SALES EXCEED CHF 6 BILLION – STRONG GROWTH OF 8.9%
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2. SUCCESSFUL STRATEGY EXECUTION

3. TARGETS 2020

4. OUTLOOK
1. SALES 2017 – CONTINUED GROWTH MOMENTUM
SALES EXCEED CHF 6 BILLION FOR THE FIRST TIME – STRONG GROWTH OF 8.9% 

1. Record results
   - +8.9% sales growth in local currencies, CHF 6.25 billion in sales
   - Accelerated fourth-quarter growth of 12.0%
   - Growth in all regions

2. Key investments
   - 9 new factories in Mexico, Kazakhstan, Russia, Tanzania, Pakistan, Angola, Germany, Cameroon and the USA
   - 3 new national subsidiaries in Senegal, El Salvador and Bangladesh
   - 7 acquisitions: Bitbau Dörr, Austria; ABC Sealants, Turkey; KVK Holding, Czech Republic; Butterfield, USA; Faist ChemTec, Global; Grupo Industrial Alce, Mexico; Emseal, USA

3. Outlook
   - Disproportionately high growth in profit expected for the year 2017 as a whole
   - Outlook 2018: Sales increase of more than 10% expected
SALES GROWTH BY QUARTER
STRONG ORGANIC GROWTH

<table>
<thead>
<tr>
<th></th>
<th>Q3 16</th>
<th>Q4 16</th>
<th>Q1 17</th>
<th>Q2 17</th>
<th>Q3 17</th>
<th>Q4 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly sales</td>
<td>1,525.6</td>
<td>1,415.9</td>
<td>1,389.2</td>
<td>1,605.7</td>
<td>1,632.6</td>
<td>1.62 bn</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>in CHF mn</th>
</tr>
</thead>
<tbody>
<tr>
<td>in LC</td>
<td></td>
</tr>
<tr>
<td>acquisition</td>
<td>4.0%</td>
</tr>
<tr>
<td>organic</td>
<td>0.4%</td>
</tr>
<tr>
<td></td>
<td>3.6%</td>
</tr>
<tr>
<td></td>
<td>3.0%</td>
</tr>
<tr>
<td></td>
<td>8.5%</td>
</tr>
<tr>
<td></td>
<td>2.2%</td>
</tr>
<tr>
<td></td>
<td>6.0%</td>
</tr>
<tr>
<td></td>
<td>2.6%</td>
</tr>
<tr>
<td></td>
<td>7.4%</td>
</tr>
<tr>
<td></td>
<td>3.4%</td>
</tr>
<tr>
<td></td>
<td>5.0%</td>
</tr>
<tr>
<td></td>
<td>8.5%</td>
</tr>
<tr>
<td></td>
<td>3.5%</td>
</tr>
<tr>
<td>12.0%</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

In CHF mn
GROWTH MOMENTUM CONTINUES IN 2017
8.9% SALES GROWTH (8.6% IN CHF)

<table>
<thead>
<tr>
<th>Region</th>
<th>12M 2016</th>
<th>12M 2017</th>
<th>Growth (in CHF billion, growth in LC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>1.09</td>
<td>1.09</td>
<td>+ 0%</td>
</tr>
<tr>
<td>Latin America</td>
<td>0.59</td>
<td>0.59</td>
<td>+ 0%</td>
</tr>
<tr>
<td>EMEA</td>
<td>2.87</td>
<td>3.04</td>
<td>+ 7.4%</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>1.13</td>
<td>1.19</td>
<td>+ 5.2%</td>
</tr>
</tbody>
</table>
SALES 2017
GROWTH IN ALL REGIONS

Growth (in LC)
- +7.4%
- -0.8%
- +2.5%

FX impact
- +18.4%
- +0.2%
- +8.5%

Acquisition
- +5.2%
- -0.4%
- +0.6%

+3.2%
+1.3%
+0.1%

Industry 21%
Construction 79%
KEY INVESTMENTS IN 2017
EXPANSION IN EMERGING MARKETS

Opening of Sika plants:

- 5\textsuperscript{th} plant in Mexico (Coatzacoalcos, March 2017)
- New and expanded site in Kazakhstan (Almaty, May 2017)
- 1\textsuperscript{st} plant in Tanzania (Dar es Salaam, June 2017)
- 5\textsuperscript{th} plant in Russia (Lobnya, July 2017)
- New and expanded site in Pakistan (Lahore, October 2017)
- 2\textsuperscript{nd} plant in Angola (Luanda, October 2017)
- New fiber plant for EMEA (Troisdorf, Germany, November 2017)
- 1\textsuperscript{st} plant in Cameroon (Douala, December 2017)
- 22\textsuperscript{nd} plant in the USA (Houston, December 2017)
KEY INVESTMENTS IN 2017
EXPANSION IN EMERGING MARKETS

New subsidiaries:

- Senegal (April 2017)
- El Salvador (September 2017)
- Bangladesh (December 2017)

Now present in 100 countries with own national subsidiaries
CONTINUING HIGH OPERATING SPEED IN 2017

