SIKA HALF-YEAR 2026

STRONG EXECUTION, GROWTH GUIDANCE RAISED

Sika Half-Year Presentation

July 28, 2026

BUILDING TRUST

1. Highlights Half-Year 2026

HALF-YEAR 2026 HIGHLIGHTS
LC GROWTH ACCELERATES TO 4.0%, FY GUIDANCE RAISED

Reported sales of

CHF 5.59 billion

Local currency growth of

4.0%

Fast Forward Program

on track

Material margin up 60 bps year-on-year to

55.7%

EBITDA > CHF 1 bn, margin up 10 bps year-on-year

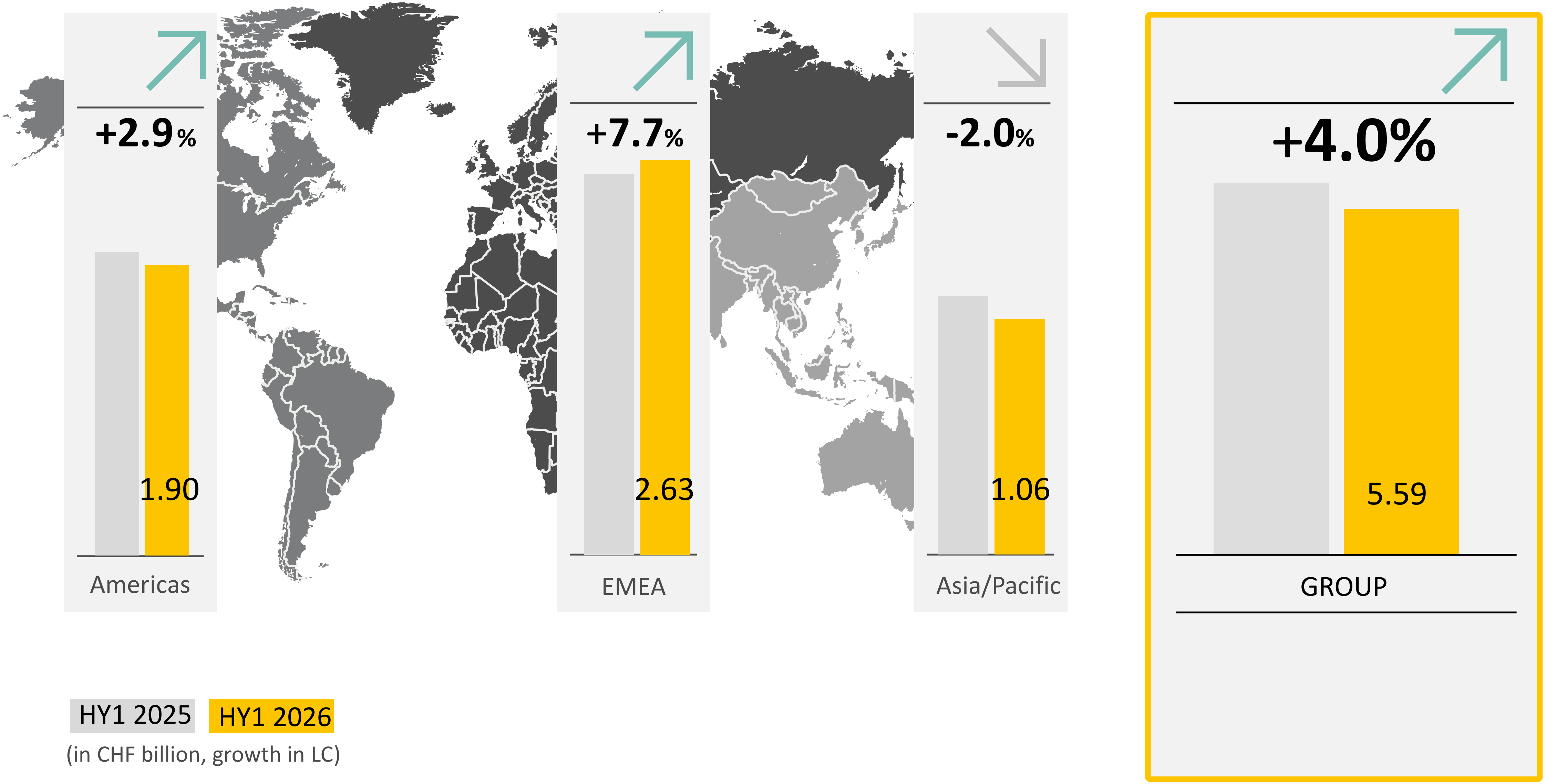
19.0%

Full-year 2026 growth guidance

raised

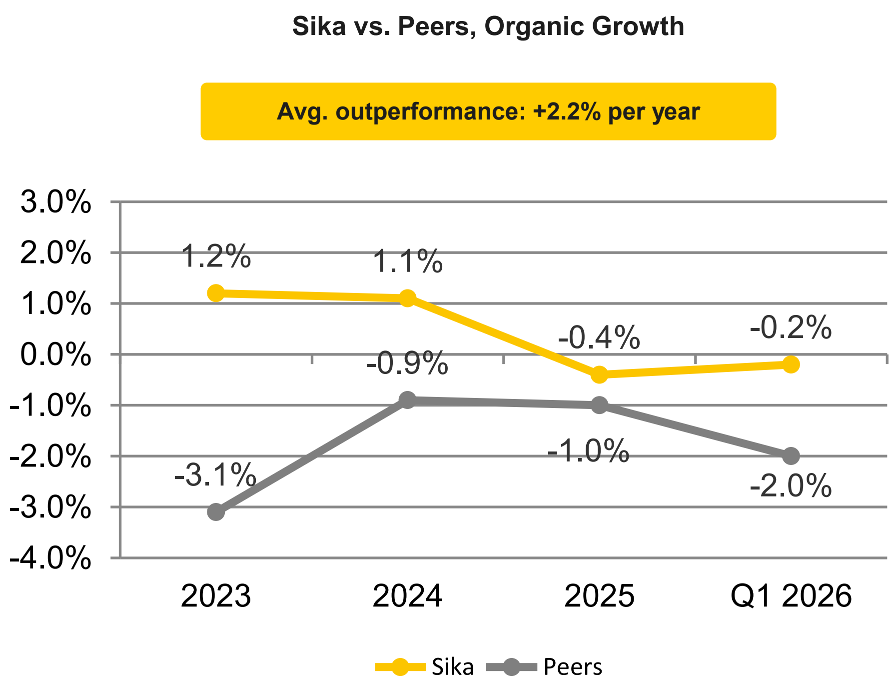
GLOBAL GROWTH OF 4.0% IN LOCAL CURRENCIES

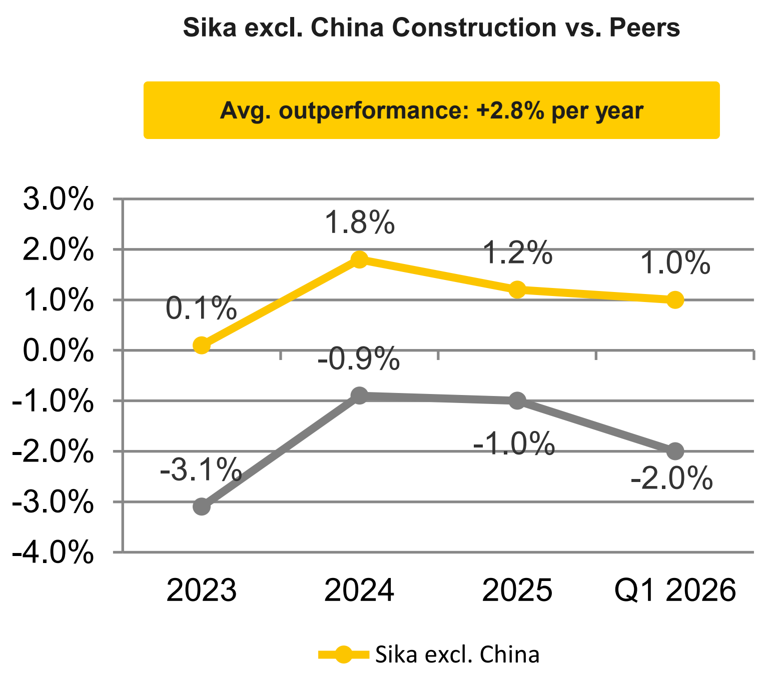
REGION EMEA WITH LOCAL CURRENCY GROWTH OF +7.7%



