SIKA – RESILIENT PERFORMANCE IN FIRST NINE MONTHS

Sika Investor Presentation Nine-Month Results
October 24, 2025

BUILDING TRUST

RESILIENT PERFORMANCE IN FIRST NINE MONTHS
ACQUISITION GROWTH OF 1.1%

1. Nine-month results: resilient despite market weakness in China

- Sales increase of 1.1% in local currencies in the first nine months despite a double-digit decline in China's construction business; foreign currency impact of -4.9% primarily due to weaker US dollar
- Material margin increases to 55.0% (previous year: 54.7%) and EBITDA margin rises to 19.2% (previous year: 19.1%)
- Key investments reinforce the Group's market position: five acquisitions and seven new factories
- MBCC integration completed, realization of increased synergies on track

2. Investment and efficiency program "Fast Forward"

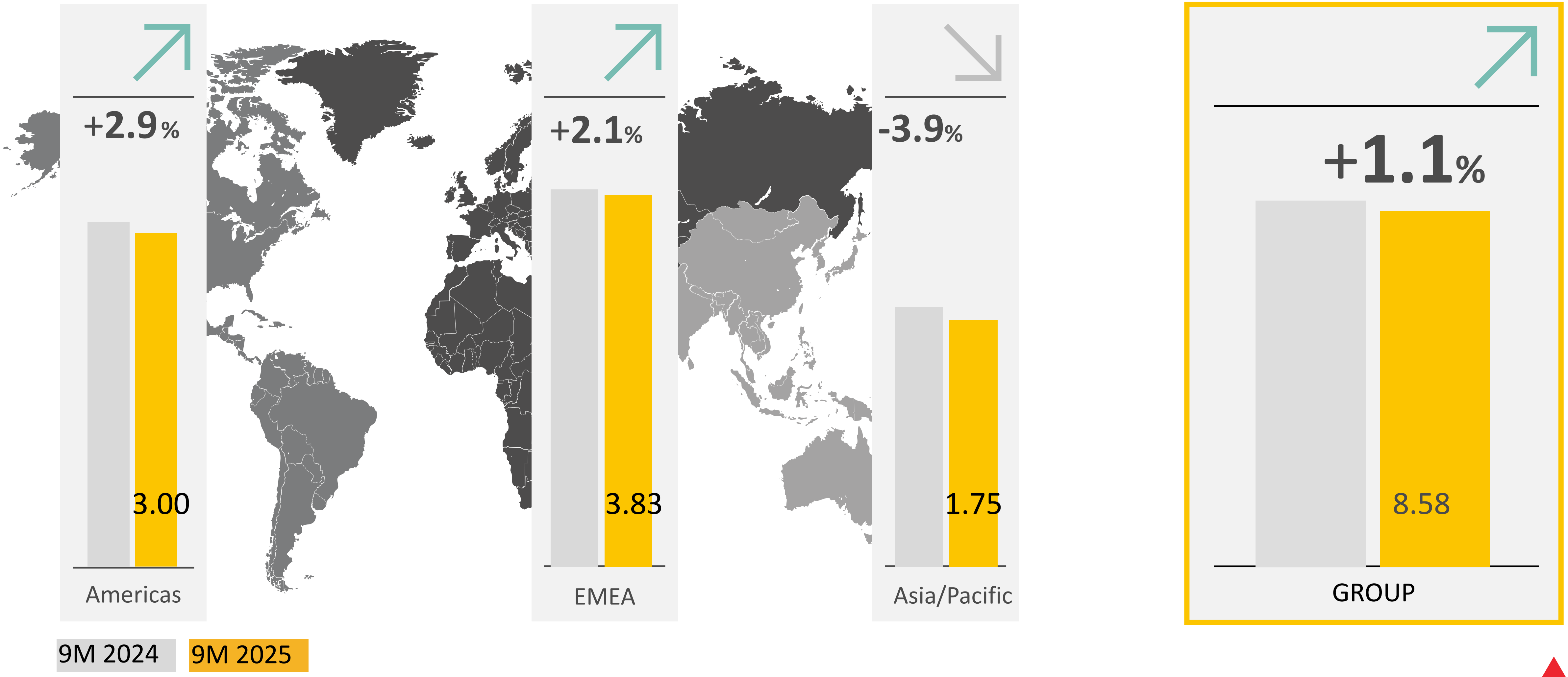
- Sika is making structural adjustments in ongoing weak markets, such as China, with anticipated one-off costs of CHF 80 to 100 million, incurring in 2025. The measures include a workforce reduction of up to 1,500 employees
- These adjustments are part of an investment and efficiency program, "Fast Forward", which builds on Sika's leadership position, enhances customer value, improves operational excellence through digital acceleration and thus drives growth and profitability
- The program also includes investments of CHF 120 to 150 million and will drive overall annual savings of CHF 150 to 200 million

3. Outlook for the 2025 business year and medium-term guidance

- Outlook for 2025: Sika confirms expectations of modest increase in local currency sales; EBITDA margin of approximately 19% after one-off costs
- Medium-term guidance: Sika confirms profitability and cash-flow expectations with 20%+ EBITDA margin targeted as of 2026; new growth guidance of 3-6% in local currencies (excluding the market growth element)

