FULL-YEAR 2025 RESULTS

EXECUTING PLAN TO ACCELERATE GROWTH

Sika Media and Investor Presentation

Zurich, February 20, 2026

BUILDING TRUST

AGENDA

1. Highlights 2025 Thomas Hasler (CEO)
2. Strategy Execution Thomas Hasler (CEO)
3. Business Implementation Thomas Hasler (CEO), Christoph Ganz (EMEA), Mike Campion (Americas), Philippe Jost (Asia/Pacific)
4. Financial Results Adrian Widmer (CFO)
5. Outlook Thomas Hasler (CEO)
6. Questions and Answers

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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

2025 – A CHALLENGING YEAR FOR THE INDUSTRY
SIKA DELIVERS MARKET OUTPERFORMANCE

Relevant market decline

~2.5%

Tariff uncertainty

negative sentiment

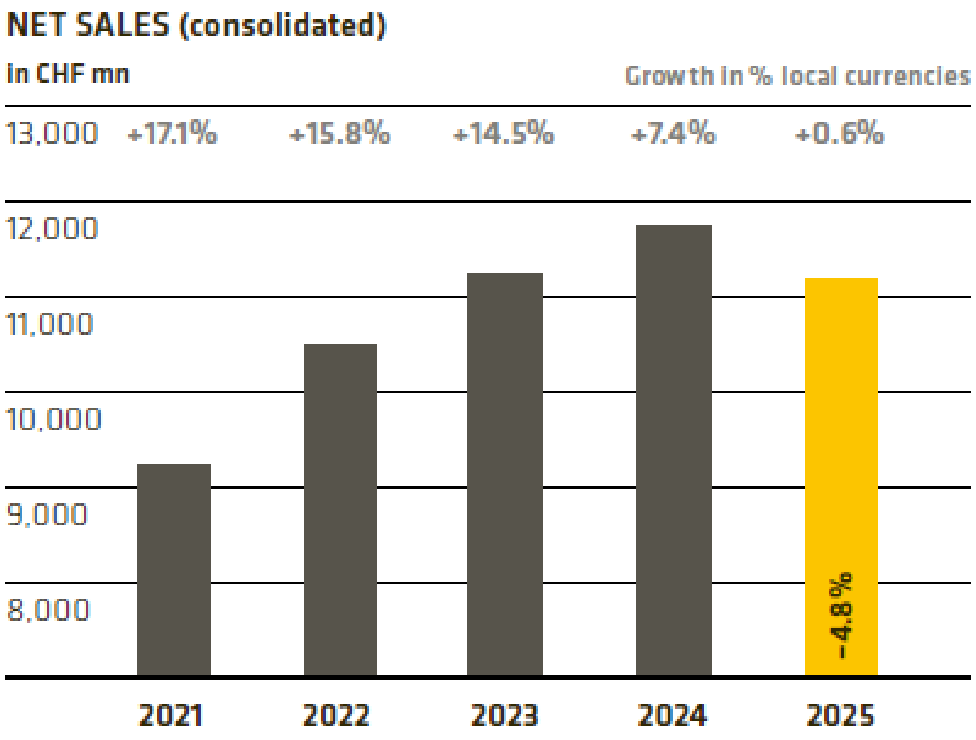
China residential market fell sharply (2023 to 2025)

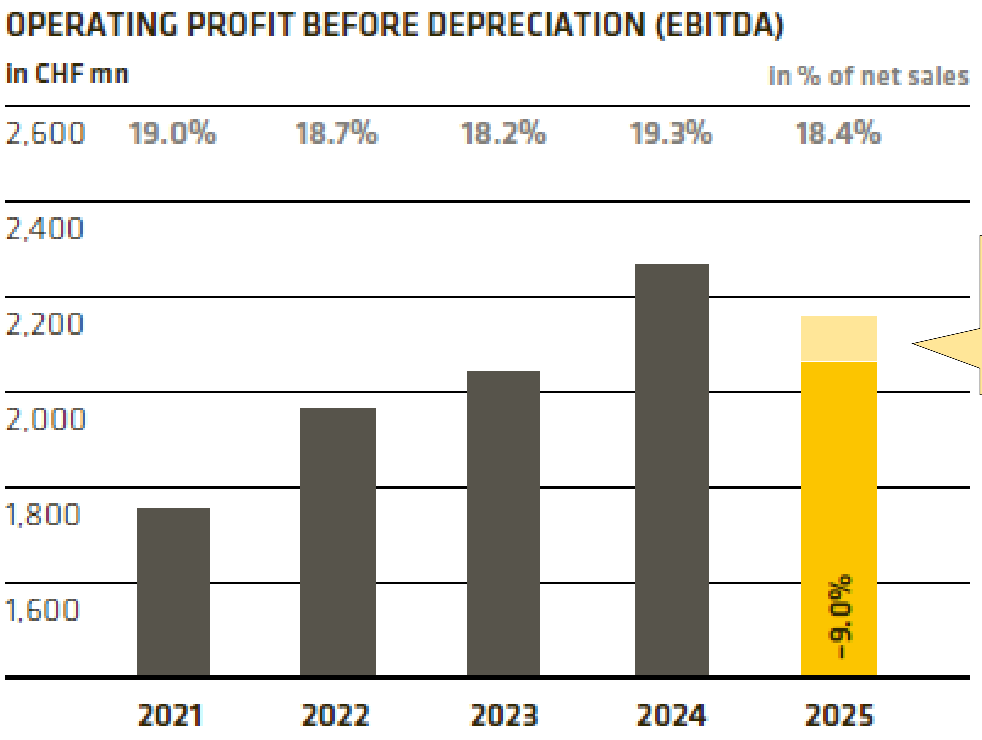
-45%

USA government shutdown

43 days

2025 – INVESTING FOR A STRONGER SIKA
ALL FAST FORWARD ONE-OFF COSTS TAKEN IN 2025





CHF 86 mn one-off costs
EBITDA margin ex one-off costs 19.2%

2025 – TAKING ACTION
HOW SIKA REACTED – FAST FORWARD

One-off costs

CHF 108 million*

Investments

CHF 120 – 150 million

Benefits

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

FAST FORWARD

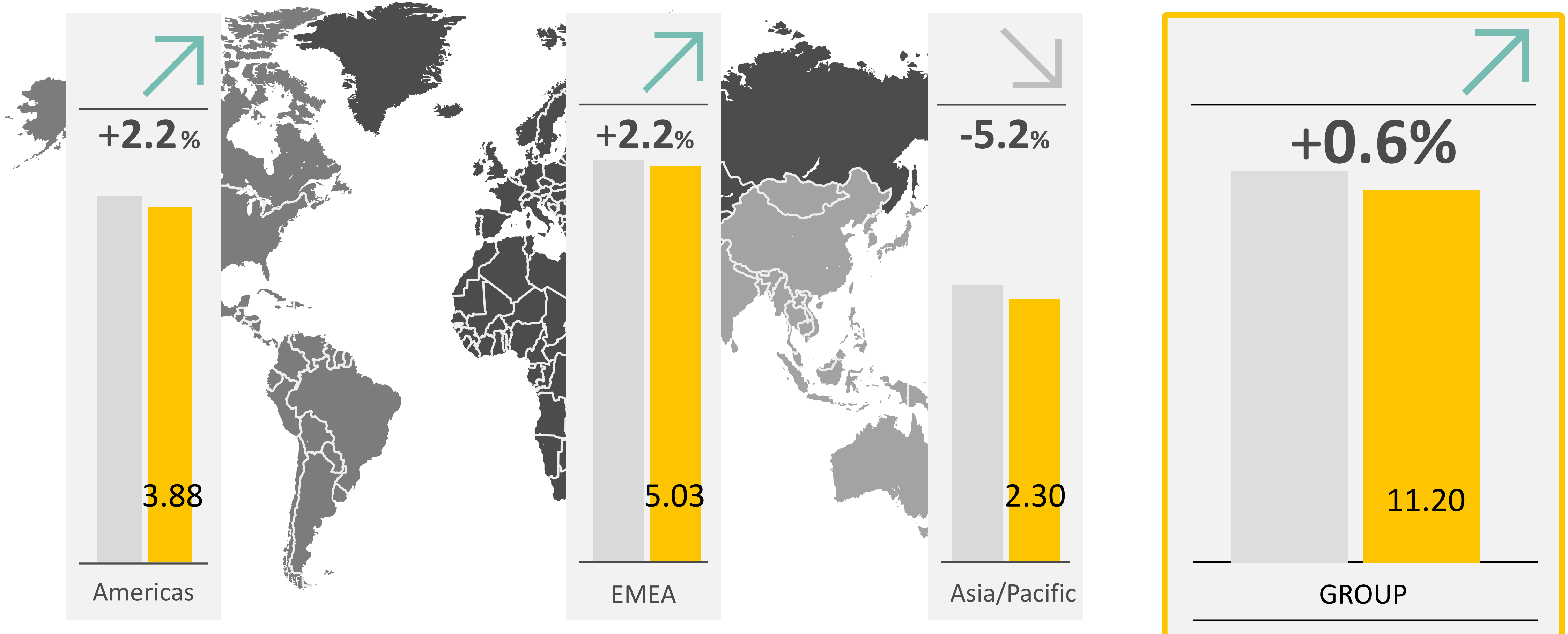
< 2-yr payback

Up to 100% ROI

+ share gains

*CHF 86.2 million were recognized in EBITDA in 2025

GLOBAL GROWTH OF 0.6% IN LOCAL CURRENCIES
2.2% EXCLUDING CHINA CONSTRUCTION



-0.4 organic growth

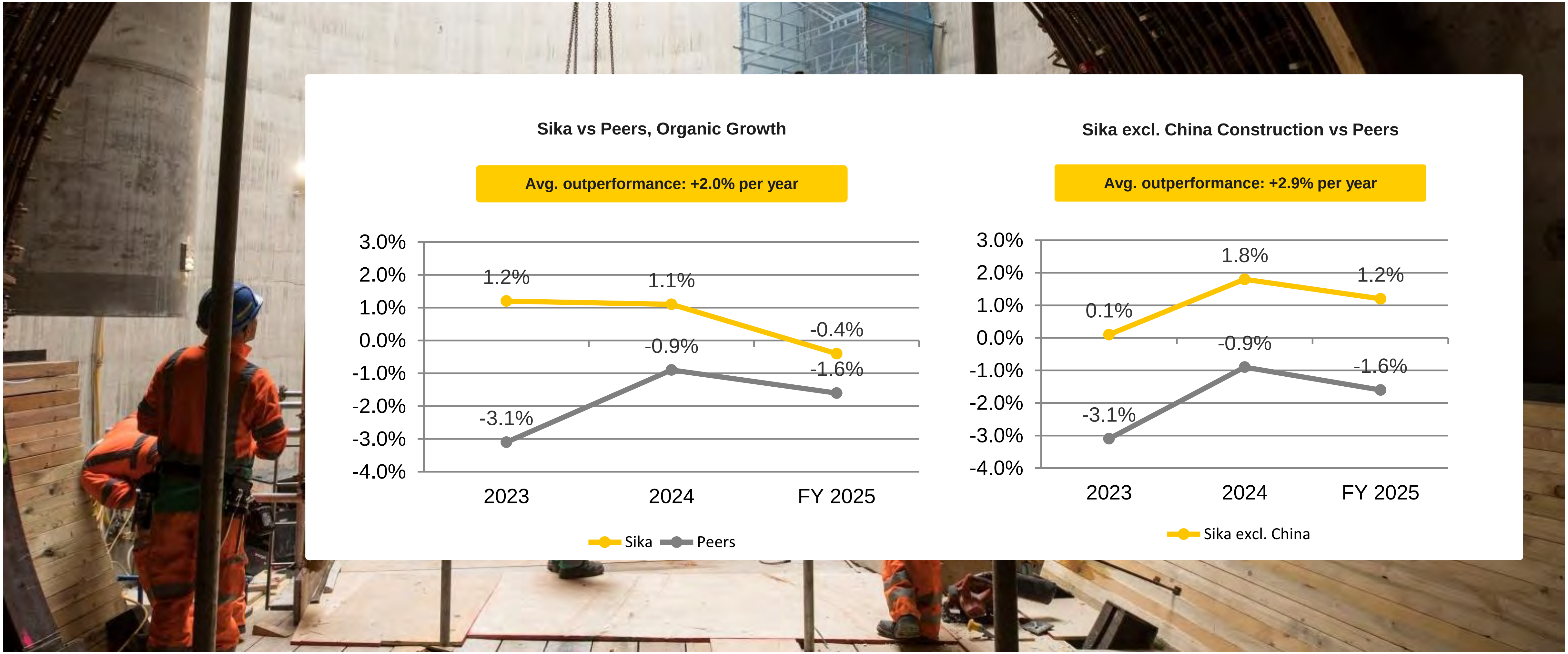
+1.0% acquisition effect

-5.4% currency impact

FY 2024 FY 2025

(in CHF billion, growth in LC)