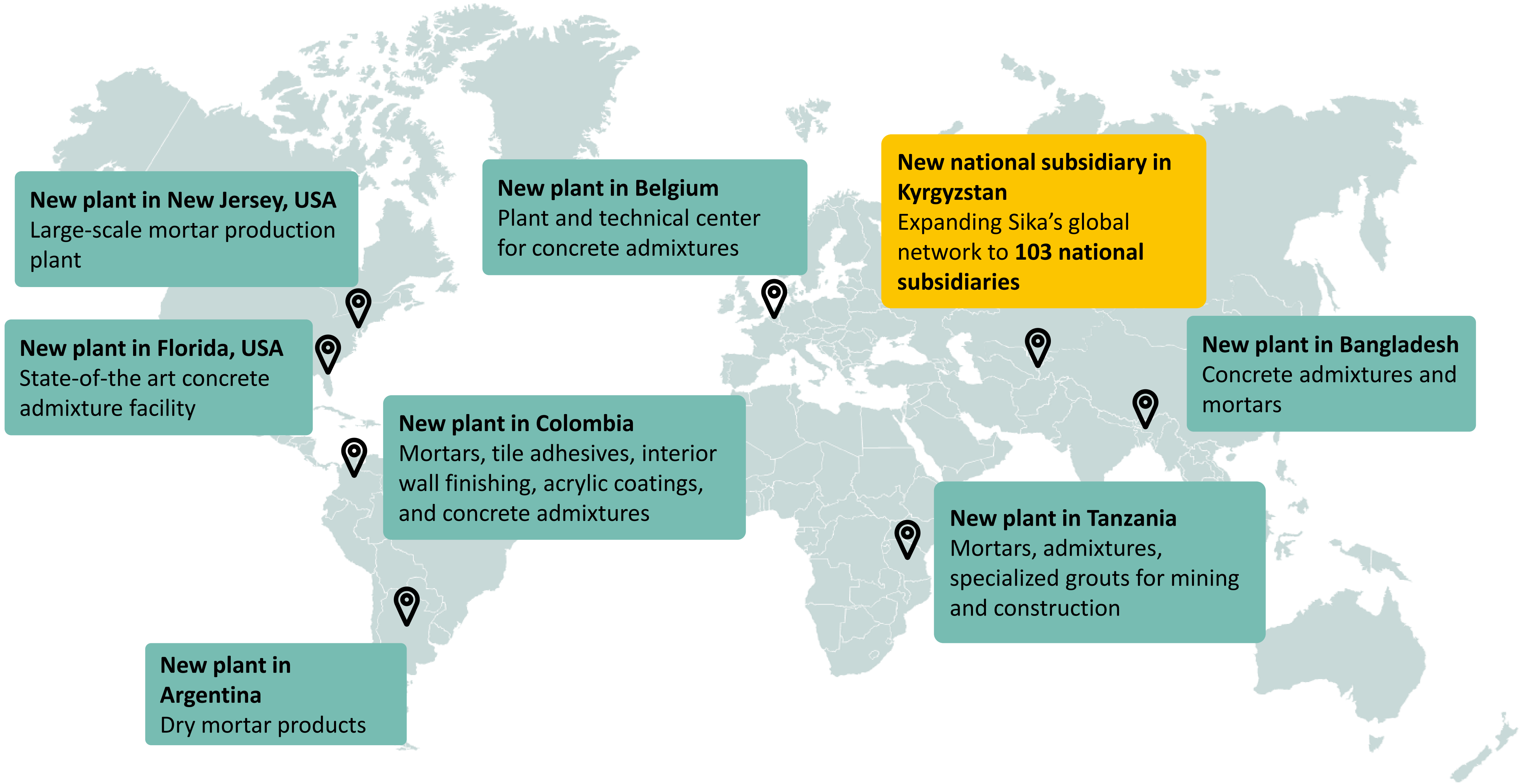
(in CHF billion, growth in LC)

SIKA IS CONSISTENTLY GAINING MARKET SHARE
ACCELERATING SHARE GAINS IN 2026





ACTIONS TO ACCELERATE PROFITABLE GROWTH IN 2026
DEMAND-DRIVEN INVESTMENTS IN PLANTS AND NETWORK



New plant in New Jersey, USA
Large-scale mortar production plant

New plant in Florida, USA
State-of-the art concrete admixture facility

New plant in Belgium
Plant and technical center for concrete admixtures

New plant in Colombia
Mortars, tile adhesives, interior wall finishing, acrylic coatings, and concrete admixtures

New plant in Argentina
Dry mortar products

New national subsidiary in Kyrgyzstan
Expanding Sika's global network to **103 national subsidiaries**

New plant in Bangladesh
Concrete admixtures and mortars

New plant in Tanzania
Mortars, admixtures, specialized grouts for mining and construction

ACTIONS TO ACCELERATE PROFITABLE GROWTH IN 2026
BOLT-ON ACQUISITIONS – CLOSING OF FINJA, SIGNING OF AKKIM

Finja: Leading Swedish producer of a wide range of mortars and integrated solutions.

CHF 62 million
sales in 2025

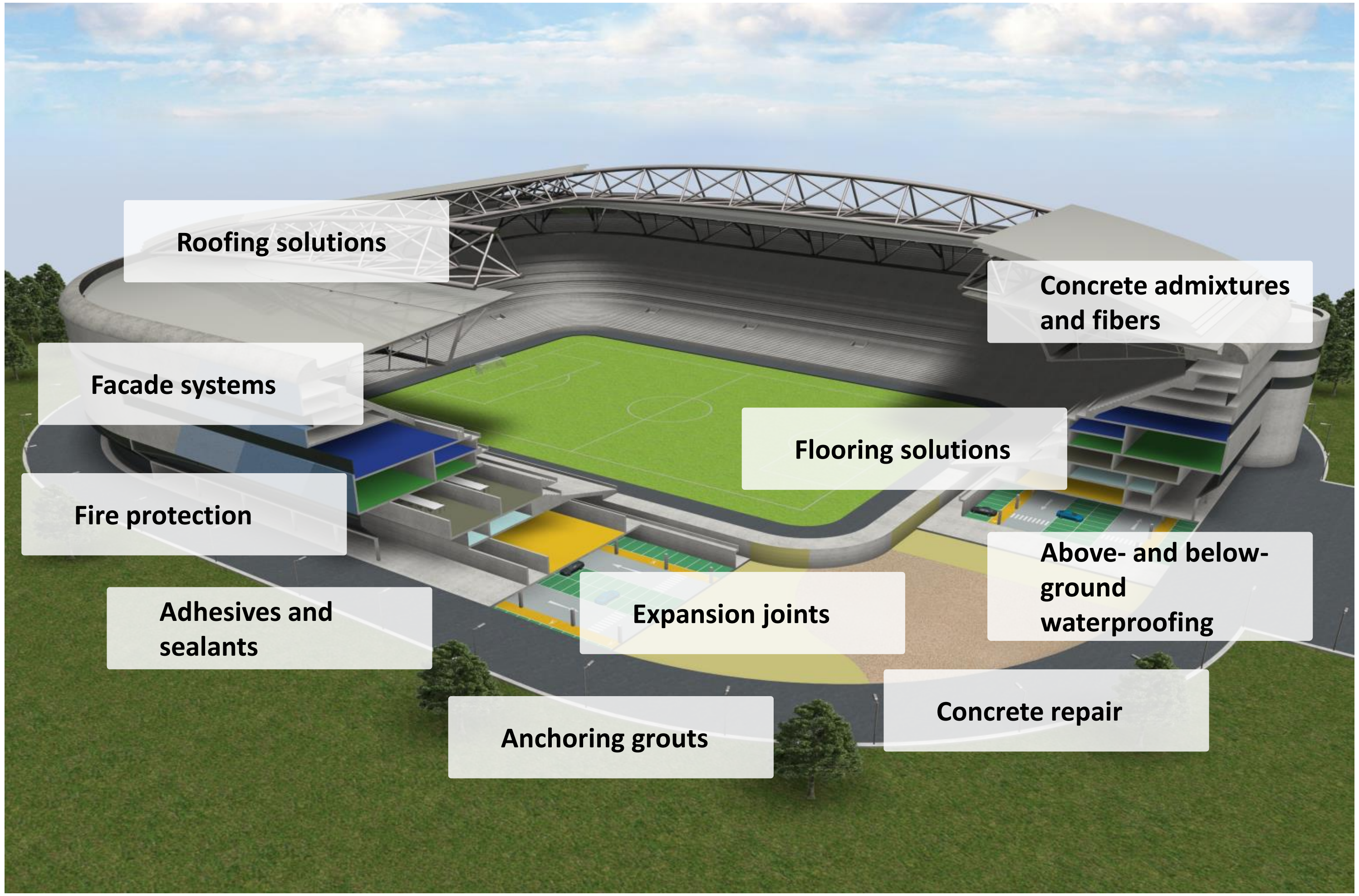
- **Enhanced portfolio** and **customer reach** enable significant cross-selling opportunities
- **Highly efficient production sites**, with ample **room for expansion**, driving further growth in Sweden and the Nordics
- **Leveraging Finja's expertise** in low-carbon mortars, cold climate solutions, and advanced digital tools across the region

