

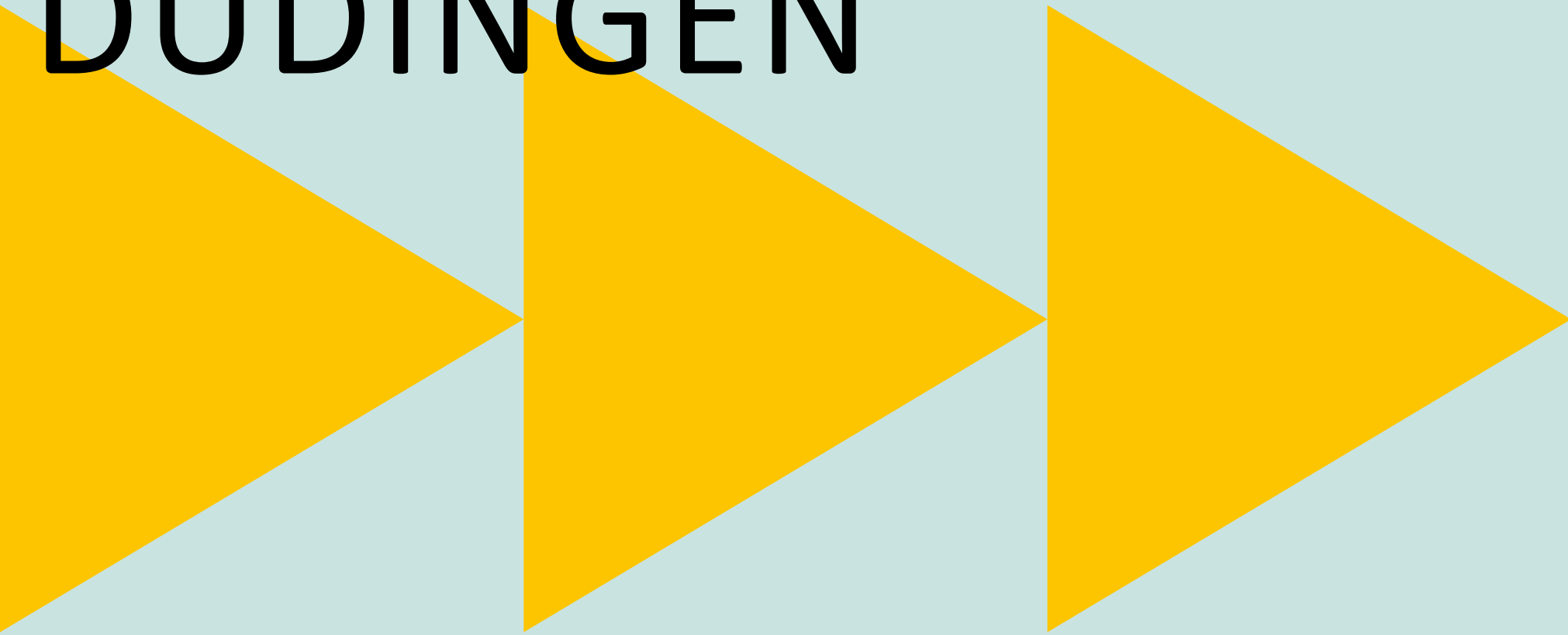
SIKA INVESTOR DAY DRIVING FUTURE GROWTH

Düdingen, October 1, 2026

Thomas Hasler, CEO
Adrian Widmer, CFO



SIKA'S SITE IN DÜDINGEN



SIKA'S SITE IN DÜDINGEN

LARGEST ADHESIVE MANUFACTURING SITE IN THE WORLD

3



Start of production
in **1968**

160
employees

2
plants

Total surface
100'000m²

Products manufactured

Waterproofing

Roofing

Sealing &
Bonding

Industry

40,000 tons of
adhesives per year

12,500,000 m²
Sikaplan® membranes per year

Sikaflex® for:

- Floor joints
- Elastic joints
- General sealing and bonding
- Automotive solutions

Sikaplan® and Sarnafil® roofing systems:

- Green roofs
- Solar roofs
- Tunneling membranes
- Mechanically fastened roofs



SIKA'S SITE IN DÜDINGEN

EFFICIENT AND SUSTAINABLE MANUFACTURING

Decarbonization

-11.6 % absolute reduction
in scope 1 & 2 emissions vs. 2023

Waste & Circularity

-8.6 % reduction in waste disposed
per ton sold vs. 2023

Water

-57.2 % reduction in water discharge
per ton sold vs. 2023



INNOVATION & OUR FIVE CORE TECHNOLOGIES

Three overlapping yellow triangles pointing to the right, positioned behind the text. The triangles are of increasing size from left to right, creating a sense of forward motion or progression.

