SIKA ON TRACK FOR RECORD RESULTS – STRONG SALES GROWTH OF 16.3% FOR 2019

SIKA INVESTOR PRESENTATION
JANUARY 2020
HIGHLIGHTS SALES 2019
NEW SALES RECORD OF CHF 8.11 BILLION – GROWTH OF 16.3%
HIGHLIGHTS SALES 2019

1. New records in sales for the 2019 business year
   ▪ +16.3% sales growth in local currencies (+14.4% in CHF) to CHF 8.11 billion
   ▪ Organic growth of +3.3%

2. Key investments
   ▪ Acquisition of Parex (Global) Crevo-Hengxin (China), King Packaged Materials (Canada) Belineco (Belarus) and Adeplast (Romania)
   ▪ Opening of seven new factories in Senegal, Egypt, Qatar, Serbia, Cameroon, Ethiopia and Indonesia

3. Outlook and Strategy
   ▪ Outlook: double-digit EBIT growth for 2019
   ▪ New Strategy 2023 will ensure Sika’s success in the upcoming years with sustainable, profitable growth
16.3% SALES GROWTH IN 2019

*Sales growth of acquired businesses since initial consolidation is included in organic growth
STRONG GROWTH MOMENTUM CONTINUES
16.3% SALES GROWTH (14.4% IN CHF) IN 2019

12M 2018  12M 2019
(in CHF billion, growth in LC)
SALES 2019
GROWTH IN ALL REGIONS

+8.3%   +18.7%   +34.7%   +1.1%   Growth in CHF
+11.5%  +19.3%  +35.1%  +3.0%   Growth in LC
-3.2%   -0.6%   -0.4%   -1.9%   FX impact
+9.4%   +13.4%  +30.3%  +2.6%   Acquisition

Growth in CHF
-3.2%   -0.6%   -0.4%   -1.9%   FX impact
+9.4%   +13.4%  +30.3%  +2.6%   Acquisition

EMEA   Americas   Asia/Pacific   Global Business

Construction 80%
Industry 20%

Acquisition
HIGH OPERATING SPEED CONTINUED IN 2019
INVESTMENTS IN NEW PLANTS

Opening of Sika plants:
- Mortar plant in Senegal
- Expansion of mortar plant in Egypt
- Concrete admixture plant in Qatar
- Expansion of mortar plant in Serbia
- Mortar plant in Cameroon
- Mortar plant in Ethiopia
- Third plant in Indonesia

(Dakar, March 2019)
(Alexandria, April 2019)
(Doha, May 2019)
(Belgrade, July 2019)
(Douala, September 2019)
(Addis Ababa, November 2019)
(Jakarta, December 2019)
HIGH OPERATING SPEED CONTINUED IN 2019
5 ACQUISITIONS IN 2019 – INTEGRATION ON TRACK

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parex</td>
<td>Global</td>
<td>Building Finishing, Waterproofing, Flooring</td>
</tr>
<tr>
<td>King Packaged Materials Company</td>
<td>Canada</td>
<td>Concrete, Refurbishment</td>
</tr>
<tr>
<td>Belineco</td>
<td>Eastern Europe</td>
<td>Sealing &amp; Bonding</td>
</tr>
<tr>
<td>Crevo-Hengxin</td>
<td>China</td>
<td>Sealing &amp; Bonding</td>
</tr>
<tr>
<td>Adeplast (Closing Q1/2020)</td>
<td>Romania</td>
<td>Building Finishing</td>
</tr>
</tbody>
</table>

Total annual sales: CHF 1,458 million

King Packaged Materials Company
Belineco
Crevo-Hengxin
FAST AND SUCCESSFUL INTEGRATION OF PAREX
EXCELLENT PROGRESS

TOTAL SYNERGIES
CHF 100 million identified

PROCUREMENT
CHF 12 million savings estimated

FAST ORGANIZATIONAL INTEGRATION
Over 20 countries in fully integrated management structures

