



# STRONG START TO THE YEAR – RECORD SALES AND HIGH DOUBLE-DIGIT GROWTH IN THE FIRST QUARTER

SIKA COMPANY PRESENTATION Q1 2024  
APRIL 16, 2024

BUILDING TRUST



1. HIGHLIGHTS Q1 2024
2. SUCCESSFUL MBCC ACQUISITION
3. PROFITABLE GROWTH STRATEGY 2028
4. MARKET PENETRATION GROWTH
5. OUTLOOK

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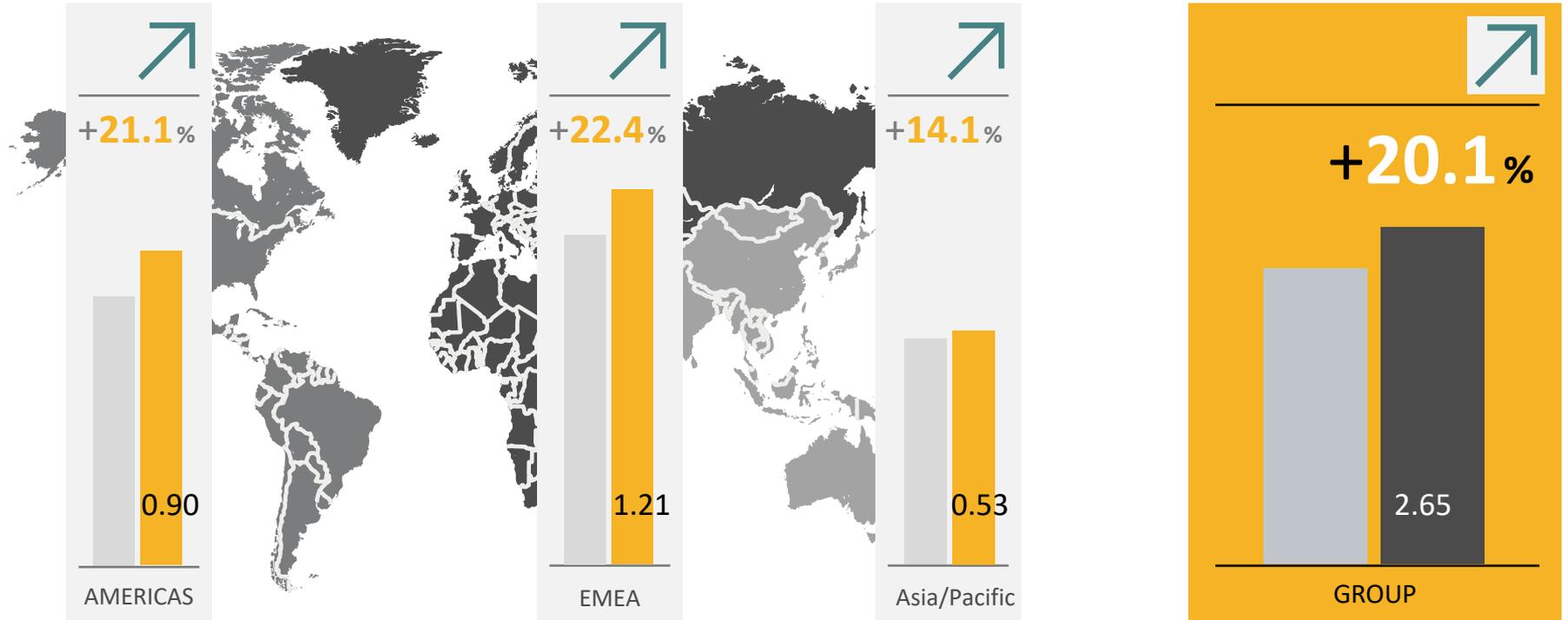
# HIGHLIGHTS Q1 2024

## STRONG START TO THE YEAR

- High, double-digit growth of +20.1% in local currencies
- Q1 sales of CHF 2,648.0 million (+13.8% in CHF)
- Acquisition effect of 19.9%
- Negative currency effect of –6.3%
- Acquisition of Kwik Bond in the USA
- Outlook for fiscal 2024 confirmed
  - Sales growth in local currencies of 6–9%
  - Over-proportional increase in EBITDA
  - Confirmation of 2028 strategic targets for sustainable, profitable growth

# SIKA WITH STRONG START TO THE YEAR

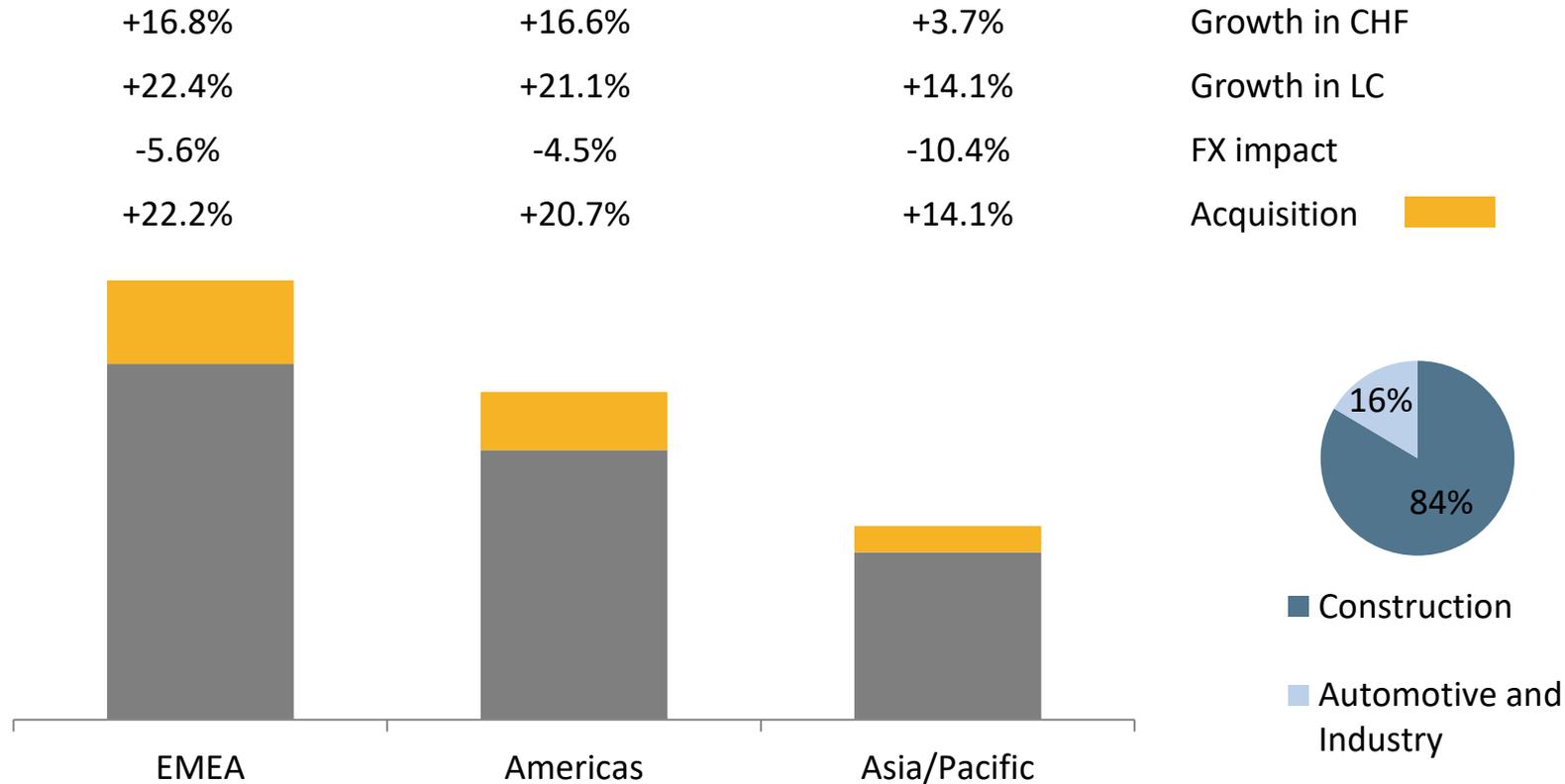
## RECORD SALES AND DOUBLE-DIGIT GROWTH IN Q1