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 CREATED

234

new inventions in 2025 alone

5,500+ patents held
worldwide

across five core technology
platforms

Differentiated solutions, designed for
customers, protected by IP

WE DELIVER

23-25% of sales

from products less than five years
into their service life

+3-5 pp material margin

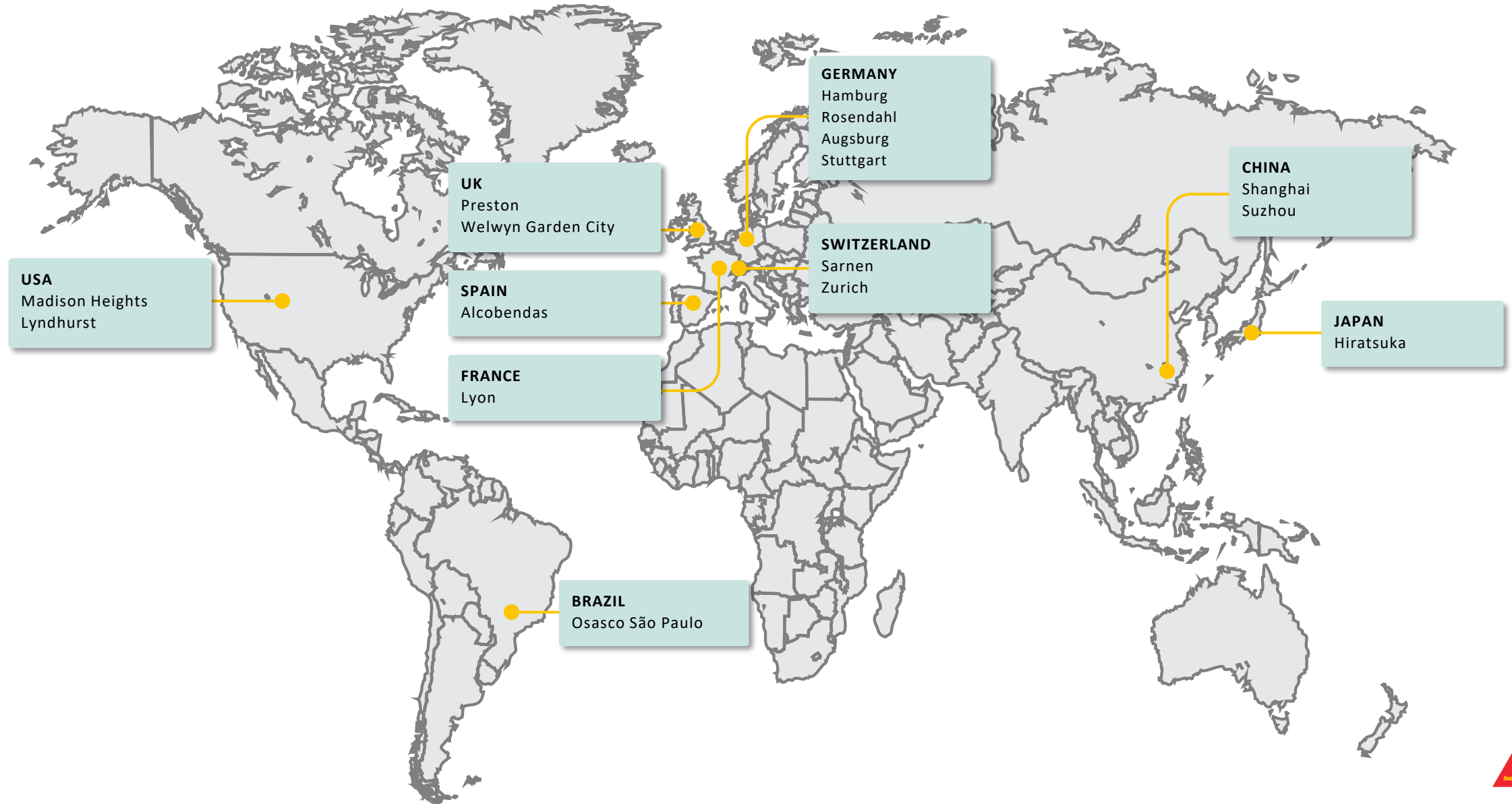
typically on these products

Investment that converts to
growth and margin

INNOVATION IS OUR SUSTAINABLE ADVANTAGE

OUR 16 GLOBAL TECHNOLOGY CENTERS

7



5 CORE TECHNOLOGIES SERVING 8 TARGET MARKETS

GLOBAL LEADER IN A CHF 100 BN INDUSTRY

8

Sika Core Technologies

Shared Across All Segments



Concrete Systems



Cementitious Systems



Coating Systems



Thermoplastic Systems



Adhesives Systems

Sika Target Markets

Value-adding Product Focus



Concrete



Waterproofing



Roofing



Building Finishing



Flooring & Coating



Sealing & Bonding



Engineered Refurbishment



Industry

ADHESIVE SYSTEMS

SERVING 6 OF SIKA'S TARGET MARKETS

9

Adhesives Systems



Waterproofing



Roofing



