SUCCESSFUL START TO 2019 – PAREX TRANSACTION CLOSED

SIKA INVESTOR PRESENTATION
JUNE 2019
SUCCESSFUL START TO 2019
1. Strong Q1 2019
   - +7.1% sales growth in local currencies to CHF 1,644.8 million
   - Growth in all regions

2. Key investments in 2019
   - Announcement of three acquisitions:
     Parex (global) – closed May 23, 2019
     King (Canada), Belineco (Belarus) – closed end April
   - New mortar plant in Senegal,
     expansion of mortar plant in Egypt - doubling of capacity
GROWTH MOMENTUM CONTINUES IN 2019
7.1% SALES GROWTH IN LOCAL CURRENCY (5.8% IN CHF)

<table>
<thead>
<tr>
<th>Region</th>
<th>3M 2018</th>
<th>3M 2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>0.41</td>
<td></td>
<td>+ 4.8%</td>
</tr>
<tr>
<td>EMEA</td>
<td>0.72</td>
<td></td>
<td>+ 8.2%</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>0.27</td>
<td></td>
<td>+ 2.8%</td>
</tr>
<tr>
<td>Global Business</td>
<td>1.64</td>
<td></td>
<td>+ 13.3%</td>
</tr>
</tbody>
</table>

(in CHF bn, growth in LC)
GROWTH MOMENTUM CONTINUES IN 2019
7.1% SALES GROWTH IN LOCAL CURRENCY (5.8% IN CHF)

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
<th>Q1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,389.0</td>
<td>1,554.0</td>
<td>1,644.8</td>
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</tbody>
</table>

+4.6% organic
+2.5% acquisition
HIGH OPERATING SPEED CONTINUED IN 2019
INVESTMENTS IN NEW PLANTS

Opening of Sika plants:
- Mortar plant in Senegal (Dakar, March 2019)
- Expansion of mortar plant in Egypt (Alexandria, April 2019)
HIGH OPERATING SPEED CONTINUED IN 2019
3 ACQUISITIONS IN 2019

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parex</td>
<td>Global</td>
<td>Refurbishment, 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>
</tbody>
</table>

Total annual sales: CHF 1,288 million
KEY INVESTMENTS IN 2019
ACQUISITIONS AS GROWTH PLATFORM

Acquisition of King Packaged Materials Company (Canada)

- Large manufacturer of dry shotcrete and mortars for concrete repair
- Products for the construction and mining industry as well as for the home improvement distribution channel
- King operates three large state-of-the-art plants
- CHF 61 million annual sales
KEY INVESTMENTS IN 2019
ACQUISITIONS AS GROWTH PLATFORM

Acquisition of Belineco, Belarus

- Manufacturer of polyurethane foam systems
- Further expansion of production capacity and know-how for polyurethane foam systems
- Cross-selling opportunities in Eastern Europe
UPDATE ON PAREX
TRANSACTION HIGHLIGHTS (1/2)

- Parex, an excellent company
  - A leading mortar manufacturer – great expertise in facade, tile adhesives, waterproofing
  - Impressive track record of profitable growth (7 year growth CAGR of 7%; 2018E sales: CHF 1.2 billion, EBITDA 16%)
  - Strong position in distribution (80% of sales)
  - Present in 23 countries with key position in 8 markets

- Key benefits
  - Very good strategic fit with no overlaps
  - Boost Sika’s position in mortars and distribution
  - Sika and Parex with strong brands and position in complementary channels, therefore multiplier potential for Sika and Parex products
  - Rollout Parex’s facade business in Sika world
  - Leverage potential in technology and operations

- Cultural fit
  - Highly decentralized organization
  - Management by empowerment
TRANSACTION HIGHLIGHTS (2/2)

- Financial parameters
  - Enterprise value of CHF 2.5 billion
  - Annual synergies of CHF 80 – 100 million expected
- Multi-step transaction
  - Sika signed exclusive put option agreement, announcement January 8, 2019
  - SPA signed on February 12, 2019
  - Closing May 23, 2019
**PAREX – A LEADING MORTAR COMPANY**
**80% OF SALES THROUGH DISTRIBUTION CHANNEL**

