STRONG SALES GROWTH IN FIRST QUARTER 2020 – SLOWER IN MARCH DUE TO COVID-19

SIKA INVESTOR PRESENTATION
JUNE 2020
HIGHLIGHTS Q1 2020
15.4% SALES GROWTH IN LOCAL CURRENCY (10.3% IN CHF)

- Sales increase of 15.4% in local currencies to CHF 1,813.6 million (+10.3% in CHF)
- Negative currency effect of –5.1%
- Acquisition of Adeplast (Romania) concluded, new production facility in Sarnen (Switzerland) opened
- Outlook for 2020: forecast for 2020 not yet possible due to ongoing developments related to COVID-19
- Confirmation of 2023 strategic targets for sustainable, profitable growth
POSITIVE GROWTH IN THE FIRST QUARTER 2020
15.4% SALES GROWTH IN LOCAL CURRENCY (10.3% IN CHF)

1Q 2019 1Q 2020

(in CHF million, growth in LC)

Americas
- 481
+23.0%

EMEA
- 786
+13.3%

Asia/Pacific
- 333
+29.8%

Global Business
- 214
-7.1%

Group
- 1,814
+15.4%
POSITIVE GROWTH IN THE FIRST QUARTER 2020
15.4% SALES GROWTH IN LOCAL CURRENCY (10.3% IN CHF)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (CHF million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2018</td>
<td>1,554.0</td>
</tr>
<tr>
<td>Q1 2019</td>
<td>1,645.2</td>
</tr>
<tr>
<td>Q1 2020</td>
<td>1,813.6</td>
</tr>
</tbody>
</table>

-1.3% organic growth
+16.7% acquisition growth
HIGH OPERATING SPEED CONTINUED
INVESTMENTS IN SEVEN PLANTS IN 2019

Opening of Sika plants:

- **Mortar plant**
  - Senegal, Dakar
- **Concrete admixture plant**
  - Qatar, Doha
- **Mortar plant**
  - Cameroon, Douala
- **Third plant**
  - Indonesia, Jakarta
- **Expansion of mortar plant**
  - Egypt, Alexandria
- **Expansion of mortar plant**
  - Serbia, Belgrade
- **Mortar plant**
  - Ethiopia, Addis Ababa
HIGH OPERATING SPEED CONTINUED
FIVE ACQUISITIONS IN 2019 – INTEGRATION ON TRACK

Total annual sales: CHF 1,458 million

- **Parex, Global**
  Building Finishing, Waterproofing, Flooring

- **King Packaged Materials, Canada**
  Concrete, Refurbishment

- **Belineco, Eastern Europe**
  Sealing & Bonding

- **Crevo-Hengxin, China**
  Sealing & Bonding

- **Adeplast, Romania**
  Building Finishing (Closing Q1 2020)
NEW TARGET MARKET BUILDING FINISHING
# FAST AND SUCCESSFUL INTEGRATION OF PAREX

**EXCELLENT PROGRESS**

<table>
<thead>
<tr>
<th>TOTAL SYNERGIES</th>
<th>TOTAL COST SYNERGIES</th>
<th>CHF 25 MILLION+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Around CHF 100 million identified</td>
<td>CHF 55 million</td>
<td>Run rate synergies achieved to date</td>
</tr>
</tbody>
</table>

**CROSS-SELLING**

500+ initiatives tracked, 48% of them in cross-selling

**PRODUCT LAUNCHES**

34 new products launched in 10+ countries

**SHOP IN SHOP**

concept launched in China in **2,300 STORES**
BUILDING FINISHING AS OUR EIGHTH TARGET MARKET
HIGHER MARKET PENETRATION

Building Finishing

Concrete

Waterproofing

Roofing

Flooring & Coating

Sealing & Bonding

Refurbishment

Industry
BUILDING FINISHING AS OUR EIGHTH TARGET MARKET
HIGHER MARKET PENETRATION

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
STRATEGY 2023
SIKA’S GROWTH STRATEGY 2023
THE PILLARS OF THE STRATEGY

**Market Penetration**
- 6-8% annual growth

**Innovation**
- 25% of sales with new products

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

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

**Values**
- >25% ROCE by 2023

**SUSTAINABILITY**
- 12% CO₂ emission reduction per ton sold
SUSTAINABLE STRATEGY
MORE VALUE, LESS IMPACT - SUSTAINABILITY TARGETS

SUSTAINABLE SOLUTIONS
We are leading the industry by pioneering a comprehensive portfolio of customer focused solutions, combining both higher performance and improved sustainability.

TARGET 2023
- All new product developments with "Sustainable Solutions"

CLIMATE PERFORMANCE
We run our business in a responsible way and mitigate climate change and its impacts.

TARGET 2023
- 12% reduction of CO₂-emissions per ton sold

COMMUNITY ENGAGEMENT
We build trust and create value – with customers, communities, and with society.

TARGET 2023
- 10,000 working days of volunteering work per year
- 50% more projects
- 50% more direct beneficiaries

MORE VALUE

LESS IMPACT

ENERGY
We manage resources and costs carefully.

TARGET 2023
- 15% less energy consumption per ton sold

WASTE / WATER
We increase material and water efficiency.

TARGET 2023
- 15% less waste generation per ton sold
- 25% higher recycling rate of total waste
- 15% less water consumption per ton sold

OCCUPATIONAL SAFETY
Sika employees leave the workplace healthy.