Q1 2023 Q1 2024  
(in CHF billion, growth in LC)

# SIKA WITH STRONG START TO THE YEAR

## RECORD SALES AND DOUBLE-DIGIT GROWTH IN ALL REGIONS



# CONTINUOUS INVESTMENTS IN FUTURE GROWTH

## KEY INVESTMENTS IN 2024

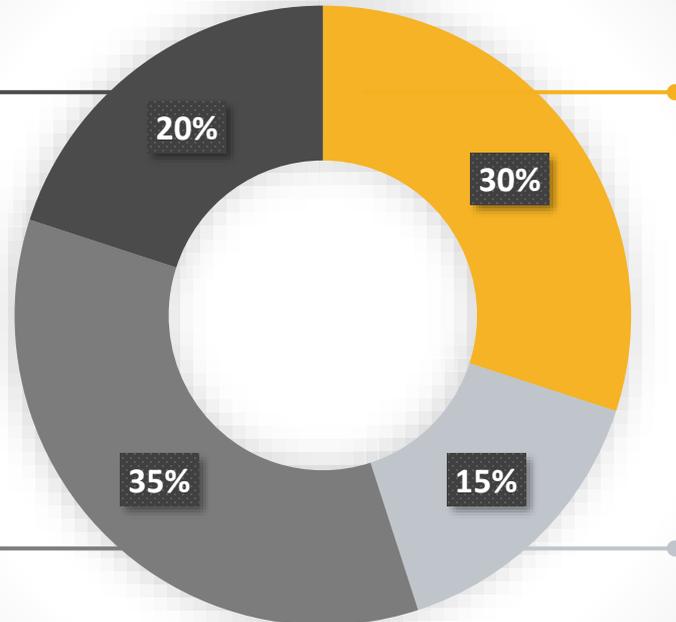


**Sika has acquired Kwik Bond Polymers, LLC (KBP), a manufacturer of polymer systems for the refurbishment of concrete infrastructure in the United States.**

**(April 2024)**

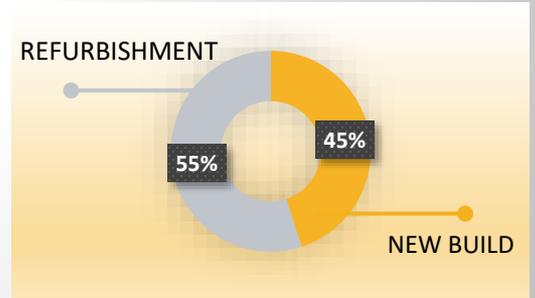
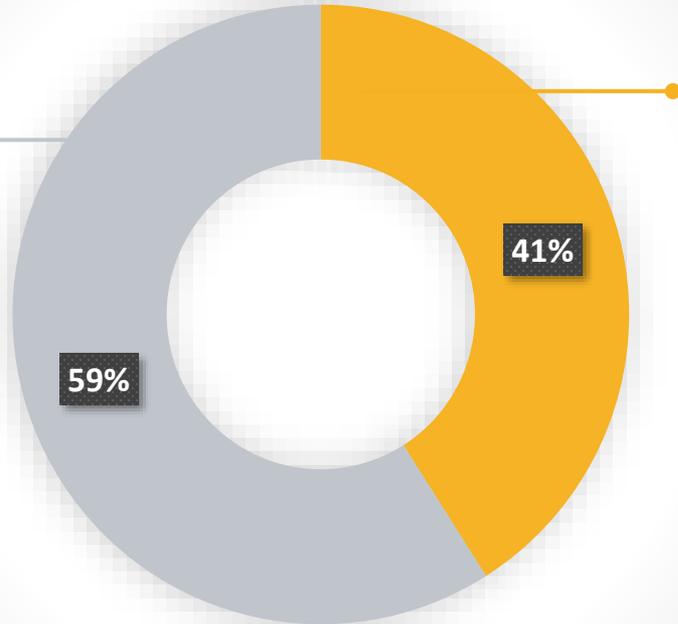
# HIGHLIGHTS 2023 – BALANCED BUSINESS MIX

