



SIKA REPORTS Q1 2026 SALES OF CHF 2.49 BILLION EXECUTING PLAN TO ACCELERATE GROWTH

Sika Investor Presentation
June 2026

BUILDING TRUST



1. Highlights Q1 2026

2. Strategy Execution

3. Business Implementation

4. Outlook

1. Highlights Q1 2026

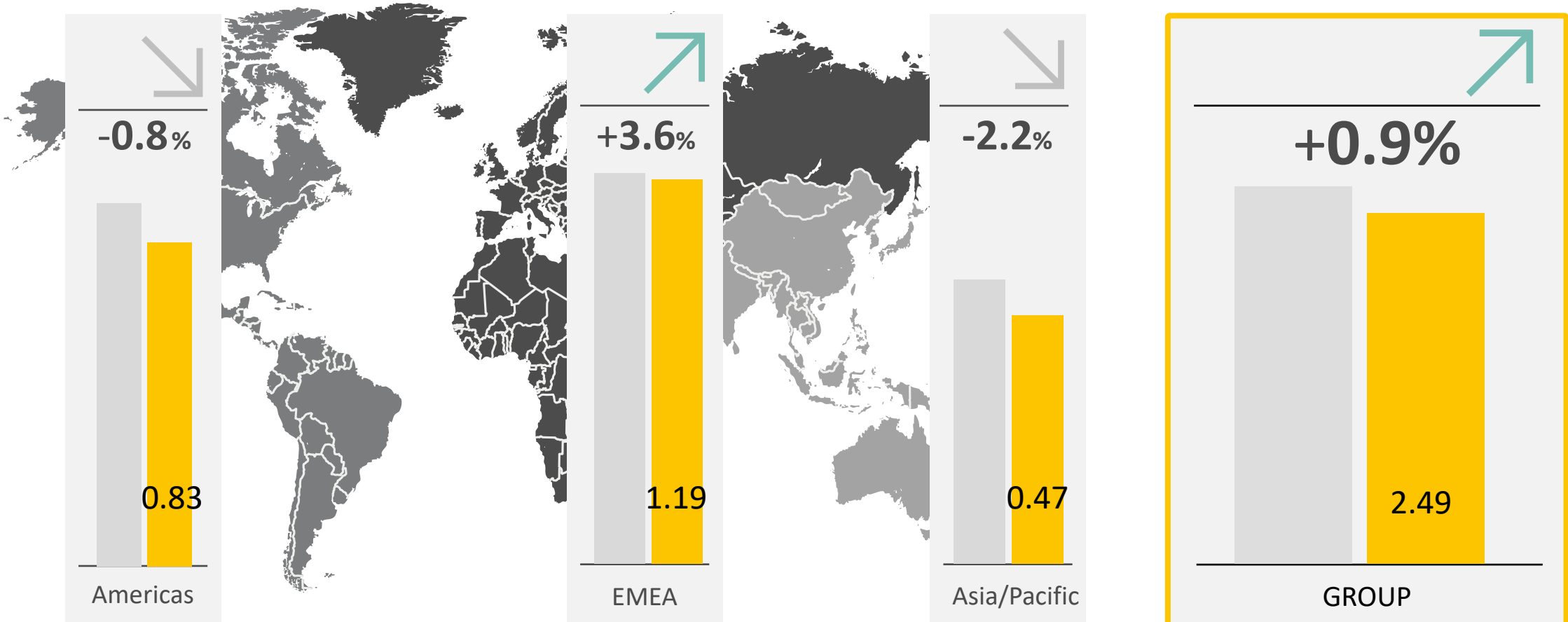
SIKA REPORTS Q1 2026 SALES OF CHF 2.49 BILLION

ORGANIC GROWTH OF -0.2% – ACQUISITION EFFECT OF 1.1%

- **Q1 sales of CHF 2.49 billion; Sika posts sales growth of 0.9% in local currencies (-7.0% in CHF, including foreign currency impact of -7.9%)**
- **Organic growth of -0.2%; acquisition effect of 1.1%**
- **Continued investments to support growth: Completed acquisition of Finja (Sweden) and announced acquisition of Akkim (Turkey); five new production sites opened worldwide**
- **Fast Forward program on track to deliver CHF 80 million in savings in 2026**
- **Reiterated outlook for 2026: Sales growth of 1% to 4% in local currencies and EBITDA margin of 19.5% to 20% expected**
- **Strategic medium-term targets 2028 for sustainable, profitable growth confirmed**