TARGET 2023
- 50% less accidents
- 0 fatalities
STRONG INNOVATION PIPELINE
MORE PERFORMANCE – MORE SUSTAINABLE

SUSTAINABLE SOLUTION = BETTER PERFORMANCE + SUSTAINABILITY BENEFITS

PERFORMANCE SOLUTION

PERFORMANCE AND SUSTAINABILITY SOLUTION

FOCUS ON ADDED VALUE

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

INCREASED PERFORMANCE

SUSTAINABILITY BENEFITS
STRONG INNOVATION PIPELINE
NEW SOLUTIONS: MORE PERFORMANCE – MORE SUSTAINABLE

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, CEMENT-FREE MORTARS
Thermal and phonic insulation benefits, very easy to apply + Negative CO₂ footprint (renewable), optimum interior air comfort
SIKA AT THE FOREFRONT OF CONSTRUCTION
NEW TECHNOLOGIES CHANGE THE INDUSTRY

- First printers in use at customer sites to print concrete elements using Sika 3D mortar
- Components printed directly from plan, no costly and time-consuming need to erect framework
- New design opportunities for architects

In the future digitalization and industrialization of construction with 3D concrete printing
WINNER OF SWISS TECHNOLOGY AWARD
CURING-BY-DESIGN – EXAMPLE OF BUS MANUFACTURER

Cost savings up to 75% - Time savings approx. 90%

<table>
<thead>
<tr>
<th></th>
<th>Open time</th>
<th>Workforce needed for application</th>
</tr>
</thead>
<tbody>
<tr>
<td>SikaForce®-803</td>
<td>45 min</td>
<td></td>
</tr>
<tr>
<td>Conventional</td>
<td>15 min</td>
<td></td>
</tr>
<tr>
<td>adhesive</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Curing behavior SikaForce®-803

- Strength after 4 hours
- Strength after 24 hours
- Waiting time until vehicle can be moved

<table>
<thead>
<tr>
<th></th>
<th>Strength after 4 hours</th>
<th>Strength after 24 hours</th>
<th>Waiting time until vehicle can be moved</th>
</tr>
</thead>
<tbody>
<tr>
<td>SikaForce®-803</td>
<td>&gt;4 MPa</td>
<td>&gt;6 MPa</td>
<td>2 h</td>
</tr>
<tr>
<td>Conventional</td>
<td>0.45 MPa</td>
<td>1.8 MPa</td>
<td>24 h</td>
</tr>
<tr>
<td>adhesive</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
IMPROVE OPERATIONAL EFFICIENCY

KEY INITIATIVES

HIGH LEVEL OF AUTOMATION

Improved efficiency cuts costs and reduces ecological footprint

SMART PACKAGING

Reduction in material consumption combined with easy handling

OPTIMIZED LOGISTICS

Efficient goods flows in local markets, countries, and regions

GLOBAL TEAMS OF EXPERTS

Group-wide optimization of product formulations
SIKA CLEARLY OUTPERFORMS COMPETITORS
ORGANIC GROWTH SIGNIFICANTLY ABOVE PEERS IN THE PAST YEARS

2017 Organic

Sika: +6.3%
Peers: +3.6%

2018 Organic

Sika: +6.8%
Peers: +3.9%

2019 Organic

Sika: +3.3%
Peers: -1.4%
CURRENT SITUATION
### MEASURES ADDRESSING CURRENT SITUATION

#### KEEP HIGH FLEXIBILITY

<table>
<thead>
<tr>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Agility</strong></td>
</tr>
<tr>
<td>General</td>
</tr>
<tr>
<td>▪ Strong local management teams in the countries</td>
</tr>
<tr>
<td>▪ Preparation and response according to local situation which differs from country to country, scenario planning</td>
</tr>
<tr>
<td>▪ Taking advantage of local support measures</td>
</tr>
<tr>
<td>▪ Structural adjustments if longer-term market impact foreseen (automotive)</td>
</tr>
<tr>
<td>▪ Focus on market opportunities, sales development in China back on previous year’s level</td>
</tr>
<tr>
<td><strong>Operating Profit &amp; Cash Focus</strong></td>
</tr>
<tr>
<td>CapEx</td>
</tr>
<tr>
<td>▪ Reduce/postpone non-critical CapEx</td>
</tr>
<tr>
<td>Cost Structures</td>
</tr>
<tr>
<td>▪ Adaptation of cost structure, reduction and postponement of expenses</td>
</tr>
<tr>
<td>Working Capital</td>
</tr>
<tr>
<td>▪ Tight monitoring and management of Working Capital</td>
</tr>
<tr>
<td><strong>Liquidity</strong></td>
</tr>
<tr>
<td>Cash Balance</td>
</tr>
<tr>
<td>▪ High cash balance of CHF 995 million (end of 2019)</td>
</tr>
<tr>
<td>Credit Line</td>
</tr>
<tr>
<td>▪ Fully committed credit lines (RCF) of CHF 1,250 million, no covenants</td>
</tr>
<tr>
<td>Bond Maturity</td>
</tr>
<tr>
<td>▪ No maturity until July 2021 (CHF 170 million)</td>
</tr>
</tbody>
</table>
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.

For marketed products discussed in this presentation, please see information on our website: www.sika.com

All mentioned trademarks are legally protected.