## GLOBAL FOOTPRINT IN VERTICAL MARKETS

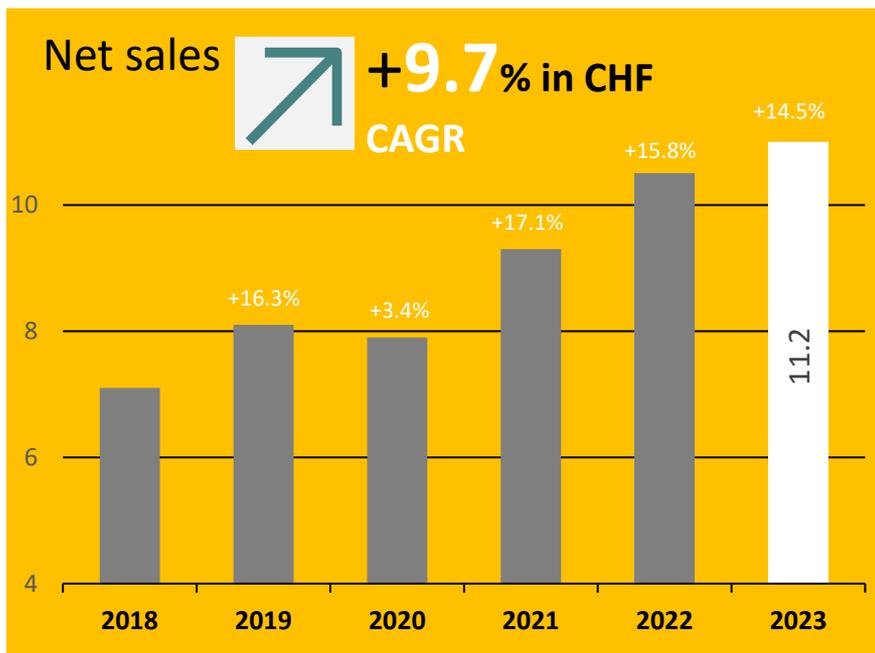


# HIGHLIGHTS 2023 – BALANCED BUSINESS MIX

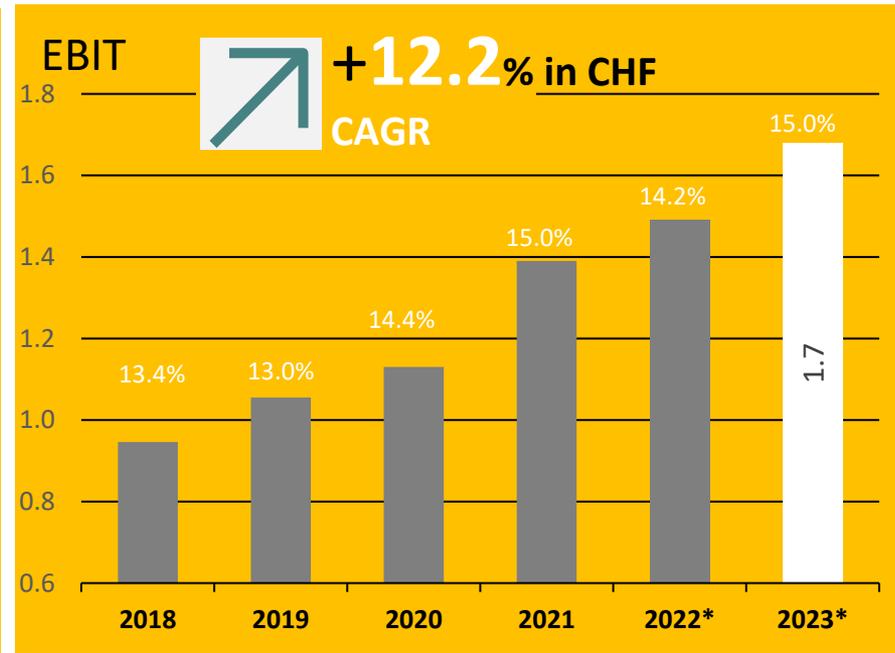
## GLOBAL FOOTPRINT



# STRONG TOPLINE DEVELOPMENT OVER THE YEARS WITH OVER-PROPORTIONAL PROFITABILITY GROWTH

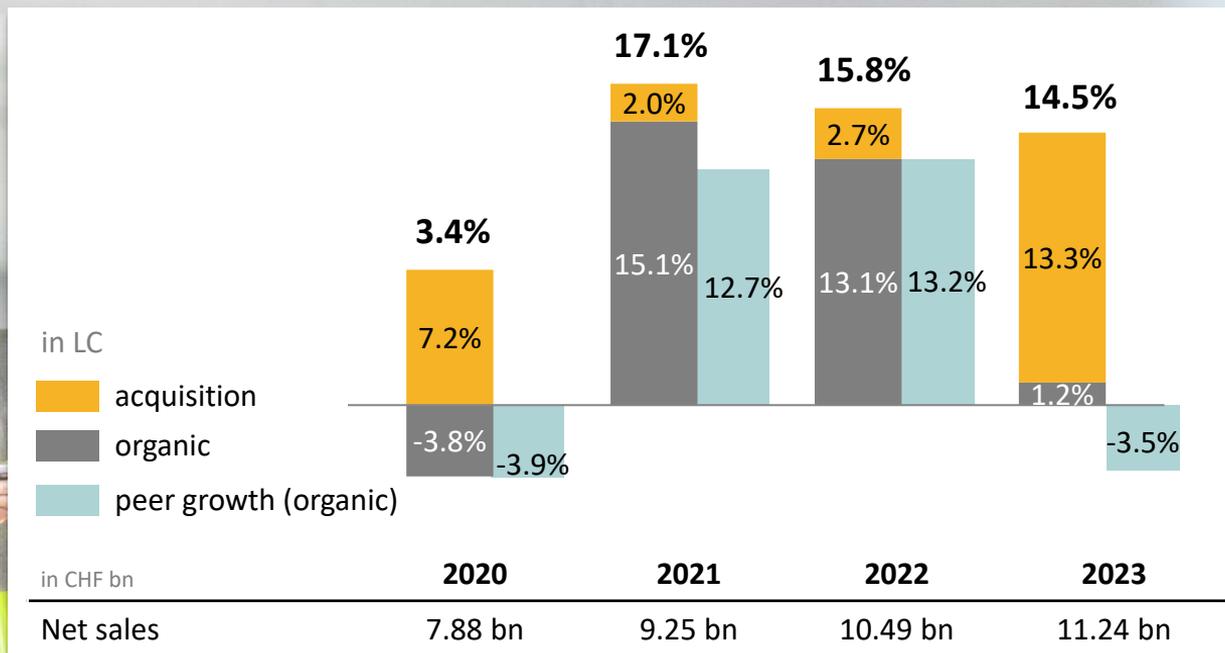


(in CHF bn, growth in LC CAGR +13.3%)



(in CHF bn, in % of net sales – \*2022 and 2023 adjusted for one-time effects)

# SIKA GAINING MARKET SHARE OVER THE YEARS OUTGROWING THE PEERS



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# SUCCESSFUL INTEGRATION OF MBCC ACQUISITION STRONGER TOGETHER AS ONE SIKA