Akkim: Leading manufacturer of adhesives and sealants based in Turkey. Expected to close in Q3.

CHF 220 million
sales in 2025

- **Strong portfolio** and **wide distribution** network will drive accelerated **growth in sealants and adhesives**
- Expanded geographic **presence across growth markets**
- **Considerable cross-selling potential** by leveraging increased customer and channel access
- **Large-scale production facilities** will enable a more efficient operational footprint and serve as export hubs

FULL RANGE FOR HIGH-REQUIREMENT PROJECTS
SIKA SOLUTIONS IN EVERY FOOTBALL WORLD CUP STADIUM



Sika is the trusted partner for the world's most iconic stadiums, with solutions used in **ALL** 16 World cup 2026 stadiums. Sika is currently **highly active in Portugal, Morocco, and Spain for upcoming tournaments.**

FROM ROOFS TO FOUNDATIONS
Sika technologies **enhance durability, reduce maintenance requirements,** and **improve sustainability,** ensuring stadiums perform reliably throughout their entire lifecycle.

ACHIEVES RECORD EMPLOYEE ENGAGEMENT SCORE
SURPASSING STRATEGIC TARGET AND PRIOR RESULTS

RECORD ENGAGEMENT SCORE

Fueled by strong purpose and confidence in management and the future success of Sika

HIGH PARTICIPATION RATE

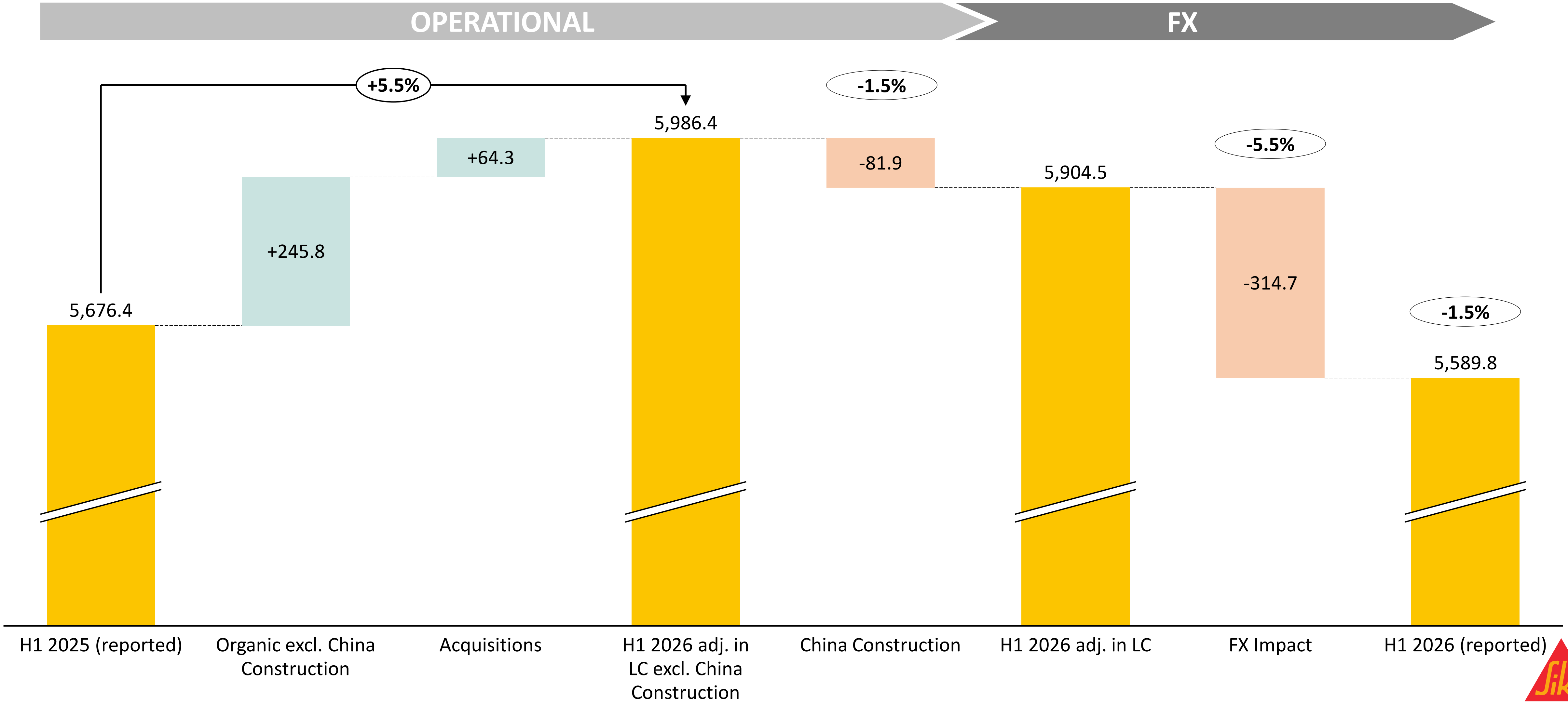
88%

Improvement versus 2024 and significantly surpassing external benchmarks and Strategy 2028