<table>
<thead>
<tr>
<th>Category</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>CHF 1,204 million</td>
</tr>
<tr>
<td>EBITDA</td>
<td>CHF 195 million</td>
</tr>
<tr>
<td>Sales by products</td>
<td>- Waterproofing &amp; Tech. Solutions 26%</td>
</tr>
<tr>
<td></td>
<td>- Facade Protection &amp; Decoration 34%</td>
</tr>
<tr>
<td></td>
<td>- Tile Setting Materials 40%</td>
</tr>
<tr>
<td>Sales by region</td>
<td>- Americas 25%</td>
</tr>
<tr>
<td></td>
<td>- EMEA 33%</td>
</tr>
<tr>
<td></td>
<td>- Asia 42%</td>
</tr>
<tr>
<td>Sites</td>
<td>74 plants across 23 countries</td>
</tr>
<tr>
<td>R&amp;D centers</td>
<td>13 R&amp;D centers</td>
</tr>
<tr>
<td>Employees</td>
<td>4,600 employees worldwide</td>
</tr>
</tbody>
</table>

(Key figures 2018)
SIKA AND PAREX: 1+1=3
EXPAND HIGHLY PROFITABLE MORTAR BUSINESS

SIKA

Concrete Systems 14%
Coating Systems 14%
Mortars 15%
Thermoplastic Systems 28%
Adhesive Systems 26%

Combined

Concrete Systems 14%
Coating Systems 12%
Thermoplastic Systems 24%
Mortars 27%
Adhesive Systems 23%

PAREX

Concrete Systems 17%
Coating Systems 14%
Mortars 15%
Adhesive Systems 26%

CHF 7.1 bn
CHF 1.2 bn
CHF 8.3 bn
SIKA AND PAREX: 1+1=3
EXCITING SYNERGY OPPORTUNITIES

- Cross-selling Sika products through Parex’ distribution network
- Parex gain access to Sika’s direct sales channels
- Parex products included in Sika specifications
- Optimized utilization of warehouses, logistics and production network

Access to Distribution Network

Expand Mortar Plant Network

Parex Davco Distribution Store in Guanzhou, China

Parex Mortar Plant in Santiago, Chile
**EXCITING SYNERGY OPPORTUNITIES - EXAMPLE CHINA**

**HIGH CHANNEL COMPLEMENTARITY AND CROSS-SELLING POTENTIAL**

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**Parex strong in distribution, Sika strong in direct business**

- Technical mortars
- Industrial Flooring
- Roofing & Waterproofing
- Sealing & Bonding

*Turnover 2018: CHF 247 million*

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**Sika with 90% of direct business in China**

- High complementarity in distribution channels with significant cross-selling opportunities (acrylics, epoxies, PUs)
- Increase Sika’s mortar plants from 3 to 12 and employees from 1,050 to 2,350 in China

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**Parex is a strong market player operating under main brand Davco**

- Unique retail distribution network with 90,000 points of sale of which 3,000 are exclusive independent distributors under the Davco brand

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**Strong combined growth platform:**

**CHF 597 million**
EXCITING SYNERGY OPPORTUNITIES - EXAMPLE USA
FACADE AND TILE SYSTEMS AS NEW GROWTH PLATFORMS

- Refurbishment
- Industrial Flooring
- Roofing & Waterproofing
- Sealing & Bonding

**Turnover 2018: CHF 1,125 million**

- Facade mortars/stuccos
- EIFS
- Tiles setting materials

**Turnover 2018: CHF 130 million**

- Expand factory footprint for mortars with Parex plants in Florida, California, New York, and New Mexico
- Parex’s Facade/EIFS business connects well with Sika’s wall insulation business
- Parex to be Sika’s growth platform and starting point for the US tile adhesives market
- Parex benefits from Sika’s cross selling and specification selling activities

Strong improvement of US market position in construction chemicals:
CHF 1,255 million
REVENUE AND COST SYNERGIES

EXPECTED RUN-RATE SYNERGIES OF CHF 80-100M

Revenue synergies
- Cross-selling of Sika products through Parex distribution channels (Acrylics, PUs, Epoxies etc.)
- Leverage Sika’s direct access to jobsites for Parex products
- Sale of Parex products through Sika's presence in >70 countries currently not covered by Parex

Cost synergies
- Economies of scale in purchasing
- Optimization of production and logistics cost
- Operating leverage and increased efficiency in support functions

- Expected run-rate synergies of CHF 80-100m p.a.
- Synergies expected to ramp-up over coming years and to be fully realized in year 4 post closing
- Expected transaction and integration costs of CHF 70m spread over the next three years

