RECORD SALES AND PROFIT, GROWTH IN ALL REGIONS IN THE FIRST NINE MONTHS 2016

SIKA INVESTOR PRESENTATION
NOVEMBER 2016
1. HIGHLIGHTS AND RESULTS FIRST NINE MONTHS 2016
RECORD SALES AND PROFIT, GROWTH IN ALL REGIONS IN THE FIRST NINE MONTHS 2016

- Sales growth of 6.3% (5.8% in CHF) to a new record of CHF 4.33 billion
- Growth in all regions
- EBIT improved by 20.6% (+ CHF 101 million) and net profit rose by 22.9% posting new record values
- New quarterly record in operating EBIT margin of 15.6% (previous year: 13.7%), 19th consecutive quarter of margin improvement
- 8 new production plants in Greece, Myanmar, Cambodia, Canada, Thailand, Ecuador, Australia and Brazil
- New national subsidiaries in Kuwait, Nicaragua, Cameroon and Djibouti – now 97 countries with own Sika operations
- Acquisitions of L.M. Scofield and FRC Industries in the USA
- Confirmation of annual targets
### KEY FIGURES NINE MONTHS 2016

**DISPROPORTIONATELY HIGH INCREASE IN PROFIT**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>Δ %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>4,095.0</td>
<td>4,331.8</td>
<td>+5.8%</td>
</tr>
<tr>
<td><strong>Gross results as % of net sales</strong></td>
<td>54.0</td>
<td>55.3</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>612.8</td>
<td>719.5</td>
<td>+17.4%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>490.2</td>
<td>591.2</td>
<td>+20.6%</td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>338.2</td>
<td>415.5</td>
<td>+22.9%</td>
</tr>
<tr>
<td><strong>Operating free cash flow</strong></td>
<td>234.0</td>
<td>336.4</td>
<td>+43.8%</td>
</tr>
<tr>
<td><strong>ROCE in %</strong></td>
<td>23.3</td>
<td>27.1</td>
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SALES NINE MONTHS 2016
GROWTH IN ALL REGIONS

+5.3%  +9.9%  +3.8%  +5.6%  Growth (in LC)
+0.1%  +2.6%  +2.3%  -12.8%  FX impact
+1.5%  +1.9%  +0.7%  +0.0%  Acquisition

2,057  705  786  421
EMEA  North America  Asia/Pacific  Latin America

Industry 21%
Construction 79%
GROWTH MOMENTUM CONTINUES NINE MONTHS 2016
6.3% SALES GROWTH (5.8% IN CHF)

North America
+ 9.9%
627 705

Latin America
+ 5.6%
453 421

EMEA
+ 5.3%
1,952 2,057

Asia/Pacific
+ 3.8%
740 786

9M / 2015 9M / 2016
(in CHF million, growth in LC)
SALES GROWTH FIRST NINE MONTHS 2012 TO 2016
STRONG ORGANIC GROWTH

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<tbody>
<tr>
<td>Sales 9 months</td>
<td>3,636.2</td>
<td>3,807.7</td>
<td>4,174.4</td>
<td>4,095.0</td>
<td>4,331.8</td>
</tr>
</tbody>
</table>

in LC
- Acquisition
- Organic

in CHF mn
- 5.5%
- 6.7%
- 15.8%
- 11.8%
- 6.3%
EBIT MARGIN DEVELOPMENT 2011 TO 2016
19 CONSECUTIVE QUARTERS OF IMPROVEMENT

PERIODIC EBIT MARGINS

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<tbody>
<tr>
<td>HY</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
<td>8%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Q3</td>
<td>10%</td>
<td>11%</td>
<td>12%</td>
<td>13%</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Q4</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>13%</td>
<td>12%</td>
<td>11%</td>
</tr>
</tbody>
</table>
FIVE-YEAR OVERVIEW – NINE MONTHS FIGURES
CONTINUOUSLY IMPROVING MARGINS