SIKA IS CONSISTENTLY GAINING MARKET SHARE
OUTGROWING PEERS

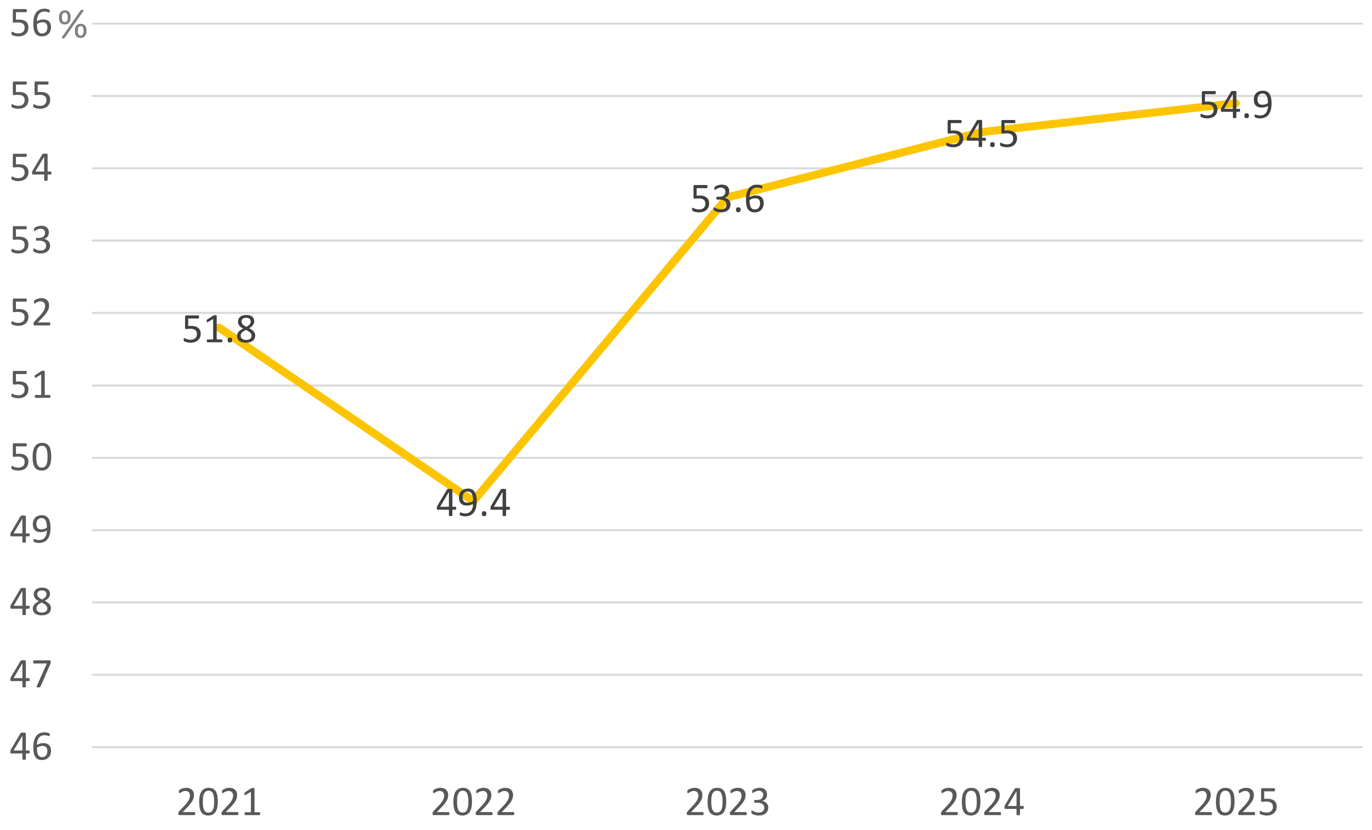


* Available Peers with 12 months results, Sika 2025 reported figures

HIGHLIGHTS 2025
GROWING MATERIAL MARGIN – INNOVATION & VALUE SELLING

Gross result as % of net sales

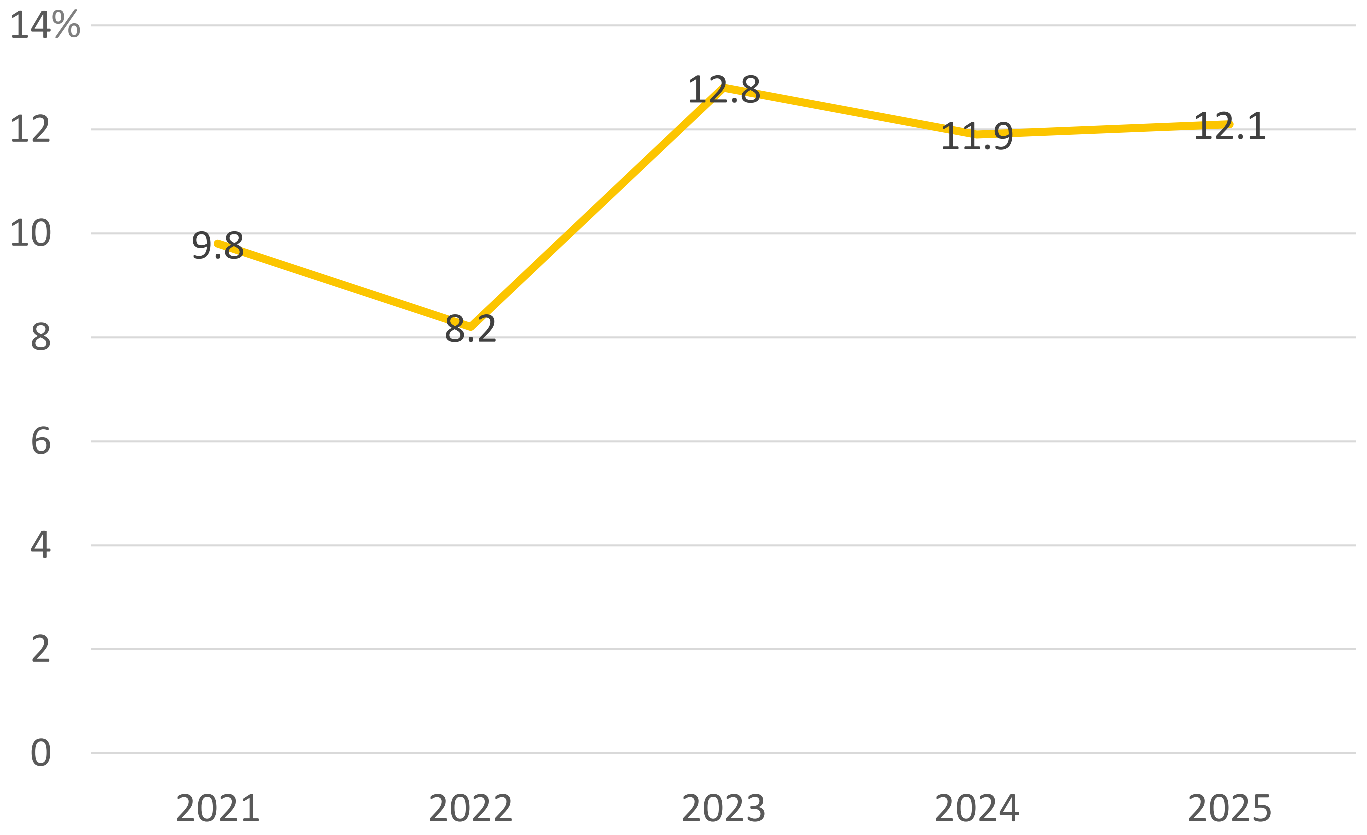
54.9%



HIGHLIGHTS 2025
STRONG CASH GENERATION

Operating free cash flow as % of sales

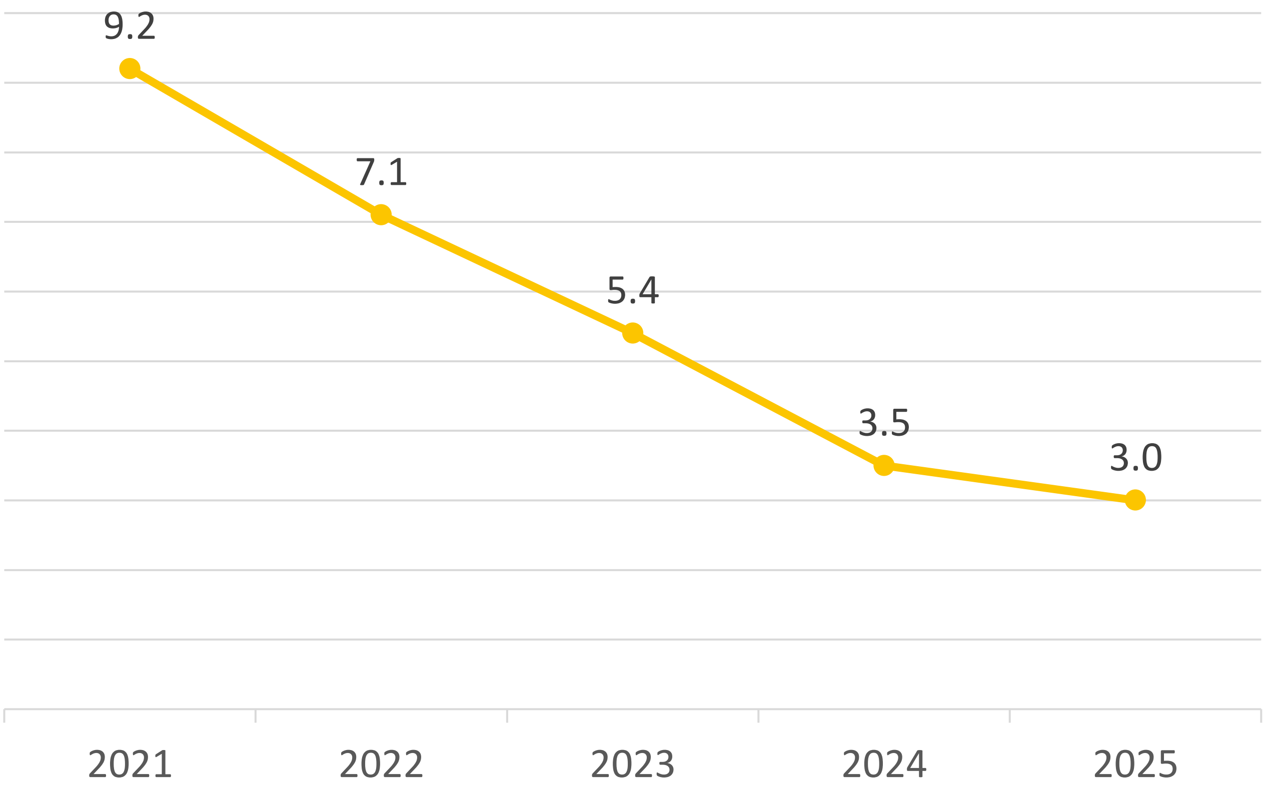
12.1%



HIGHLIGHTS 2025
SAFETY FIRST – PROTECTING OUR PEOPLE

Since 2021, we have significantly improved our **Lost Time Accidents (LTA) rate***

from 9.2 to 3.0



*Lost Time Accidents per 1,000 FTEs

HIGHLIGHTS 2025 – KEY NON-FINANCIAL METRICS
IMPROVEMENTS IN SUSTAINABILITY PERFORMANCE

GHG Emissions (scope 1 and 2)