In addition, CapEx savings of CHF 35m spread over the next 3 years
2018 BUSINESS YEAR
STRONG GROWTH MOMENTUM CONTINUED IN 2018
13.6% SALES GROWTH IN LC (13.4% IN CHF)

- Americas: +11.7% 1,821
- EMEA: +14.1% 3,167
- Asia/Pacific: +5.5% 1,177

12M 2017 12M 2018
(in CHF mn, growth in LC)

Group: +13.6% 7,085
Global Business: +29.2% 920
HIGH OPERATING SPEED CONTINUED IN 2018
INVESTMENTS IN NEW PLANTS

Opening of Sika plants:
- New mortar plant Vietnam (Hanoi, March 2018)
- 1st admixture plant Senegal (Dakar, April 2018)
- New admixture factory Saudi Arabia (Dammam, June 2018)
- New admixture and mortar plant Azerbaijan (Baku, July 2018)
- Mortar and admixture factory United Arab Emirates (Dubai, August 2018)
- Automotive plant Mexico (Querétaro, September 2018)
- 2 new admixture plants Kazakhstan (Almaty and Astana, October 2018)
- New admixture plant Russia (Yekaterinburg, October 2018)
- Admixture, mortar and liquid applied membrane plant in Peru (Lima, November 2018)
- Admixture, mortar, and liquid applied membrane plant in Guatemala (Palin, December 2018)
HIGH OPERATING SPEED CONTINUED IN 2018
EXPANSION IN EMERGING MARKETS

New subsidiary:
▪ Honduras (February 2018)

Now present in 101 countries with own national subsidiaries
## HIGH OPERATING SPEED CONTINUED IN 2018
### CLOSING OF 4 ACQUISITIONS IN 2018

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faist ChemTec</td>
<td>Global</td>
<td>Global Business</td>
</tr>
<tr>
<td>Index Construction Systems and Products</td>
<td>Italy</td>
<td>Roofing, Waterproofing</td>
</tr>
<tr>
<td>Polypag</td>
<td>Switzerland</td>
<td>Sealing &amp; Bonding</td>
</tr>
<tr>
<td>Fibermesh Concrete Fibers</td>
<td>Global</td>
<td>Concrete</td>
</tr>
<tr>
<td>Arcon Membrane Srl*</td>
<td>Romania</td>
<td>Roofing, Waterproofing</td>
</tr>
</tbody>
</table>

**Total annual sales: CHF 398 million**

* closing expected in first half 2019
HIGHLIGHTS 2018
COUNTER PRESSURE FROM RISING RAW MATERIAL PRICES

- Significant increase in raw material prices since end of 2016 with biggest impact in Concrete, Flooring and Sealing & Bonding businesses
- More than 40 force majeure “shutdowns” of suppliers’ plants in 2018, low water on Rhine River affecting transportation of raw materials
- Highest sales price increase in 2018 since several years
Efficiency gains from:

- Operating leverage
- Lean corporate organization
- Various efficiency programs in emerging countries with volatile currencies
- Prudent cost management in countries with lower growth
- Fast integration of acquisitions / realization of synergies
HIGHLIGHTS 2018
URBANIZATION – HIGH REQUIREMENTS FAVOR SIKA SOLUTIONS

- Demand for high-performing and specialty concrete
- Innovative roofing solutions for challenging construction conditions: liquid applied membranes
- Increasing safety, fire, earthquake and quality requirements
- More waterproofing solutions needed
- Functional sealing of building envelopes
- Increasing demand for refurbishment and repair solutions
HIGHLIGHTS 2018
URBANIZATION – SUPERTALL BUILDINGS ON THE RISE

Projected +1,200% in 20 years. Sika solutions are the driving force of this trend.

Source: http://www.skyscrapercenter.com
HIGHLIGHTS 2018 – URBANIZATION
CONCRETE – NO. 1 STRUCTURAL MATERIAL FOR HIGH-RISE BUILDINGS

Source: http://www.skyscrapercenter.com
HIGHLIGHTS 2018 – URBANIZATION
MANAGING TIGHT CONCRETE LOGISTICS: ONE VANDERBILT, NYC