Sealing & Bonding



Engineered Refurbishment



Building Finishing



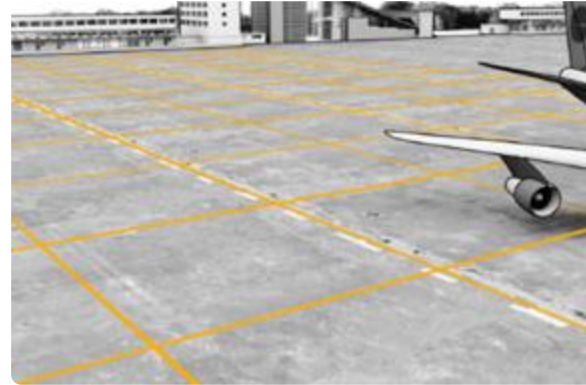
Industry



MISSION-CRITICAL, HIGH-PERFORMANCE APPLICATIONS

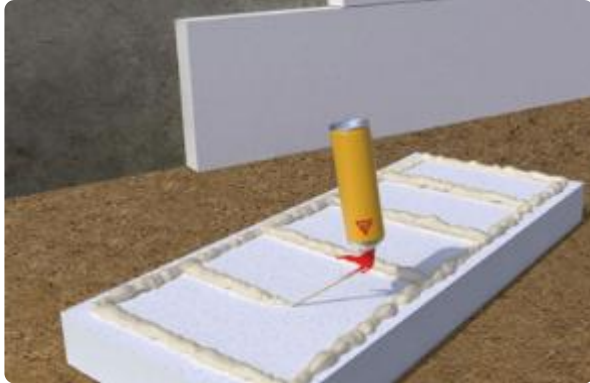
CONSTRUCTION: ENABLING SCALABLE VALUE CREATION

10



Construction Adhesives, Sealants, and Foams

- **Mission-critical** in every construction project
- Sit at the intersection of **durability, energy efficiency, safety, and productivity**
- Create a **significant design and performance impact** for sensitive application



**Building Envelope
Weatherproofing**

**Interior Finishing and
Fire Protection**

**Infrastructure Protection
and Durability**

MISSION-CRITICAL, HIGH-PERFORMANCE APPLICATIONS

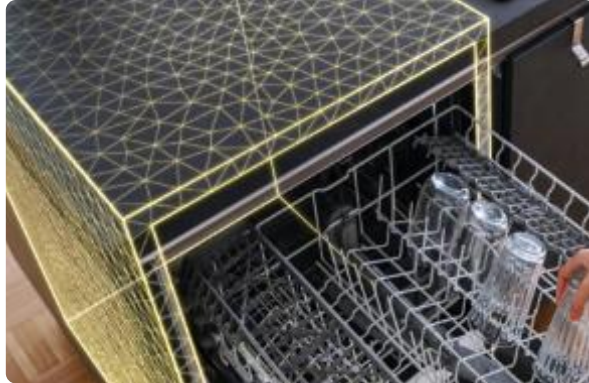
INDUSTRY: ENABLING CUTTING EDGE INNOVATION

11



Automotive & Industry Adhesives and Sealants

- Enable **new design** possibilities
- Make production processes **more efficient**
- Are **essential** in modern industrial construction and assembly
- Improve **overall performance** and **durability**
- Support **sustainability** objectives