-6.1%

Water Discharge per Ton Sold

-3.4%

Waste Disposed per Ton Sold

-5.7%

Lost Time Accidents per 1,000 FTEs

-14.1%

SIKA ANNOUNCES SEVEN ACQUISITIONS IN 2025
STRONG PIPELINE OF VALUE-ACCRETIVE BOLT-ON ACQUISITIONS

Acquisitions in Singapore, United Kingdom, North America, Denmark, Qatar, Saudi Arabia, and Sweden

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
Concrete admixtures, mortars, flooring, waterproofing

Marlon Tørmørtel A/S
Broad portfolio of mortar products

Awazil Al Khaleej Industrial Co. ("Gulf Seal")
Bituminous waterproofing membranes

Finja (Closed February 2, 2026)
Dry mortars and floor leveling compounds

KEY INVESTMENTS IN FUTURE GROWTH AND EFFICIENCY
COMMISSIONING OF SEVEN NEW PLANTS IN 2025

New plant in Kazakhstan
Concrete admixtures and mortars

New plants in China
- **Xi'an plant:** tile adhesives, waterproofing, and flooring solutions
- **Suzhou site extension:** highly automated, advanced bonding and sealing solutions

New plant in Morocco
State-of-the-art production technologies for admixtures and mortars

New plant in Ecuador
Mortar solutions for interior walls and tile adhesives

New site extension in Brazil
Admixture production to support customers in ready-mix concrete, cement, and mining industries

New plant in Singapore
Mortar production

EARLY ACTIONS TO ACCELERATE PROFITABLE GROWTH IN 2026

ACTIONS TO ACCELERATE PROFITABLE GROWTH IN 2026
DEMAND-DRIVEN INVESTMENTS IN FIVE NEW PLANTS

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

Finja: Leading Swedish producer of 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 other Nordic countries
- **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 more efficient operational footprint and serve as export hubs

THE ATTRACTIVENESS OF THE ADHESIVE BUSINESS
A STRUCTURAL GROWTH AND VALUE DRIVER

↘ Adhesives are mission-critical in all our markets and channels

Enabled by megatrends
- **Urbanization and renovation** (insulation, facades, flooring, modular construction)
- **Multi-material design** (bonding steel, aluminum, composites, plastics)
- **Decarbonization** (CO_2 reduction and energy efficiency)
- **Electrification** (Battery bonding, thermal management, lightweight structures)

Technology shift
Replacing welding, screws and rivets enhance structural strength, stress distribution, freedom of design

Attractive business fundamentals
- Highly innovation driven engineered systems
- High technical barriers
- Critical performance role

Adhesives represent 30% of Sika's solutions
Adhesives and sealants indispensable for all construction jobs and a value driver for distributors.
Adhesives as important innovation accelerator: Customers can achieve outcomes today that were not possible up until recently.

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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

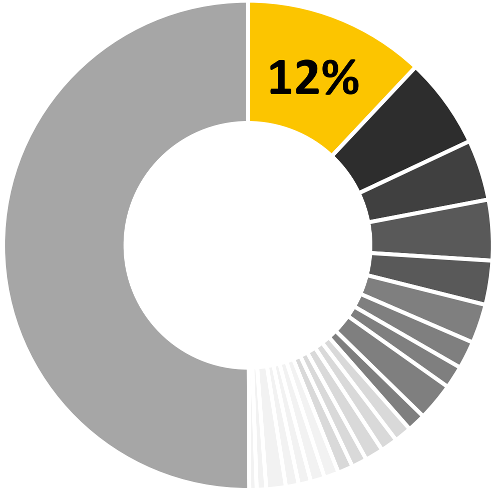
15%
Natural resources
reduction of waste disposed and water discharge per ton sold (vs. 2023 baseline)

*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

Waterproofing

Roofing

Building Finishing

Flooring & Coating

Sealing & Bonding

Engineered Refurbishment

Industry

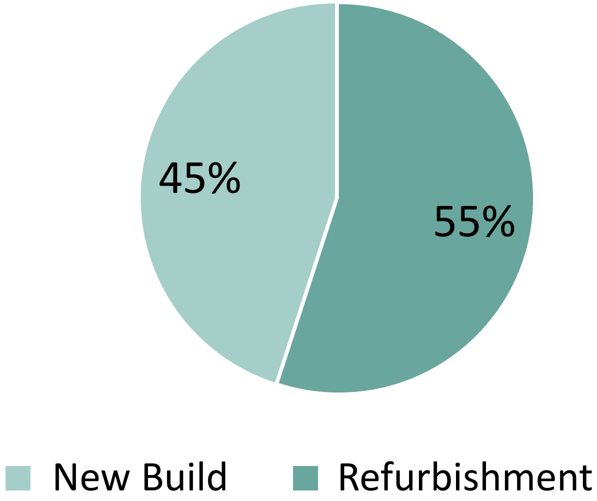
BALANCED BUSINESS MIX
DIVERSIFIED EXPOSURE SUPPORTS RESILIENCE

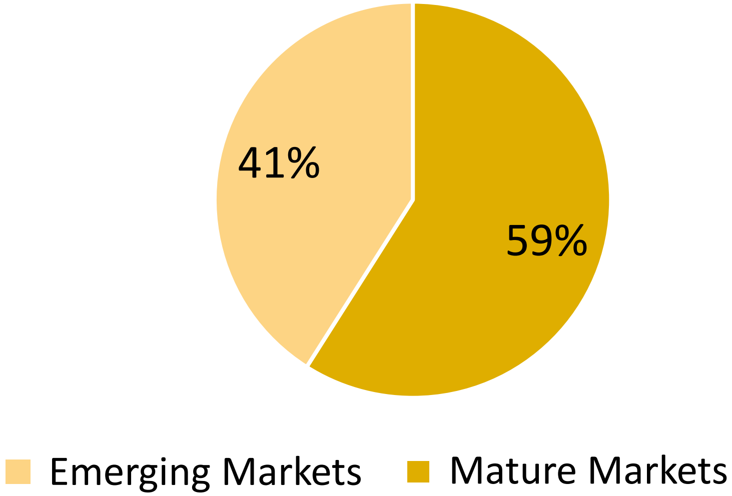
SALES
20%

SALES
30%

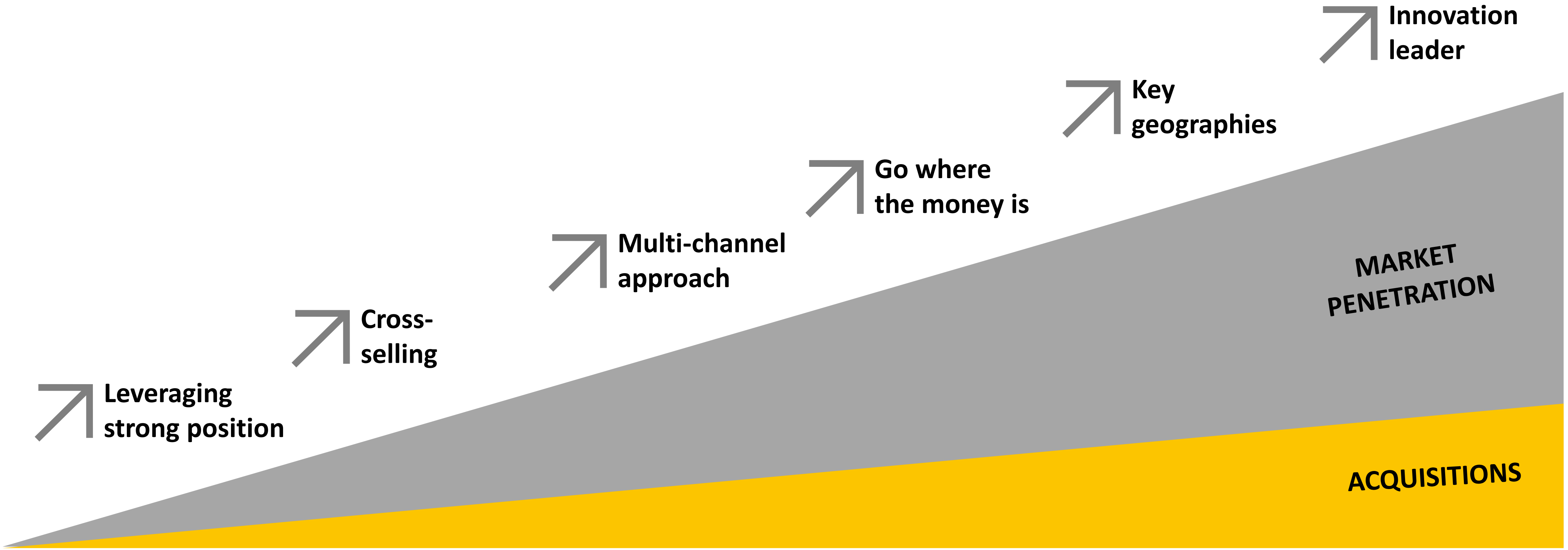
SALES
35%

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

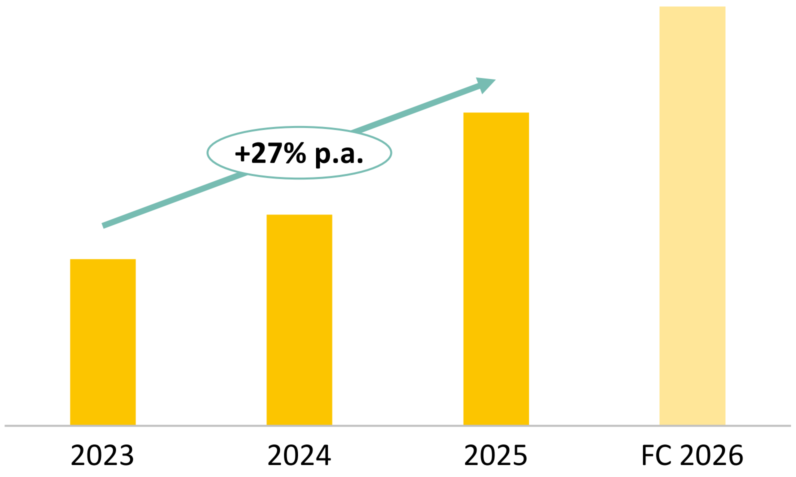
Investment that converts to growth and margin

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.