>400 m height
easy to pump,
hardens quickly

200 bar
high pressure, still cohesive

1.5 hrs
ride from plant to job site

100 rides a day
and 70,000 m³ concrete

Every fifth
truckload is
officially being
tested for quality

Manhattan

200 bar
high pressure, still cohesive
FINANCIAL HIGHLIGHTS 2018

- New and all-time records in:
  - Net sales: CHF 7,085.4 million (+13.6% in LC, 13.4% in CHF)
  - EBIT: CHF 945.9 million (+5.5%) reaching 13.4% of net sales, +CHF 50 million in absolute terms
  - Excluding SGO resolution cost, EBIT is at 13.7% of net sales
  - Net Profit: CHF 687.1 million (+5.9%)
- Tax rate decreased further to 23.0%
- Earnings per share (EPS) increased 10.9% to CHF 4.69
- Strong capital efficiency (ROCE) at 26.2% driven by solid profitability and efficient capital management
- Ongoing investments of CHF 239 million incl. lease buyback (2017: CHF 163 million)
REVENUES 2018
EXECUTION ON ALL PILLARS OF THE STRATEGY

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,248</td>
<td>179</td>
<td>248</td>
<td>428</td>
<td>-17</td>
<td>7,085</td>
</tr>
</tbody>
</table>

in CHF mn
SALES GROWTH 2016 TO 2018
STRONG ORGANIC GROWTH

<table>
<thead>
<tr>
<th></th>
<th>Acquisition</th>
<th>Organic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0.9%</td>
<td>4.6%</td>
<td>5.5%</td>
</tr>
<tr>
<td>2017</td>
<td>2.7%</td>
<td>6.3%</td>
<td>9.0%</td>
</tr>
<tr>
<td>2018</td>
<td>6.8%</td>
<td>6.8%</td>
<td>13.6%</td>
</tr>
</tbody>
</table>

Sales in CHF mn:
- 2016: 5,747.7
- 2017: 6,248.3
- 2018: 7,085.4
SALES GROWTH BY QUARTER
DYNAMIC GROWTH MOMENTUM

<table>
<thead>
<tr>
<th></th>
<th>Q3 17</th>
<th>Q4 17</th>
<th>Q1 18</th>
<th>Q2 18</th>
<th>Q3 18</th>
<th>Q4 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly sales (in CHF mn)</td>
<td>1,632.6</td>
<td>1,620.8</td>
<td>1,554.0</td>
<td>1,916.1</td>
<td>1,852.6</td>
<td>1,762.7</td>
</tr>
</tbody>
</table>

- **Acquisition Growth**
  - Q3 CY: 7.4%
  - Q4 CY: 12.3%
  - Q1 CY: 11.0%
  - Q2 CY: 16.3%
  - Q3 CY: 14.5%
  - Q4 CY: 12.5%

- **Organic Growth**
  - Q3 CY: 6.0%
  - Q4 CY: 8.8%
  - Q1 CY: 4.7%
  - Q2 CY: 7.7%
  - Q3 CY: 7.1%
  - Q4 CY: 6.3%
INCOME STATEMENT
STRONG GROWTH AND OPERATIONAL IMPROVEMENTS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>NS</th>
<th>2018</th>
<th>NS</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>6,248.3</td>
<td>100%</td>
<td>7,085.4</td>
<td>100%</td>
<td>13.4%</td>
</tr>
<tr>
<td><strong>Gross result</strong></td>
<td>3,399.1</td>
<td>54.4%</td>
<td>3,751.7</td>
<td>53.0%</td>
<td>10.4%</td>
</tr>
<tr>
<td><strong>Personnel costs</strong></td>
<td>-1,212.1</td>
<td>-19.4%</td>
<td>-1,345.4</td>
<td>-19.0%</td>
<td>11.0%</td>
</tr>
<tr>
<td><strong>Other OPEX</strong></td>
<td>-1,118.5</td>
<td>-17.9%</td>
<td>-1,256.4</td>
<td>-17.7%</td>
<td>12.3%</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>-172.2</td>
<td>-2.8%</td>
<td>-204.0</td>
<td>-2.9%</td>
<td>18.5%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>896.3</td>
<td>14.3%</td>
<td>945.9</td>
<td>13.4%</td>
<td>5.5%</td>
</tr>
<tr>
<td><strong>Financial expense</strong></td>
<td>-34.2</td>
<td></td>
<td>-53.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Income taxes</strong></td>
<td>-213.1</td>
<td></td>
<td>-205.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>649.0</td>
<td>10.4%</td>
<td>687.1</td>
<td>9.7%</td>
<td>5.9%</td>
</tr>
<tr>
<td><strong>Tax rate</strong></td>
<td></td>
<td></td>
<td></td>
<td>24.7%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>23.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Non-material costs</strong></td>
<td>-2,502.8</td>
<td>-40.1%</td>
<td>-2,805.8</td>
<td>-39.6%</td>
<td>12.1%</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------</td>
<td>------------</td>
<td>-----</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,037.9</td>
<td>914.0</td>
<td>-11.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other current assets</td>
<td>2,047.2</td>
<td>2,262.7</td>
<td>10.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td><strong>3,085.1</strong></td>
<td><strong>3,176.7</strong></td>
<td><strong>3.0</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current assets</td>
<td>2,710.7</td>
<td>3,205.5</td>
<td>18.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>5,795.8</strong></td>
<td><strong>6,382.2</strong></td>
<td><strong>10.1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>1,203.7</td>
<td>1,206.9</td>
<td>0.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds (current)</td>
<td>149.9</td>
<td>199.9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds (non-current)</td>
<td>549.0</td>
<td>2,792.9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>482.1</td>
<td>507.1</td>
<td>5.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>2,384.7</strong></td>
<td><strong>4,706.8</strong></td>
<td><strong>97.4</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity incl. minorities</td>
<td>3,411.1</td>
<td>1,675.4</td>
<td>-50.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities and equity</strong></td>
<td><strong>5,795.8</strong></td>
<td><strong>6,382.2</strong></td>
<td><strong>10.1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net debt</td>
<td>-290.2</td>
<td>2,114.1</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
CASH FLOW STATEMENT