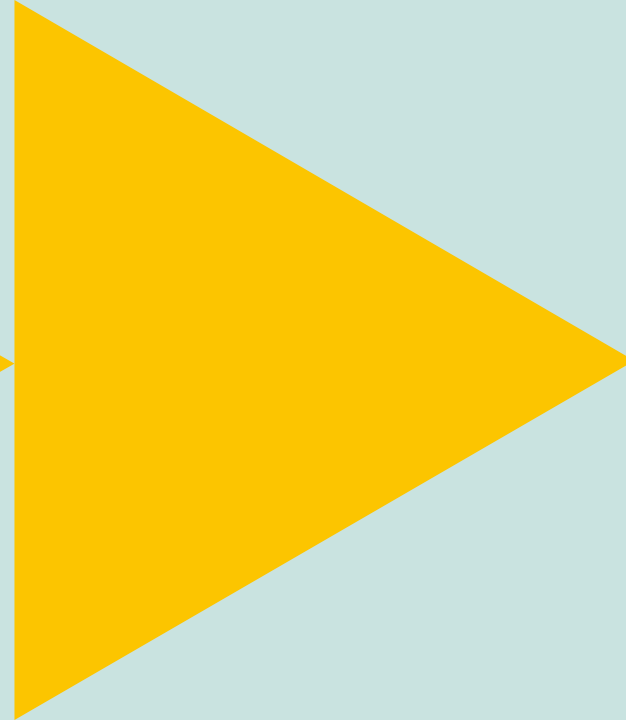


Modular Construction and
Industrial Manufacturing

Automotive
Appliances

Transportation and
Renewable Energy

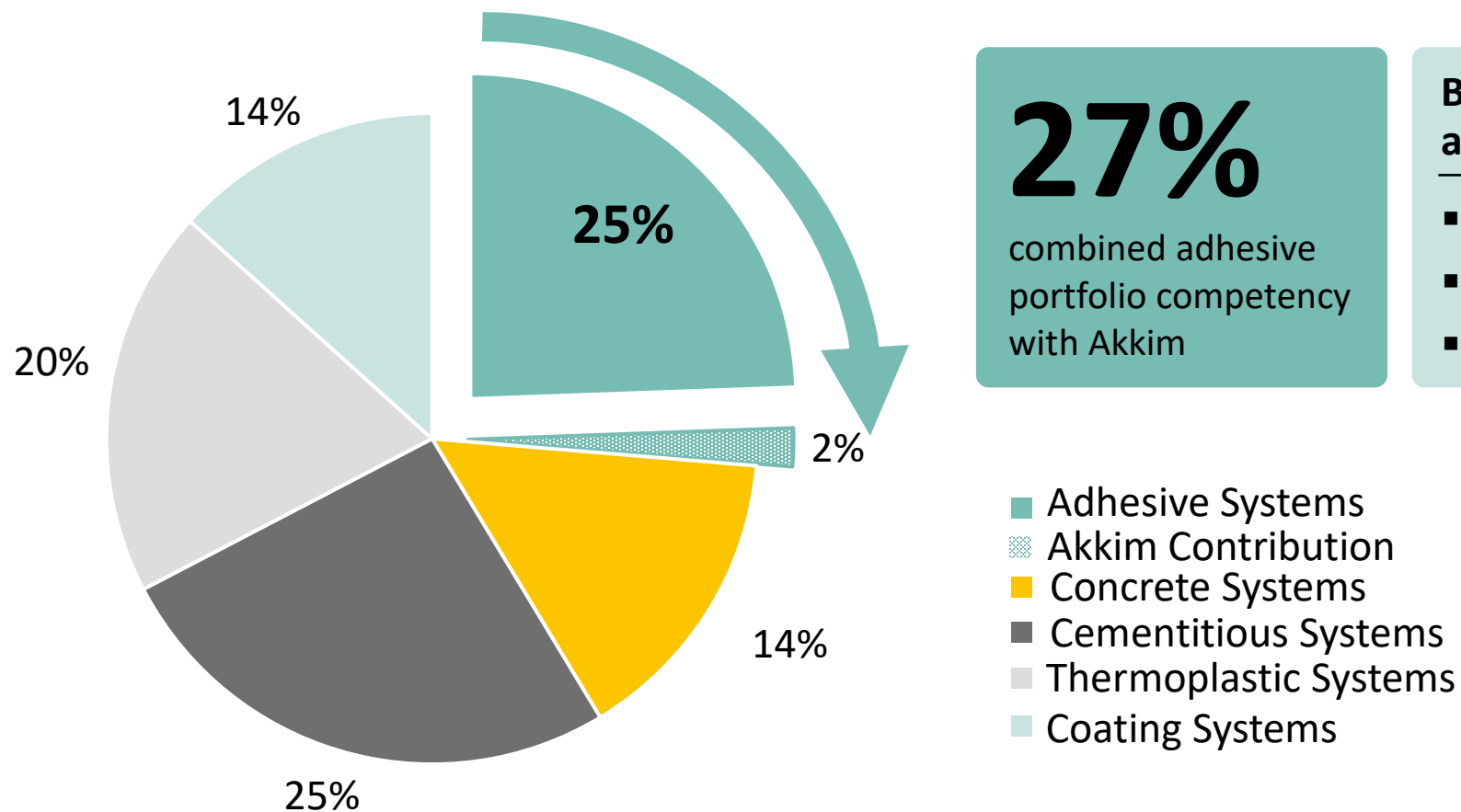
ACCELERATING AKKIM'S GROWTH



ADHESIVE TECHNOLOGY AS A KEY DIFFERENTIATOR

AKKIM STRENGTHENS OUR ADHESIVE SYSTEMS

Core Technology Competencies



Broad competence across adhesives technologies

- Polyurethane
- Silicone
- Epoxies
- Hybrid
- Water-based
- Other

AKKIM STRENGTHENS SIKA'S MARKET POSITIONING

FOUR KEY COMPLEMENTARY CHARACTERISTICS

- 1 COMPLEMENTARY PRODUCT PORTFOLIO**
Broader adhesives and sealants range with complementary products