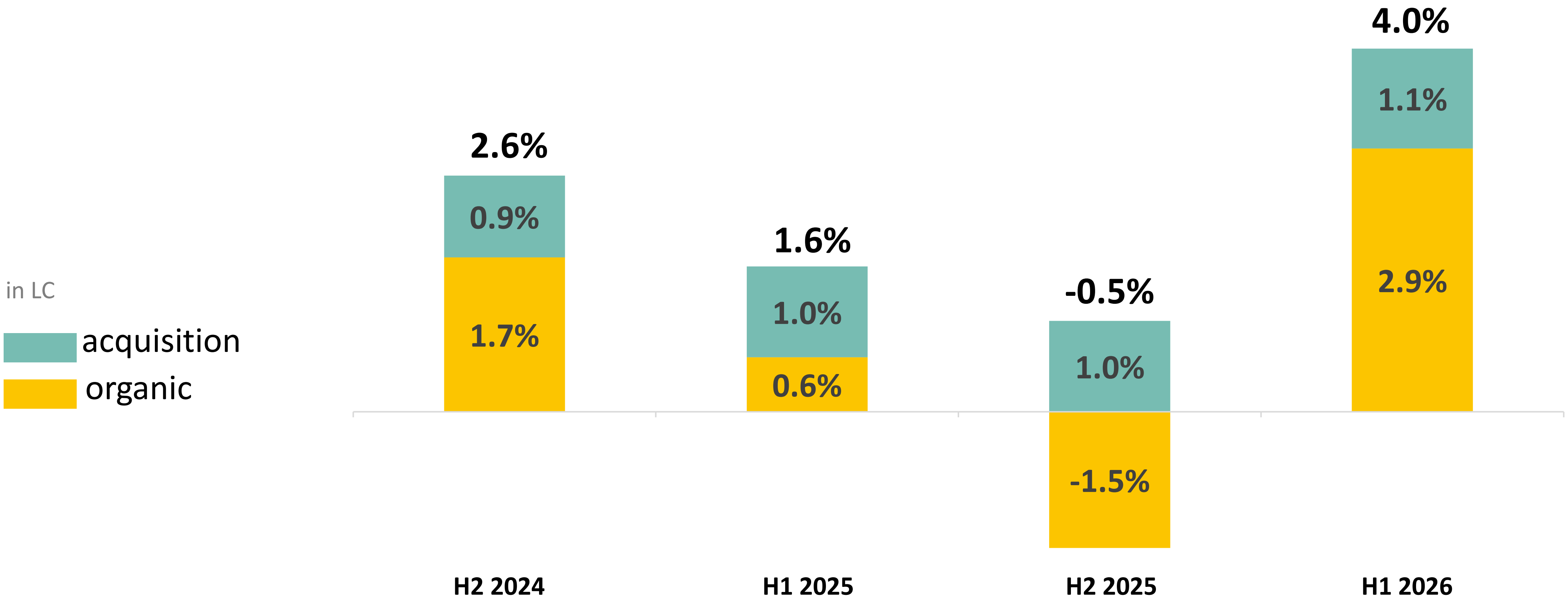
2. Financial Performance

NET SALES BRIDGE HALF-YEAR 2026
SALES GROWTH OF 4.0% IN LOCAL CURRENCY

In CHF mn



LOCAL CURRENCY GROWTH REBOUNDS IN FIRST HALF 2026
ORGANIC GROWTH OF 2.9%



in CHF mn

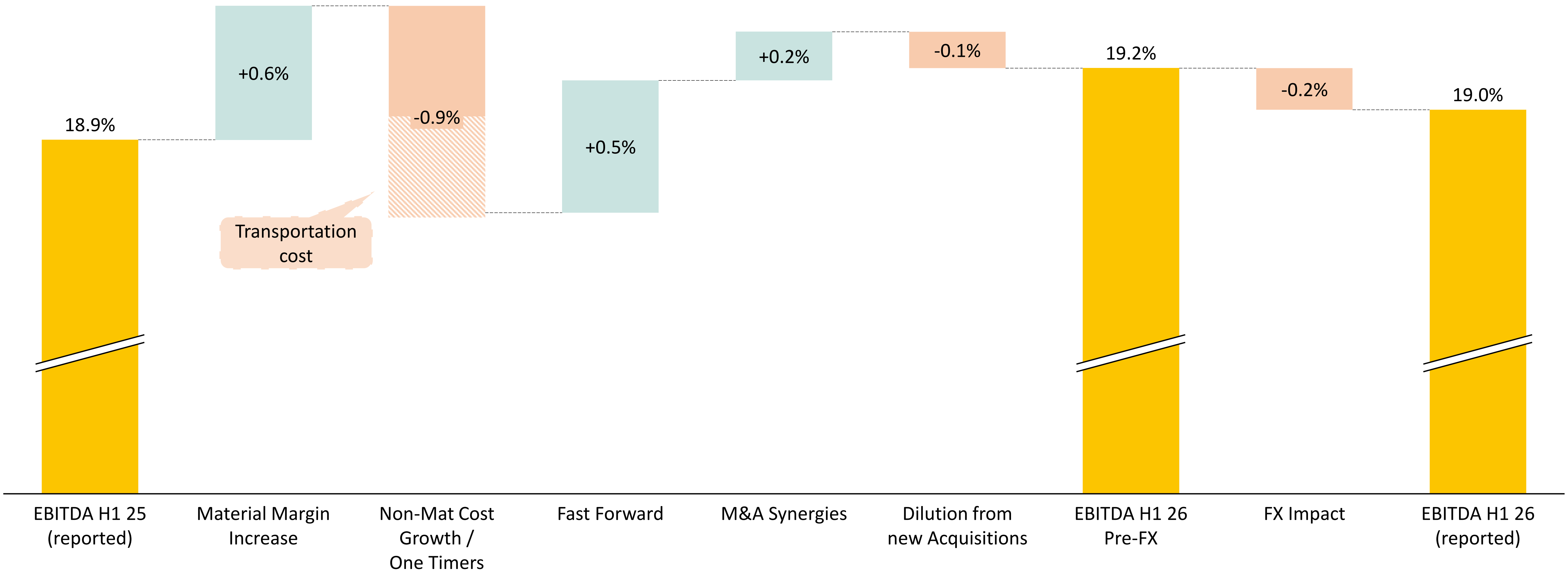
	H2 2024	H1 2025	H2 2025	H1 2026
Sales	5,928.3	5,676.4	5,524.9	5,589.8

SOLID HALF-YEAR PERFORMANCE
MARGINS UP YEAR-ON-YEAR

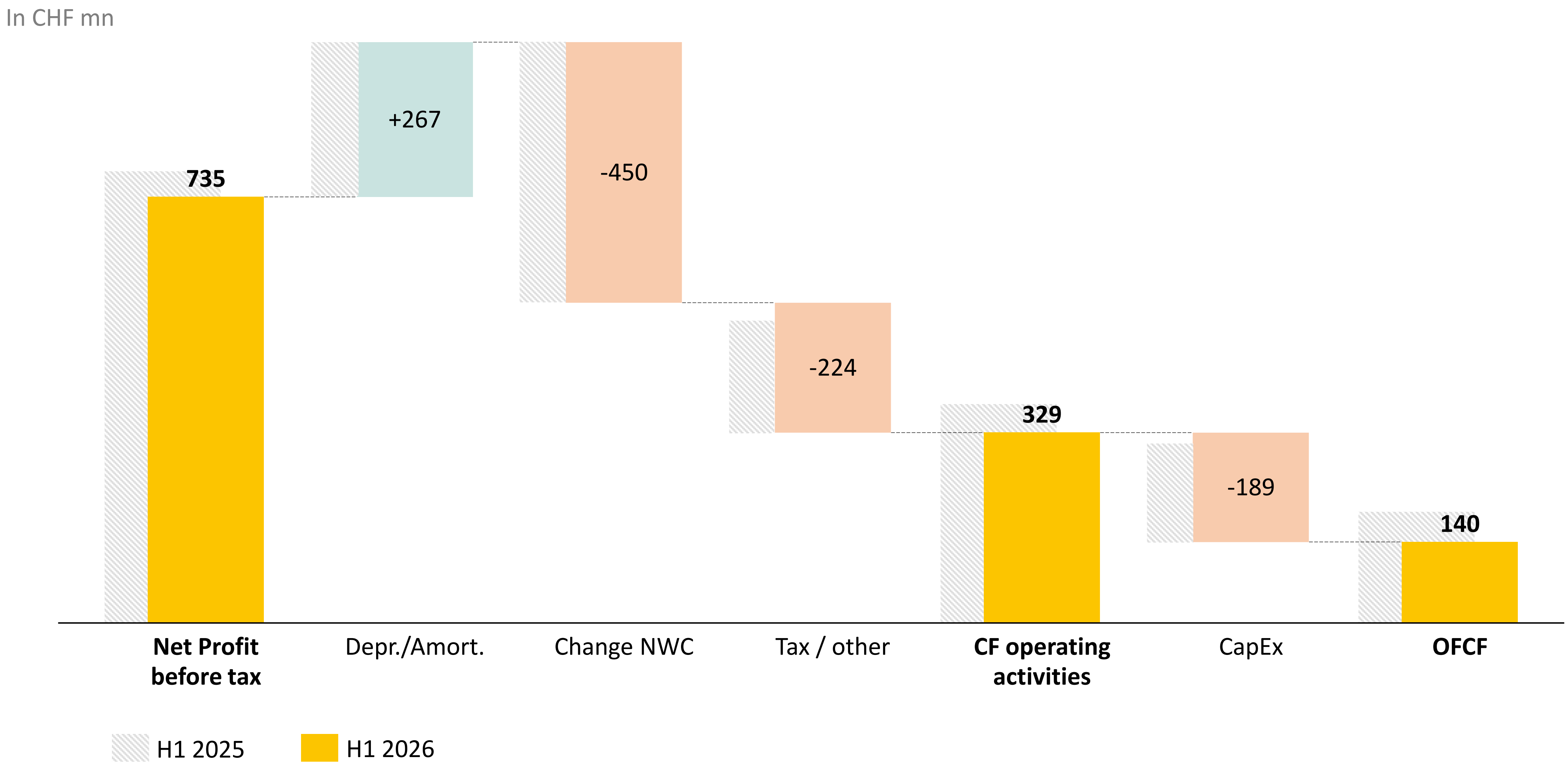
in CHF mn	H1 2025	NS	H1 2026	NS	Growth
Net sales	**5,676.4**	**100%**	**5,589.8**	**100%**	**-1.5%**
Gross result	**3,129.1**	**55.1%**	**3,115.3**	**55.7%**	**-0.4%**
Personnel expenses	-1,099.5	-19.3%	-1,067.0	-19.1%	-3.0%
Other OPEX	-959.2	-16.9%	-985.3	-17.6%	2.7%
EBITDA	**1,070.4**	**18.9%**	**1,063.0**	**19.0%**	**-0.7%**
Depreciation and amortization	-272.3	-4.8%	-266.9	-4.8%	-2.0%
EBIT	**798.1**	**14.1%**	**796.1**	**14.2%**	**-0.3%**
Net profit	**554.4**	**9.8%**	**552.1**	**9.9%**	**-0.4%**
Operating free cash flow	**181.9**	**3.2%**	**139.6**	**2.5%**	**-23.3%**