GLOBAL GROWTH OF 0.9% IN LOCAL CURRENCIES

REGION EMEA WITH GROWTH OF 3.6% IN LOCAL CURRENCY

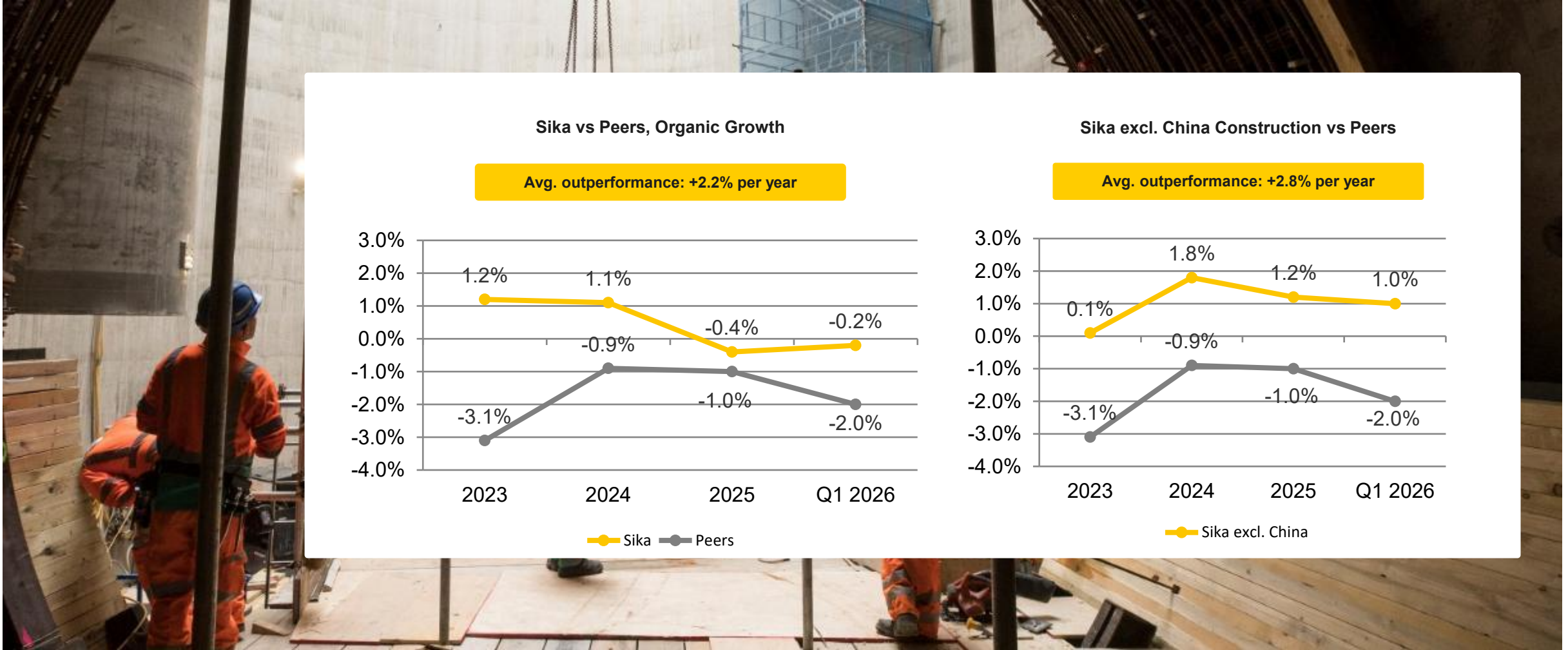


Q1 2025 Q1 2026

(in CHF billion, growth in LC)