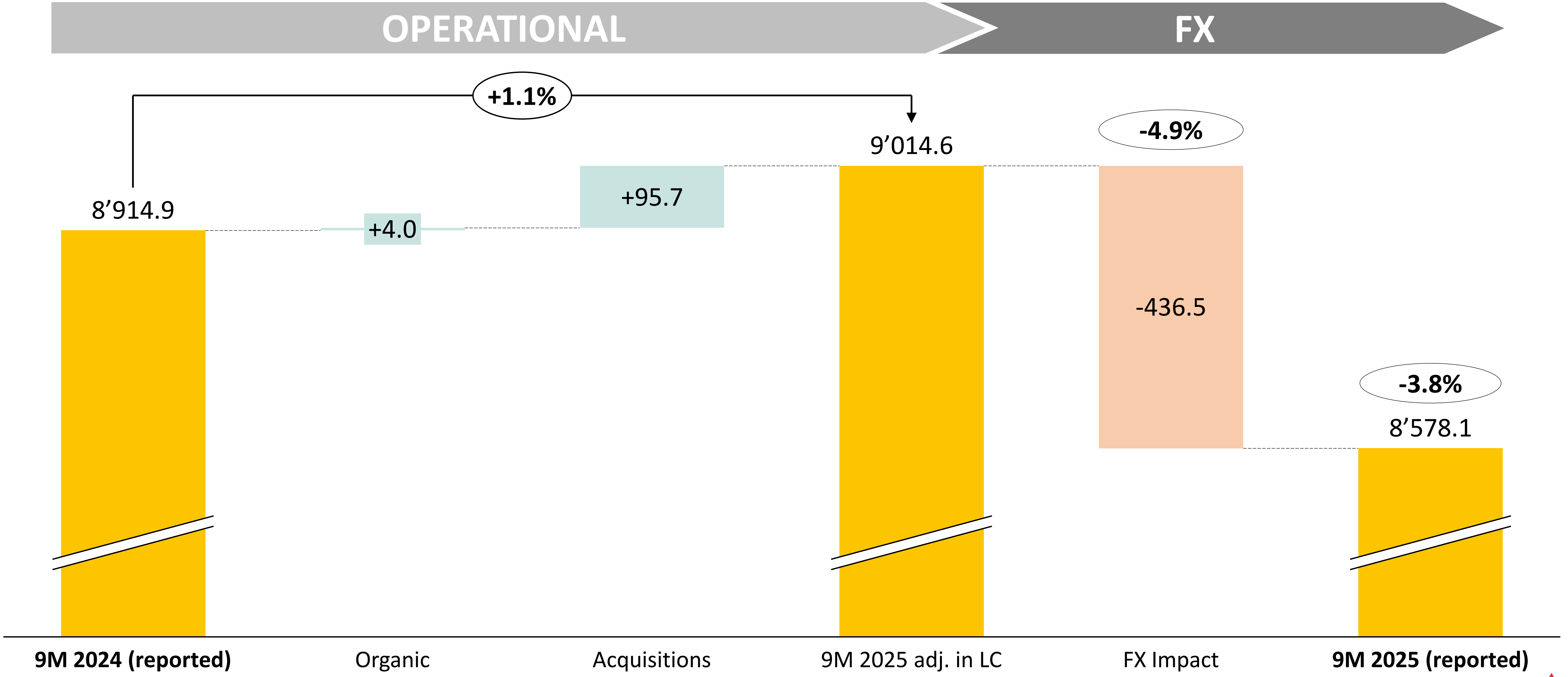
NINE-MONTH RESULTS: RESILIENT DESPITE MARKET WEAKNESS IN CHINA

GLOBAL GROWTH OF 1.1% IN LOCAL CURRENCIES
ACQUISITION EFFECT OF 1.1%



(in CHF billion, growth in LC)

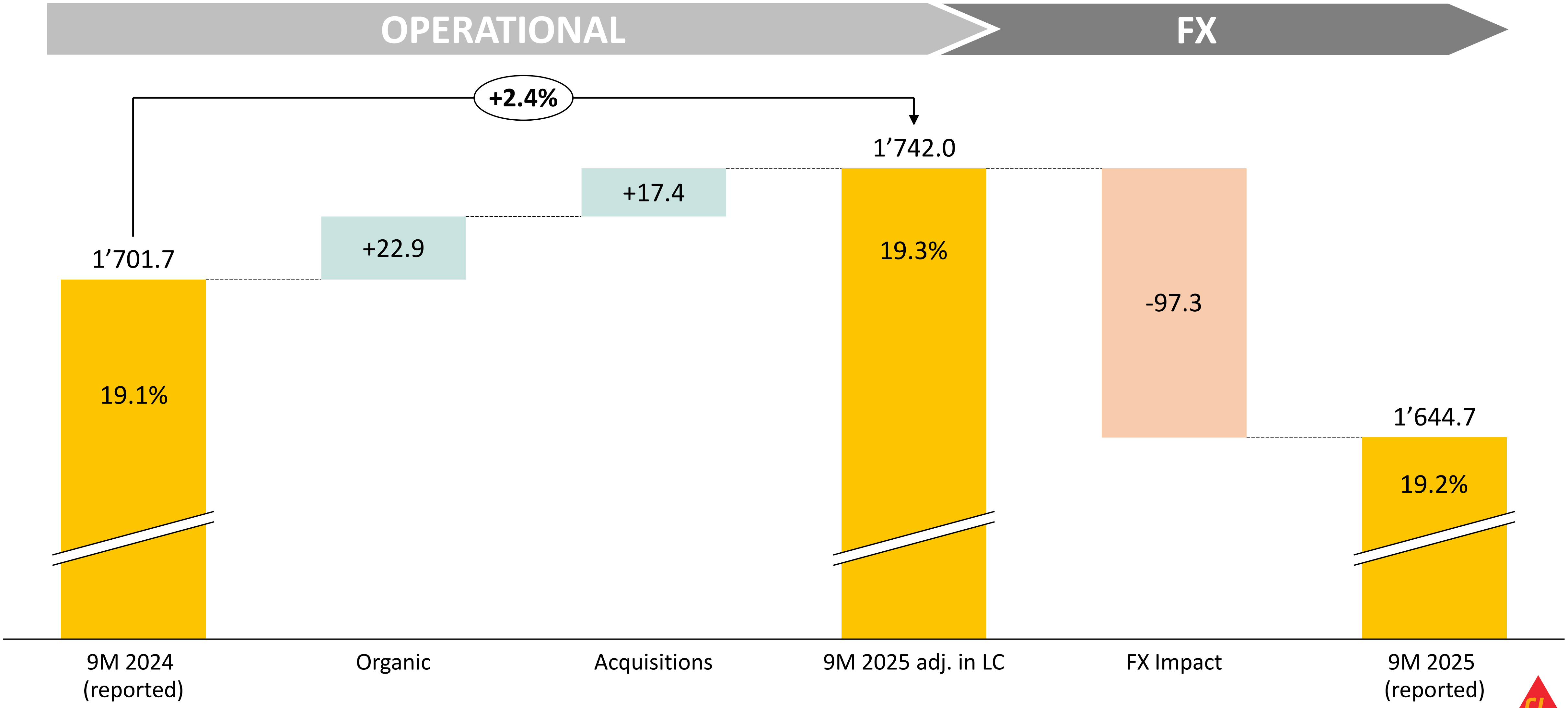
SALES IN CHF IMPACTED BY WEAKER US DOLLAR
NINE MONTHS SALES INCREASE IN LC OF 1.1%