EBITDA MARGIN INCREASES TO 19.0%
PRODUCTIVITY BENEFITS OFFSET COST INCREASES

In CHF mn



HALF-YEAR 2026 OPERATING FREE CASH FLOW
RESILIENT OPERATING FREE CASH FLOW IN LINE WITH PRIOR YEAR



3. Strategy Execution

SIKA IS STANDING ON A STRONG FOUNDATION

OUTGROWING MARKETS – DRIVING MARGINS

Sika is the leader in an attractive, fragmented market

Winning share and leading through innovation

Near-term cyclical headwinds are dampening construction market activity

Accelerating efficiency programs and investing in digital leadership to drive market share

Sika is capturing value-accretive bolt-on M&A opportunities with attractive returns

STRATEGY 2028
GAIN SHARE AND OUTGROW THE MARKET, PROFITABILITY

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

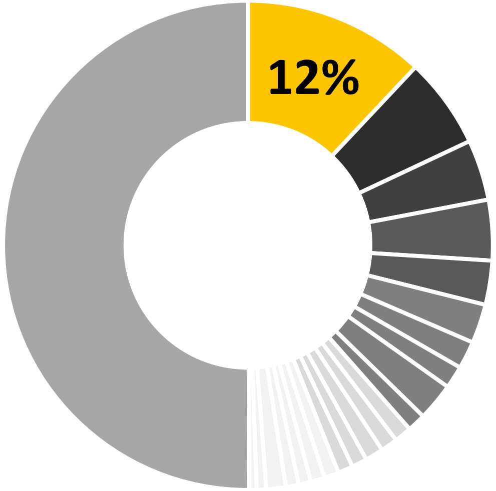
15%
Natural resources
reduction of waste disposed and water discharge per ton sold (vs. 2023 baseline)

*Sika's growth above market, including bolt-on acquisitions
**Once MBCC synergies materialized