**6,000**  
additional  
employees

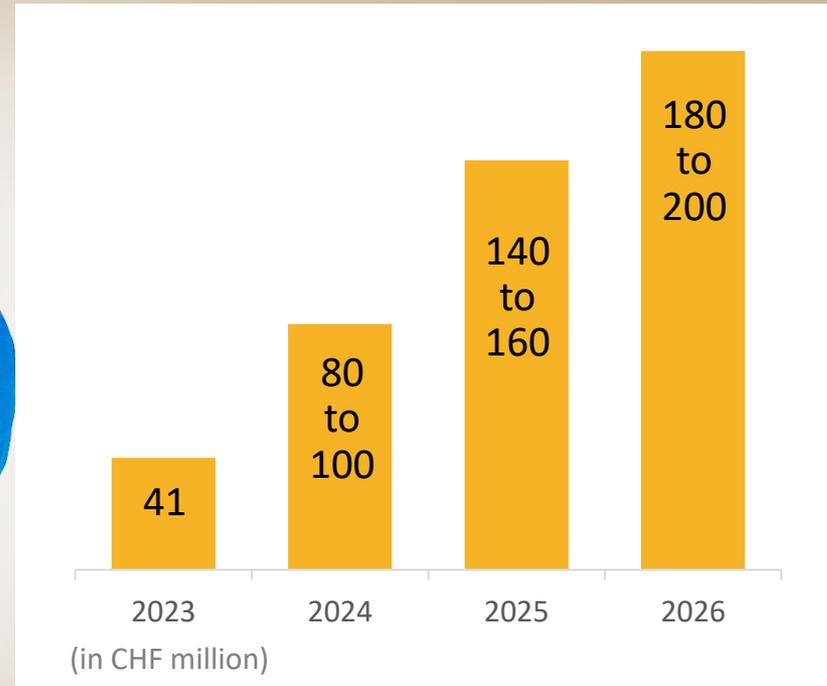
**CHF 2.1 bn**  
additional sales

**STRONG**  
product portfolio

**ONE  
SIKA**

# SUCCESSFUL INTEGRATION OF MBCC ACQUISITION

## SYNERGY TARGET RAISED TO CHF 180–200 MILLION P.A. BY 2026



# SUCCESSFUL INTEGRATION OF MBCC ACQUISITION

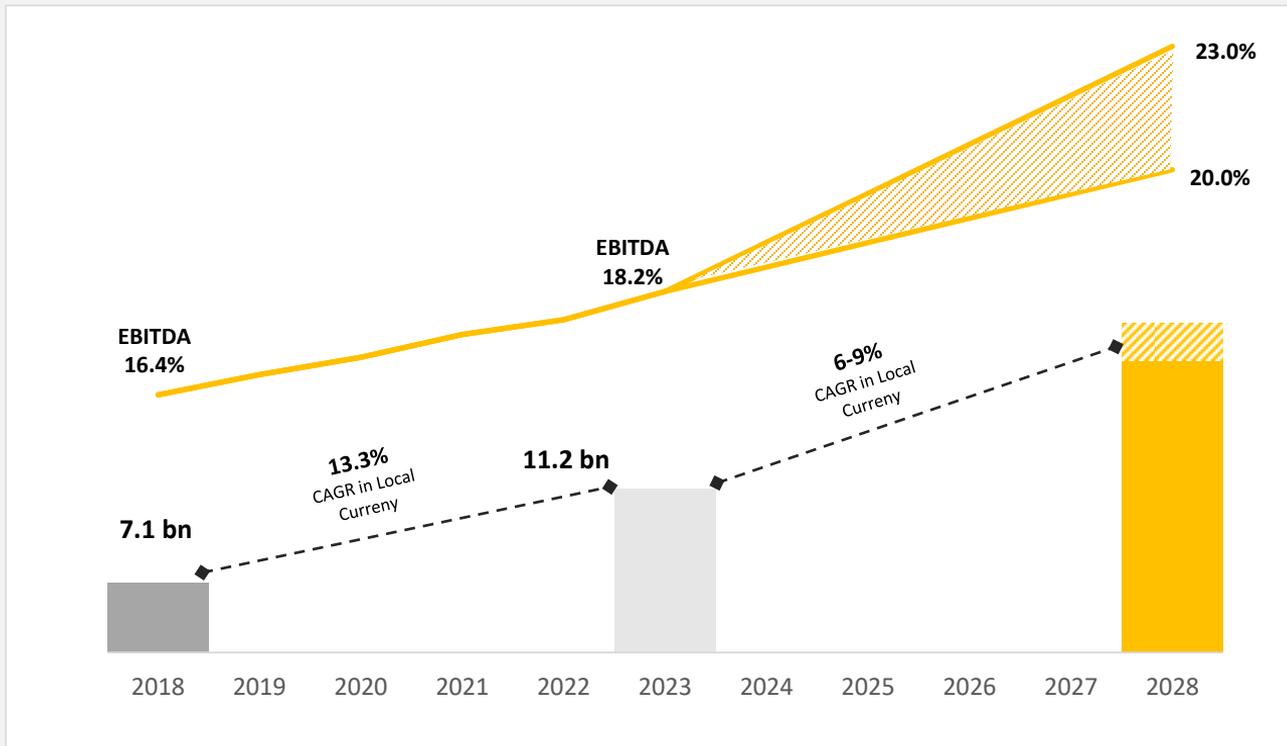
## STRONG TEAM SPIRIT IN THE EXECUTION PHASE



- **Regular steering and alignment meetings to continue**
- **3<sup>rd</sup> pulse check survey continues to show high engagement**