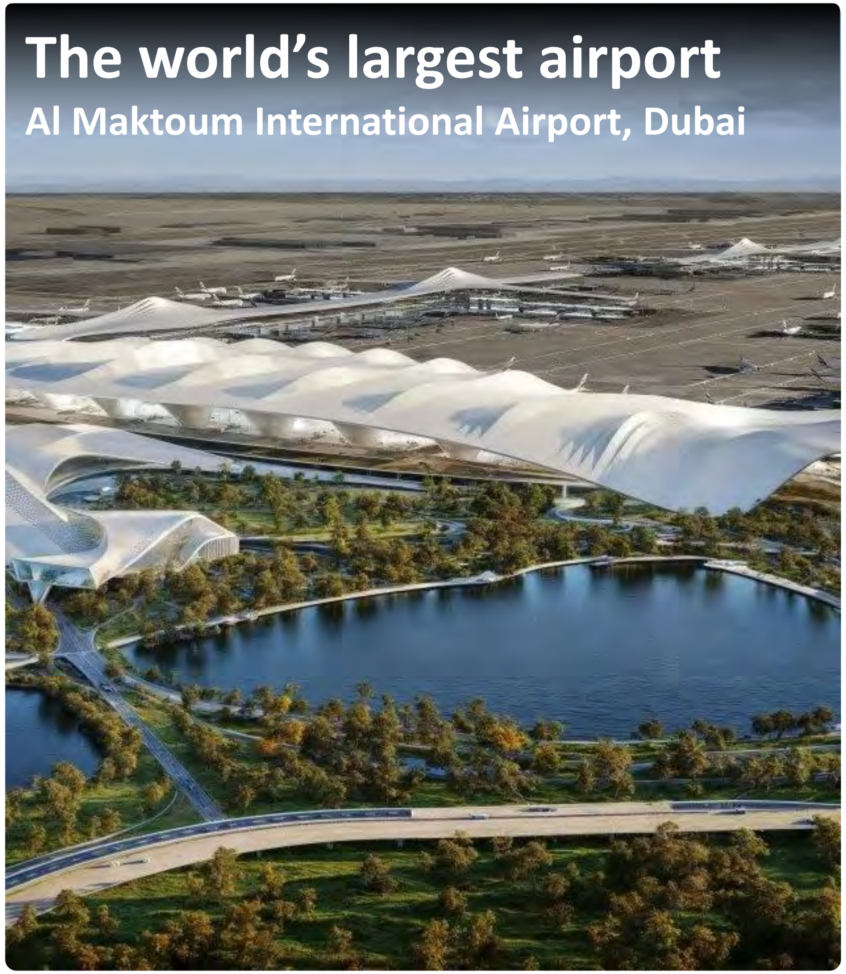
- Applicable for new construction and existing buildings
- Lower lifetime costs for building owners drives specification pull
- Fast and easy application, preferred by contractors

SikaProof® A+ strong growth trajectory



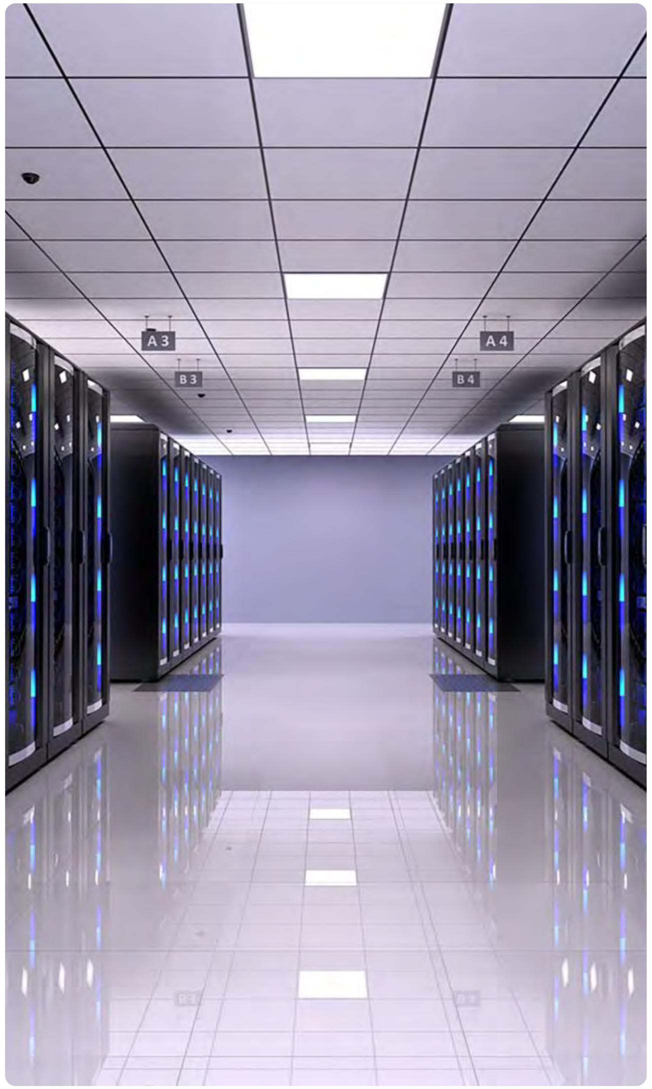
+27%

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

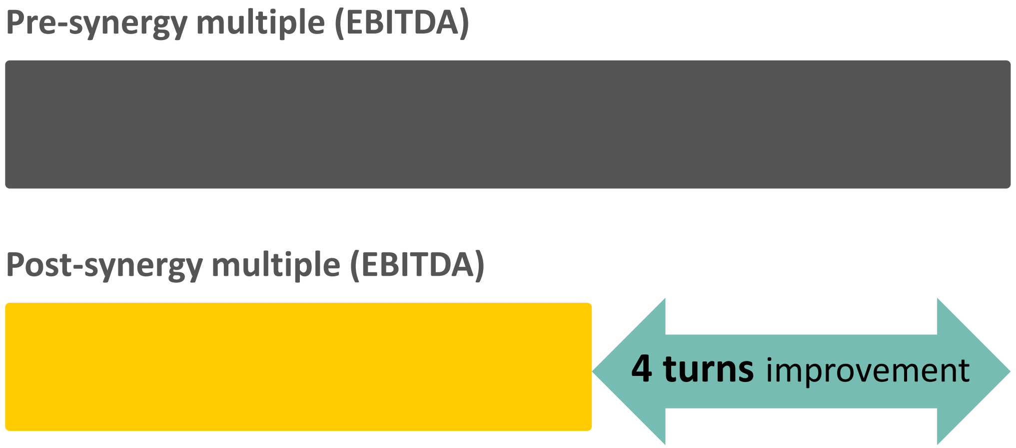
- Self-healing properties prevent water damage to high-value assets
- Ensure long-term protection and reduce need for repair

Sika fibers for reinforced concrete

- Eliminating 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



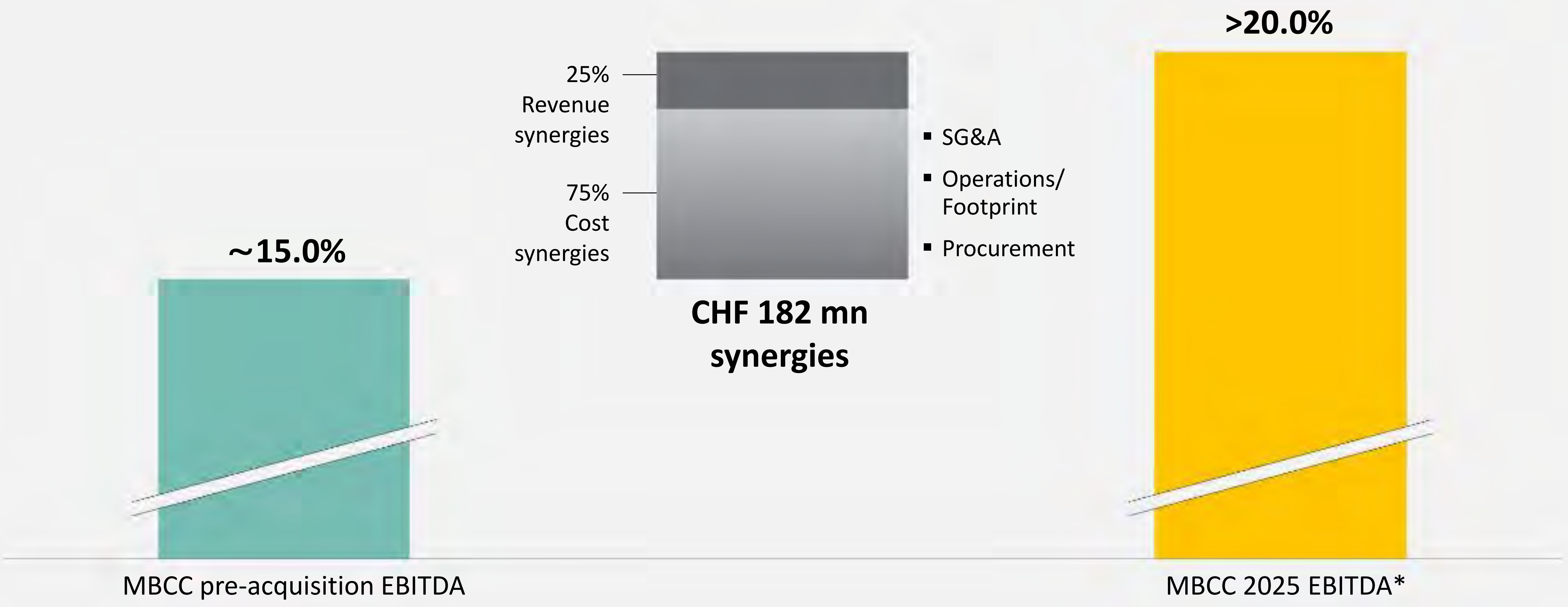
MULTIPLE IMPROVEMENT DRIVEN BY

Accelerated Revenue and Cost Synergies (cross-selling, channel expansion, operational efficiencies) → **EBITDA Growth**

- 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

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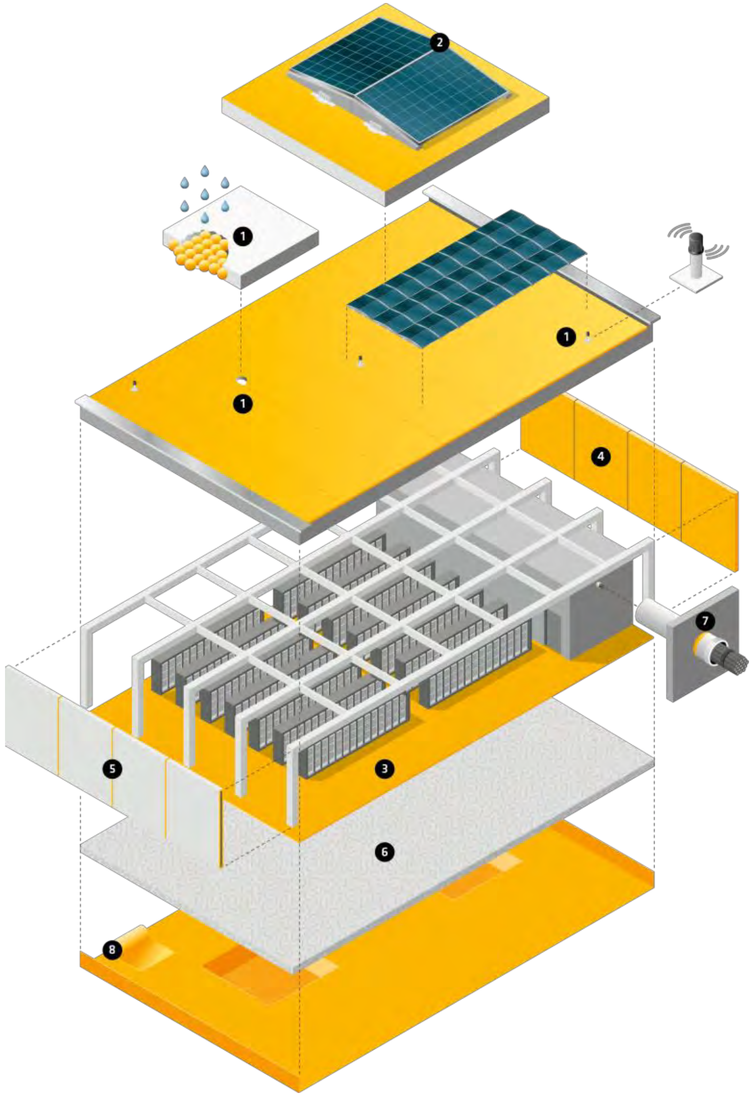
BUSINESS IMPLEMENTATION
POWERING THE AI ERA: SIKA'S DATA CENTER ADVANTAGE