ATTRACTIVE FRAGMENTED MARKET
GLOBAL LEADER IN A CHF 100 BN INDUSTRY

Sika Market Share 12%

2x size of closest peer



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

50% of market

Sika Target Markets

Value-add product focus

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

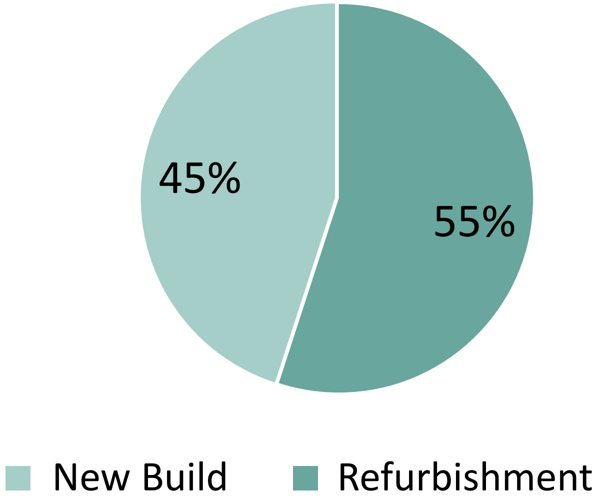
BALANCED BUSINESS MIX
DIVERSIFIED EXPOSURE SUPPORTS RESILIENCE

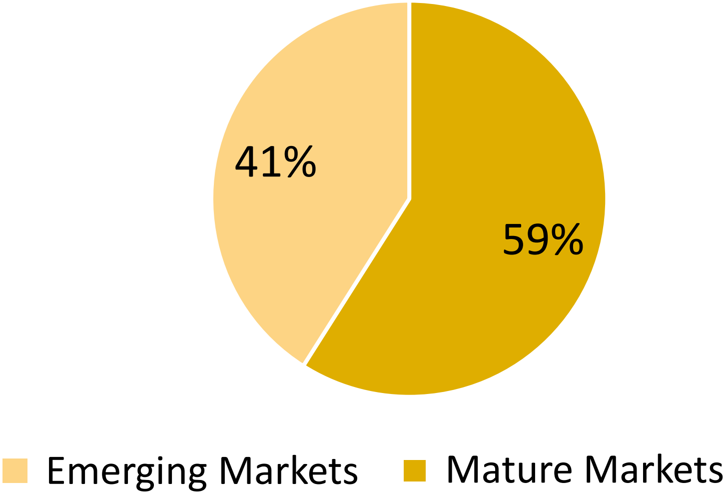
SALES
20%

SALES
30%

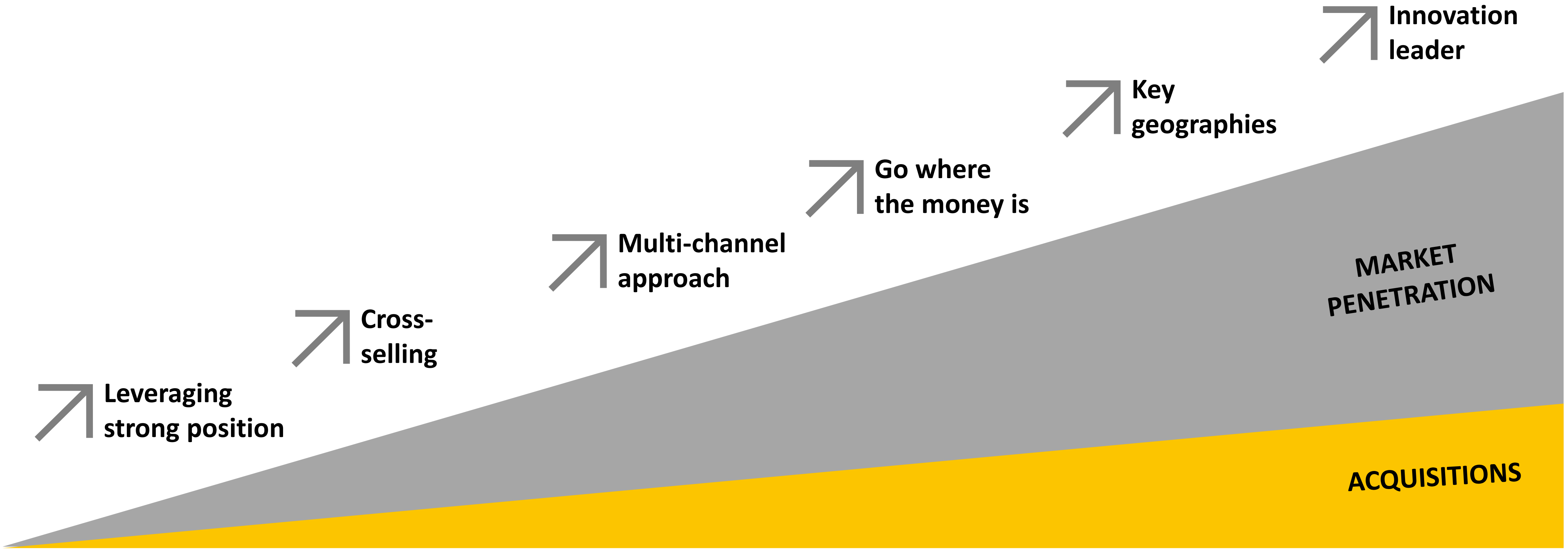
SALES
35%

SALES
15%





MARKET PENETRATION
GROWTH VECTORS TO INCREASE MARKET SHARE



INNOVATION IS OUR SUSTAINABLE ADVANTAGE
R&D DRIVES DIFFERENTIATION, MARKET SHARE, MARGIN

WE INVEST

CHF 280 mn

annual R&D investment

1,800+ R&D specialists

16 global technology centers

100+ local R&D facilities

R&D infrastructure competitors cannot easily replicate

WE CREATE

234

new inventions in 2025 alone

5,500+ patents held worldwide

across 5 core technology platforms

Differentiated solutions, designed for customers, protected by IP

WE DELIVER

23-25% of sales

from products younger than 5 years

+3-5 pp material margin

typically on these products

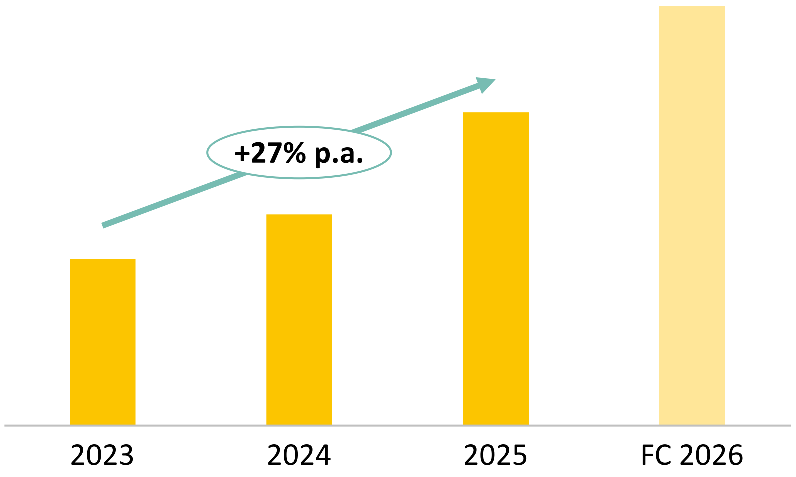
Investment that converts to growth and margin

SIKAPROOF A+ WATERPROOFING MEMBRANE SYSTEM
PATENTED INNOVATION GROWING >25% ANNUALLY

SikaProof® A+: The only patented, fully bonded **pre- and post-applied** waterproofing membrane system. For basement and concrete protection.

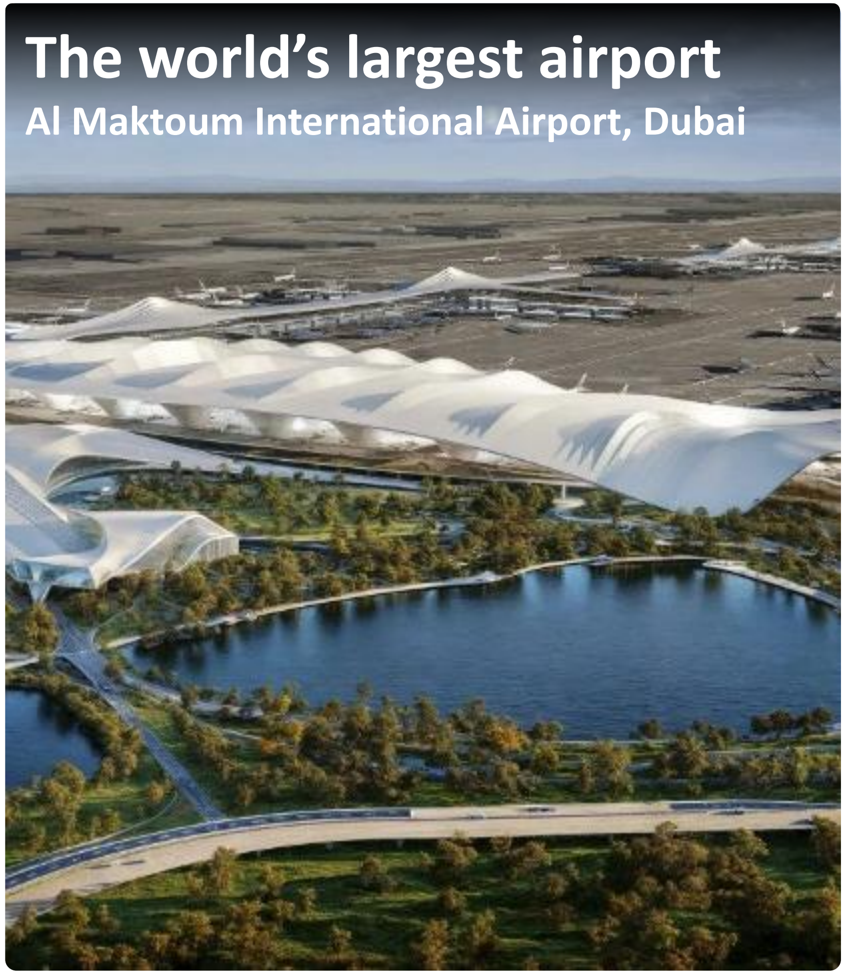
- Applicable for new construction and existing buildings
- Lower lifetime costs for building owners drives specification pull
- Fast and easy application, preferred by contractors

SikaProof® A+ strong growth trajectory



+27%

sales CAGR ('23-'25)



Waterproofed by Sika

PATENTED VALUE-ADD INNOVATIONS FOR DATA CENTERS
THE WORLD’S FASTEST-GROWING INFRASTRUCTURE

Self-healing membranes for flat roofs

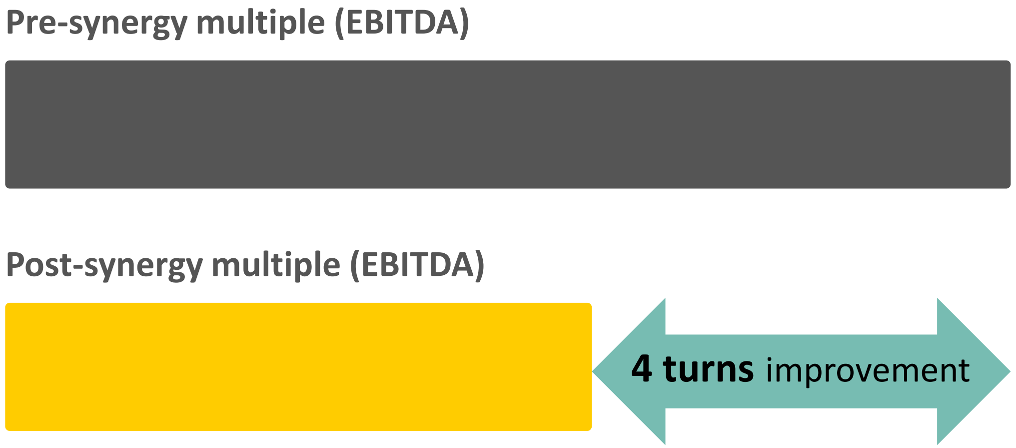
- Self-healing properties prevent water damage to high-value assets
- Ensure long-term protection and reduce need for repair

Sika fibers for reinforced concrete

- Eliminate steel mesh in floor slabs
- Improving durability and toughness while saving labor, time, and costs
- Best practice for reducing CO_2 emissions*