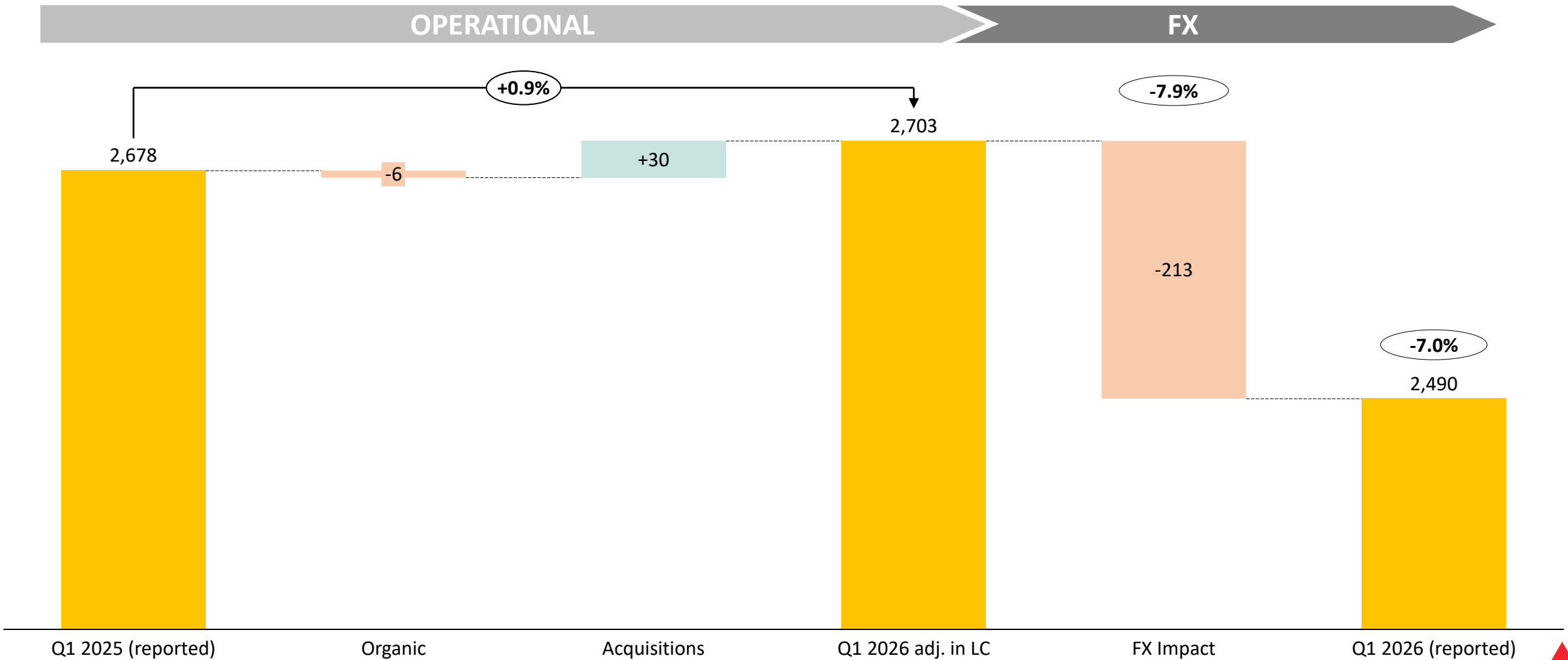


SIKA IS CONSISTENTLY GAINING MARKET SHARE OUTGROWING PEERS



NET SALES BRIDGE Q1 2026

SALES GROWTH OF 0.9% IN LOCAL CURRENCY



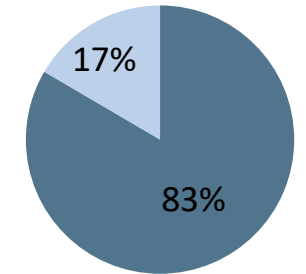
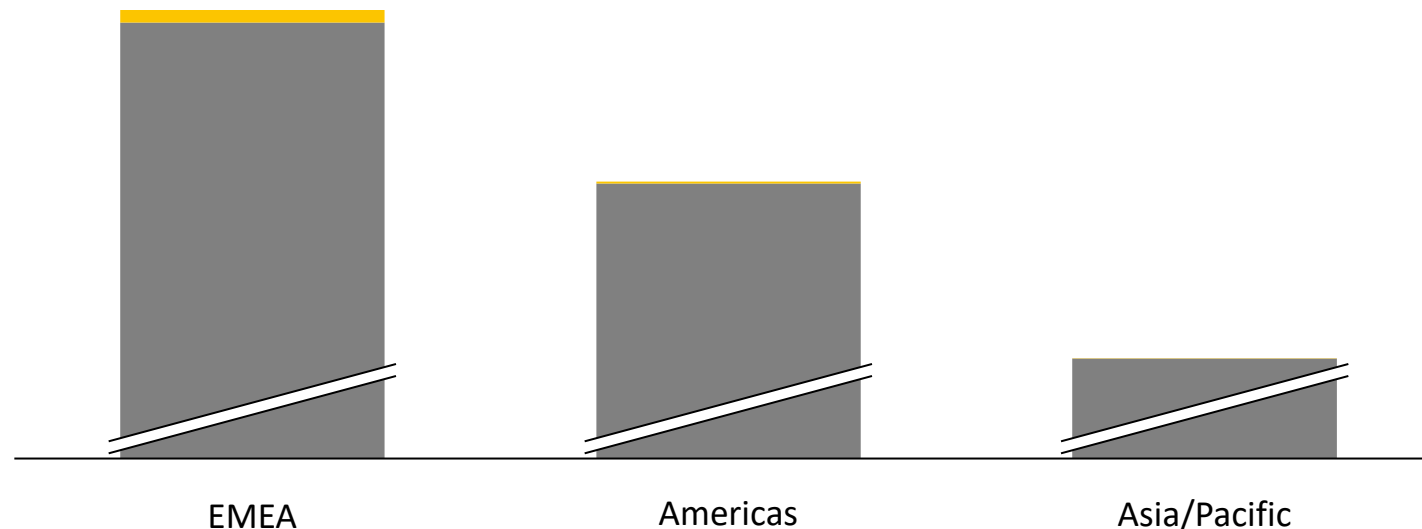
NET SALES GROWTH BY REGION 2026

SALES GROWTH OF 0.9% IN LOCAL CURRENCIES

Net Sales	EMEA	Americas	Asia/Pacific
Growth in LC	+3.6%	- 0.8%	- 2.2%
Organic growth	+1.5%	- 1.2%	- 2.3%
Acquisition	+2.1%	+0.4%	+0.1%
Currency impact	- 5.1%	- 10.0%	- 10.5%

Net Sales
(in CHF billion)

