687.1 million (+5.9%)
- Tax rate decreased further to 23.0%
- Earnings per share (EPS) increased 10.9% to CHF 4.69
- Strong capital efficiency (ROCE) at 26.2% driven by solid profitability and efficient capital management
- Ongoing investments of CHF 239 million incl. lease buyback (2017: CHF 163 million)
REVENUES 2018
13.6% GROWTH IN LOCAL CURRENCIES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>6,248.3</td>
<td>7,085.4</td>
</tr>
<tr>
<td>Organic growth</td>
<td>+426.2</td>
<td></td>
</tr>
<tr>
<td>Acquisition effect</td>
<td>+427.8</td>
<td></td>
</tr>
<tr>
<td>Currency effect</td>
<td>-16.9</td>
<td></td>
</tr>
</tbody>
</table>

2017 Org. Acq. FX 2018
6,248 6.8% 6.8% -0.2% 7,085
REVENUES 2018
EXECUTION ON ALL PILLARS OF THE STRATEGY

2017
Organic Growth Mature Markets: 6,248
Organic Growth Emerging Markets: 179
Acquisitions: 248
Translation Impact: -17
2018
Total: 7,085
SALES GROWTH 2016 TO 2018
STRONG ORGANIC GROWTH

in LC
- acquisition
- organic

in CHF mn
Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (CHF mn)</th>
<th>Organic Growth</th>
<th>Acquisition Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>5,747.7</td>
<td>4.6%</td>
<td>0.9%</td>
</tr>
<tr>
<td>2017</td>
<td>6,248.3</td>
<td>6.3%</td>
<td>2.7%</td>
</tr>
<tr>
<td>2018</td>
<td>7,085.4</td>
<td>6.8%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>
SALES GROWTH BY QUARTER
DYNAMIC GROWTH MOMENTUM

<table>
<thead>
<tr>
<th>in LC</th>
<th>acquisition</th>
<th>organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3 17</td>
<td>7.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Q4 17</td>
<td>12.3%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Q1 18</td>
<td>11.0%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Q2 18</td>
<td>16.3%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Q3 18</td>
<td>14.5%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Q4 18</td>
<td>12.5%</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

in CHF mn

<table>
<thead>
<tr>
<th>Quarterly sales</th>
<th>Q3 17</th>
<th>Q4 17</th>
<th>Q1 18</th>
<th>Q2 18</th>
<th>Q3 18</th>
<th>Q4 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>sales</td>
<td>1,632.6</td>
<td>1,620.8</td>
<td>1,554.0</td>
<td>1,916.1</td>
<td>1,852.6</td>
<td>1,762.7</td>
</tr>
</tbody>
</table>
## INCOME STATEMENT

**STRONG GROWTH AND OPERATIONAL IMPROVEMENTS**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>NS</th>
<th>2018</th>
<th>NS</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>6,248.3</td>
<td>100%</td>
<td>7,085.4</td>
<td>100%</td>
<td>13.4%</td>
</tr>
<tr>
<td><strong>Gross result</strong></td>
<td>3,399.1</td>
<td>54.4%</td>
<td>3,751.7</td>
<td>53.0%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>-1,212.1</td>
<td>-19.4%</td>
<td>-1,345.4</td>
<td>-19.0%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Other OPEX</td>
<td>-1,118.5</td>
<td>-17.9%</td>
<td>-1,256.4</td>
<td>-17.7%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>-172.2</td>
<td>-2.8%</td>
<td>-204.0</td>
<td>-2.9%</td>
<td>18.5%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>896.3</td>
<td>14.3%</td>
<td>945.9</td>
<td>13.4%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Financial expense</td>
<td>-34.2</td>
<td></td>
<td>-53.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income taxes</td>
<td>-213.1</td>
<td></td>
<td>-205.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>649.0</td>
<td>10.4%</td>
<td>687.1</td>
<td>9.7%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Tax rate</td>
<td></td>
<td></td>
<td></td>
<td>24.7%</td>
<td>23.0%</td>
</tr>
<tr>
<td>Non-material costs</td>
<td>-2,502.8</td>
<td>-40.1%</td>
<td>-2,805.8</td>
<td>-39.6%</td>
<td>12.1%</td>
</tr>
</tbody>
</table>
### CONSOLIDATED BALANCE SHEET

