RECORD SALES WITH GROWTH IN ALL REGIONS

SIKA INVESTOR PRESENTATION
JANUARY 2017
1. CONTINUED GROWTH MOMENTUM IN 2016
RECORD SALES WITH GROWTH IN ALL REGIONS IN 2016

- 5.6% local currency sales growth (4.7% organic growth) to CHF 5.75 billion
- Growth in all regions with strong above-average growth in USA, Mexico, UK, Africa, Southeast Asia, Australia and Automotive business
- 9 new production plants in Greece, Ethiopia, Myanmar, Cambodia, Canada, Thailand, Ecuador, Australia and Brazil
- New national subsidiaries in Kuwait, Nicaragua, Cameroon and Djibouti – now 97 countries with own Sika operations
- 4 acquisitions: L.M. Scofield, FRC Industries, Rmax (all USA) and Ronacrete (HKG)
- Disproportionately high increase in profit expected for full year (EBIT between 780 and 800 million)
- Outlook 2017: 6-8% rise in sales expected to reach CHF 6 billion, along with disproportionately high increase in profit
GROWTH MOMENTUM CONTINUES 2016
5.6% SALES GROWTH (4.7% IN CHF)

12M / 2015  12M / 2016

North America

Latin America

EMEA

Asia/Pacific

(in CHF billion, growth in LC)
SALES 2016
GROWTH IN ALL REGIONS

Growth (in LC)
- 1.1 %
+ 7.8 %
+ 3.6 %
+ 5.0 %

FX impact
- 1.1 %
+ 2.1 %
+ 2.6 %
- 11.0 %

Acquisition
+ 1.1 %
+ 2.0 %
+ 0.5 %
+ 0.0 %

EMEA
North America
Asia/Pacific
Latin America
SALES GROWTH 2012 TO 2016
STRONG ORGANIC GROWTH

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Acquisition</th>
<th>Organic</th>
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<tbody>
<tr>
<td>2012</td>
<td>4,828.9</td>
<td>1.8%</td>
<td>5.5%</td>
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<tr>
<td>2013</td>
<td>5,142.2</td>
<td>3.5%</td>
<td>9.4%</td>
</tr>
<tr>
<td>2014</td>
<td>5,571.3</td>
<td>5.9%</td>
<td>7.3%</td>
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<tr>
<td>2015</td>
<td>5,489.2</td>
<td>2.2%</td>
<td>4.0%</td>
</tr>
<tr>
<td>2016</td>
<td>(5.75 bn)</td>
<td>0.9%</td>
<td>5.6%</td>
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KEY INVESTMENTS IN 2016
CONTINUED SUPPLY CHAIN EXPANSION

Opening of Sika plants:

- **2nd plant in Greece**
  - (Kryoneri, Athens, January 2016)
- **1st plant in Myanmar**
  - (Yangon, February 2016)
- **1st plant in Cambodia**
  - (Phnom Penh, February 2016)
- **4th plant in Canada**
  - (Vancouver, March 2016)
- **2nd plant in Thailand**
  - (Saraburi, June 2016)
- **2nd plant in Ecuador**
  - (Guayaquil, June 2016)
- **7th plant in Australia**
  - (Perth, July 2016)
- **6th plant in Brazil**
  - (Osasco, Sao Paulo, September 2016)
- **1st plant in Ethiopia**
  - (Addis Ababa, December 2016)
New subsidiaries:

- Kuwait  (March 2016)
- Nicaragua  (June 2016)
- Cameroon  (August 2016)
- Djibouti  (August 2016)

Now present in 97 countries with own operations
KEY INVESTMENTS IN 2016
ACQUISITIONS AS GROWTH PLATFORM

L.M. Scofield, USA

- US-based market leader for concrete color additives (ready-mixed concrete) and decorative treatments for refurbishment
- Buying new technology and spreading it out to Sika’s existing customer base
- Continued strong execution of Sika’s growth strategy in North America
KEY INVESTMENTS IN 2016
ACQUISITIONS AS GROWTH PLATFORM

FRC Industries, USA

- Producer of high-quality synthetic polypropylene fibers for concrete
- Strong growth trend for concrete fibers in the US, out-pacing overall construction growth
- Expansion of concrete additives portfolio enables Sika to reach new customers and to better penetrate key projects
KEY INVESTMENTS IN 2016
ACQUISITIONS AS GROWTH PLATFORM