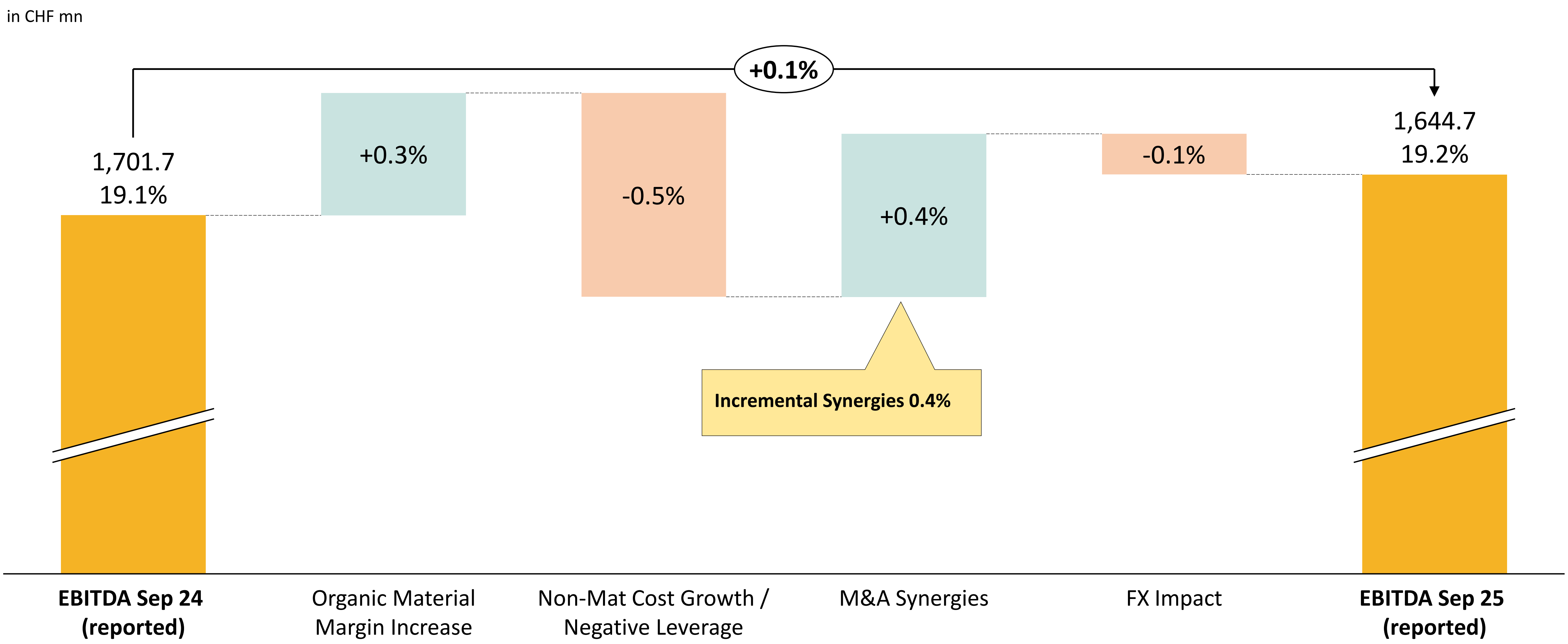
SIKA ACHIEVES MARGIN EXPANSION IN FIRST NINE MONTHS
CATCHING UP WITH CASH FLOW

in CHF mn	2024	NS	2025	NS	Growth
Net sales	**8,914.9**	**100%**	**8,578.1**	**100%**	**-3.8%**
Gross result	**4,876**	**54.7%**	**4,714.7**	**55.0%**	**-3.3%**
Personnel expenses	-1,625.8	-18.2%	-1,620.6	-18.9%	-0.3%
Other OPEX	-1,549.4	-17.4%	-1,449.4	-16.9%	-6.5%
EBITDA	**1,701.7**	**19.1%**	**1,644.7**	**19.2%**	**-3.3%**
Depreciation and amortization	-407.0	-4.6%	-406.8	-4.8%	0.0%
EBIT	**1,294.7**	**14.5%**	**1,237.9**	**14.4%**	**-4.4%**
Net profit	**922.6**	**10.3%**	**870.9**	**10.2%**	**-5.6%**
Operating free cash flow	**849.5**	**9.5%**	**629.8**	**7.3%**	**-25.9%**