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

VALUE CREATION THROUGH M&A
M&A CONTRIBUTING TO GROWTH AND PROFITABILITY



MULTIPLE IMPROVEMENT DRIVEN BY

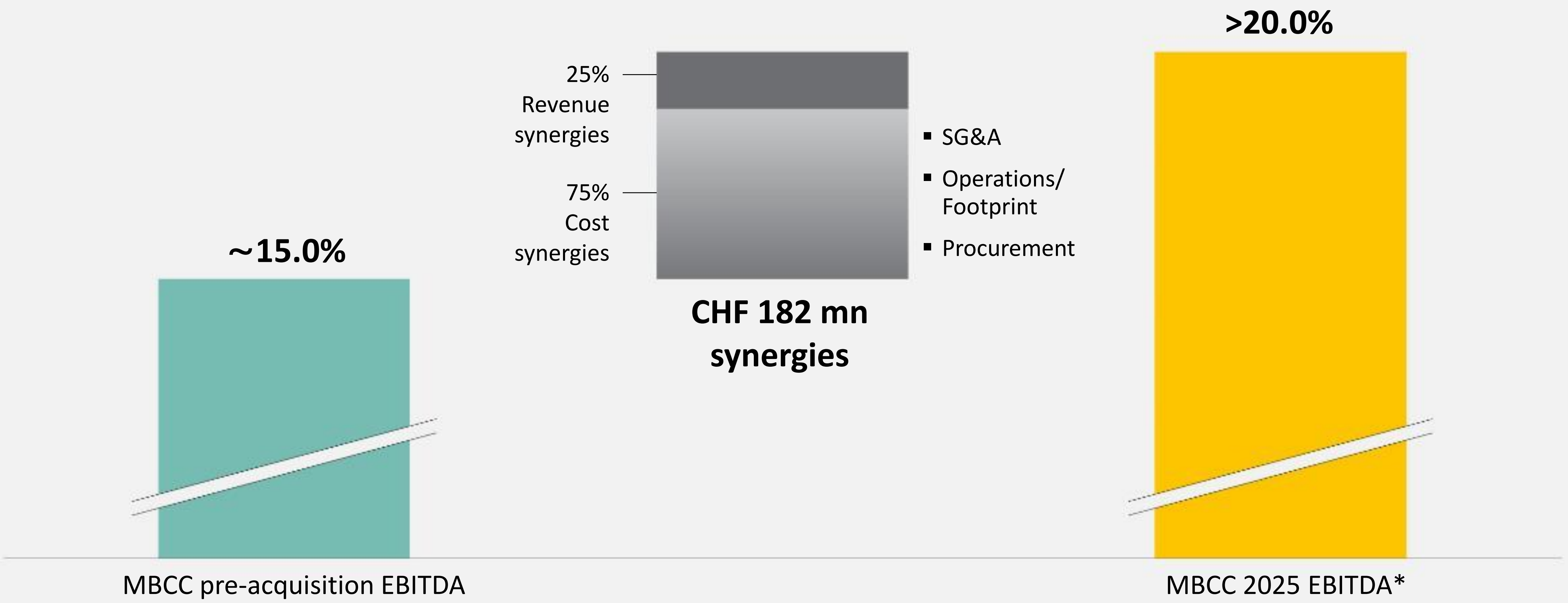
Accelerated Revenue and Cost Synergies → **EBITDA Growth**

(cross-selling, channel expansion, operational efficiencies)

- 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**
- Driving **superior capital returns**

*Multiples in third year post closing

SUCCESSFUL MBCC INTEGRATION
DRIVING SIGNIFICANT PROFITABILITY IMPROVEMENT



*pro forma

FAST FORWARD
ON TRACK TO DELIVER CHF 80 MILLION IN BENEFITS IN 2026

One-off costs

CHF 108 million*

Investments

CHF 120 – 150 million

Benefits

CHF 150 – 200 million
(CHF 80 million in 2026)

FAST FORWARD

< 2-yr payback

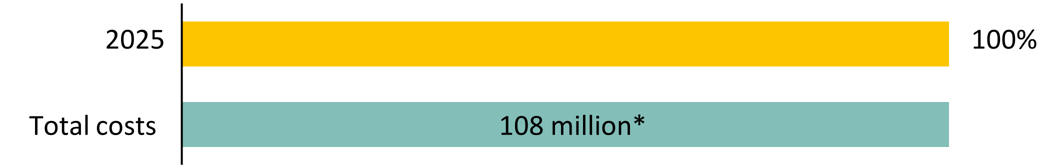
Up to 100% ROI

+ share gains

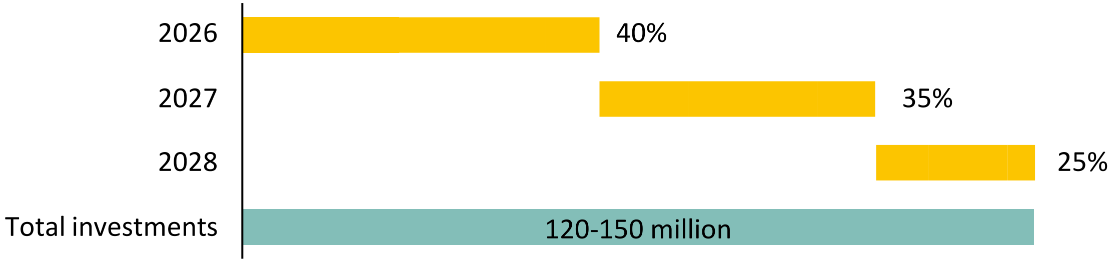
*All one-off costs accounted for in 2025. CHF 86.2 million recognized in EBITDA

FAST FORWARD INVESTMENT TO DRIVE SHARE GAINS
LEANER COST STRUCTURE, DIGITAL LEADERSHIP

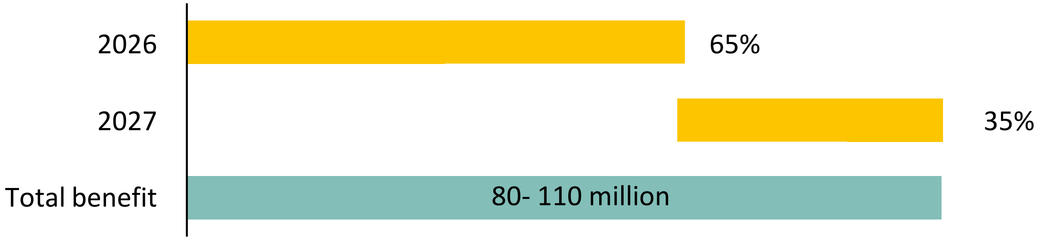
One-off Costs (CHF mn)



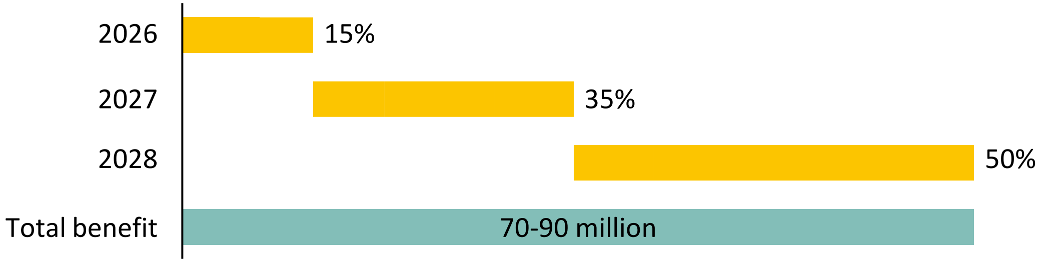
Investments (CHF mn)



Expected Benefits (CHF mn)



Expected Benefits (CHF mn)



Benefits

CHF 150 – 200 million
(CHF 80 million in 2026)

*CHF 86.2 million were recognized in EBITDA in 2025

CAPITAL ALLOCATION POLICY
PRIORITY ON HIGH, LONG-TERM VALUE CREATION

1 Invest in the Business

- Capital Expenditures
- Bolt-on Acquisitions

- Organic investment in footprint expansion, capacity, and efficiency
- Bolt-on acquisitions create additional growth platforms and attractive equity returns