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# STRATEGY 2028 – BEYOND THE EXPECTED PROFITABLE GROWTH TO CONTINUE



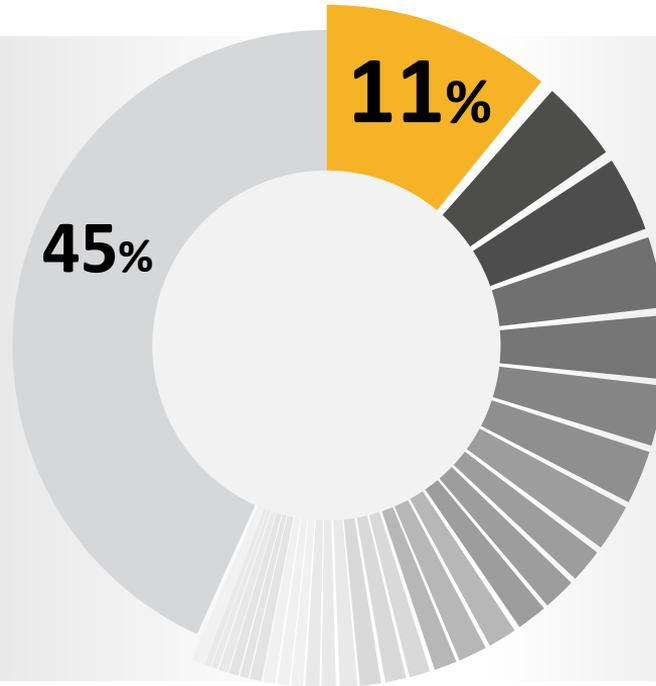
**BUILDING TRUST**

On track for continued growth and value creation

# MARKET SHARE IN CONSTRUCTION CHEMICALS AND INDUSTRY

## TOTAL ADDRESSABLE MARKET 2023: CHF 110 BILLION

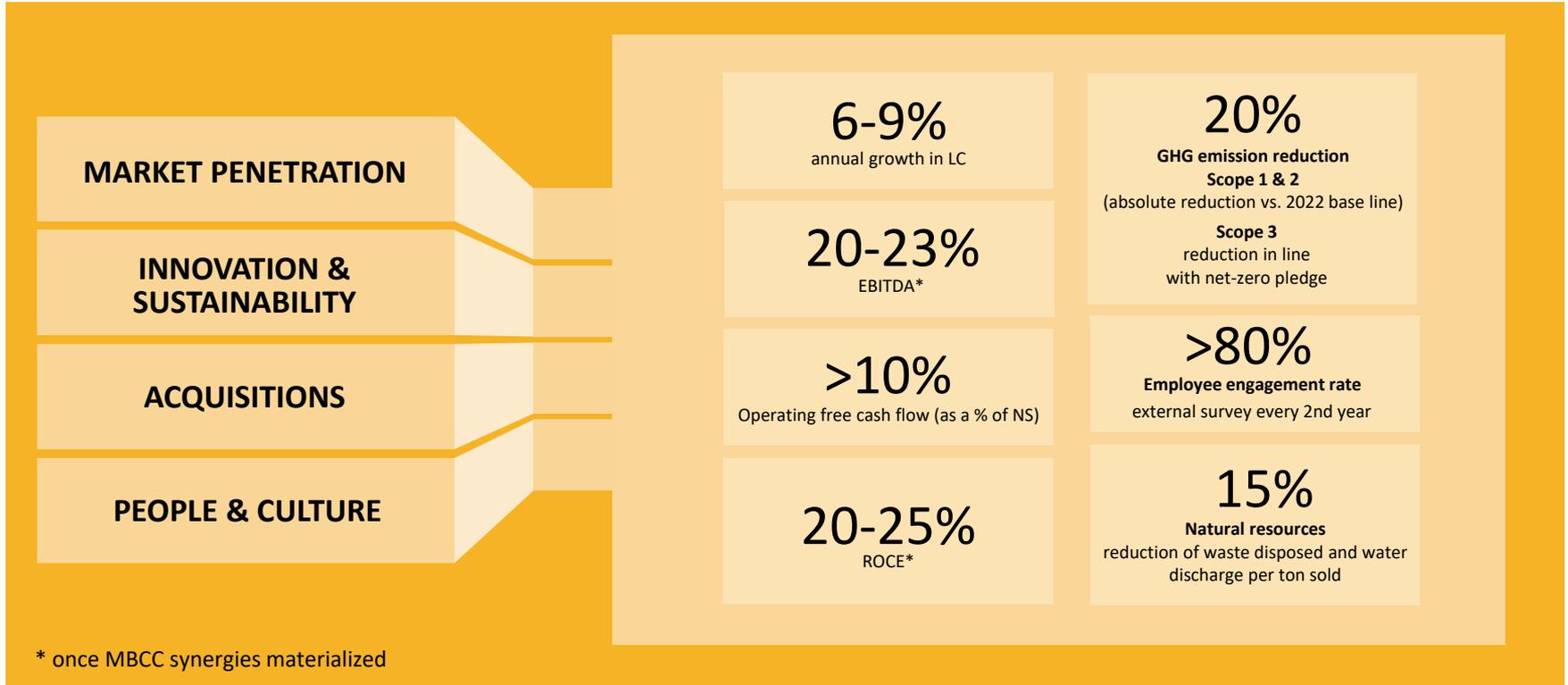
Competitive landscape remains very fragmented despite ongoing M&A activity