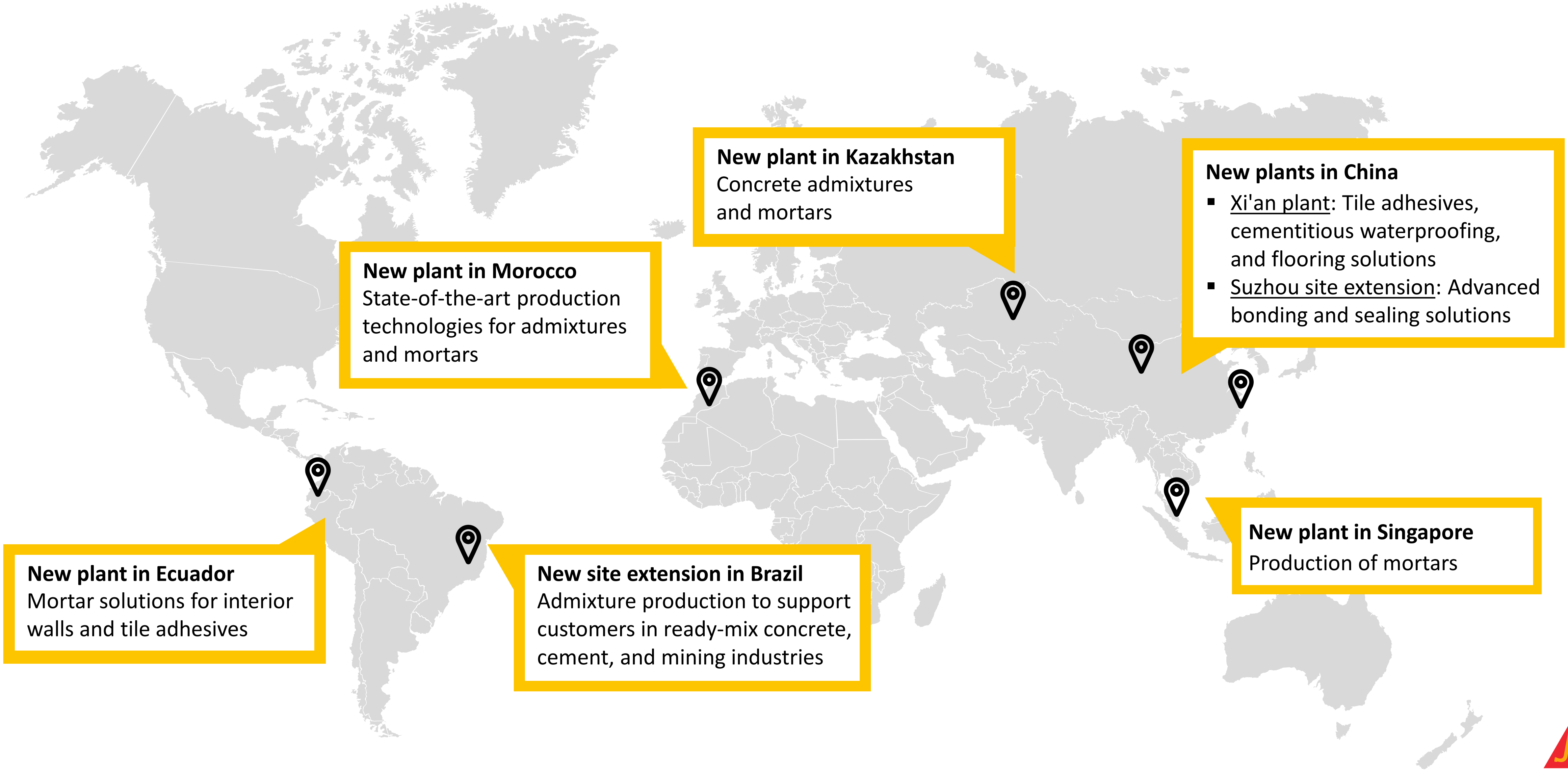
INCREASE IN EBITDA MARGIN
ABSOLUTE EBITDA IMPACTED BY HIGH FX EFFECT



EBITDA MARGIN INCREASED TO 19.2%
NEGATIVE LEVERAGE OFFSET BY MATERIAL MARGIN & SYNERGIES



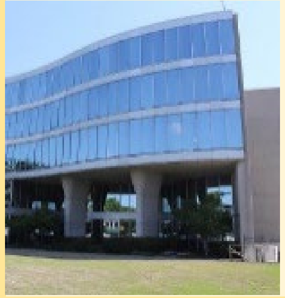
KEY INVESTMENTS IN FUTURE GROWTH
COMMISSIONING OF SEVEN NEW PLANTS SO FAR IN 2025



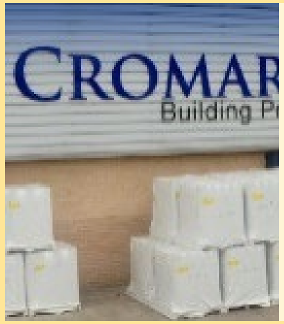
KEY INVESTMENTS IN FUTURE GROWTH
FIVE BOLT-ON ACQUISITIONS SO FAR IN 2025

Acquisitions in Singapore, United Kingdom, North America, and Qatar

Elmich Pte Ltd: Innovative and sustainable green roof solutions



HPS North America, Inc.: Building Finishing Materials and waterproofing solutions



Cromar Building Products: Flat and pitched roofing products

Gulf Additive Factory LLC: Including concrete admixtures, mortars, flooring, waterproofing

Marlon Tørmørtel A/S: Strong portfolio of mortar products

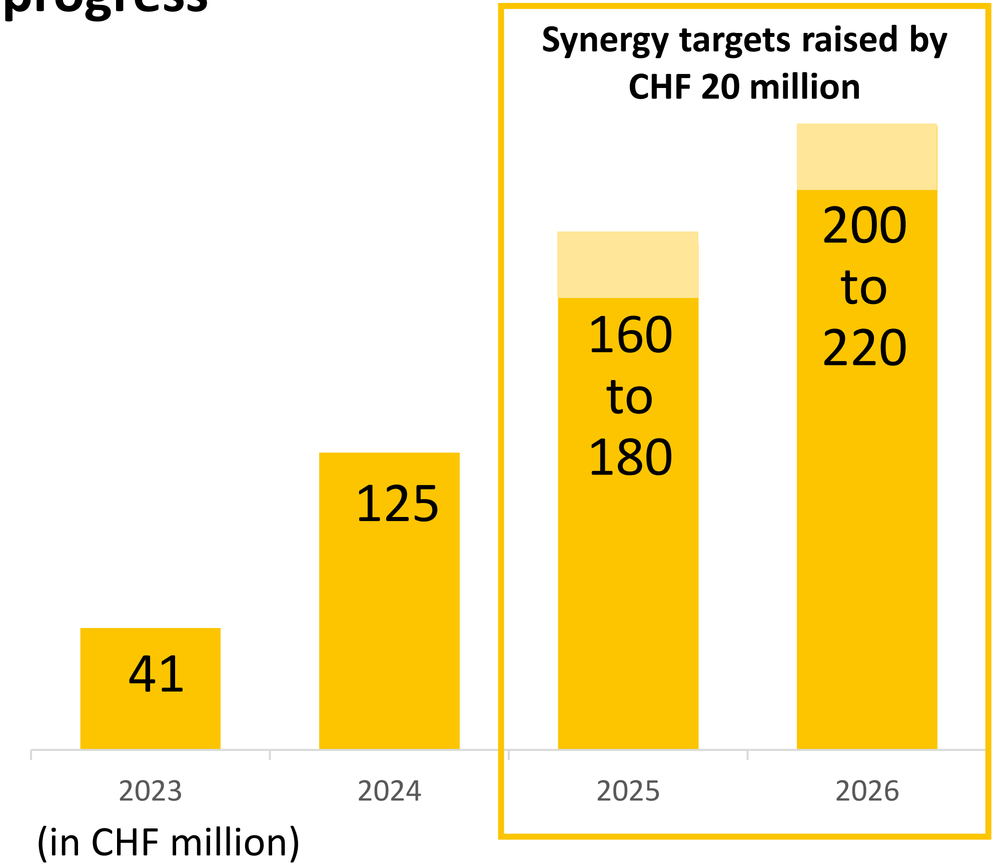
Investment and Joint Venture in Canada and Switzerland