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.**

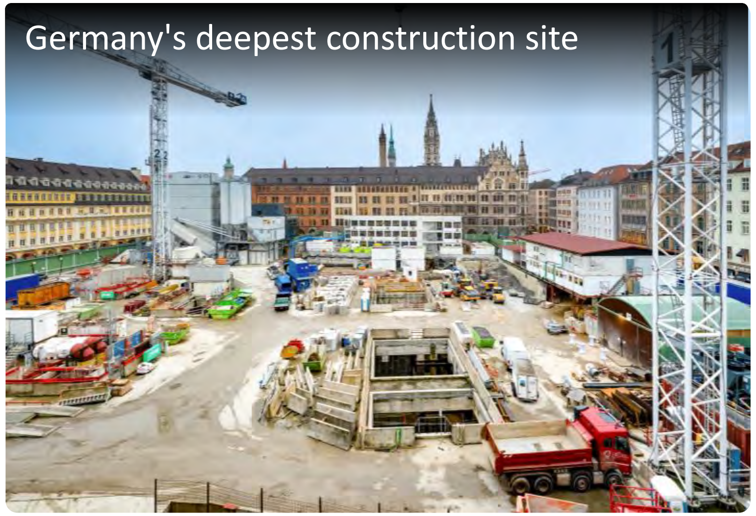


1. Roofing
2. Solar roof solutions
3. Flooring
4. Solutions for precast concrete
5. Joint sealing
6. Concrete admixtures and fibers
7. Passive fire protection
8. Waterproofing

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.**



Marienhof S-Bahn Station and Line, Munich, Germany

Line 6-Orange metro, São Paolo, Brazil

City Rail Link, Auckland, New Zealand

Source: GlobalData

BUSINESS IMPLEMENTATION
SHAPING THE PORTS OF THE FUTURE

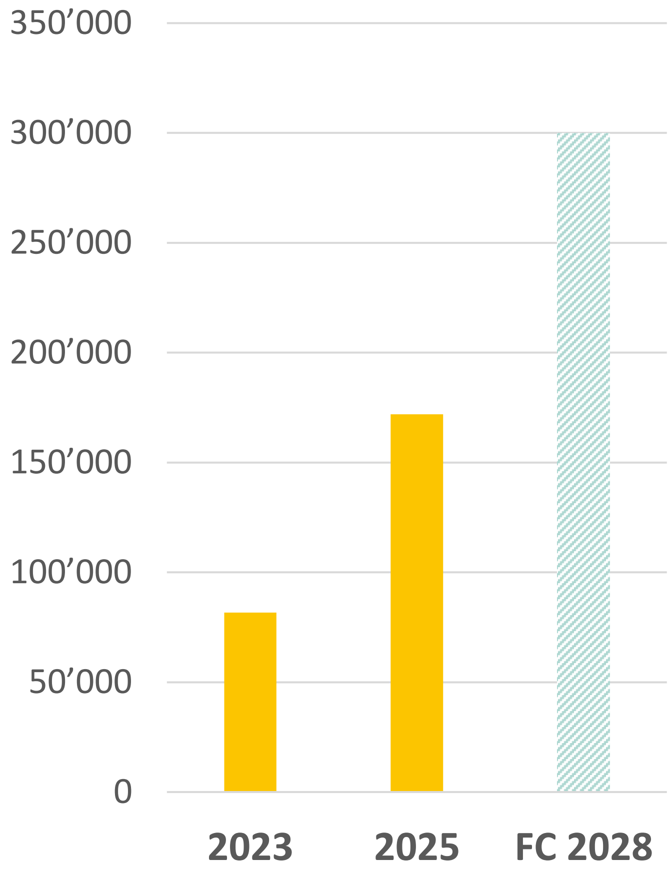
Over 80% of all goods traded worldwide travel by sea: global maritime trade will double by 2050.
More than **CHF 400 billion in port construction projects** under way or in planning worldwide.

Sika's marine construction solutions – high-performance concrete admixtures, waterproofing systems, advanced grouts, 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
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

BUSINESS IMPLEMENTATION
REGION EMEA

Market expectations

- **European Construction and Automotive & Industry markets remain challenging overall**, with early recovery signs in Eastern Europe, some Nordic countries, and France; delayed momentum in Germany pending infrastructure budgets; **continued strong growth in Africa and the Middle East**
- **Gradual improvement over the year** expected, with H2 2026 stronger than H1

Growth initiatives

- **Infrastructure** – Focus on various infrastructure market opportunities across the region in energy, road and rail, airports, and water projects
- **Residential and Commercial** – Focus on large-scale residential new build such as Europe’s largest residential projects and new opportunities in North Africa and Middle East
- **Data Centers, Pharma, Food & Beverage** – Leveraging cross-selling of Sika’s Concrete, Flooring, Roofing, and Waterproofing solutions
- **Distribution – Further penetrate retail channel (E-Commerce, DIY)** and continue investing into transforming Sika technologies for professionals into products for retail customers

Enabling smart city regeneration
Ellinikon complex, Athenian riviera, Greece

New retail marketing concepts
Truck pop-up store, DIY in France

BUSINESS IMPLEMENTATION
REGION AMERICAS

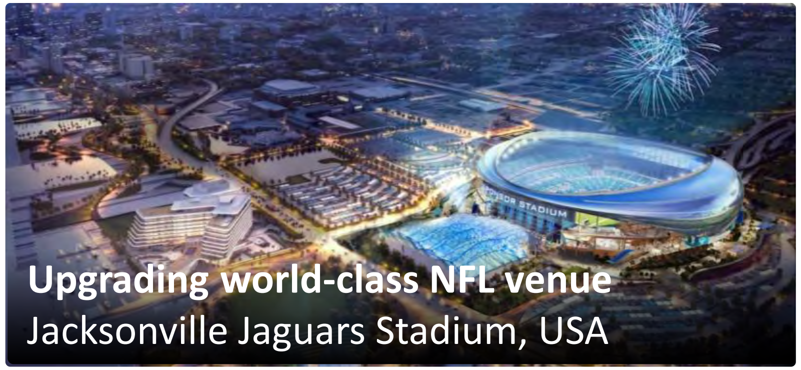
Market expectations

- Market **uncertainties to remain** in the **USA in H1 2026**, while sentiment in **Canada** and **Latin America** is **slightly more optimistic**
- **Potential improvement in the USA in H2 2026**. Backlog is building up. Continued high investments in data centers. Infrastructure expected to contribute for several years to come.

Growth initiatives

- Sika supplied solutions for **230 new data centers** in region Americas **in 2025.** Continued strong **focus on expanding share of wallet.**
- **Infrastructure development –** Push cross-selling in large new-build and refurbishment projects with full range solutions
- **Distribution market expansion –** Further penetrate of major home centers via loyalty-driven promotion programs and leveraging the Asia/Pacific success of the Sika retail model
- **Automotive & Industry –** Boost growth of newly booked sales in Automotive, with focus on OES interiors and key accounts; while accelerating aftermarket with innovative pretreatment systems

Compass Red Oak data center campus
Dallas, USA



Upgrading world-class NFL venue
Jacksonville Jaguars Stadium, USA

Supporting lower-carbon urban dev.
3 new metro lines in Santiago, Chile

BUSINESS IMPLEMENTATION
REGION ASIA/PACIFIC

Market expectations

- **Continued challenging construction environment in China**, with negative volumes expected in the residential segment for the year. Consumer confidence in China remains at low levels. Potential for improvement in the infrastructure segment.
- **Dynamic market development** expected **in Southeast Asia and India** throughout the year

Growth initiatives

- **Distribution retail market** rollout of new products and new “Points-Of-Sale” is accelerating in Southeast Asia and India
- **Industrial Construction, Food & Beverage, Data Centers** offer opportunities throughout Asia/Pacific
- **Large transportation infrastructure projects** ranging from airports, subway, tunnels for road and rail, to seaports, especially in South Asia and Southeast Asia
- Strong focus on the **growing refurbishment segment in China**
- In **Automotive & Industry Sika will continue to increase its share of wallet** with strong automotive portfolio in Japanese, Korean, and Chinese OEM in their home markets, as well as in Southeast Asia and India

Distribution retail market
Southeast Asia and India

Industrial construction
Opportunities in manufacturing facilities

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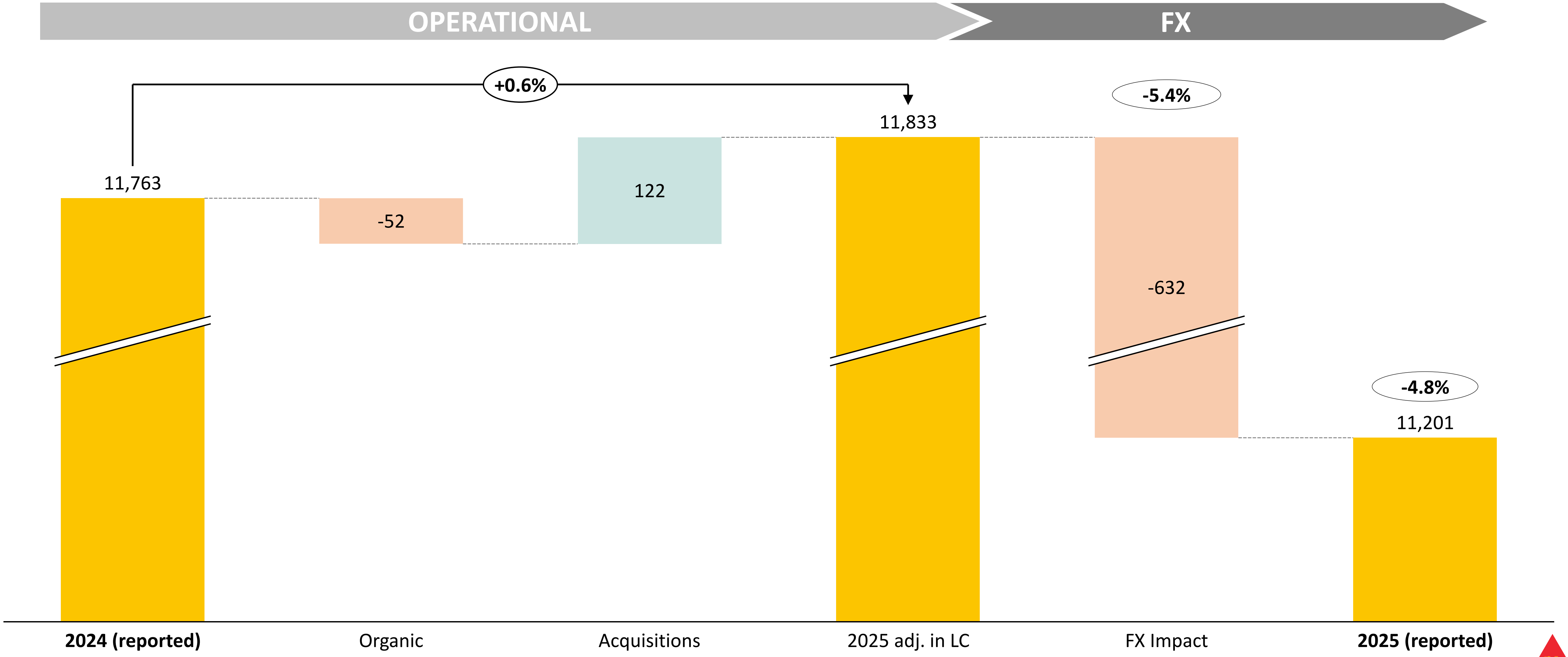
FINANCIAL HIGHLIGHTS 2025