Top 30 competitors (incl. Sika) account for **55%** of market share

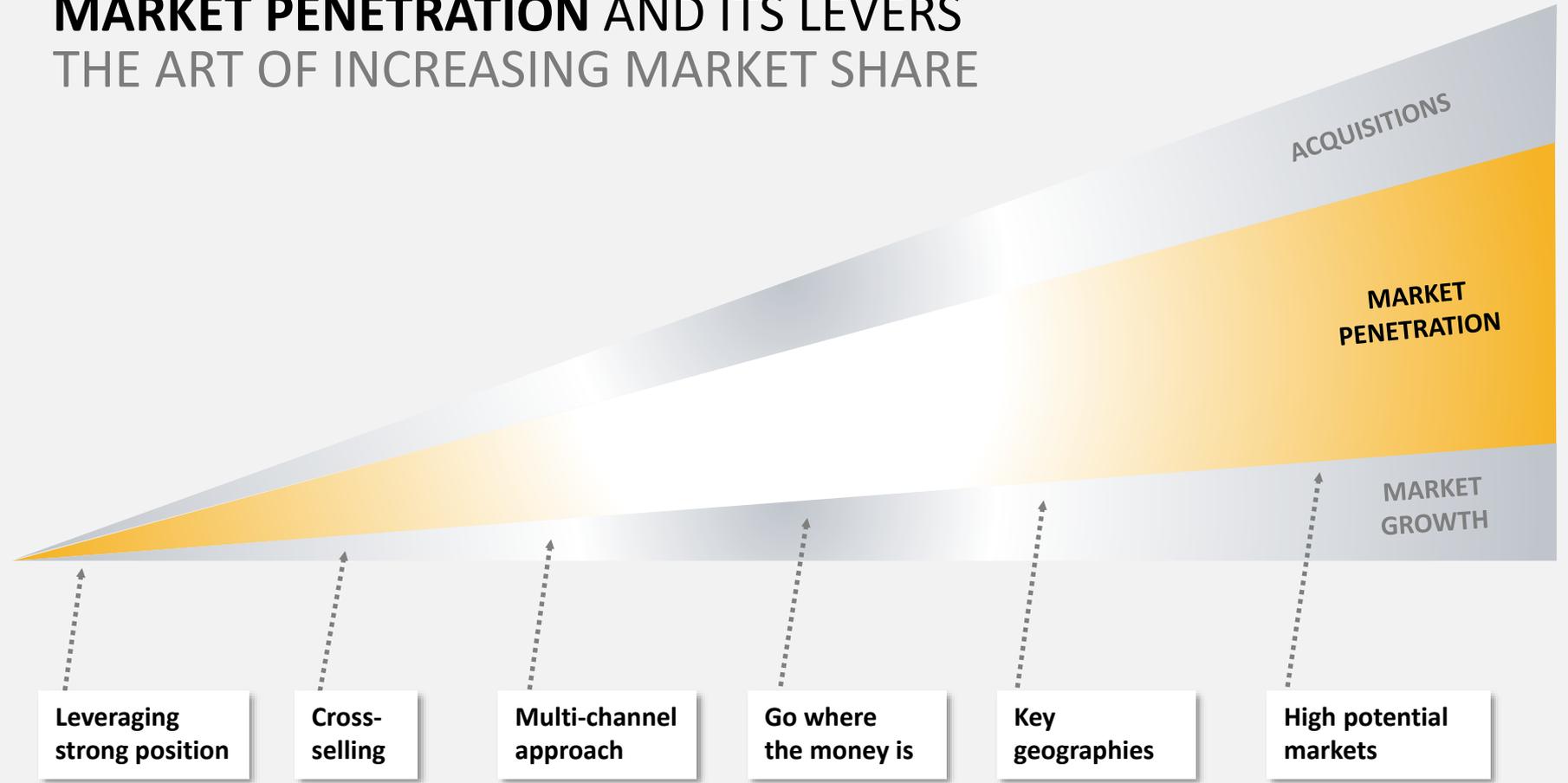
# SIKA'S GROWTH STRATEGY 2028

## THE PILLARS OF THE STRATEGY



# MARKET PENETRATION AND ITS LEVERS

## THE ART OF INCREASING MARKET SHARE



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# STRATEGY 2028

## OUR FIVE KEY GEOGRAPHIC MARKETS



**Our five key geographic markets cover 75% of total addressable market**

# KEY GEOGRAPHIC MARKET – USA

## RESHORING, SAMSUNG SEMICONDUCTOR PLANT, TEXAS, USA



**557,000** m<sup>2</sup> plant  
the first of ten phases of expansion

**228,000** m<sup>2</sup>  
electrostatic discharge flooring

**Synergetic approach and a strong cross-selling strategy**

Waterproofing solutions  
Concrete admixtures  
Roofing solutions

**Sika delivered high-performance solutions from all eight Target Markets**

# KEY GEOGRAPHIC MARKET – JAPAN

## DYNAMIC AND PROFITABLE GROWTH

A fertile market for high-performance solutions

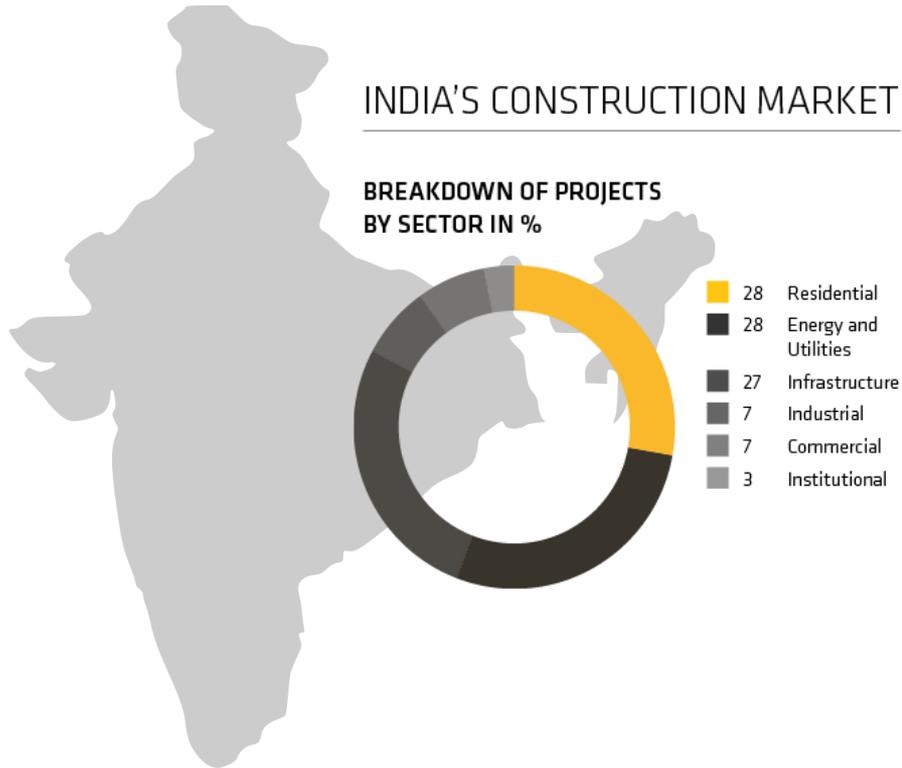


Strict regulations in earthquake zones create opportunities for **high-tech building materials** in densely populated areas

Ongoing **urban densification** requires major **investments in engineering and infrastructure development**

# KEY GEOGRAPHIC MARKET – INDIA

## DYNAMIC AND PROFITABLE GROWTH



Construction market size  
**CHF 600 billion**  
to expand at **6% CAGR**  
throughout 2026

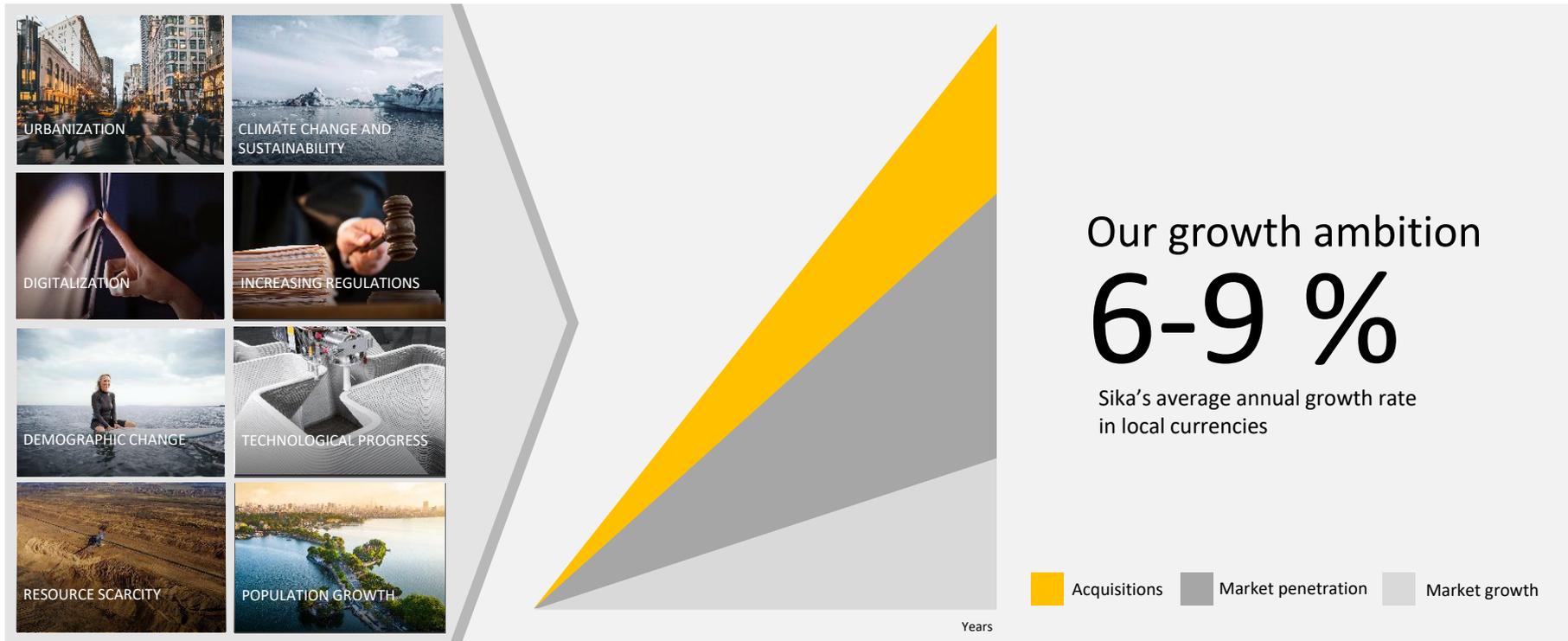
Investments in  
**transportation and infrastructure**