CROSS-SELLING
CHF 230 million of revenue targeted with over 100 projects

First SHOP IN SHOP concept launched in China in 2,000 STORES
SIKA CLEARLY OUTPERFORMS COMPETITORS
ORGANIC GROWTH SIGNIFICANTLY ABOVE PEERS IN THE PAST YEARS

2017 Organic
Constant Currency Growth

Sika: +6.3%
Peers: +3.6%

2018 Organic
Constant Currency Growth

Sika: +6.8%
Peers: +3.9%

9M 2019 Organic
Constant Currency Growth

Sika: +4.1%
Peers: -0.9%
STRONG TOPLINE GROWTH AND EBIT GROWTH IN THE LAST YEARS
PERFORMANCE FROM 2012 TO 2019

**Sales**

(in CHF bn, growth in LC)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (in CHF bn)</th>
<th>Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>4.8</td>
<td>5.3%</td>
</tr>
<tr>
<td>2013</td>
<td>5.1</td>
<td>9.4%</td>
</tr>
<tr>
<td>2014</td>
<td>5.6</td>
<td>13.0%</td>
</tr>
<tr>
<td>2015</td>
<td>5.5</td>
<td>6.2%</td>
</tr>
<tr>
<td>2016</td>
<td>5.7</td>
<td>5.5%</td>
</tr>
<tr>
<td>2017</td>
<td>6.2</td>
<td>9.0%</td>
</tr>
<tr>
<td>2018</td>
<td>7.1</td>
<td>13.6%</td>
</tr>
<tr>
<td>2019</td>
<td>8.1</td>
<td>16.3%</td>
</tr>
</tbody>
</table>

**EBIT**

(in CHF bn, in % of net sales)

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT (in CHF bn)</th>
<th>EBIT % of Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>0.4</td>
<td>9.0%</td>
</tr>
<tr>
<td>2013</td>
<td>0.5</td>
<td>10.2%</td>
</tr>
<tr>
<td>2014</td>
<td>0.6</td>
<td>11.4%</td>
</tr>
<tr>
<td>2015</td>
<td>0.7</td>
<td>12.3%</td>
</tr>
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<td>13.4%</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
STRATEGY 2023

- Keep and build on the success story
  - Values and Principles
  - Sales driven organization – decisions close to the customers
  - Target Market concept remains
  - Focus on the current 5 Core Technologies
  - Market Penetration and Emerging Markets as growth drivers
  - Drive innovation to stay the clear market leader and drive growth and margins
  - Maintain acquisition strategy as a growth platform
  - Deliver 6-8% sales growth and over-proportional EBIT growth

- New initiatives
  - Building Finishing as a new (8th) Target Market with high potential
  - Leverage distribution to improve market access and gain market share
  - Operational efficiency to increase margins
  - Sustainability is embedded in what we do
SIKA’S GROWTH STRATEGY 2023
THE PILLARS OF THE STRATEGY

Market Penetration

Innovation

Operational Efficiency

Acquisitions

Values

SUSTAINABILITY

6-8% annual growth

15-18% EBIT margin

25% of sales with new products

>10% Operating free cash flow per year as % of net sales

0.5% pts non-material cost improvement as % of net sales

>25% ROCE by 2023

12% CO₂ emission reduction per ton sold
SUSTAINABILITY
AT THE CENTER OF WHAT WE DO
SIKA IS COMMITTED TO SUSTAINABILITY
SIKA OFFERS MANY SUSTAINABLE PRODUCTS AND SOLUTIONS

**USING LESS WATER, CONCRETE, AND CEMENT WITH Sika® ViscoCrete®**

**Sika® ViscoCrete® TECHNOLOGY ENABLES UP TO 40% REDUCTION OF WATER CONTENT IN CONCRETE**

**ENABLING CONSTRUCTION OF LIGHTWEIGHT AND ELECTRIC VEHICLES**

**Sika® Power® ADHESIVES: 50% WEIGHT REDUCTION CAN BE ACHIEVED USING LIGHTWEIGHT MATERIALS**

**SIKA REPAIR SOLUTIONS PROLONG THE LIFETIME, INCREASE SAFETY AND ENERGY EFFICIENCY OF STRUCTURES**

**SIKA REPAIR SYSTEMS STRENGTHEN, WATERPROOF, INSULATE, PROTECT, AND REPAIR BUILDINGS & STRUCTURES**

**SIKA WATERPROOFING SYSTEMS PROTECT AND SAVE WATER**

**SIKA WATERPROOFING SYSTEMS PREVENT LEAKAGE AND CONTAMINATION OF DRINKING WATER IN WATER RESERVOIRS AND WASTE WATER TREATMENT PLANTS**