STRONG CASH FLOW DEVELOPMENT DESPITE ONE-OFF EFFECT

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operating activities</td>
<td>651.9</td>
<td>744.0</td>
</tr>
<tr>
<td>CapEx/sale of assets/acquisitions</td>
<td>-478.2</td>
<td>-705.2</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td><strong>173.7</strong></td>
<td><strong>38.8</strong></td>
</tr>
<tr>
<td>Acquisitions/financial assets</td>
<td>323.1</td>
<td>474.4</td>
</tr>
<tr>
<td><strong>Operating free cash flow</strong></td>
<td><strong>496.8</strong></td>
<td><strong>513.2</strong></td>
</tr>
<tr>
<td>Free cash flow</td>
<td>173.7</td>
<td>38.8</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>-289.2</td>
<td>-149.6</td>
</tr>
<tr>
<td>Exchange differences</td>
<td>-1.6</td>
<td>-13.1</td>
</tr>
<tr>
<td><strong>Net change in liquid funds</strong></td>
<td><strong>-117.1</strong></td>
<td><strong>-123.9</strong></td>
</tr>
</tbody>
</table>
INVESTMENTS
EFFICIENT CAPITAL MANAGEMENT

<table>
<thead>
<tr>
<th>Fixed Assets through Acquisitions</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity Increase</td>
<td>160</td>
<td>204</td>
<td>353</td>
</tr>
<tr>
<td>Replacement/ maintenance</td>
<td>5</td>
<td>40</td>
<td>114</td>
</tr>
<tr>
<td></td>
<td>82</td>
<td>85</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>73</td>
<td>79</td>
<td>93</td>
</tr>
</tbody>
</table>

Capex (% NS) | 2.7% | 2.6% | 2.4%
Lease buyback | -    | -    | 1.0%
Fixed Assets through M&A (%NS) | 0.1% | 0.7% | 1.6%

**11 new Factories**
- A mortar plant in Hanoi, Vietnam
- A new plant in Dakar, Senegal
- A new admixture factory in Dammam, Saudi Arabia
- A new plant in Baku, Azerbaijan
- A new plant in Dubai, UAE, replacing our old one in Dubai
- A new automotive plant in Queretaro, Mexico
- 2 new admixtures plants in Almaty and Astana, Kazakhstan
- A new admixture plant in Yekaterinburg, the fourth largest city in Russia
- A new factory in Lima, Peru, replacing our old factory in Lima
- A new plant in Palin near Guatemala City

**Lease buyback**
- R&D building in Switzerland
- Production facililty in Switzerland
RETURN ON CAPITAL EMPLOYED (ROCE 2012 – 2018)
STRONG ROCE WITH IMPACT FROM ACQUISITIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>ROCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>18.5%</td>
</tr>
<tr>
<td>2013</td>
<td>21.0%</td>
</tr>
<tr>
<td>2014</td>
<td>23.3%</td>
</tr>
<tr>
<td>2015</td>
<td>24.3%</td>
</tr>
<tr>
<td>2016</td>
<td>28.7%</td>
</tr>
<tr>
<td>2017</td>
<td>29.8%</td>
</tr>
<tr>
<td>2018</td>
<td>26.2%</td>
</tr>
</tbody>
</table>
SUCCESSFUL STRATEGY EXECUTION
SIKA’S GROWTH MODEL DELIVERS
STRATEGIC TARGETS 2020