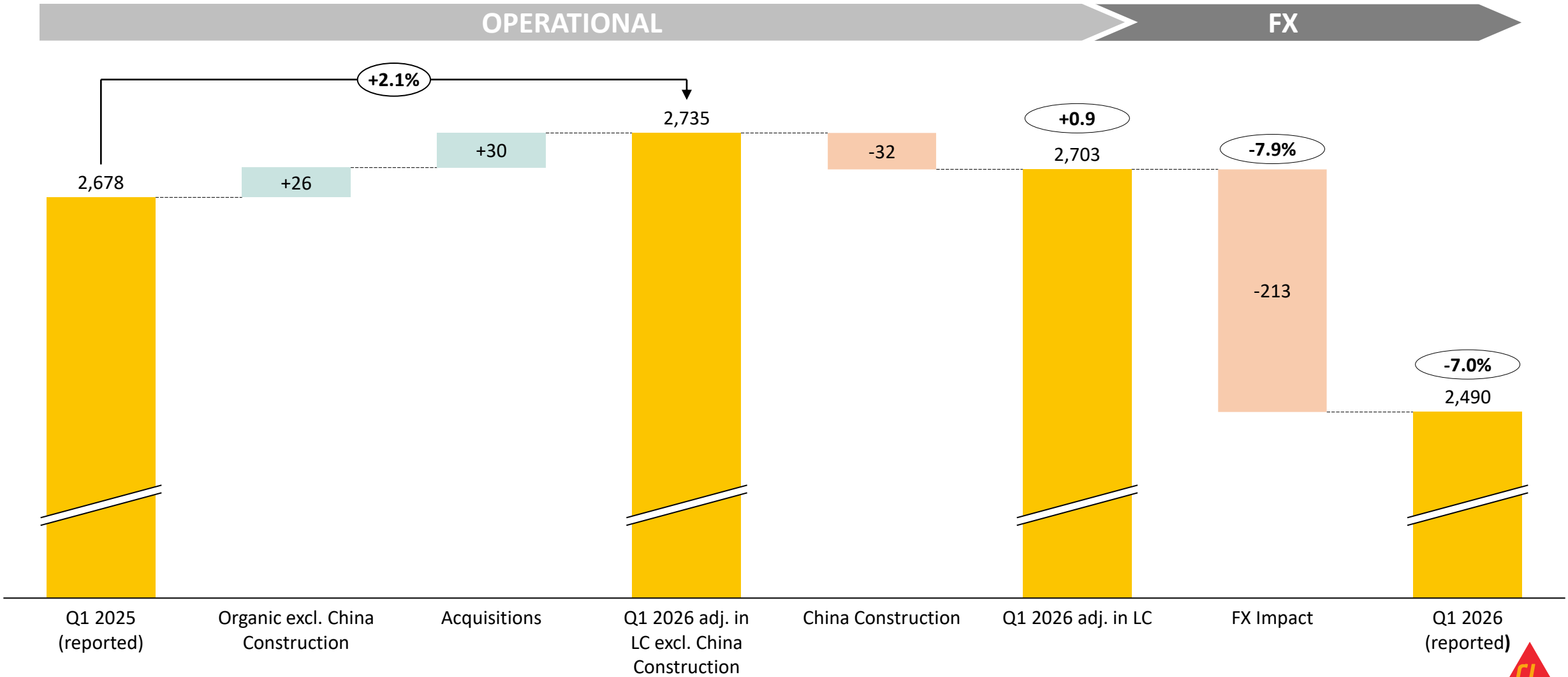
- Acquisition
- Organic



- Construction
- Automotive & Industry

NET SALES BRIDGE Q1 2026

ORGANIC GROWTH IMPACTED BY CHINA CONSTRUCTION



ACTIONS TO ACCELERATE PROFITABLE GROWTH IN 2026

DEMAND-DRIVEN INVESTMENTS IN SEVEN NEW PLANTS



ACTIONS TO ACCELERATE PROFITABLE GROWTH IN 2026

EXPANDING THE GLOBAL NETWORK



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

2. 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

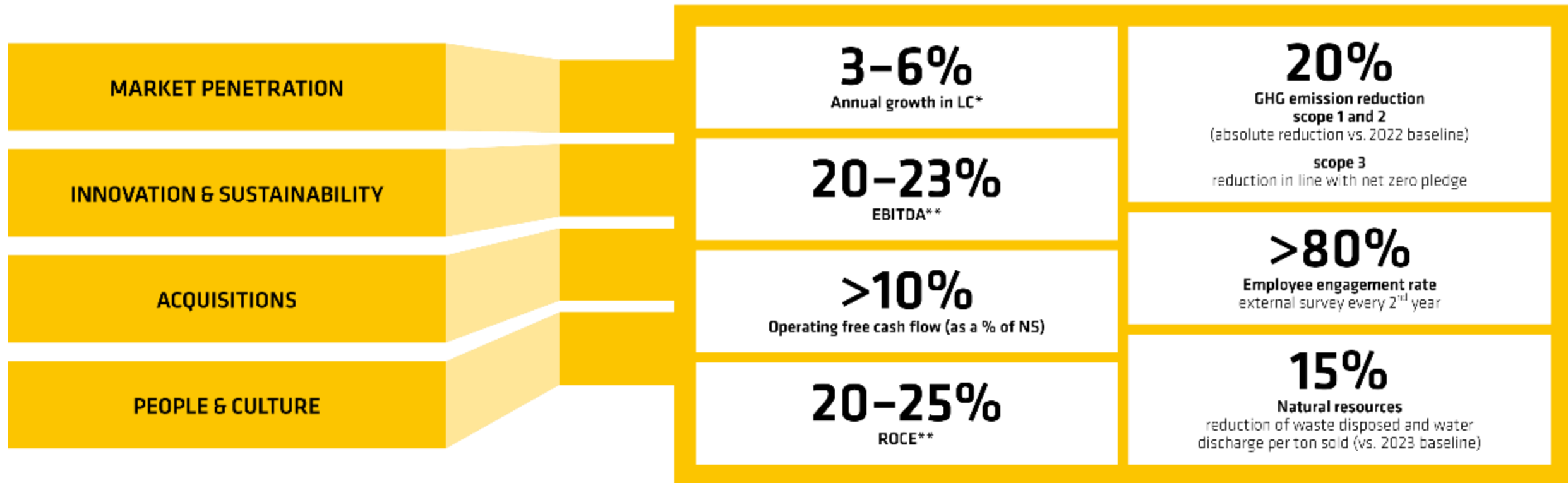
Accelerating efficiency programs and investing in digital leadership to drive market share