**ENERGY-SAVING, DURABLE ROOFING SOLUTIONS**

**SOLUTIONS FOR GREEN ROOFS THAT SAVE ENERGY AND REDUCE HEAT ISLAND EFFECT AND FOR COOL ROOFS THAT REDUCE ENERGY CONSUMPTION BY UP TO 15%**

**ROOF RECYCLING PROGRAM EASES THE BURDEN ON LANDFILLS**

**ROOF RECYCLING PROGRAM CONSERVES NATURAL RESOURCES WITH 31,000 TONNES OF PROCESSED RECYCLED MATERIALS DIVERTED FROM LANDFILLS TO DATE**
Overall target: **12% CO₂ emission reduction per ton sold**

Our «More Value Less Impact» targets:

**SUSTAINABLE SOLUTIONS**
- All new product developments with “Sustainable Solutions” until 2023

**COMMUNITY ENGAGEMENT**
- 10,000 working days of volunteering work p.a.
- 50% more projects
- 50% more direct beneficiaries

**OCUPATIONAL SAFETY**
- 50% less accidents
- 0 fatalities

**CLIMATE PERFORMANCE**
- 12% reduction of CO₂-emissions per ton sold until 2023

**ENERGY**
- 15% less energy consumption per ton sold
- 50% renewable electricity rate

**WASTE/WATER**
- 15% less waste generation per ton sold
- 25% higher recycling rate of total waste
- 15% less water consumption per ton sold
MARKET PENETRATION

INCREASE OUR MARKET SHARE TO 12%
MAJOR MEGATRENDS SUPPORTING SIKA’S GROWTH
NO NEGATIVE DISRUPTION – UNLOCKING FURTHER POTENTIAL

TECHNOLOGY ADVANCEMENT

EXPLODING URBANIZATION

ECONOMIC POWER SHIFT

CLIMATE CHANGE, SHORTAGE OF RESOURCES

CHANGING DEMOGRAPHICS
MARKET PENETRATION
CONSTRUCTION CHEMICALS MARKET WILL GROW TO CHF 80 BILLION

Construction chemicals market 2018
Approx. CHF 70 billion
- Sika 9%
- Others 58%
- Top 12: 33%

Construction chemicals market 2025
Approx. CHF 80 billion
- Sika 12%
- Others 88%

+2.5% p.a. market growth
MARKET PENETRATION
OPERATING MODEL BASED ON MULTILAYERED GROWTH

- Capturing structural growth driven by mega-trends, conversion, building standards etc.
- Key Project Management, Cross-selling and multi-channel approach driving market penetration
- M&A to close market access gaps, improving growth profile over time
SIKA HAS SOLUTIONS FOR ALL MARKETS

Emerging markets

Developing markets

Mature markets

Sika’s market potential

Long-term market potential Sika

Repair and refurbishment

Higher building standards

Infrastructure

GROWTH MODEL WITH EARLY MARKET PENETRATION
FROM NEW-BUILD TO REFURBISHMENT
MARKET PENETRATION
DRIVER FOR FUTURE GROWTH

Key facts current market penetration at Sika

- Strong Global Brand
- Clear Market Leader
- Solution-driven and close to customer

How we increase market share

New Target Market
Building Finishing

Initiatives

1. Emerging Markets
2. Key Project Management
3. Cross-Selling
4. Channel Penetration
MARKET PENETRATION
BUILDING FINISHING AS OUR 8TH TARGET MARKET