**Sika** leading the transition from  
**site-mixed to pre-mixed mortars**

**High potential** in the **retail business**

# STRONG EXECUTION AND BENEFITS OF MEGATRENDS

## SIKA STRONGLY POSITIONED IN 2023 AND BEYOND



# POPULATION GROWTH – INCREASING URBAN CONNECTIVITY

## MUMBAI-AHMEDABAD HIGH-SPEED RAIL, INDIA



**508** km

India's first high-speed railway link  
from Mumbai to Ahmedabad

**Sika-MBCC's dedicated  
project and technical service  
team supporting in key  
locations**

Sika's concrete admixtures for

**13** million m<sup>3</sup> concrete  
across 20 site locations

# POPULATION GROWTH – HYDROPOWER

## KOYSHA HYDROPOWER PLANT, ETHIOPIA



**180** meter high water dam  
generating 6,460 MWh of electricity,  
offsetting one million tons  
(Mt) of CO<sub>2</sub> annually

Sika's concrete admixtures for

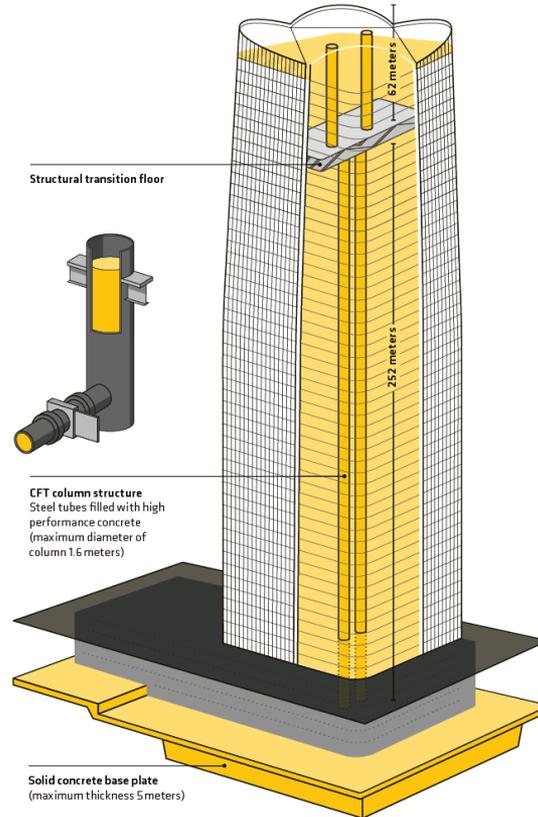
**7** million m<sup>3</sup> concrete

**Locally produced admixtures  
and mortar products**

creating a simplified supply chain

# URBANIZATION – INFRASTRUCTURE DENSIFICATION

## AZABUDAI HILLS – REDEFINING TOKYO'S LANDSCAPE



Accommodating

**20,000** employees

**3,500** residents

**30 million** visitors a year

Enhanced concrete workability with

**Sika's superplasticizers**

for high altitudes pumping

**Sika's admixtures**

for state-of-the-art earthquake protection

# URBANIZATION – REPAIR AND REFURBISHMENT

## WATERPROOFING AN ICON: BATTERSEA POWER STATION, LONDON



**30,000** m<sup>3</sup>

of watertight concrete for the basement

**375** tons

of flowable repair mortar for the ground floor slabs

**125** tons

of repair mortar to seal the enormous columns and beams

# RESOURCE SCARCITY – BUILDING A SUSTAINABLE FUTURE

## SAVING SAND



**Lower grade, recycled, or manufactured sand**  
without compromising quality

**Sika's reCO2ver<sup>®</sup>**  
the sand to be reused in the production of concrete and mortars

**Worldwide R&D**  
in the field of sand saving

Sika China's goal: **to substitute 50% of its total sand requirements with alternative sand options by 2028**

# RESOURCE SCARCITY – SKILLS SHORTAGE

## QUICK AND EASY-TO-APPLY SOLUTIONS AND TECHNOLOGIES



### Easy-to-apply products and technologies

enable projects to be completed more simply, efficiently, and quickly

Products designed with **health and safety focus**  
**reduce physical effort**  
for application

# TECHNOLOGICAL PROCESS – E-MOBILITY AND BATTERY STORAGE

## IMPROVING EFFICIENCY AND INNOVATING THE FUTURE



**200** million cars  
will be electric by 2028

**Sika has full range of  
technologies**

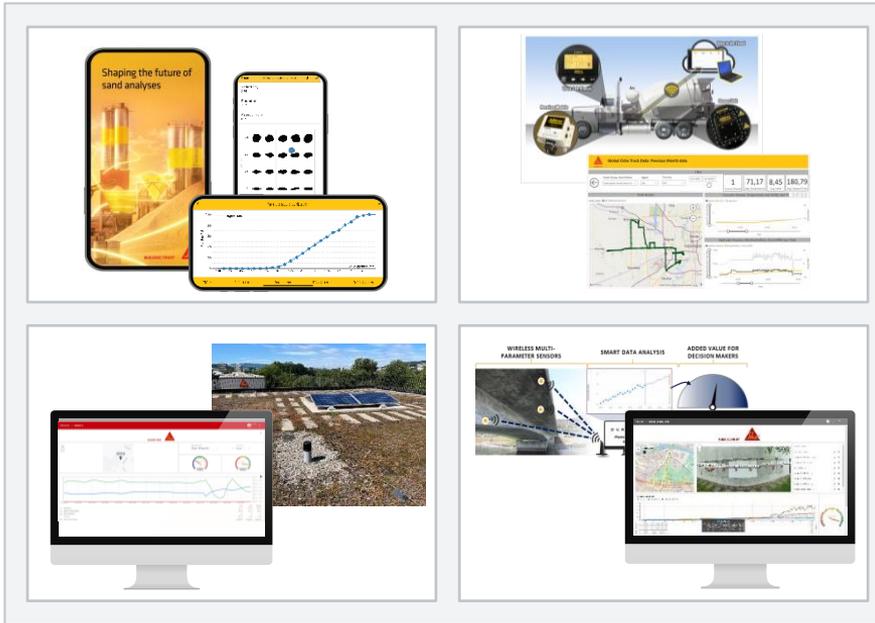
- Thermal conductive adhesive and gap filler
- Reinforcement and protection
- Lightweighting



**CHF 250 million**  
grow ambition

# GROWTH DRIVER **DIGITALIZATION AND AUTOMATION**

## HELPING CUSTOMERS INCREASE QUALITY AND EFFICIENCY



## Digital products and solutions

boosting customer satisfaction and loyalty, and driving sustainable growth

- Apps (raw material analysis, concrete mix-design, etc.)
- IoT systems (sensors for concrete structures, roofs, etc.)
- Digital tools (calculators, visualizers, etc.)