MARKET PENETRATION

6 - 8% ANNUAL GROWTH

INNOVATION

30 NEW PLANTS

EMERGING MARKETS

105 NATIONAL SUBSIDIARIES

ACQUISITIONS

14 - 16% EBIT MARGIN PER YEAR

VALUES

> 10% OPERATING FREE CASH FLOW PER YEAR

> 25% ROCE PER YEAR
MARKET PENETRATION - FOCUS ON ATTRACTIVE MARKETS: CROSS-SELLING, LIFE-CYCLE MANAGEMENT, A STRONG BRAND

Concrete    Waterproofing    Roofing    Flooring & Coating

Sealing & Bonding    Refurbishment    Industry
MEGATRENDS DRIVE OUR GROWTH
URBANIZATION, NEW VEHICLE DESIGN AND SUSTAINABILITY

Increased safety, fire, earthquake and quality requirements

Rising demand for high-performance concrete, sealing and waterproofing

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

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

Lightweight vehicle construction with multi-material design requires bonding solutions

Higher demand for repair and refurbishment solutions

Functional sealing of building envelopes
SIKA WILL ACT AS MARKET CONSOLIDATOR
FRAGMENTATION OFFERS ACQUISITION OPPORTUNITIES

CONSTRUCTION CHEMICAL MARKET 2019
> CHF 60 BILLION

Top 10 companies with a combined market share of 40%
GROWTH MODEL WITH EARLY MARKET PENETRATION
FROM NEW-BUILD TO REFURBISHMENT

SIKA HAS SOLUTIONS FOR ALL MARKETS

- Emerging markets
- Developing markets
- Mature markets

- Long-term market potential Sika
- Repair and refurbishment
- Higher building standards
- Infrastructure

Sika’s market potential
SIKA’S GROWTH MODEL DELIVERS KEY INVESTMENTS SINCE 2015

- Successful Target Market concept
- Megatrends driving growth
- 302 new patents filed
- 20 Global Technology Centers
- 38 new plants opened
- 11 new national subsidiaries
- 22 acquisitions in all regions
- CHF 882 million sales added
- Strong corporate culture
- High employee loyalty
SIKA’S GROWTH MODEL DELIVERS CONTINUED GROWTH IN SALES AND PROFIT (FULL YEAR)

**NET SALES**
in CHF mn, % growth in local currencies

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales CHF mn</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>5,085.4</td>
<td>5.3%</td>
</tr>
<tr>
<td>2013</td>
<td>5,334.7</td>
<td>9.4%</td>
</tr>
<tr>
<td>2014</td>
<td>5,671.3</td>
<td>13.0%</td>
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<tr>
<td>2015</td>
<td>6,152.0</td>
<td>6.2%</td>
</tr>
<tr>
<td>2016</td>
<td>6,757.0</td>
<td>9.0%</td>
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<td>2017</td>
<td>7,923.9</td>
<td>13.6%</td>
</tr>
<tr>
<td>2018</td>
<td>9,457.9</td>
<td></td>
</tr>
</tbody>
</table>

**EBIT**
in CHF mn

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT CHF mn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>479.8</td>
</tr>
<tr>
<td>2013</td>
<td>531.1</td>
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<tr>
<td>2014</td>
<td>567.4</td>
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<tr>
<td>2015</td>
<td>813.4</td>
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<tr>
<td>2016</td>
<td>903.4</td>
</tr>
<tr>
<td>2017</td>
<td>986.7</td>
</tr>
<tr>
<td>2018</td>
<td>945.9</td>
</tr>
</tbody>
</table>
OUTLOOK
STRONG OUTLOOK 2019
CONTINUATION OF SUCCESSFUL GROWTH STRATEGY

- 6 to 8% sales growth in local currencies (with over-proportional profit increase)
- With initial consolidation of Parex as of May 23, 2019: sales expected to exceed CHF 8 billion
- Opening of seven to nine new factories
- Strategy 2023 to be communicated at Capital Markets Day on October 3, 2019
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.

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