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



STRATEGY 2028

GAIN SHARE AND OUTGROW THE MARKET, PROFITABILITY



*Sika's growth above market, including bolt-on acquisitions

**Once MBCC synergies materialized

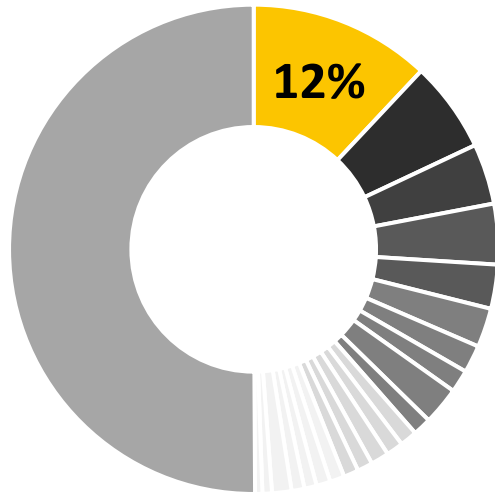
ATTRACTIVE FRAGMENTED MARKET GLOBAL LEADER IN A CHF 100 BN INDUSTRY

Sika Market Share 12%

2x size of closest peer

Sika Target Markets

Value-add product focus



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

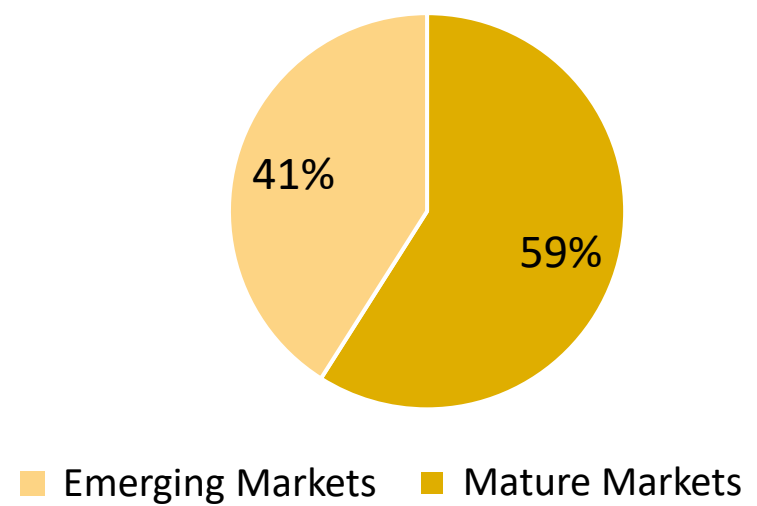
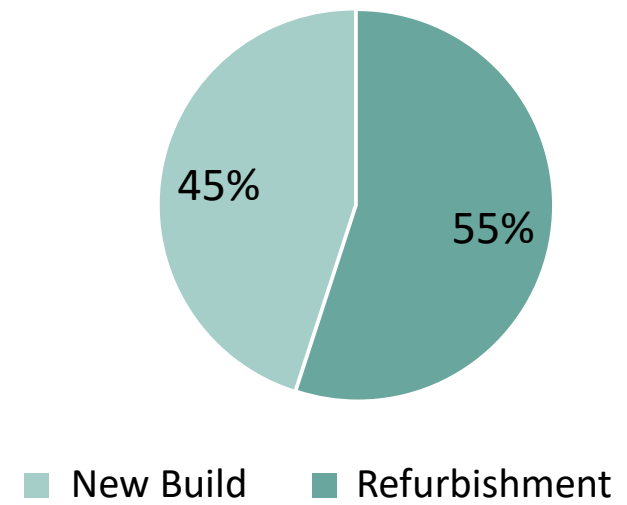
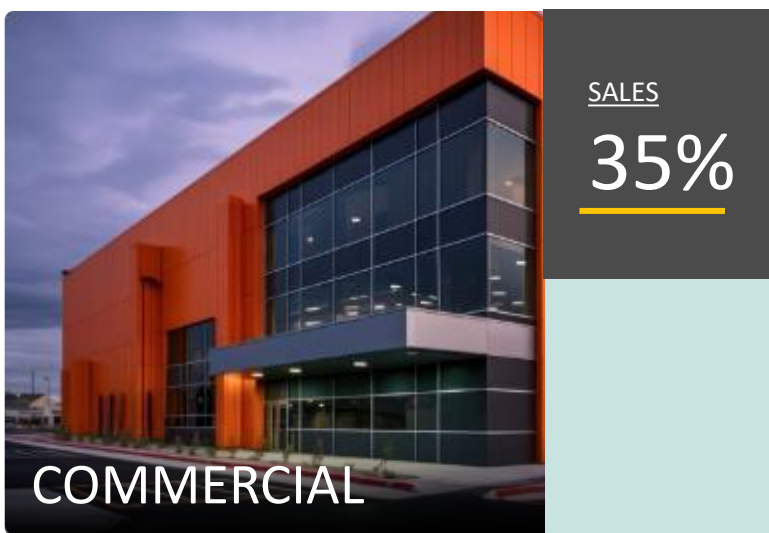
Industry