Concrete
Waterproofing
Roofing

Flooring & Coating
Sealing & Bonding
Refurbishment

Building Finishing
Industry
MARKET PENETRATION
DEVELOPMENT IN BUILDING FINISHING 2011 TO 2019


Building Mortars  Engineered Mortars

in CHF mn

2,400
BUILDING FINISHING WITH STRONG EXPOSURE TO REFURBISHMENT

Technical Mortars / Other Sika Target Markets

- Highly-technical building and infrastructure projects
- Direct sales to large contractors and concrete producers, where an engineer is the key decision maker

Building Finishing – Tile Adhesives and Facade Mortars

- Residential and light commercial focus
- Need for capillary distribution network to serve highly fragmented applicator base
Sika as early mover in frontier markets

- Early opportunities due to high infrastructure build-up
- Increasing penetration of higher end solutions over time
- Increasing regulations and sophistication driving further growth
- Open up 3-5 new national subsidiaries

**MARKET PENETRATION – EMERGING MARKETS**

**GROWTH THROUGH RISING PENETRATION AND SOPHISTICATION**

Higher penetration and growth opportunities

Example pre-mixed vs job-site mixed mortars

- **>90%** pre-mixed mortars in developed markets
- **<30%** in emerging markets, majority is still job-site mixed mortars

Opportunities in infrastructure build-up

- **>25%** Infrastructure spend as % of total construction spend in emerging markets
- **<15%** Infrastructure spend as % of total construction spend in mature markets
MARKET PENETRATION – CROSS-SELLING INCREASE PROJECT PENETRATION

- Sika is the only company offering the full range of construction chemicals: from below ground to the roof
- Cross-selling with opportunities in all Target Markets
- Set up organization to coordinate and increase project penetration

PROJECT SALES AS % OF CONSTRUCTION SPEND
Estimated average: 0.5%
Estimated additional potential: 1-2%
MARKET PENETRATION – CHANNEL PENETRATION

DISTRIBUTION: LARGE POTENTIAL TO GROW

- Sika is present in 101 countries, of which today 40 countries mainly focus on project and direct sales and generate < 30% of sales via Distribution channel.

- 4 main Distribution channels with growth opportunities:
  - through increased penetration of physical stores
  - build-up of online channel with CHF 100 million sales by 2023

- Sika 2015:
  - 31% Distribution, 69% Direct

- Sika and Parex:
  - 38% Distribution, 62% Direct

- Sika 2023:
  - > 40% Distribution, < 60% Direct
INNOVATION
MORE PERFORMANCE – MORE SUSTAINABLE
SIKA’S 5 CORE TECHNOLOGIES
KEY INNOVATION MOVES 2023

- Next generation concrete additives
- Industry leading cement additives
- 3D concrete printing
- Novel patented building blocks
- Performance Water-based coatings

- Launch first new basic PU with unique performance
- New Sika Hybrid Technologies
- Expand Adhesion Range

- Launch of best in class membrane
- Thermoplastic-concrete hybrid
- PP concrete fibers, hybrid bitumen

- High performance mortars
- Novel additives + mortar knowhow
- Low cement mortars

- Thermoplastic
  - 24%
- Cementitious
  - 27%
- Adhesives
  - 23%
- Concrete
  - 14%
- Coatings
  - 12%
CURING ON DEMAND – SIKA WINNER OF SWISS TECHNOLOGY AWARD
REVOLUTIONARY ADHESIVE CURING TECHNOLOGY

Delivers unparalleled process optimization

Groundbreaking curing technology designed for structural adhesives.

The cure mechanism enables Sika to formulate extremely fast curing adhesives with customizable working and curing times.