**CONTINUED PRUDENT BALANCE SHEET POLICY**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash and cash equivalents</strong></td>
<td>1,037.9</td>
<td>914.0</td>
<td>-11.9</td>
</tr>
<tr>
<td><strong>Other current assets</strong></td>
<td>2,047.2</td>
<td>2,262.7</td>
<td>10.5</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td>3,085.1</td>
<td>3,176.7</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td>2,710.7</td>
<td>3,205.5</td>
<td>18.3</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>5,795.8</td>
<td>6,382.2</td>
<td>10.1</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>1,203.7</td>
<td>1,206.9</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Bonds (current)</strong></td>
<td>149.9</td>
<td>199.9</td>
<td></td>
</tr>
<tr>
<td><strong>Bonds (non-current)</strong></td>
<td>549.0</td>
<td>2,792.9</td>
<td></td>
</tr>
<tr>
<td><strong>Other non-current liabilities</strong></td>
<td>482.1</td>
<td>507.1</td>
<td>5.2</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>2,384.7</td>
<td>4,706.8</td>
<td>97.4</td>
</tr>
<tr>
<td><strong>Equity incl. minorities</strong></td>
<td>3,411.1</td>
<td>1,675.4</td>
<td>-50.9</td>
</tr>
<tr>
<td><strong>Total liabilities and equity</strong></td>
<td>5,795.8</td>
<td>6,382.2</td>
<td>10.1</td>
</tr>
<tr>
<td><strong>Net debt</strong></td>
<td>-290.2</td>
<td>2,114.1</td>
<td></td>
</tr>
</tbody>
</table>
## CASH FLOW STATEMENT

**STRONG CASH FLOW DEVELOPMENT DESPITE ONE-OFF EFFECT**

<table>
<thead>
<tr>
<th>in CHF mn</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operating activities</td>
<td>651.9</td>
<td>744.0</td>
</tr>
<tr>
<td>CapEx/sale of assets/acquisitions</td>
<td>-478.2</td>
<td>-705.2</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>173.7</td>
<td>38.8</td>
</tr>
<tr>
<td>Acquisitions/financial assets</td>
<td>323.1</td>
<td>474.4</td>
</tr>
<tr>
<td><strong>Operating free cash flow</strong></td>
<td>496.8</td>
<td>513.2</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>173.7</td>
<td>38.8</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>-289.2</td>
<td>-149.6</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-1.6</td>
<td>-13.1</td>
</tr>
<tr>
<td><strong>Net change in liquid funds</strong></td>
<td>-117.1</td>
<td>-123.9</td>
</tr>
</tbody>
</table>
## INVESTMENTS

### EFFICIENT CAPITAL MANAGEMENT

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td>160</td>
<td>204</td>
<td>353</td>
</tr>
<tr>
<td>through Acquisitions</td>
<td>5</td>
<td>40</td>
<td>114</td>
</tr>
<tr>
<td><strong>Capacity Increase</strong></td>
<td>82</td>
<td>85</td>
<td>75</td>
</tr>
<tr>
<td><strong>Replacement/maintenance</strong></td>
<td>73</td>
<td>79</td>
<td>93</td>
</tr>
<tr>
<td><strong>Capex (% NS)</strong></td>
<td>2.7%</td>
<td>2.6%</td>
<td>2.4%</td>
</tr>
<tr>
<td><strong>Lease buyback</strong></td>
<td>-</td>
<td>-</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Fixed Assets through M&amp;A (%NS)</strong></td>
<td>0.1%</td>
<td>0.7%</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

**11 new Factories**
- A mortar plant in Hanoi, Vietnam
- A new plant in Dakar, Senegal
- A new admixture factory in Dammam, Saudi Arabia
- A new plant in Baku, Azerbaijan
- A new plant in Dubai, UAE, replacing our old one in Dubai
- A new Automotive plant in Queretaro, Mexico
- 2 new admixtures plants in Almaty and Astana, Kazakhstan
- A new admixture plant in Yekaterinburg, the fourth largest city in Russia
- A new factory in Lima, Peru, replacing our old factory in Lima
- A new plant in Palin near Guatemala City

**Lease buyback**
- R&D building in Switzerland
- Production facility in Switzerland
RETURN ON CAPITAL EMPLOYED (ROCE 2012 – 2018)

STRONG ROCE WITH IMPACT FROM ACQUISITIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>ROCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>18.5%</td>
</tr>
<tr>
<td>2013</td>
<td>21.0%</td>
</tr>
<tr>
<td>2014</td>
<td>23.3%</td>
</tr>
<tr>
<td>2015</td>
<td>24.3%</td>
</tr>
<tr>
<td>2016</td>
<td>28.7%</td>
</tr>
<tr>
<td>2017</td>
<td>29.8%</td>
</tr>
<tr>
<td>2018</td>
<td>26.2%</td>
</tr>
</tbody>
</table>
RECORD DIVIDEND
BOARD PROPOSES 10.8% DIVIDEND INCREASE

Dividend payment  CHF 2.05 per share (+10.8% vs. PY)

<table>
<thead>
<tr>
<th>in CHF mn</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group profit (after minorities)</td>
<td>643.5</td>
<td>682.9</td>
</tr>
<tr>
<td>Dividend out of retained earnings</td>
<td>281.8</td>
<td>290.6</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>1.85*</td>
<td>2.05*</td>
</tr>
<tr>
<td>Total payout ratio</td>
<td>43.8%</td>
<td>42.6%</td>
</tr>
</tbody>
</table>