**EBIT IN CHF**

<table>
<thead>
<tr>
<th>Year</th>
<th>In % of sales</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>8.2%</td>
<td>9.5%</td>
<td>10.2%</td>
<td>11.0%</td>
<td>12.0%</td>
<td>13.6%</td>
</tr>
</tbody>
</table>

+20.6%

**NET PROFIT IN CHF**

<table>
<thead>
<tr>
<th>Year</th>
<th>In % of sales</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>4.9%</td>
<td>6.1%</td>
<td>6.7%</td>
<td>7.4%</td>
<td>8.3%</td>
<td>9.6%</td>
</tr>
</tbody>
</table>

+22.9%
KEY INVESTMENTS IN THE FIRST NINE MONTHS 2016
CONTINUED SUPPLY CHAIN EXPANSION

Opening of Sika plants:

- 2\textsuperscript{nd} plant in Greece
  (Kryoneri, Athens, January 2016)
- 1\textsuperscript{st} plant in Myanmar
  (Yangon, February 2016)
- 1\textsuperscript{st} plant in Cambodia
  (Phnom Penh, February 2016)
- 4\textsuperscript{th} plant in Canada
  (Vancouver, March 2016)
- 2\textsuperscript{nd} plant in Thailand
  (Saraburi, June 2016)
- 2\textsuperscript{nd} plant in Ecuador
  (Guayaquil, June 2016)
- 7\textsuperscript{th} plant in Australia
  (Perth, July 2016)
- 6\textsuperscript{th} plant in Brazil
  (Osasco, Sao Paulo, September 2016)

New plant in Sao Paulo, Brazil

New plant in Perth, Australia
New subsidiaries:

- Kuwait (March 2016)
- Nicaragua (June 2016)
- Cameroon (August 2016)
- Djibouti (August 2016)
KEY INVESTMENTS IN THE FIRST NINE MONTHS 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
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
GOOD START IN Q4 2016
KEY INITIATIVES CONTINUE

Acquisition of 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

Ronacrete plant in Guangzhou, China
OUTLOOK
CONFIRMATION OF 2016 ANNUAL TARGETS

- Annual targets for 2016 can be confirmed
- Sales of around CHF 5.8 billion expected
- Disproportionately higher rise in margins with operating profit (EBIT) between CHF 780 and 800 million
- Opening of 8 to 10 new factories
- 4 new national subsidiaries
- Unknown outcome of Saint-Gobain’s hostile takeover attempt
2. SUCCESSFUL STRATEGY 2018 EXECUTION
FIVE-YEAR OVERVIEW - NET SALES AND EBIT
CONTINUATION OF PROFITABLE GROWTH STRATEGY

NET SALES (consolidated)
in CHF mn
Growth in percent in local currencies

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>5,750</td>
<td>5,500</td>
<td>5,250</td>
<td>5,000</td>
<td>4,750</td>
</tr>
<tr>
<td>Growth</td>
<td>+5.3%</td>
<td>+9.4%</td>
<td>+13.0%</td>
<td>+6.2%</td>
<td></td>
</tr>
</tbody>
</table>

EBIT
in CHF mn

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of Net Sales</td>
<td>7.6%</td>
<td>9.0%</td>
<td>10.2%</td>
<td>11.4%</td>
<td>+6.3%</td>
</tr>
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STRATEGY 2018
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>
<thead>
<tr>
<th>PILLARS OF THE GROWTH MODEL</th>
<th>ACHIEVEMENTS</th>
</tr>
</thead>
</table>
| **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**            | • 20 Acquisitions in all regions     
                              | • CHF 587 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

20
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

20 Acquisitions
596 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

Luanda International Airport, Angola

Mall of Egypt, Cairo, Egypt
ACCELERATED BUILD UP OF PRESENCE IN USA

10% sales growth in 9M 2016

Investment focus on fast growing metro areas

22 plants in USA and Canada

10 new plants added since 2012

Presence in residential market through Home Depot (2,000 stores) and Lowes (1,800 stores)
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
"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.
DECISION OF THE CANTONAL COURT OF ZUG
ALL CLAIMS OF SWH DISMISSED

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 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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