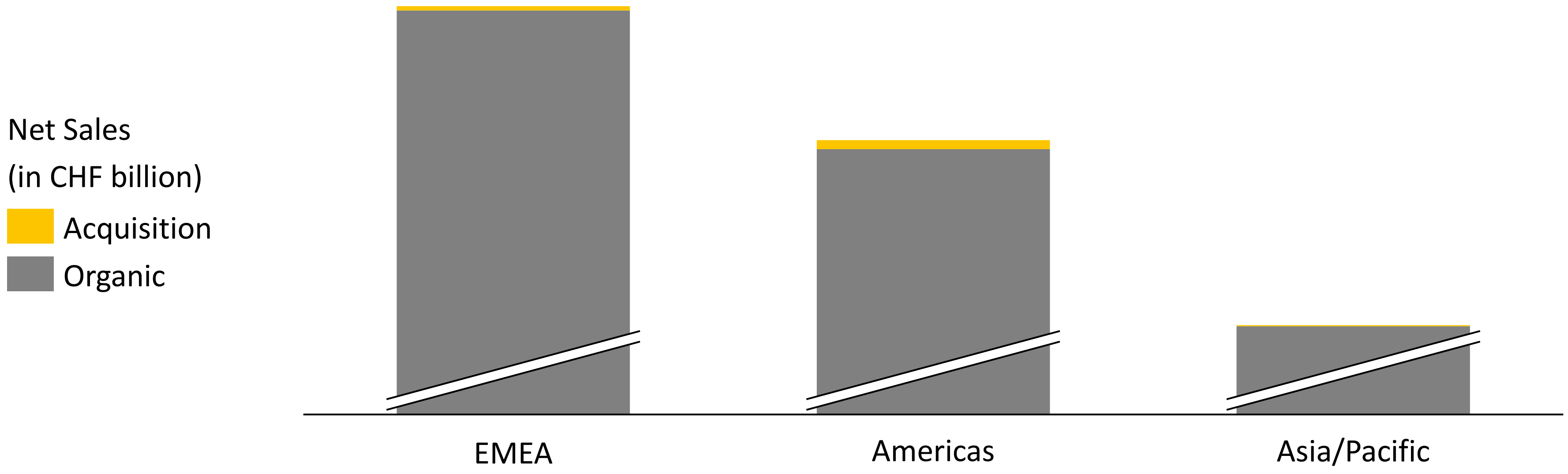
- Net sales: CHF 11,201.3 million (+0.6% in LC, -4.8% in CHF)
- Further expansion of material margin by +0.4% pts to 54.9% (PY 54.5%)
- EBITDA: CHF 2,064.7 million (-9.0%) or 18.4% of net sales (vs. 19.3% in PY), EBITDA excl. Fast Forward cost at CHF 2,150.9 million or 19.2% of net sales
- Reported EBIT: CHF 1,493.2 million (-12.9%) or 13.3% of net sales (vs. 14.6% in PY)
- Net profit: CHF 1,045.3 million or 9.3% of net sales
- Strong OFCF of CHF 1,356.1 million (PY CHF 1,402.9 million) or 12.1% of net sales (PY 11.9%)
- Fast Forward cost measures well on track, with related one-off costs all recognized in 2025 (CHF 86.2 million on EBITDA level)
- Attractive dividend with increase of +2.8% per share proposed, marks 14th consecutive year of dividend growth

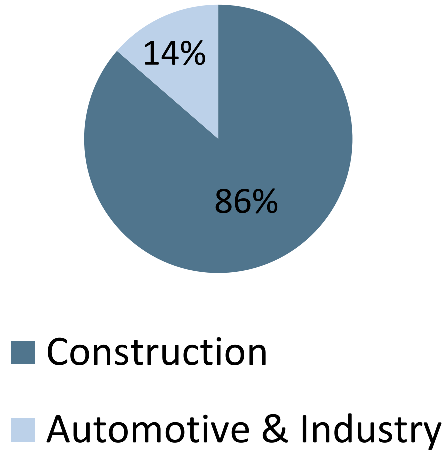
NET SALES BRIDGE 2025
SALES GROWTH OF 0.6% IN LOCAL CURRENCY



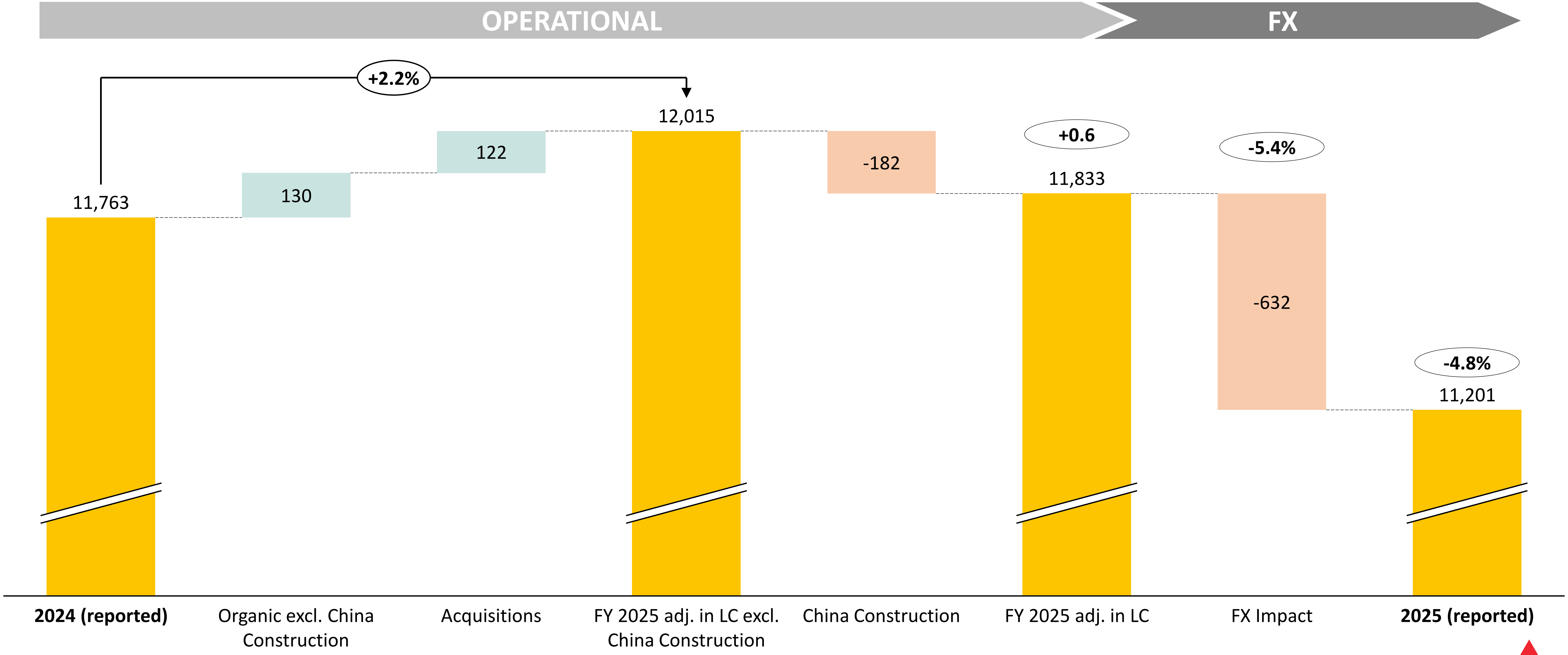
NET SALES GROWTH BY REGION 2025
SALES GROWTH OF 0.6% IN LOCAL CURRENCIES

Net Sales	EMEA	Americas	Asia/Pacific
Growth in LC	+2.2%	+2.2%	- 5.3%
Organic growth	+1.5%	+0.4%	-5.7%
Acquisition	+0.7%	+1.8%	+0.4%
Currency impact	- 3.5%	- 7.5%	- 5.5%