~15% of total sales



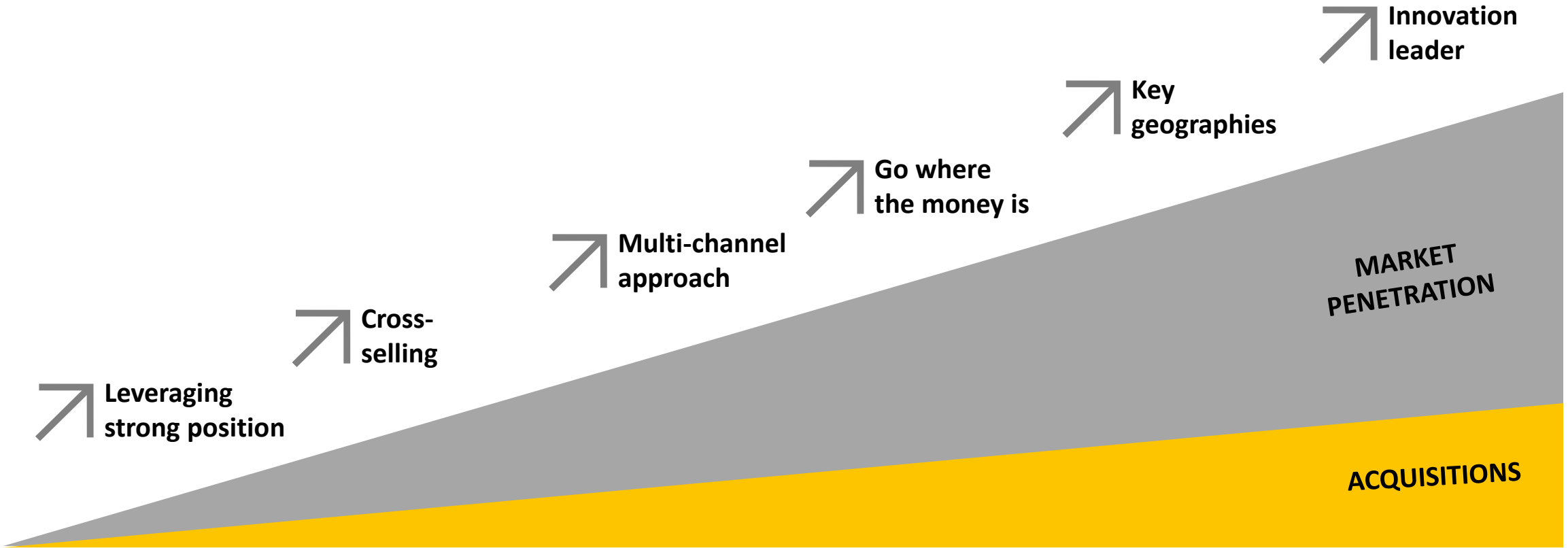
BALANCED BUSINESS MIX

DIVERSIFIED EXPOSURE SUPPORTS RESILIENCE



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

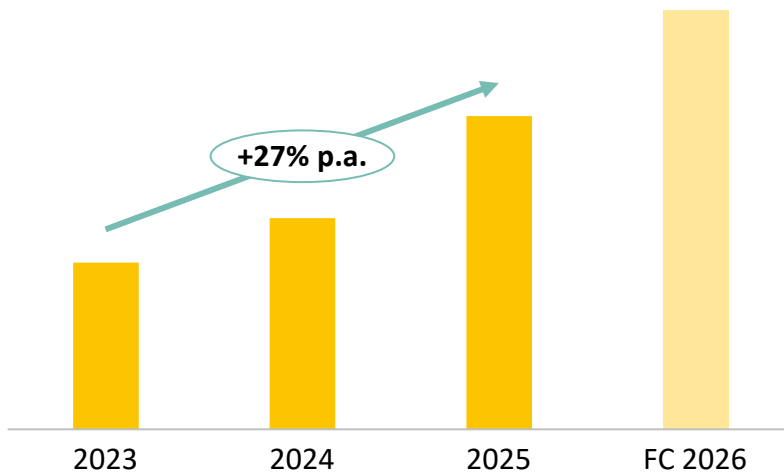
SIKAPROOF A+ WATERPROOFING MEMBRANE SYSTEM

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)

The world's largest airport

Al Maktoum International Airport, Dubai



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 CO₂ 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

Pre-synergy multiple (EBITDA)



Post-synergy multiple (EBITDA)



MULTIPLE IMPROVEMENT DRIVEN BY

**Accelerated Revenue
and Cost Synergies**

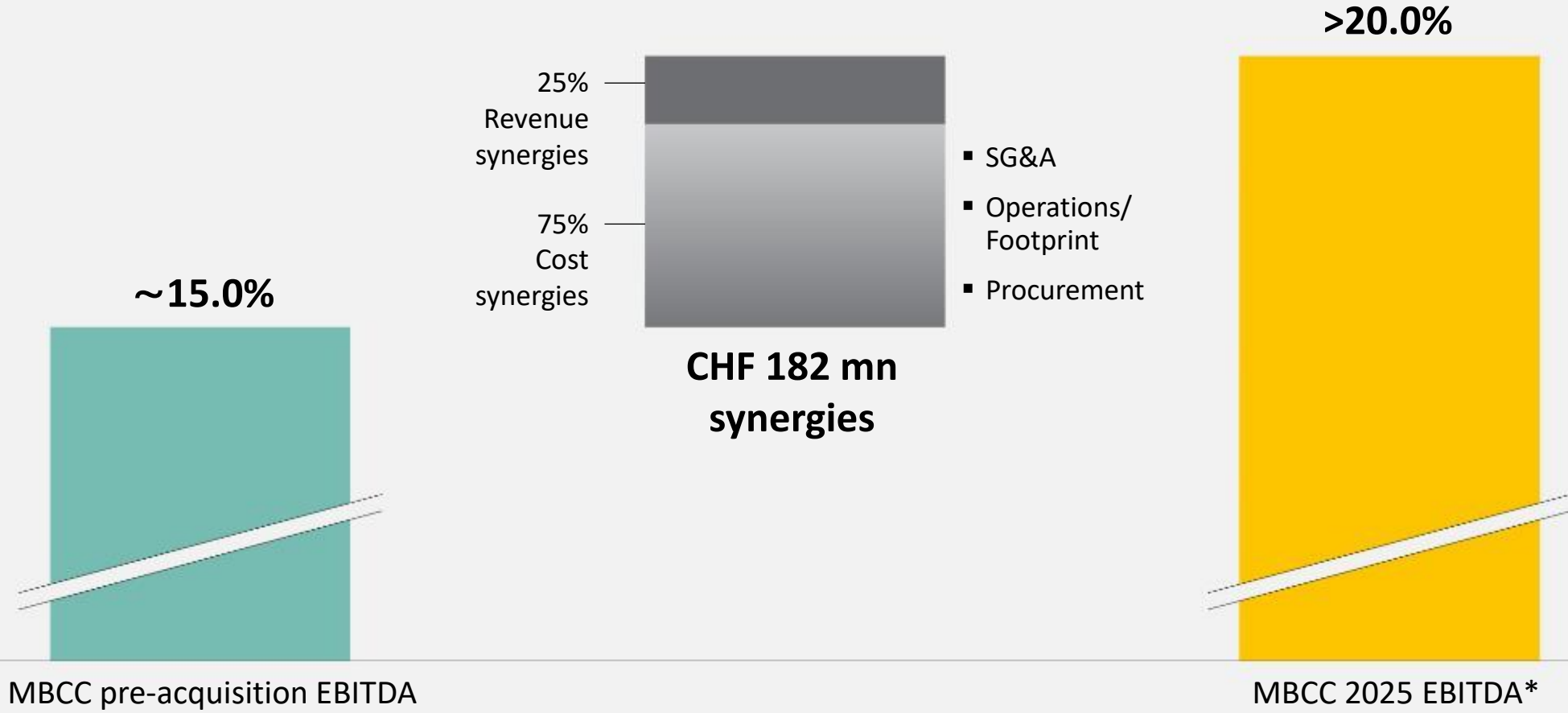
(cross-selling, channel expansion,
operational efficiencies)