*in CHF
4. SUCCESSFUL STRATEGY EXECUTION
PAUL SCHULER, CEO
SIKA’S GROWTH MODEL DELIVERS
KEY INVESTMENTS SINCE 2015

| Market Penetration           | ✔ ✔ - Successful Target Market concept  
|                             | ✔ ✔ - Megatrends driving growth          |
| Innovation                  | ✔ ✔ - 302 new patents filed               
|                             | ✔ ✔ - 20 Global Technology Centers       |
| Emerging Markets            | ✔ ✔ - 37 new plants opened                
|                             | ✔ ✔ - 11 new national subsidiaries       |
| Acquisitions                | ✔ ✔ - 20 acquisitions in all regions      
|                             | ✔ ✔ - CHF 798 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
in CHF mn, % growth in local currencies

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>5,3%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>9.4%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>13.0%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>6.2%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>5.5%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>9.0%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>13.6%</td>
<td></td>
</tr>
</tbody>
</table>

EBIT
in CHF mn

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>7,085.4</td>
</tr>
<tr>
<td>2013</td>
<td>945.9</td>
</tr>
</tbody>
</table>
SIKA’S GROWTH MODEL DELIVERS STRATEGIC TARGETS 2020

MARKET PENETRATION

INNOVATION

EMERGING MARKETS

ACQUISITIONS

VALUES

- 6 - 8% ANNUAL GROWTH
- 30 NEW PLANTS
- 105 NATIONAL SUBSIDIARIES
- 14 - 16% EBIT MARGIN PER YEAR
- > 10% OPERATING FREE CASH FLOW PER YEAR
- > 25% ROCE PER YEAR
5. OUTLOOK

PAUL SCHULER, CEO
THOMAS HASLER, GLOBAL BUSINESS & INDUSTRY
CHRISTOPH GANZ, AMERICAS
OUTLOOK
GLOBAL BUSINESS

- Volatile market conditions driven by uncertainty created by “Trade war”, Brexit and regulatory confusion (Diesel, EV, Hybrid) leading to delayed consumer decisions

- Record high level of projects and nominations in execution fueling over-proportional sales growth in 2019 and beyond with traditional and new manufacturers

- Significant increase in development of full electric and hybrid vehicles (car, bus and truck) which offer additional 20% market potential beyond the combustion engine driven vehicles

- Additional strong growth potential driven by increased needs for light weight, multi-material concepts, comfort and safety based on fully integrated portfolio (Faist ChemTec, Axson)

- Strengthening of global supply footprint with new factory and tech center in Pune area to support sealant, adhesives, acoustic and resin needs in the fast growing Indian market
OUTLOOK
AMERICAS

- Positive market environment expected for the USA and Canada
- Challenging markets in Latin America (Argentina, Mexico) with some bright spots (Brazil, Colombia)
- Sika also able to deliver profitable growth in challenging markets by focusing on innovation, big city approach, distribution channels, project selling
- Combination of North- and Latin America into one Region Americas on track and resulting in benefits: US specifications in Latin America, mining business for North America, acrylic waterproofing for US sunbelt, PVC roofing and park deck coating for Latin America
- New customers and project wins, plus sales price increases and efficiency projects implemented last year will deliver positive results in 2019
- New plants to increase market penetration (Peru, Colombia, Ecuador, Guatemala)
- Online selling with strong customer demand
- Parex acquisition to boost market position in Latin America and to move into new markets in the USA
OUTLOOK

EMEA

- Positive construction market development and promising new opportunities for industry business
- Excellent development in Eastern Europe thanks to numerous infrastructure projects and strong growth in distribution business
- Specification and cross-selling in substantial projects such as: Project “The Circle”, Zurich Airport, Switzerland; Ion Accelerator project FAIR, Darmstadt, Germany; Brenner Base Tunnel, Austria/Italy; new Al Maktoum Airport and Tunnel ‘Storm Water System’, Dubai; Major tunneling projects in Sweden and Norway
- Promising development in online business (including Internet Pure Players)
- Further increase of local footprint and capacities in emerging markets (e.g. Senegal, Cameroon, Tanzania and Ethiopia)
- Parex to have a very positive impact on the business in France
Market in Asia/Pacific remains strong with huge growth potential in all Target Markets

Strong growth likely in China, India and parts of South East Asia. Challenging markets will continue in Malaysia, Hong Kong and the Philippines.

Continued development of distribution channels throughout China, India, Japan and South East Asia

Tokyo 2020 Olympics will be major focus in Japan

Expansion of 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

Parex acquisition will significantly boost our market position in the region particularly in China, Singapore and Australia. Solid growth in Malaysia, Thailand and the Philippines.
STRONG OUTLOOK 2019
CONTINUATION OF SUCCESSFUL GROWTH STRATEGY

- 6 to 8% sales growth in local currencies (excluding Parex)
- Sales to exceed CHF 8 billion for the first time, depending on closing date of Parex transaction
- Over-proportional profit increase expected for the year
- Opening of 7 to 9 new factories
- Strategy 2023 to be communicated at Capital Markets Day on October 3, 2019
6. 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 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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