- Unmatched snap cure effect to reduce fixture times
- Variability in working and open times (short > long)
- Unique intellectual property of Sika
## CURING ON DEMAND

**EXAMPLE – BUS MANUFACTURER**

<table>
<thead>
<tr>
<th>Adhesive</th>
<th>open time</th>
<th>Strength after 4h</th>
<th>Strength after 24h</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adhesive used in the beginning</td>
<td>15 min</td>
<td>0.45 MPa</td>
<td>1.8 MPa</td>
</tr>
<tr>
<td>SikaForce-803</td>
<td>45 min</td>
<td>&gt; 4 MPa</td>
<td>&gt; 6 MPa</td>
</tr>
</tbody>
</table>

- **4 worker needed for adhesive application**
- **Wait > 24h until moving the bus further**
- **1 worker needed for adhesive application**
- **Wait 2h until moving the bus further**

### Curing behavior SikaForce-803

![Graph showing curing behavior of SikaForce-803](image)

- **Cost saving**
- **Time saving**
25% OF SALES WITH NEW PRODUCTS
INNOVATION AS KEY GROWTH AND PROFIT DRIVER

Major New Product Developments

Key Updates

Target 2023

- 25% of sales with new products released in the past 5 years

Adding value to customers at improved environmental impact

- Market penetration with innovative products
- Higher profitability with products offering unique USP’s
INNOVATION – INCREASED FOCUS ON PRODUCT SUSTAINABILITY
MORE PERFORMANCE, MORE SUSTAINABLE

SUSTAINABLE SOLUTION = BETTER PERFORMANCE + SUSTAINABILITY BENEFITS

PERFORMANCE SOLUTION

PERFORMANCE

FOCUS ON ADDED VALUE

ALWAYS COMBINE SIKA PROVEN “VALUE THROUGH PERFORMANCE” WITH ADDED SUSTAINABILITY BENEFITS

INCREASED PERFORMANCE

PERFORMANCE AND SUSTAINABILITY SOLUTION

+ SUSTAINABILITY BENEFITS
INNOVATION – INCREASED FOCUS ON PRODUCT SUSTAINABILITY
NEW SOLUTIONS: MORE PERFORMANCE, MORE SUSTAINABLE

INNOVATION THROUGH A UNIQUE COMBINATION OF HIGHER PERFORMANCE AND MARKEDLY IMPROVED SUSTAINABILITY

**HYDROFLEX SEALANTS**
Better stretchability, adhesion and application properties
+ Excellent Health & Safety profile, low VOC emissions (EC1+)

**NEW EPOXY FLOOR COATINGS**
Improved blushing resistance, significantly reduced yellowing
+ Low VOC emissions, low odor, LEED v4 contribution

**HEMP BASED MORTARS**
Thermal and phonic insulation benefits, very easy to apply
+ Negative CO₂ footprint (renewable), optimum interior air comfort
OPERATIONAL EFFICIENCY
MORE THAN OPERATING LEVERAGE
OPERATIONAL EFFICIENCY
FAST EXPANSION: POTENTIAL TO INCREASE OPERATIONAL EFFICIENCY

Sika’s footprint significantly expanded since 2015

+ 11 subsidiaries  + 116 factories  > 7,000 employees  + 24 acquisitions

To increase operational efficiency we focus on the following areas

Operations / Factory Efficiency
Logistics
Procurement
Formulation Efficiency
Sales and admin costs in %

0.5% savings expected per year
### OPERATIONAL EFFICIENCY - AUTOMATION

#### OPERATIONS / FACTORY EFFICIENCY

#### AUTOMATION TO DRIVE PRODUCT EFFICIENCY
- Sika US investing in automation equipment for its roofing membrane line
- New automated packaging line featuring robotic palletizer to be installed in late 2019

  Labor efficiency to improve by 40% with automated process

#### AUTOMATED GUIDED VEHICLE FOR WAREHOUSING
- Driverless fork trucks for shipping warehouses
- Sika US to invest in this technology in second half of 2019

#### AUTOMATION TO DRIVE PRODUCT EFFICIENCY

<table>
<thead>
<tr>
<th>Today</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 3 full time employees</td>
<td>• 1 full time employee</td>
</tr>
<tr>
<td>• Expensive, custom, pre-decorated bottles</td>
<td>• Generic bottles labeled in-process</td>
</tr>
<tr>
<td>• 2 shifts to meet demand at 56% equipment efficiency</td>
<td>• 1 shift at around 70% equipment efficiency</td>
</tr>
</tbody>
</table>