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**

SUCCESSFUL MBCC INTEGRATION DRIVING SIGNIFICANT PROFITABILITY IMPROVEMENT



*pro forma

2025 – TAKING ACTION

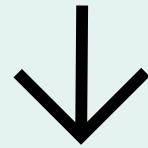
HOW SIKA REACTED – FAST FORWARD

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

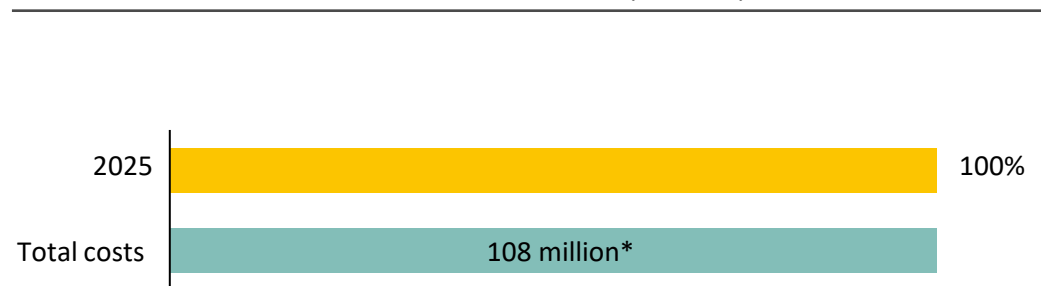
+ share gains

*CHF 86.2 million were recognized in EBITDA in 2025

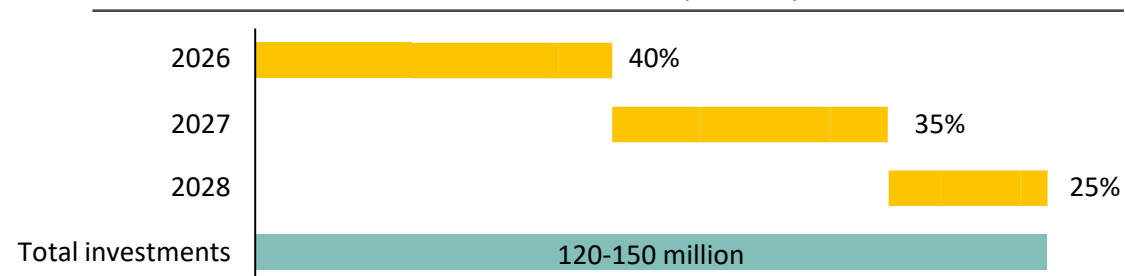
FAST FORWARD INVESTMENT TO DRIVE SHARE GAINS

LEANER COST STRUCTURE, DIGITAL LEADERSHIP

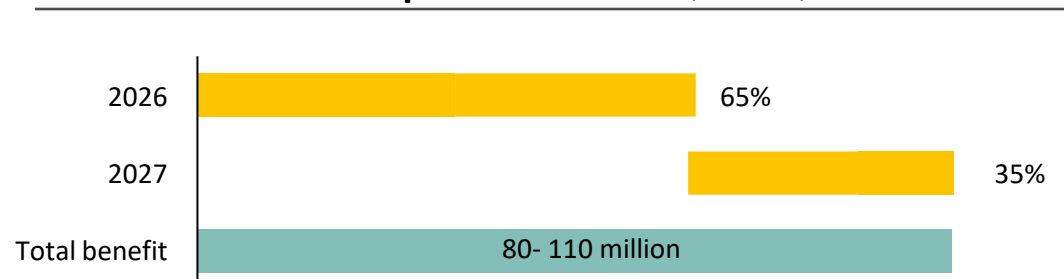
One-off Costs (CHF mn)



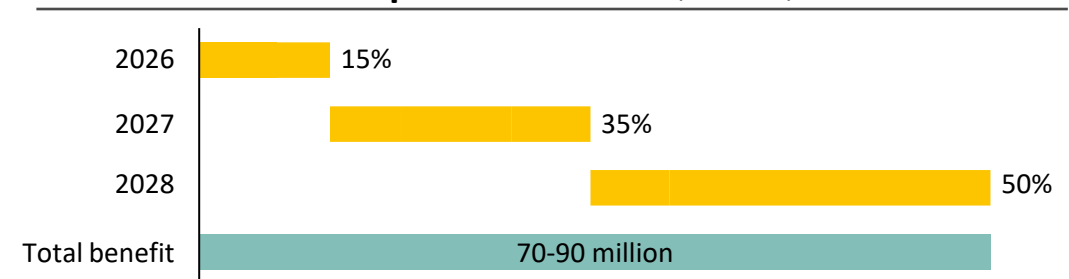
Investments (CHF mn)