2 Attractive Dividend

- Dividend Growth

- Progressive dividend policy

3 Healthy Balance Sheet

- Strong Investment Grade Rating

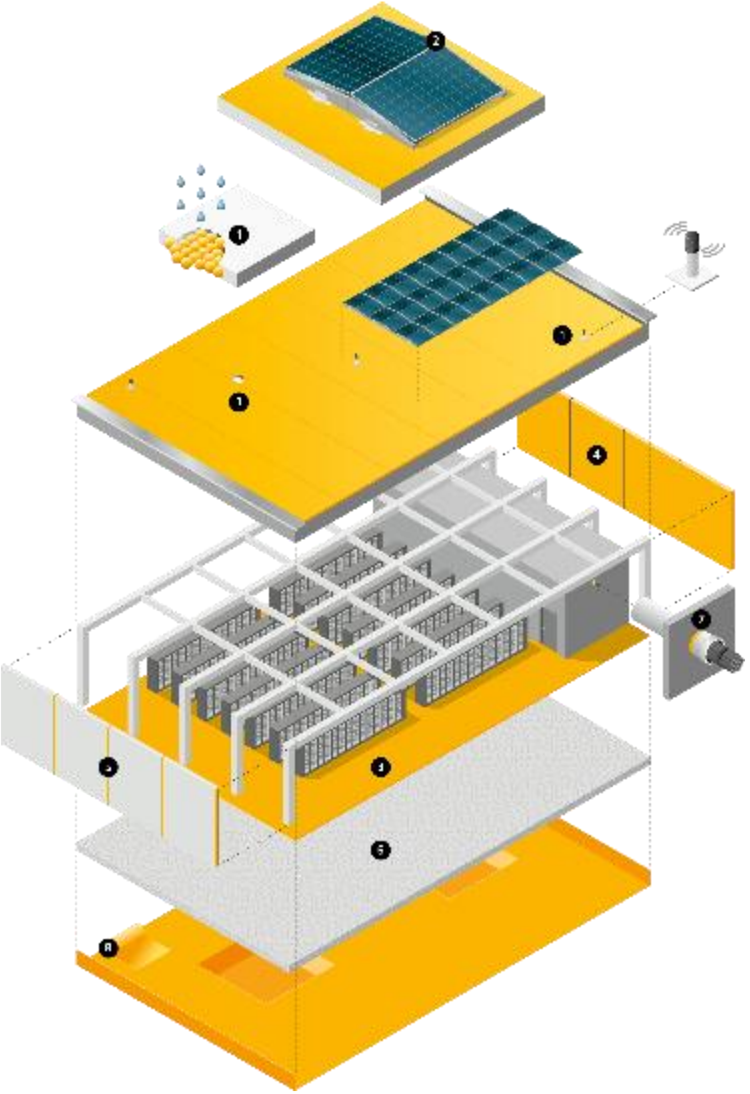
- Net Debt/EBITDA ratio of 1.3-2.3
- Maintain strong cash flow and deleveraging profile
- Opportunistic share buybacks

4. Business Implementation

BUSINESS IMPLEMENTATION
POWERING THE AI ERA: SIKA'S DATA CENTER ADVANTAGE

Demand for data center capacity is projected to quadruple by 2030, with an estimated global investment of CHF 880 billion by 2028.

Sika solutions have been used in more than 4,000 data centers worldwide and deliver a **combination of performance and long-lasting quality.**



1. Roofing
2. Solar roof solutions
3. Flooring
4. Solutions for precast concrete
5. Joint sealing
6. Concrete admixtures and fibers
7. Passive fire protection
8. Waterproofing

BUSINESS IMPLEMENTATION
FROM URBAN GROWTH TO UNDERGROUND SOLUTIONS

Underground rail lines have become priorities to **improve quality of life and sustainability in cities.**
Rail infrastructure projects expected to reach a value of CHF 2.0 trillion over the next four years.

↘ Sika supports global projects with **below-ground solutions while elevating standards in speed, sustainability, and design – enabling infrastructure to achieve lifespans of over 100 years.**

Germany's deepest construction site

Marienhof S-Bahn Station and Line, Munich, Germany

One of Latin America's most ambitious rail projects

Line 6-Orange metro, São Paolo, Brazil

Largest infrastructure project ever undertaken in New Zealand

City Rail Link, Auckland, New Zealand

Source: GlobalData

BUSINESS IMPLEMENTATION
SHAPING THE PORTS OF THE FUTURE

Over 80% of all goods traded worldwide travel by sea; global maritime trade will double by 2050.
More than **CHF 400 billion in port construction projects** under way or planned worldwide.

↘ **Sika's marine construction solutions** – high-performance concrete admixtures, waterproofing systems, advanced grouts, and corrosion-protection coatings – **have been used in more than 2,000 offshore and marine structures worldwide.**

Source: World Bank, J.P.Morgan, GlobalData

BUSINESS IMPLEMENTATION
ELLINIKON – BUILDING EUROPE'S GREEN CITY OF THE FUTURE

Sika is supplying the full range of innovative construction solutions for The Ellinikon, transforming the former Athens airport into a next-generation smart city backed by more than **EUR 8.5 billion in investment.**

↘ **Sika's construction solutions for The Ellinikon include**
– High-performance concrete admixtures, waterproofing systems, roofing, and flooring **across residential, commercial, hospitality, and public infrastructure.**

BUSINESS IMPLEMENTATION
ENABLING ONE OF THE WORLD'S LARGEST DAM STRUCTURES

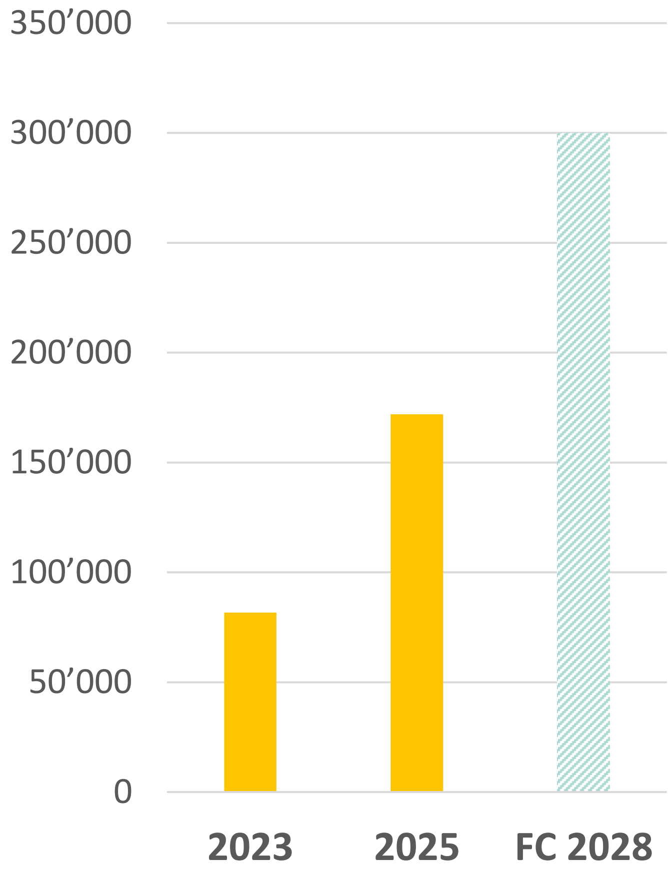
Sika is supplying advanced concrete technologies for the Diamer Basha Dam, the world's largest roller-compacted concrete (RCC) dam, designed to generate 4.5 GW of renewable hydropower.

Sika deliveres performance at mega project scale and drives digital innovation on site
– Sika's proprietary Sand App and Concrete Mix Design App reduce concrete trial mixes significantly
– High-performance concrete admixtures and shotcrete solutions

Source: World Bank, J.P.Morgan, GlobalData

BUSINESS IMPLEMENTATION
ROLLOUT OF OUR SUCCESSFUL RETAIL MODEL

POS in Asia/Pacific, excl. China



POS in China 2025: 280k

Retail net sales growth, excl. China

+13%
CAGR 2023-2025

>15%
expected
CAGR 2025-2028

- Digitalized end-to-end processes
- Customer loyalty
- Service level
- Speed
- Efficiency

5. Outlook

OUTLOOK 2026
RAISING LOCAL CURRENCY SALES GROWTH GUIDANCE

Sales growth in local currencies of

3% to 6%

Up from 1% to 4%

EBITDA margin of

19.0% to 19.5%

Sika is comfortable with current consensus CHF EBITDA expectations*

2028 medium-term strategic targets for sustainable, profitable growth **confirmed**

*Consensus as per publishing date of July 28, 2026

THANK YOU.

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