Investment of CHF 1 million in new automation for bottling line

#### OPERATIONAL EFFICIENCY AND MARGIN IMPROVEMENT IN SEALING AND BODING
- Sika US investing in a new automated production line that will reduce cost by 7% on a critical product for retail market
- New line to be operational in 2020

Total savings in the US of CHF 4.2 mn from 2020 onwards
OPERATIONAL EFFICIENCY
LOGISTICS – A CLOSER LOOK AT AUSTRALIA

FROM INEFFECTIVE PLANTS/ FLOWS & HIGH COMPLEXITY ...

10 plants (of which 9 mortar plants)
9 warehouses
45% utilization
15k t of mortars shipped

... TO 1 MORTAR PLANT PER CITY & EFFICIENT SUPPLY CHAIN

6 plants (of which 4 mortar plants)
5-6 warehouses
67% utilization
2k t of mortars shipped
OVERALL OPERATIONAL EFFICIENCY
YEARLY IMPROVEMENT

Additional efficiency gains from:
- Operating leverage
- Lean corporate organization
- Various efficiency programs in countries
- Prudent cost management in countries with lower growth
- Fast integration of acquisitions / realization of synergies

Sales growth 6-8% p.a.

Cost reduction

Net Sales CHF bn. Non Material Cost in % NS

39.6%  0.5% pts non-material cost improvement as % of net sales p.a.

2018 2019 2020 2021 2022 2023

7.1
EXTERNAL GROWTH
DEAL FLOW AND ACQUISITION FUNNEL

<table>
<thead>
<tr>
<th>Year</th>
<th>Basic Review</th>
<th>Formal Analysis</th>
<th>Due Diligence</th>
<th>Signed / Executed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>~70</td>
<td>&gt;40</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>2017</td>
<td>~90</td>
<td>&gt;50</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>2018</td>
<td>~80</td>
<td>&gt;40</td>
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<td>4</td>
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<td>2019</td>
<td>~80</td>
<td>&gt;45</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>
SUCCESSFUL STRATEGIC LEVER
ACQUISITIONS IN THE LAST 7 YEARS

33 acquisitions

Successful integration

Contribution in 2018
CHF 1.2 bn
Net Sales

Major growth driver enabling market penetration through:
• Market share
• Technology
• Channel access

Clear financial criteria and robust acquisition process
ACQUISITIONS – HIGH MARKET POTENTIAL
LARGE, GROWING AND FRAGMENTED MARKET

Construction chemicals market 2018
Approx. CHF 70 billion

- Fragmentation offers acquisition opportunities
- Acquisitions as growth platforms
VALUES AND PRINCIPLES
WHAT WE STAND FOR
Sika’s Values and Principles are the foundation for the Code of Conduct. They are put into action through strong leadership and by all employees every day, worldwide.
PROFITABILITY TARGETS
EBIT MARGIN OF 15%-18%
IMPROVING MARGIN PROFILE

EBIT 15%-18% of net sales by 2021

EBIT 2018: 946
Organic Growth
Material Margin Improvements
Operational Efficiency
M&A
EBIT 2023
PAREX CONTRIBUTION TO EBIT GROWTH

- Parex with strong “stand-alone” growth & profitability pre-PPA
- One-time costs of CHF 70 – 75 million skewed towards 2019 (CHF 45 million)
- Initial annual PPA amortization effect of about 4% of Sales
- Run-rate synergies of CHF 100 million fully validated and confirmed (upper end of guidance)
- Synergies will overcompensate PPA effects by 2021

(1) Proforma without amortization from acquisitions
(2) Forecast May-Dec 2019
OUTLOOK
Strong Outlook
Continuation of Successful Growth Strategy

- Double-digit EBIT growth for 2019
- New Strategy 2023 will ensure Sika’s success in the upcoming years with sustainable, profitable growth
- Outlook 2020: In line with strategic targets 2023, sales growth of 6-8% in local currency and over-proportional EBIT increase are expected
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

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