Ronacrete (Far East) Ltd., Hong Kong

- Leading suppliers of repair mortars, tile adhesives and other mortar products in Hong Kong
- Strong specification business and a preferred partner for private and public key developers
- Extension of manufacturing footprint in the growing Hong Kong construction market
- Acquisition is in line with the global expansion of the high-margin mortar business – a core component of Strategy 2018
KEY INVESTMENTS IN 2016
ACQUISITIONS AS GROWTH PLATFORM

Rmax Operating, LLC, USA

- Market leader in the production of polyiso insulation products for complete Building Envelope solutions (roofing and wall systems)
- CHF 75 million sales
- New technology and know-how will accelerate growth and drive innovation in the North American market
- Strong synergies with Sika technologies
- Will allow Sika USA to benefit from in-house production of wall and roofing insulation products
GOOD START IN 2017
KEY INITIATIVES CONTINUE

Bitbau Dörr, Austria

- Leading waterproofing system manufacturer
- CHF 50 million sales
- Sika will be able to offer its customers a wider range of durable, high-grade waterproofing systems based on polymer-modified bitumen membranes
- Strong growth opportunities resulting from expanded distribution channels and a broader customer base
- Sika will establish the new site as its Central European center of excellence for bitumen waterproofing systems
NET SALES AND EBIT – OVERVIEW 2011-2016
CONTINUATION OF PROFITABLE GROWTH STRATEGY

NET SALES (consolidated)
in CHF mn

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<tbody>
<tr>
<td>Value</td>
<td>4,750</td>
<td>5,000</td>
<td>5,250</td>
<td>5,500</td>
<td>5,750</td>
<td>5,750</td>
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<tr>
<td>Change</td>
<td>-5.3%</td>
<td>9.4%</td>
<td>13.0%</td>
<td>6.2%</td>
<td>5.6%</td>
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EBIT
in CHF mn

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<tbody>
<tr>
<td>Value</td>
<td>7.6%</td>
<td>9.0%</td>
<td>10.2%</td>
<td>11.4%</td>
<td>11.4%</td>
<td>12.3%</td>
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<tr>
<td>Change</td>
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OUTLOOK

2016:
- Above-average profit increase resulting in operating profit (EBIT) between CHF 780 and 800 million

2017:
- 6-8% rise in sales expected to reach CHF 6 billion for the first time
- Disproportionately high increase in profit
- Opening of 6 to 8 new factories and 3 to 4 national subsidiaries
- Cantonal Court of Zug dismissed all claims of SWH. The court decision has been appealed by SWH to the Superior Court of the Canton of Zug.
2. SUCCESSFUL STRATEGY 2018 EXECUTION
SIKA’S GROWTH MODEL WILL DELIVER

- Market Penetration: 6 - 8% growth per year
- Innovation: 6 - 8 new plants per year
- Emerging Markets: 100 national subsidiaries by 2018
- Acquisitions: 12 - 14% operating profit per year
- Values: > 8% operating free cash flow per year
- 25% return on capital employed by 2018
STRATEGY 2018 – ACHIEVEMENTS SINCE 2012
A PROVEN TRACK RECORD OF DELIVERY

<table>
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<tr>
<th>PILLARS OF THE GROWTH MODEL</th>
<th>ACHIEVEMENTS</th>
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| MARKET PENETRATION          | • Successful Target Market concept  
                            |   • Megatrends driving growth |
| INNOVATION                  | • 333 new patents filed  
                            |   • 20 Global Technology Centers |
| EMERGING MARKETS            | • 51 new plants opened  
                            |   • 20 new national subsidiaries |
| ACQUISITIONS                | • 21 acquisitions in all regions  
                            |   • CHF 671 million sales added |
| VALUES                      | • Strong corporate culture  
                            |   • High employee loyalty |
MARKET PENETRATION
FOCUS ON ATTRACTIVE MARKETS: CROSS-SELLING, LIFE-CYCLE MANAGEMENT, A STRONG BRAND

Concrete  
Waterproofing  
Roofing  
Flooring & Coating

Sealing & Bonding  
Refurbishment  
Industry
MEGATRENDS DRIVE OUR GROWTH:
URBANIZATION, NEW VEHICLE DESIGN & SUSTAINABILITY