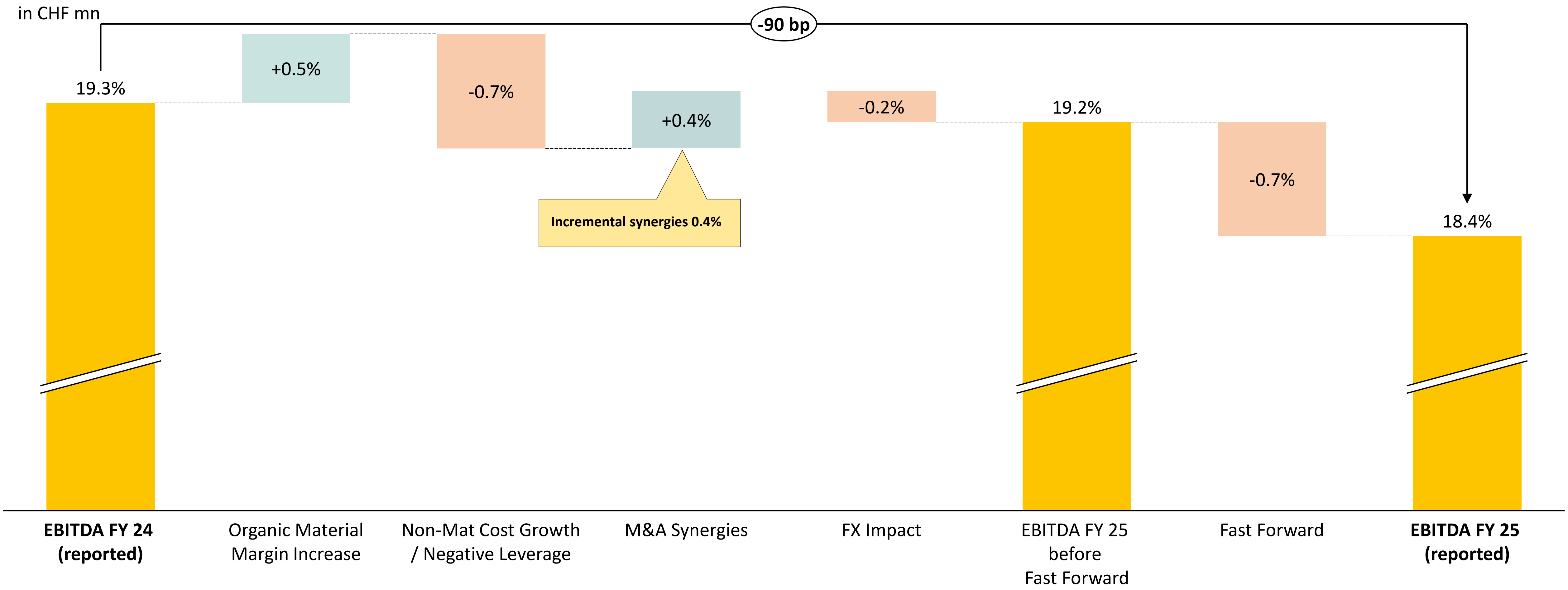
NET SALES BRIDGE 2025
ORGANIC GROWTH IMPACTED BY CHINA CONSTRUCTION



INCOME STATEMENT
STRONG MATERIAL MARGIN OFFSET BY FAST FORWARD COSTS

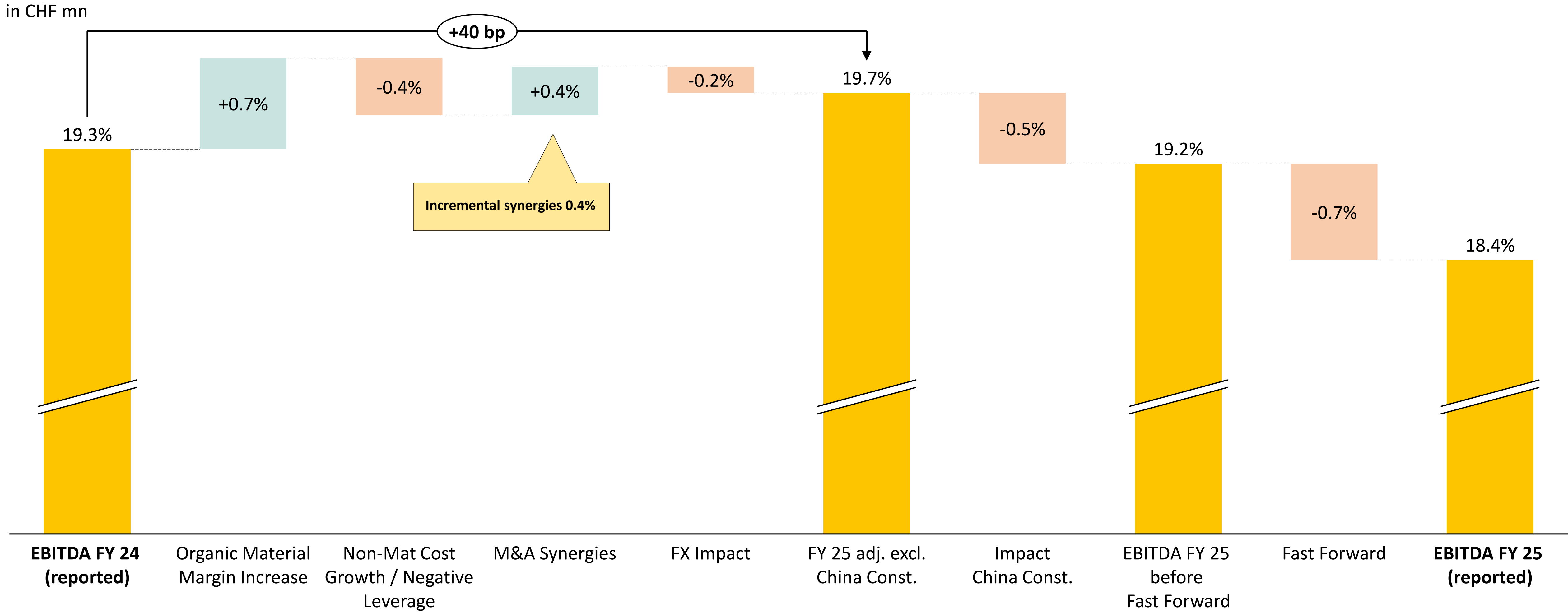
in CHF mn	2024	NS	2025	NS	Growth
Net sales	**11,763.1**	**100%**	**11,201.3**	**100%**	**-4.8%**
Gross result	**6,416.0**	**54.5%**	**6,153.6**	**54.9%**	**-4.1%**
Personnel costs	-2,143.6	-18.2%	-2,179.1	-19.5%	+1.7%
Other OPEX	-2,002.9	-17.0%	-1,909.8	-17.0%	-4.6%
EBITDA	**2,269.5**	**19.3%**	**2,064.7**	**18.4%**	**-9.0%**
Depreciation and amortization	-555.6	-4.7%	-571.5	-5.1%	+2.9%
EBIT	**1,713.9**	**14.6%**	**1,493.2**	**13.3%**	**-12.9%**
Interest and financial expenses (net)	-150.9	-1.3%	-137.5	-1.2%	-8.9%
Income taxes	-315.4	-2.7%	-310.4	-2.8%	-1.6%
Net profit	**1,247.6**	**10.6%**	**1,045.3**	**9.3%**	**-16.2%**
Tax rate		20.2%		22.9%	

EBITDA BRIDGE 2025
MATERIAL MARGIN AND SYNERGIES DRIVING MARGIN SUPPORT



Note: Zero M&A & integration costs recorded in FY25.

EBITDA BRIDGE 2025
… WHILE CHINA CONSTRUCTION IMPACTED UNDERLYING MARGINS



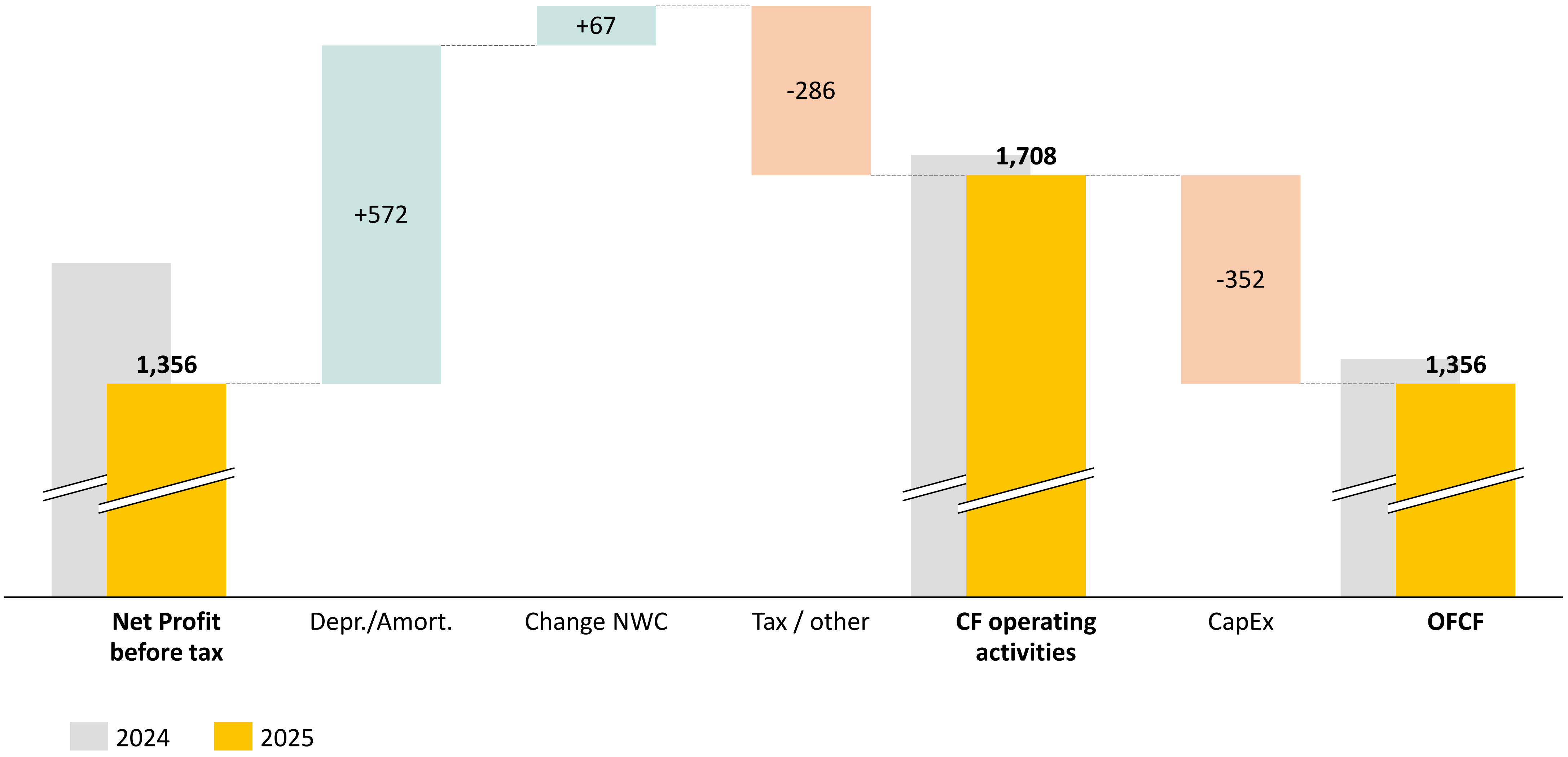
INCOME STATEMENT
STRONG MATERIAL MARGIN OFFSET BY FAST FORWARD COSTS

in CHF mn	2024	NS	2025	NS	Growth
Net sales	**11,763.1**	**100%**	**11,201.3**	**100%**	**-4.8%**
Gross result	**6,416.0**	**54.5%**	**6,153.6**	**54.9%**	**-4.1%**
Personnel costs	-2,143.6	-18.2%	-2,179.1	-19.5%	+1.7%
Other OPEX	-2,002.9	-17.0%	-1,909.8	-17.0%	-4.6%
EBITDA	**2,269.5**	**19.3%**	**2,064.7**	**18.4%**	**-9.0%**
Depreciation and amortization	-555.6	-4.7%	-571.5	-5.1%	+2.9%
EBIT	**1,713.9**	**14.6%**	**1,493.2**	**13.3%**	**-12.9%**
Interest and financial expenses (net)	-150.9	-1.3%	-137.5	-1.2%	-8.9%
Income taxes	-315.4	-2.7%	-310.4	-2.8%	-1.6%
Net profit	**1,247.6**	**10.6%**	**1,045.3**	**9.3%**	**-16.2%**
Tax rate		20.2%		22.9%	

CONSOLIDATED BALANCE SHEET
SOLID BALANCE SHEET WITH REDUCED NET DEBT

in CHF mn	2024	2025	Δ%
Cash and cash equivalents	707.5	801.8	+13.3%
Other current assets	3,853.3	3,609.4	-6.3%
Current assets	**4,560.8**	**4,411.2**	**-3.3%**
Fixed assets	2,458.5	2,443.8	-0.6%
Intangible assets	8,619.7	7,934.1	-8.0%
Other non-current assets	339.3	359.2	+5.9%
Total assets	**15,978.3**	**15,148.3**	**-5.2%**
Current liabilities	2,387.5	2,257.0	-5.5%
Bonds (current)	199.8	1,270.2	+535.7%
Bonds (non-current)	3,997.2	3,801.7	-4.9%
Other non-current liabilities	2,347.0	1,152.7	-50.9%
Total liabilities	**8,931.5**	**8,481.6**	**-5.0%**
Shareholder equity	7,046.8	6,666.7	-5.4%
Total liabilities and equity	**15,978.3**	**15,148.3**	**-5.2%**
Net debt	5,039.6	4,734.4	-6.1%
ROCE	14.2%	12.3%	
Equity Ratio	44.1%	44.0%	