Sika and Sulzer: Joint venture to advance plastics recycling in the construction industry. Pilot projects to commence in Germany, Austria, and Switzerland

Giatec™ Scientific Inc.: Global leader in digital concrete technology platforms specializing in smart testing and AI-driven solutions to optimize concrete quality, durability, and sustainability

MBCC INTEGRATION COMPLETED
REALIZATION OF INCREASED SYNERGIES ON TRACK

Synergy generation with exceptional progress



FAST FORWARD INVESTMENT AND EFFICIENCY PROGRAM

SIKA LAUNCHES STRATEGIC INVESTMENT PROGRAM TO FAST FORWARD ITS INDUSTRY LEADERSHIP

- Sika is making **structural adjustments in ongoing weak markets**, such as China, with anticipated one-off costs of CHF 80 to 100 million, incurring in 2025. The measures include a workforce reduction of up to 1,500 employees.

- These adjustments are part of an investment and efficiency program, **"Fast Forward"**, which builds on Sika's leadership position, enhances customer value, improves operational excellence through digital acceleration, and thus drives growth and profitability.

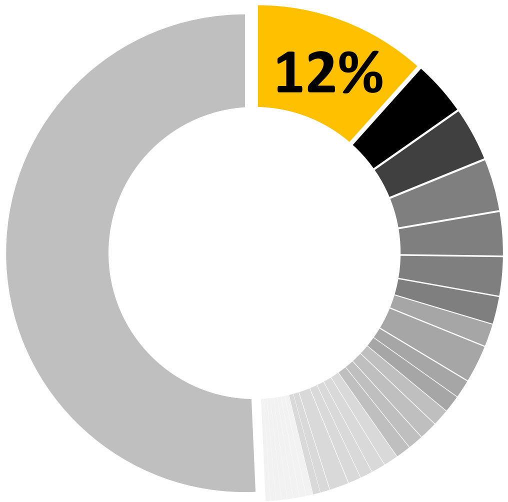
- The program also includes investments of CHF 120 to 150 million and will drive overall **annual savings of CHF 150 to 200 million.** Full impact expected in 2028.

Details of investment and efficiency program to be presented
at an investor and media conference on **November 27, 2025**

CONSISTENT STRATEGY EXECUTION

COMPETITIVE LANDSCAPE
SIKA'S UNIQUE POSITIONING AND SELLING PROPOSITION

Sika Market Share 12%	Sika Target Markets
Leading Market Share	Exceptional Positioning



Top 30 competitors (incl. Sika) **account for**

50% **of market**

Concrete

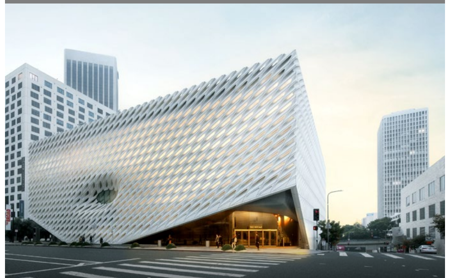
~**15%** of total sales

Waterproofing

~**10%** of total sales

Roofing

~**15%** of total sales

Building Finishing

~**20%** of total sales

Flooring & Coating

~**10%** of total sales

Sealing & Bonding

~**10%** of total sales

Engineered Refurbishment

~**10%** of total sales

Industry

~**15%** of total sales

STRATEGY 2028 – WITH NEW GROWTH GUIDANCE
DUE TO EXCLUSION OF MARKET GROWTH ELEMENT

- MARKET PENETRATION
- INNOVATION & SUSTAINABILITY
- ACQUISITIONS
- PEOPLE & CULTURE

3–6%
Annual growth in LC*

20–23%
EBITDA**

>10%
Operating free cash flow (as a % of NS)