- Higher demand for infrastructure and refurbishment solutions
- Sustainability: 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
- New modular vehicle manufacturing concepts need fast, high strength bonding systems
WE ARE INNOVATION
STRONG TRACK RECORD

333
Patents were filed since 2012

880
Employees are dedicated to Research and Development

377
Invention disclosures since 2012

20
Technology Centers world-wide
EMERGING MARKETS BUILD-UP SINCE 2012
GROWTH POTENTIAL IN NEW MARKETS

- 51 New plants opened
- 12.5% Average sales growth
- 20 New national subsidiaries
- 37% of turnover in Emerging Markets
ACQUISITIONS SINCE 2012
GROWTH PLATFORMS FOR THE FUTURE

21 Acquisitions
671 million CHF turnover
In all 7 Target Markets
In all 4 Regions
SIKA’S VALUES AND PRINCIPLES
STRONG CORPORATE CULTURE

- Customer first
- Courage for innovation
- Sustainability & Integrity
- Empowerment and Respect
- Manage for results
3. TWO EXAMPLES OF STRATEGY EXECUTION IN THE REGIONS
STRONG STRATEGY EXECUTION IN AFRICA

+23% sales growth in 9M 2016

9 new plants since 2012

18 subsidiaries

688 employees

10 added since 2012
MAJOR CONSTRUCTION PROJECTS WITH SIKA PRODUCTS

Bridge over Maputo Bay, Mozambique

Dangote fertilizer plant Lagos, Nigeria

Mall of Egypt, Cairo, Egypt

Luanda International Airport, Angola
ACCELERATED BUILD UP OF PRESENCE IN USA

- 25 plants in USA and Canada
- 13 new plants added since 2012
- Presence in residential market through Home Depot (2,000 stores) and Lowes (1,800 stores)

Investment focus on fast growing metro areas

10% sales growth in 9M 2016
HUDSON YARDS PROJECT NYC
SIKA IS HELPING TO BUILD A NEW CITY IN A CITY
4. SAINT-GOBAIN’S HOSTILE TAKEOVER ATTEMPT
FUNDAMENTAL REASONS TO OPPOSE HOSTILE TAKEOVER ATTEMPT BY SAINT-GOBAIN

1. Lack of industrial logic
2. Saint-Gobain will execute control with only 16% of the capital
3. No adequate representation of public shareholders on the Board
4. Saint-Gobain is a direct competitor of Sika
5. Sika loses A- credit rating
6. Sika’s Growth Model at risk
SIKA ARTICLES OF ASSOCIATION ARTICLE 4
RESTRICTION OF TRANSFERABILITY, THE 5% THRESHOLD

“The Board of Directors reserves the right to refuse an acquirer of registered shares as shareholder, if the number of registered shares held by him exceeds 5% of the total number of registered shares entered in the commercial register. [..."

natural persons or legal entities or, which act in concert in view of a circumvention of registration limitations, are regarded under these provisions as a single buyer.”

Many other Swiss companies have a similar restriction of transferability with a threshold (Vinkulierung) such as: Nestlé, Novartis, Swatch, Swisscom, Guivaudan, Sonova, Schindler, Lindt & Sprüngli.
In the proceedings before the Cantonal Court of Zug Schenker-Winkler Holding AG (SWH) made the following requests:

1. Annul and declare void the AGM 2015 resolutions regarding the election of Ms Ribar and Messrs Hälg (President), Sauter, Suter and Tobler and regarding the non-election of Mr Roesle

2. Declare that Mr Roesle was elected by the AGM 2015 for a one-year term

3. Order Sika to acknowledge the voting rights of all registered shares held by SWH for all casting of votes and elections at any AGM

The Cantonal Court of Zug dismissed all claims of SWH. The court decision has been appealed by SWH.
The Court held on the basis of article 4 of Sika’s Articles of Association that the share transfer restriction applies to the indirect purchase of the Sika shares held by the Burkard Family through SWH.

The Court considered the attempted removal of the independent Sika Board members as a circumvention of the share transfer restriction of article 4 of the Articles of Association.

The Court concluded that the Board of Sika was legally entitled to restrict the voting rights of SWH to 5%.
FORWARD-LOOKING STATEMENTS

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 is 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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