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

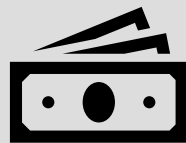
1 Invest in the Business



- 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

3. Business Implementation

BUSINESS IMPLEMENTATION

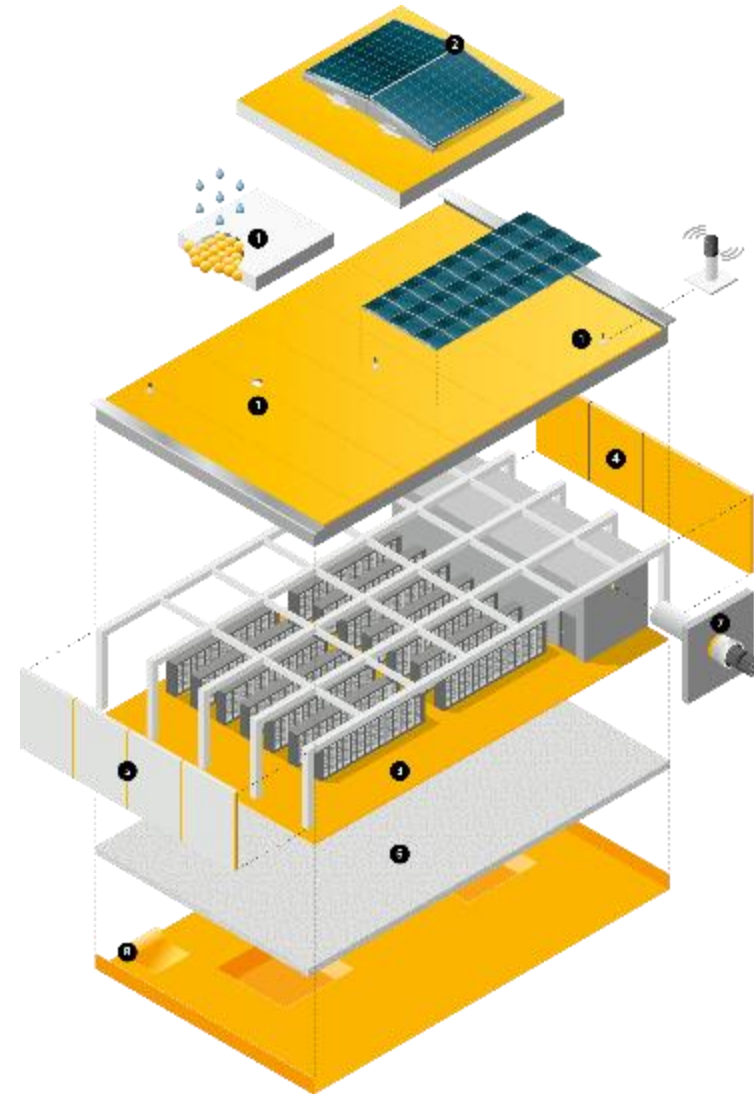
POWERING THE AI ERA: SIKA'S DATA CENTER ADVANTAGE



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 Paulo, Brazil



Largest infrastructure project ever undertaken
in New Zealand

City Rail Link, Auckland, New Zealand

BUSINESS IMPLEMENTATION

SHAPING THE PORTS OF THE FUTURE

Deep seaport under development on the northern coast near Hai Phong



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.

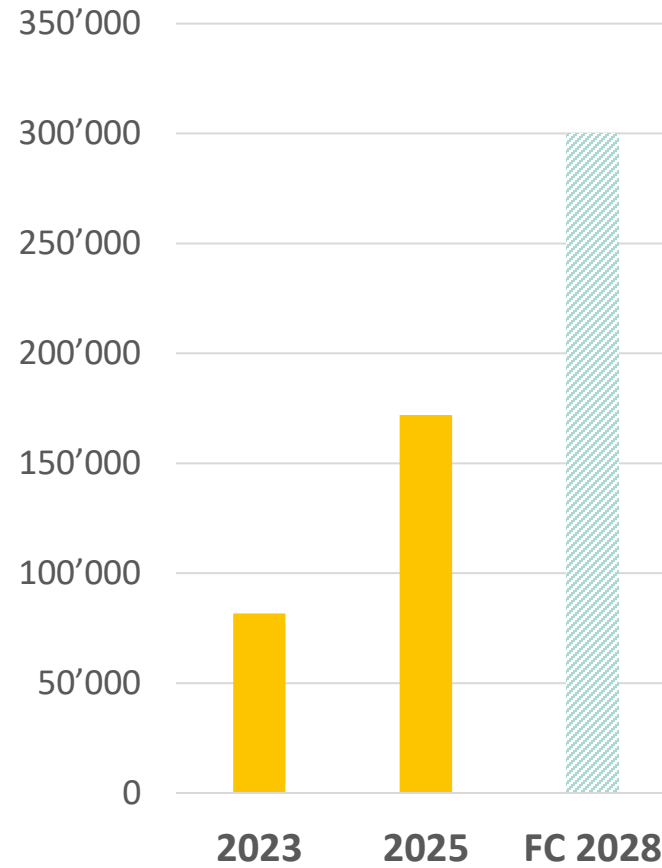
↘ **Sika's marine construction solutions**
– high-performance concrete admixtures, waterproofing systems, advanced grouts, corrosion-protection coatings – **have been used in more than 2,000 offshore and marine structures worldwide.**

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



4. Outlook

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 *

*including bolt-on acquisitions

EBITDA margin of

19.5% to 20.0%

expected

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



THANK
YOU.