20–25%
ROCE**

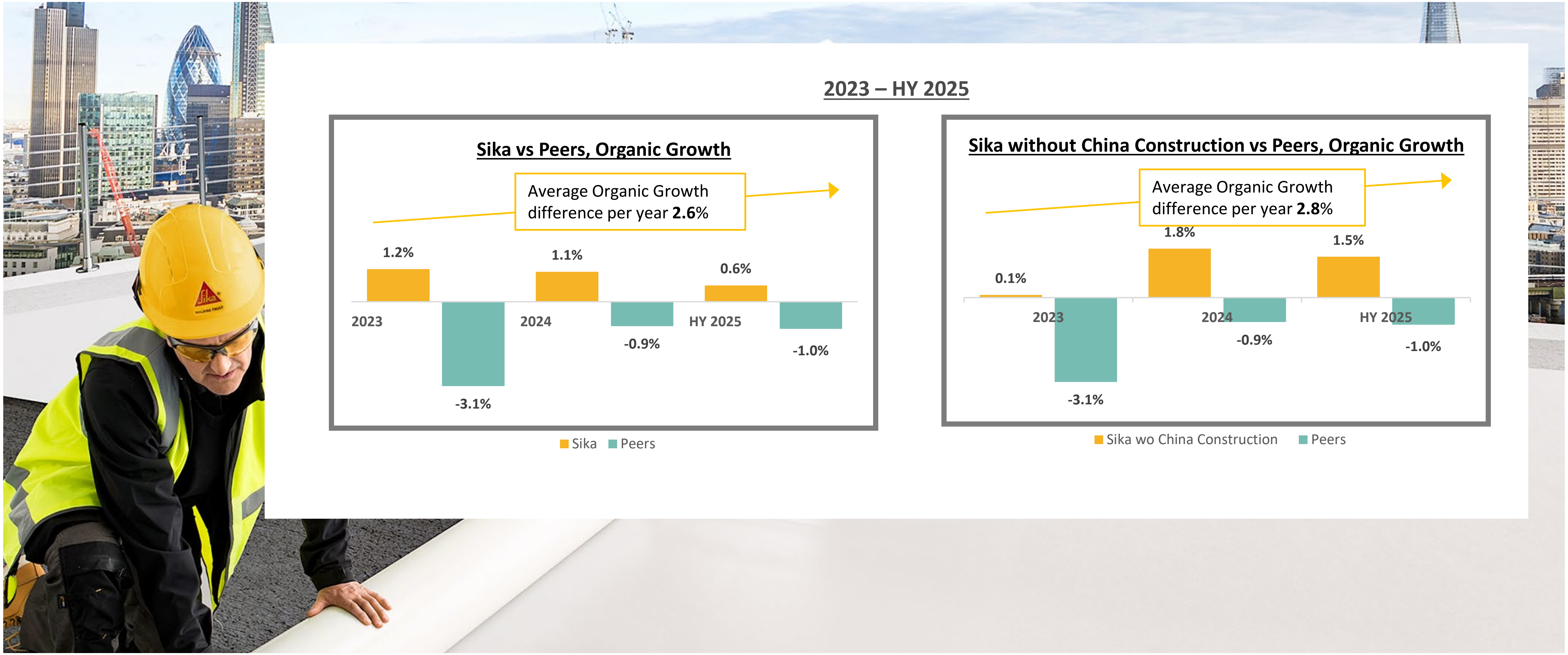
20%
GHG emission reduction
Scope 1 and 2
(absolute reduction vs. 2022 baseline)
Scope 3
reduction in line with net zero pledge

>80%
Employee engagement rate
external survey every 2nd year

15%
Natural resources
reduction of waste disposed and water discharge per ton sold (vs. 2023 baseline)

* representing Sika's market outgrowth and bolt-on acquisitions, excluding the market growth element
** once MBCC synergies materialized