ACQUISITIONS

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bitbau Dörr</td>
<td>Austria</td>
<td>Waterproofing</td>
</tr>
<tr>
<td>ABC Sealants</td>
<td>Turkey</td>
<td>Sealing &amp; Bonding</td>
</tr>
<tr>
<td>KVK</td>
<td>Czech Republic</td>
<td>Roofing, Waterproofing, Refurbishment</td>
</tr>
<tr>
<td>Butterfield</td>
<td>USA</td>
<td>Concrete</td>
</tr>
<tr>
<td>Faist ChemTec</td>
<td>Global</td>
<td>Industry, Automotive</td>
</tr>
<tr>
<td>Grupo Industrial Alce</td>
<td>Mexico</td>
<td>Roofing, Waterproofing</td>
</tr>
<tr>
<td>Emseal Joint Systems</td>
<td>USA</td>
<td>Sealing &amp; Bonding, Refurbishment</td>
</tr>
</tbody>
</table>

Total annual sales: CHF 367 million
KEY INVESTMENTS IN 2017
ACQUISITIONS AS GROWTH PLATFORM

Acquisition of Faist ChemTec, Global

- Leading manufacturer of high-performance engineered, structure-borne acoustic solutions for automotive industry
- Faist ChemTec’s innovations are driven by megatrends, such as the increased need for comfort and lightweight construction of vehicles
- Manufacturing footprint supports the aim to achieve global reach combined with local presence when serving customers worldwide
- CHF 190 million additional sales
KEY INVESTMENTS IN 2017
ACQUISITIONS AS GROWTH PLATFORM

Acquisition of Emseal Joint Systems, USA

- US-based market leader in development and manufacturing of structural expansion joint products for new construction and refurbishment
- Extensive cross-selling opportunities for other Sika technologies
- Reach new contractor customers and better penetrate key projects - perfect fit with Sika’s existing growth strategy in North America
- CHF 40 million additional sales
2. SUCCESSFUL STRATEGY EXECUTION
STRATEGIC TARGETS CONFIRMED FOR 2020
SIKA’S GROWTH MODEL WILL DELIVER

1) Performance
2) Market Penetration
3) Innovation
4) Accelerated build-up of Emerging Markets
5) Acquisitions
6) Values
1) PERFORMANCE
SIKA’S GROWTH MODEL DELIVERS KEY INVESTMENTS IN THE LAST SIX YEARS

PILLARS OF THE GROWTH MODEL

MARKET PENETRATION

INNOVATION

EMERGING MARKETS

ACQUISITIONS

VALUES

ACHIEVEMENTS

- Successful Target Market concept
- Megatrends driving growth

- 444 new patents filed
- 20 Global Technology Centers

- 54 new plants opened
- 23 new national subsidiaries

- 28 acquisitions in all regions
- CHF 1.02 billion sales added

- Strong corporate culture
- High employee loyalty
SIKA’S GROWTH MODEL DELIVERS CONTINUED GROWTH IN SALES AND PROFIT (FULL YEAR)
2) MARKET PENETRATION
SIKA’S MARKET POTENTIAL
LARGE AND GROWING MARKET SEGMENTS

TOTAL MARKET SIZE

2016
> CHF 70 BILLION

2020
CHF 80 BILLION
MEGATRENDS DRIVE OUR GROWTH
URBANIZATION, NEW VEHICLE DESIGN AND SUSTAINABILITY

New modular vehicle manufacturing concepts need fast, high strength bonding systems.

Increasing world population with urbanization and megacities.

Increased safety, fire, water, earthquake and quality requirements.

Rising demand for high performance concrete, sealing and waterproofing.

Sustainability: Increasing demand for safe-to-use and low-emission products.

New vehicle design with material mix requires bonding solutions.

Higher demand for infrastructure and refurbishment solutions.
MARKET PENETRATION - FOCUS ON ATTRACTIVE MARKETS:
CROSS-SELLING, LIFE-CYCLE MANAGEMENT, A STRONG BRAND

Concrete  | Waterproofing  | Roofing  | Flooring & Coating

Sealing & Bonding  | Refurbishment  | Industry
Sika’s long-term market potential

Market Education & Building Standards

Infrastructure

Bridges, tunnels, air and sea ports, water treatment, hospitals, power plants

Increase of building standards, faster and more efficient systems

Concrete repair, mortars, roofing, flooring, waterproofing, sealing

EMERGING

DEVELOPING

MATURE

Sika is ideally positioned to profit from all phases of the construction life-cycle
3) INNOVATION
More than 900 employees are dedicated to Research and Development.

513 invention disclosures in the last six years.