OPERATING FREE CASH FLOW 2025
DISCIPLINED NWC MANAGEMENT COMPENSATES LOWER PROFIT

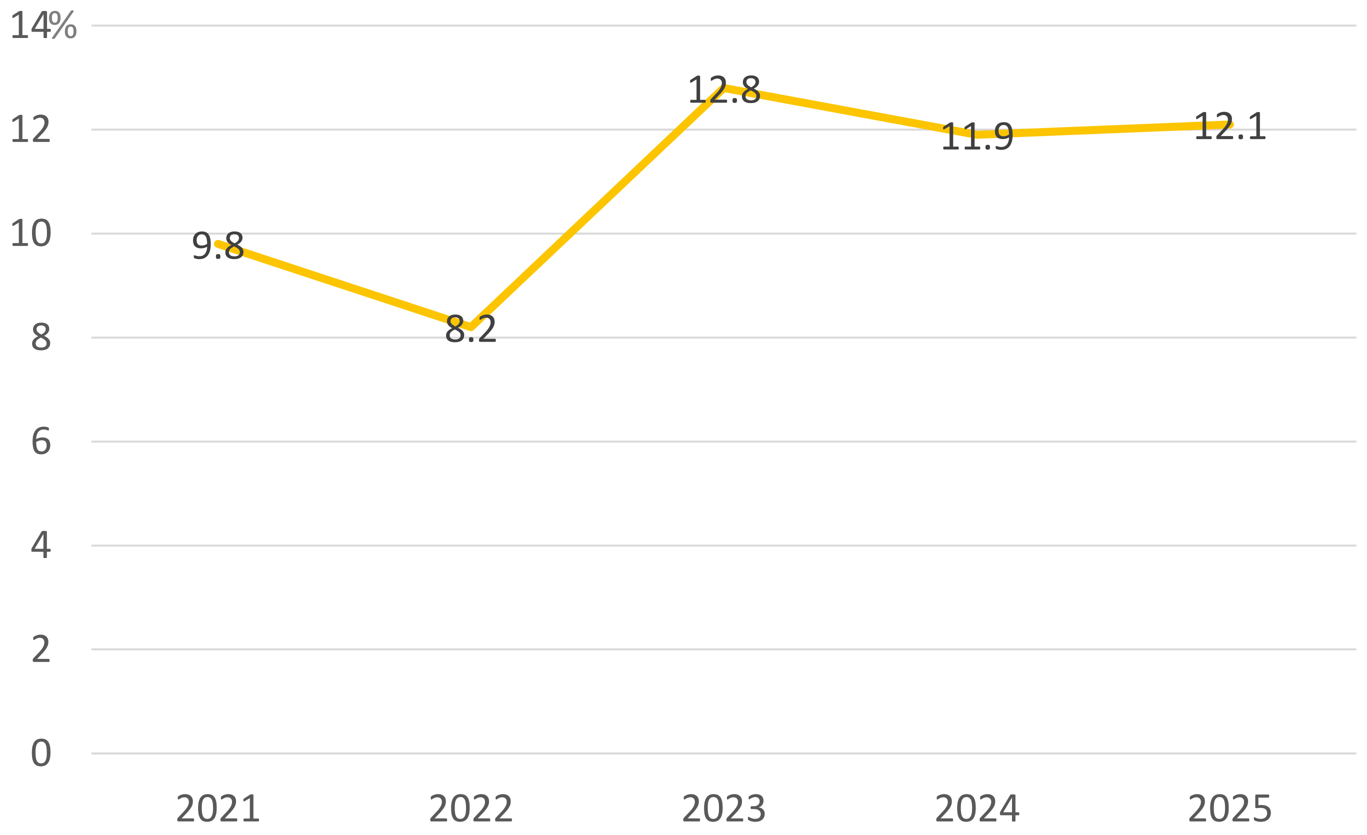


OPERATING FREE CASH FLOW

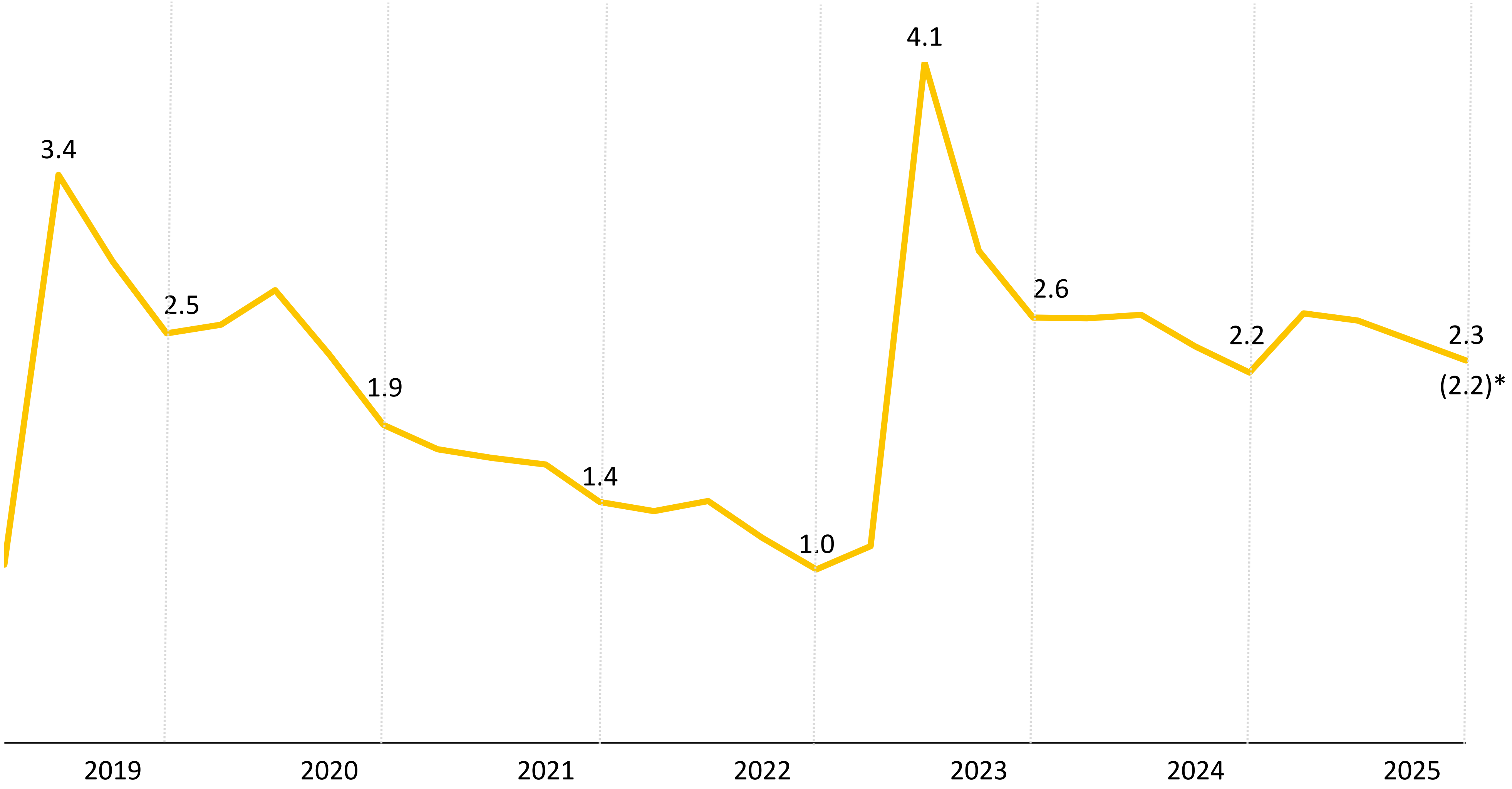
CONTINUED STRONG CASH CONVERSION AND RATIO IMPROVEMENT

Operating free cash flow as % of sales

12.1%



NET DEBT/EBITDA DEVELOPMENT
IN LINE WITH STRONG INVESTMENT GRADE RATING



(*) excl. Fast Forward impact 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

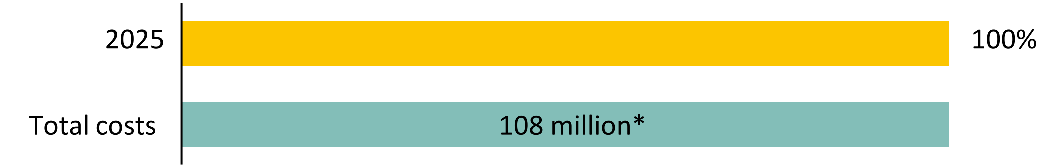
- Net Debt/EBITDA ratio of 1.3-2.3
- Maintain strong cash flow and deleveraging profile
- Opportunistic share buybacks

FURTHER DIVIDEND INCREASE OF 2.8%
BOARD OF DIRECTORS PROPOSES CHF 3.70 DIVIDEND PER SHARE

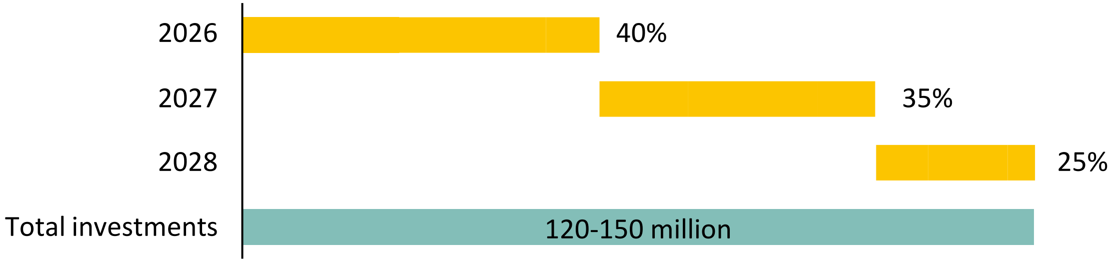
in CHF mn	2024	2025
Group profit (after minorities)	1’245.5	1’044.0
Dividend payment total	**577.8**	**593.8**
Dividend out of retained earnings	288.9	296.9
Dividend out of capital contribution reserve	288.9	296.9
Dividend per share	3.60	3.70
Total Payout ratio	46.4%	56.9%

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

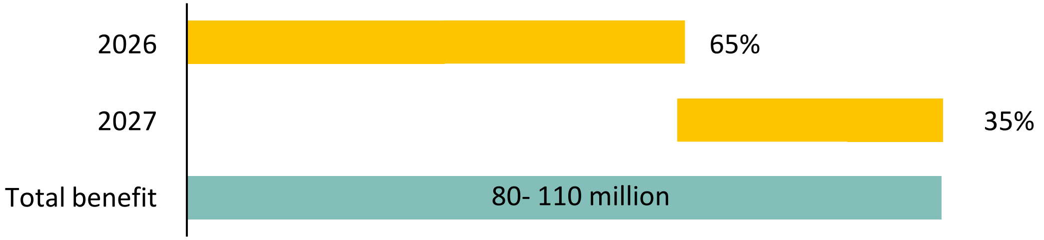
One-off Costs (CHF mn)



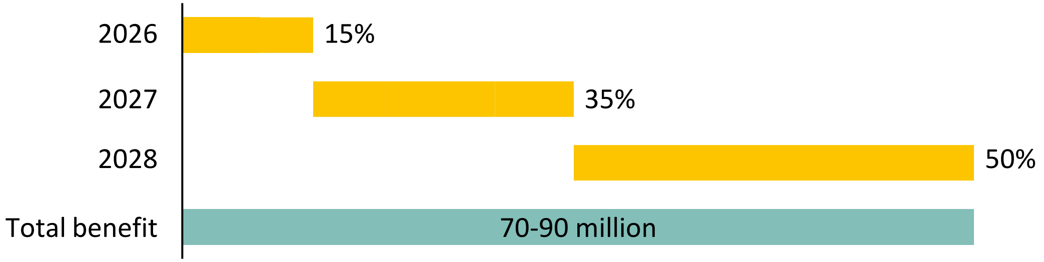
Investments (CHF mn)



Expected Benefits (CHF mn)



Expected Benefits (CHF mn)



Benefits

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

< 2-yr payback
Up to 100% ROI
+ share gains

*CHF 86.2 million were recognized in EBITDA in 2025

AGENDA

1. Highlights 2025 Thomas Hasler (CEO)
2. Strategy Execution Thomas Hasler (CEO)
3. Business Implementation Thomas Hasler (CEO), Christoph Ganz (EMEA), Mike Campion (AMERICAS), Philippe Jost (Asia/Pacific)
4. Financial Results Adrian Widmer (CFO)
5. Outlook Thomas Hasler (CEO)
6. Questions and Answers

OUTLOOK 2026
SIKA EXPECTS LOCAL CURRENCY SALES AND MARGIN GROWTH

Sales growth in local currencies of

1% to 4%

In line with company medium-term ambition to outperform the market by 3% to 6% in LC *

EBITDA margin of

19.5% to 20.0%

expected

*including bolt-on acquisitions

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

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QUESTIONS AND ANSWERS

THANK YOU.

BUILDING TRUST