SIKA GAINING MARKET SHARE IN CHALLENGING MARKETS
OUTGROWING ITS PEERS

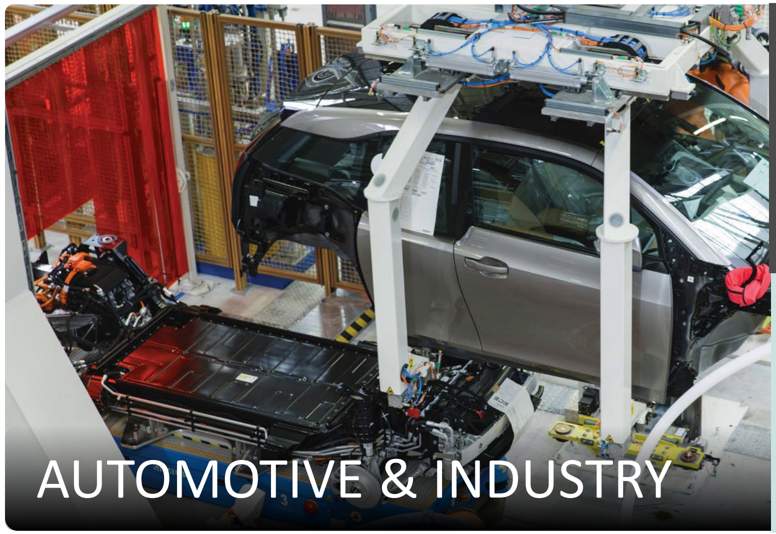


BALANCED BUSINESS MIX
STRONG CROSS-SELLING IN THE VERTICAL MARKETS

SALES
20%

SALES
30%

SALES
35%



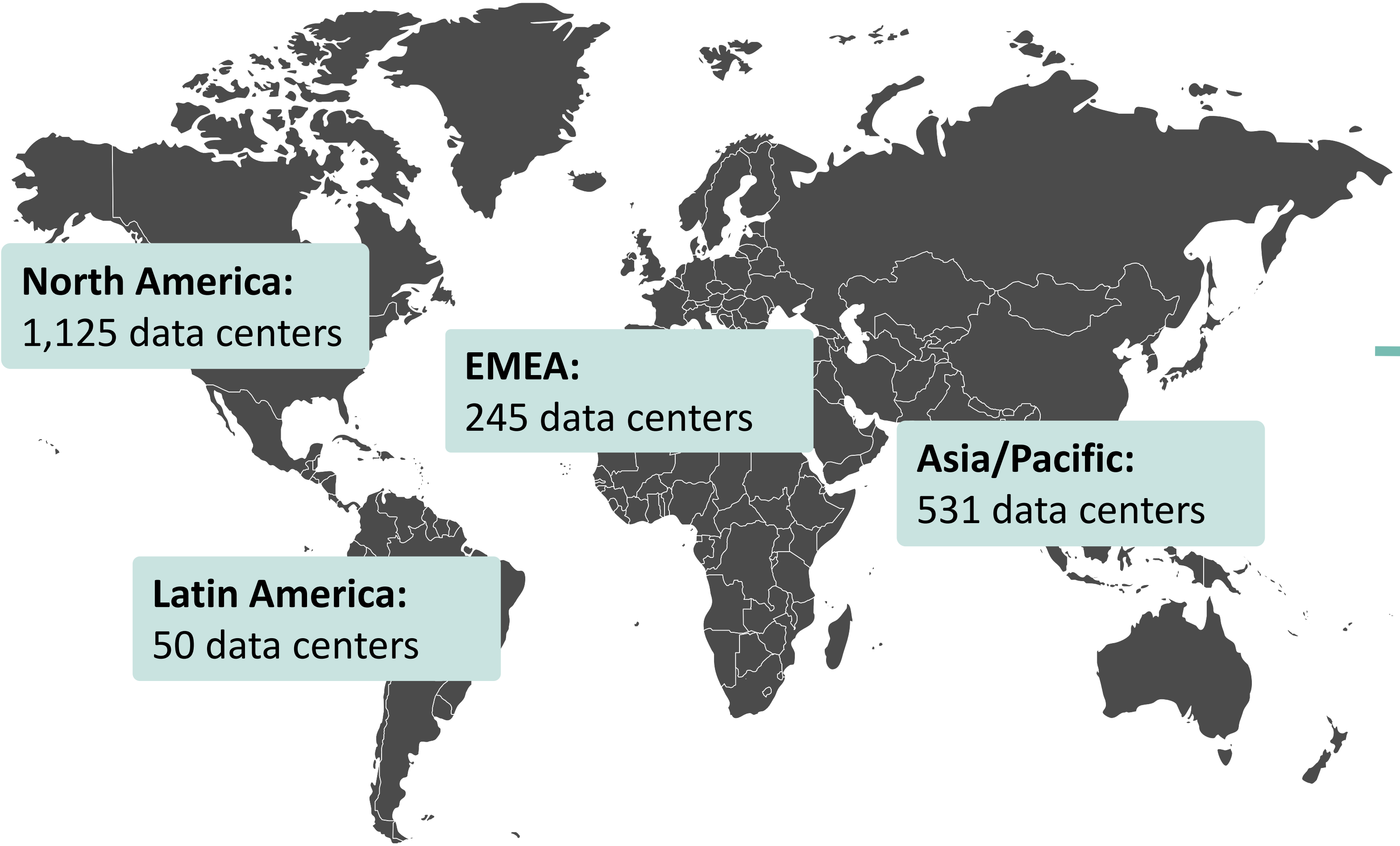
SALES
15%

STRONG BUSINESS EXECUTION
GLOBAL SOLUTIONS FOR INFRASTRUCTURE AND DATA CENTERS

Solutions for Critical Infrastructure Projects			Solutions for Data Centers
Gordie Howe International Bridge, USA and Canada	**M2 Highway, Montenegro**	**Thames Tideway Tunnel, UK**	
			
With a length of 2.5 km, the longest cable-stayed bridge in North America	16 tunnels and 20 bridges on a 41 km long highway section	95% reduction of sewage pollution into the River Thames	CHF 810 billion data center investment globally by 2028 Focus on speed, quality, and carbon footprint

DATA CENTERS
GLOBAL SURGE IN DATA CENTER CONSTRUCTION

Demand for data center capacity is projected to quadruple by 2030



Estimated global investment of
CHF 810 billion
by 2028

- High costs for IT equipment (quality and protection)
- High-quality building envelope of vital importance
- Global double-digit annual power demand growth