20 Technology Centers worldwide.
FROM PATENTS TO WORLD CLASS PRODUCTS
INNOVATION INCREASES SALES AND PROFIT

NEW PATENTS IN THE LAST 6 YEARS

NEW PRODUCTS LAUNCHED IN THE LAST 6 YEARS

= 444

= 1,600

+20%
ANNUAL ORGANIC SALES GROWTH INCREASE

30%
ANNUAL EBIT CONTRIBUTION
Higher building standards

- Urbanization and megacities require intelligent and safe building designs
- Addressable market for fire protective coating products CHF 1 billion by 2024

3-D Concrete Printing

- Paradigm shift in construction industry with 3-D concrete printing
- Additional market potential of CHF 1 billion by 2025

New opportunities in electric vehicles

- Electric vehicles will be a game changer for automotive industry
- 20% more Sika solutions in electric vehicles
SIKA AUTOMOTIVE
E.G. INNOVATIONS DRIVE INCREASE IN VEHICLE CONTENT

AVERAGE VEHICLE CONTENT

Sales  Content per Vehicle

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (CHF)</th>
<th>Content per Vehicle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>4.85</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>5.15</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>5.57</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>6.19</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>6.75</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>7.36</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>7.94</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>8.69</td>
<td></td>
</tr>
</tbody>
</table>

- **VW GOLF 7, E-GOLF**: CONTENT: > CHF 40
- **VW PASSAT**: CONTENT: > CHF 80
- **PSA 3008, 308, 5008**: CONTENT: > CHF 70
- **AUDI A3, A4, A5**: CONTENT: > CHF 40
- **JAGUAR XF**: CONTENT: > CHF 100
- **MERCEDES S-CLASS**: CONTENT: > CHF 60
- **TATA RANGE ROVER**: CONTENT: > CHF 100
- **TESLA MODELS X, S**: CONTENT: > CHF 70
SIKA INNOVATIONS DRIVE GROWTH
E.G. INCREASED WORKABILITY FOR CONCRETE

MEETING THE CHALLENGES OF CONSTRUCTION IN URBAN ENVIRONMENTS

ALLOWING LONG TRANSPORTABILITY COUPLED WITH SHORT SETTING TIMES

**Sika® ViscoFlow®**
IN-HOUSE DEVELOPED HIGH-PERFORMANCE POLYMER PERMITS
> 8 HOURS WORKABILITY OF CONCRETE

+ 30% SALES GROWTH IN 2016

<table>
<thead>
<tr>
<th>Tons sold</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>20'000</td>
<td>40'000</td>
<td>60'000</td>
</tr>
</tbody>
</table>

2013 2014 2015 2016
4) ACCELERATED BUILD-UP OF EMERGING MARKETS
**EMERGING MARKETS BUILD-UP IN THE LAST SIX YEARS**

**CAPTURING GROWTH POTENTIAL IN NEW MARKETS**

<table>
<thead>
<tr>
<th>54</th>
<th>11%</th>
<th>23</th>
<th>36%</th>
</tr>
</thead>
<tbody>
<tr>
<td>new plants opened</td>
<td>average annual sales growth</td>
<td>new national subsidiaries</td>
<td>of sales in Emerging Markets</td>
</tr>
</tbody>
</table>
5) ACQUISITIONS
SIKA’S MARKET POTENTIAL
FRAGMENTATION OFFERS ACQUISITION OPPORTUNITIES

CONSTRUCTION CHEMICAL MARKET 2016
> CHF 60 BILLION

Top 10 companies with a combined market share of 40%

Sika

Other
ACQUISITIONS IN THE LAST SIX YEARS
GROWTH PLATFORMS FOR THE FUTURE

28 acquisitions

1.02 billion CHF additional turnover

In all 7 Target Markets

In all 4 regions
6) VALUES AND PRINCIPLES
SIKA’S VALUES AND PRINCIPLES
STRONG CORPORATE CULTURE

- Customer first
- Courage for innovation
- Sustainability & integrity
- Empowerment and respect
- Manage for results
3. TARGETS 2020
SIKA’S GROWTH MODEL WILL DELIVER
STRATEGIC TARGETS 2020

MARKET PENETRATION

INNOVATION

EMERGING MARKETS

ACQUISITIONS

VALUES

6 - 8% ANNUAL GROWTH

30 NEW PLANTS

105 NATIONAL SUBSIDIARIES

14 - 16% EBIT MARGIN PER YEAR

> 10% OPERATING FREE CASH FLOW PER YEAR

> 25% ROCE PER YEAR
SIKA’S GROWTH MODEL WILL DELIVER MORE THAN CHF 1 BILLION EBIT IN 2020

- Megatrends Urbanization, New Vehicle Design and Sustainability drive growth
- Fragmented market of CHF 80 billion with huge growth opportunities
- Sika is ideally positioned to profit from all phases of the construction life-cycle
- Sika GROWTH MODEL confirmed – key investments defined
- Strategic targets confirmed for 2020 – confident that GROWTH MODEL continues to deliver growth and margin improvement
- More than CHF 1 billion EBIT in 2020
4. OUTLOOK
OUTLOOK
SIKA CONTINUES TO IMPLEMENT ITS GROWTH STRATEGY

- Disproportionally high growth in profit expected for the year 2017 as a whole
- Sales increase of more than 10% in 2018 expected
- Volatile and rising commodity prices will continue to present a challenge
- Operating profit (EBIT) should enjoy a disproportionate high rise in 2018
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:

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- 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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