**By combining our traditional strengths with digital capabilities, we can provide more effective solutions for our customers**

# PEOPLE & CULTURE – DRIVING ENGAGEMENT AND INNOVATION

## HIGHLY ENGAGED AND EMPOWERED EMPLOYEES

MORE THAN  
33,000 CONNECTED MINDS

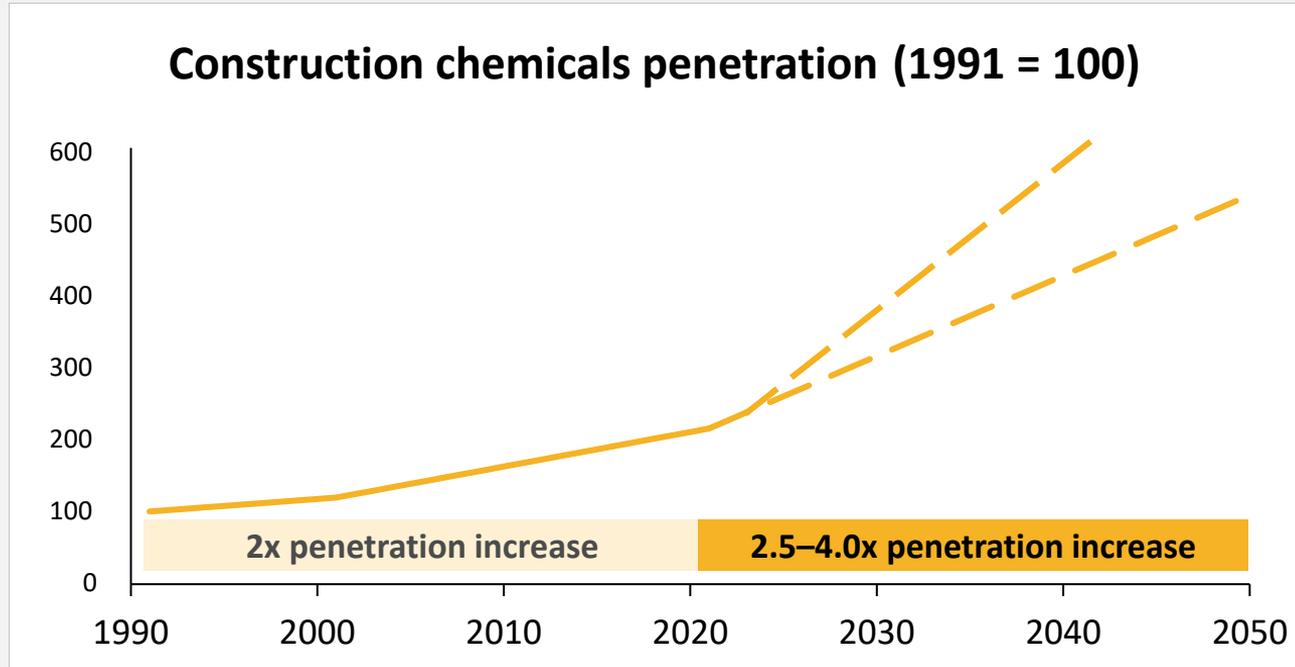


With its performance-oriented culture, Sika unleashes the full potential of global diversity



# GROWTH DRIVER – CONSTRUCTION CHEMICALS MARKET

## STRONG PENETRATION INCREASE



**Fantastic  
growth  
opportunities**

Source: IHS, Freedonia

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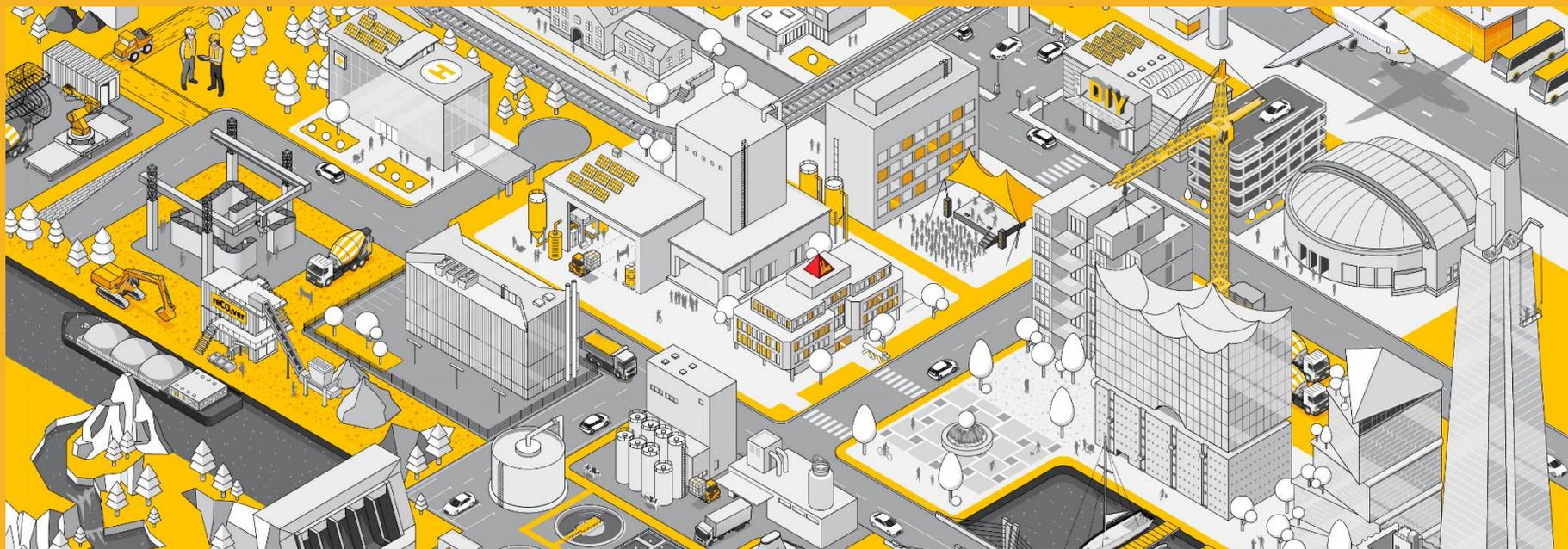
# OUTLOOK 2024

## CONFIRMATION OF 2028 STRATEGIC TARGETS

- For 2024 Sika expects sales growth in local currencies of 6-9%
- Over-proportional increase in EBITDA
- Confirmation of 2028 strategic targets for sustainable, profitable growth

Expected sales  
growth in LC of

**6-9%**



THANK YOU FOR YOUR ATTENTION

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