DATA CENTERS
SIKA’S “PEACE OF MIND” SOLUTIONS FOR DATA CENTER OWNERS

Movement Joints

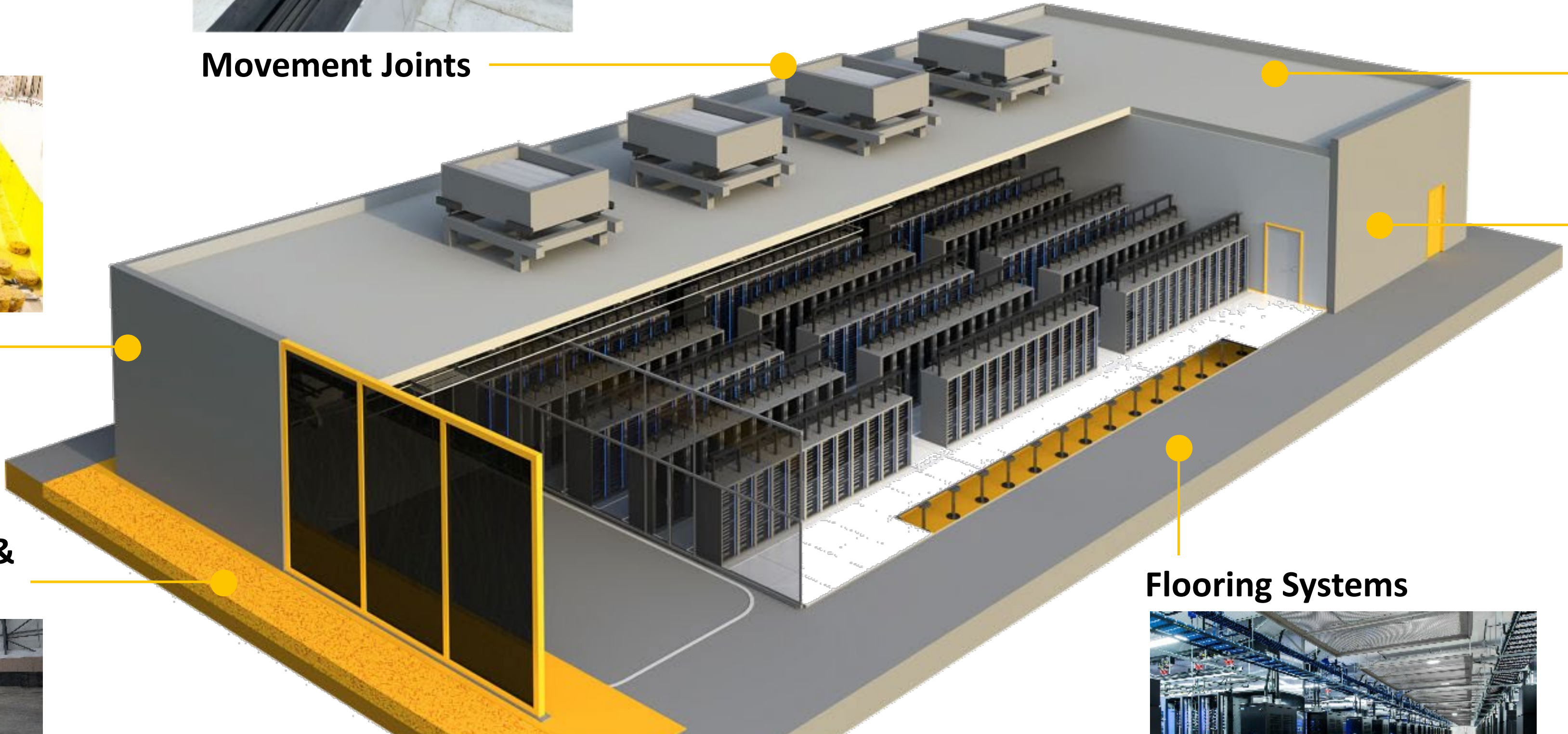
Roofing Systems

Waterproofing

Fire Protection

Concrete Admixtures & Fibers

Flooring Systems



STRONG BUSINESS EXECUTION
INNOVATION POWER

Sika Fibers for Reinforced Concrete

- Higher durability and longer lifecycle of concrete
- Best practice for reducing CO_2 emissions*

Concrete Recycling

- A total of 500 million m^3 of fresh concrete discarded every year
- Innovative admixtures that simplify recycling

Self-healing Membrane for Modern Flat Roofs

- Membrane automatically seals damages when exposed to water, ensuring long-term waterproofing
- Higher lifespan, longer lifecycle

*Avoided Emissions Initiative led by the World Business Council for Sustainable Development (WBCSD)

STRONG BUSINESS EXECUTION
INNOVATION POWER

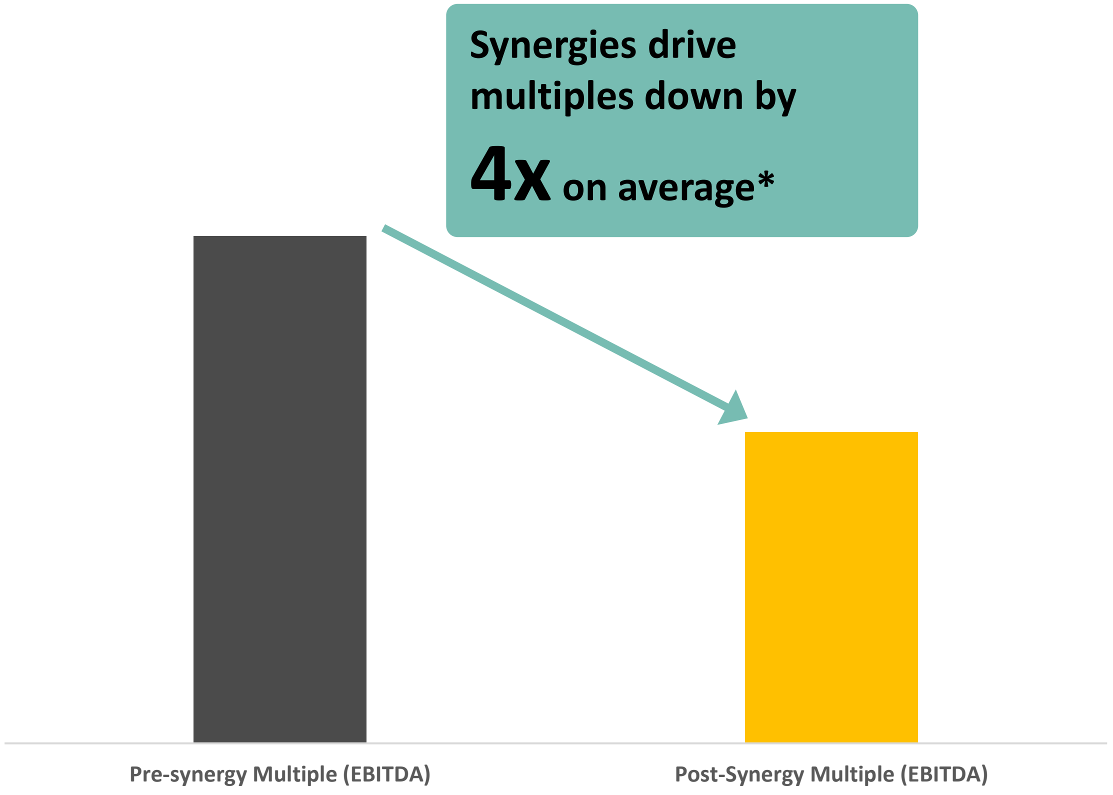
Conductive Flooring Systems for Protection of Sensitive Equipment

- Sika conductive flooring systems eliminate transfer of electrical charge to sensitive electrical and electronic equipment
- Prevent damages to microelectronic parts

Cement-free Tile Adhesives

- Quick and easy to apply, increased efficiency on job site and improved health & safety for applicator
- 50% lower carbon footprint

STRONG BUSINESS EXECUTION
SIKA'S M&A STRATEGY IS HIGHLY ACCRETIVE



- Strong track-record of **accretive acquisitions**, unlocking substantial post-synergy value
- Historic post-synergy acquisition multiples prove efficient **synergy generation, boosting profitability**, and successful capture of **operational and revenue improvements**

*Multiples in third full year post closing

STRONG BUSINESS EXECUTION
HIGH ENGAGEMENT SCORE OF 86

HIGH ENGAGEMENT SCORE OF 86

Fueled by strong purpose and confidence in management and strategy

OUTLOOK

OUTLOOK
2025 BUSINESS YEAR AND MEDIUM-TERM GUIDANCE

Outlook for 2025

- Sika confirms expectations of modest increase in local currency sales; EBITDA margin of approximately 19% after one-off costs

Medium-term guidance

- Sika confirms profitability and cash-flow expectations with 20%+ EBITDA margin targeted as of 2026; new growth guidance of 3-6% in local currencies (excluding the market growth element)

THANK YOU.

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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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