- 2 EXPANDED PRODUCTION FOOTPRINT**
Highly efficient, large manufacturing facilities located in developing markets

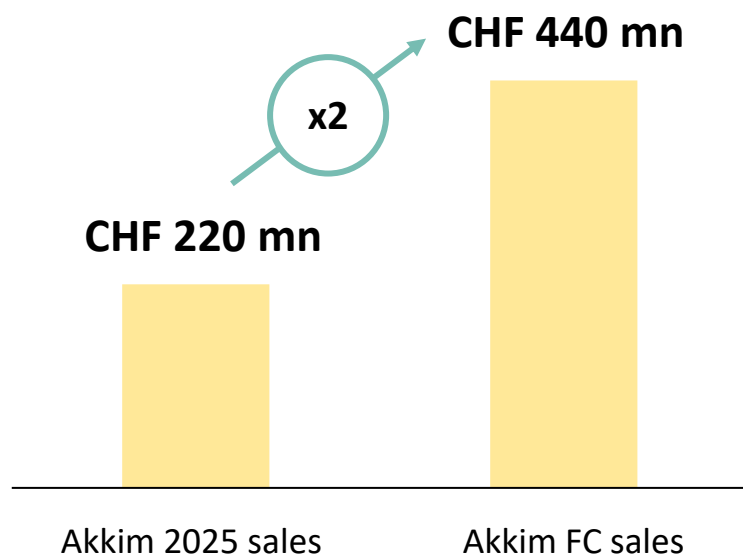


- 4 GEOGRAPHICAL REACH**
Additional scale and new customers in growth markets such as Central Asia, Eastern Europe, Middle East, and North Africa

- 3 CHANNEL ACCESS**
Increased presence in distribution channels

AKKIM SALES EXPECTED TO DOUBLE CHF 440 MILLION WITHIN FIVE YEARS

Akkim Sales Expansion



- Expanding channel access and leverage complementary product portfolio
- Adding scale and leverage concepts across geographical regions
- Drive incremental fit-for-purpose products

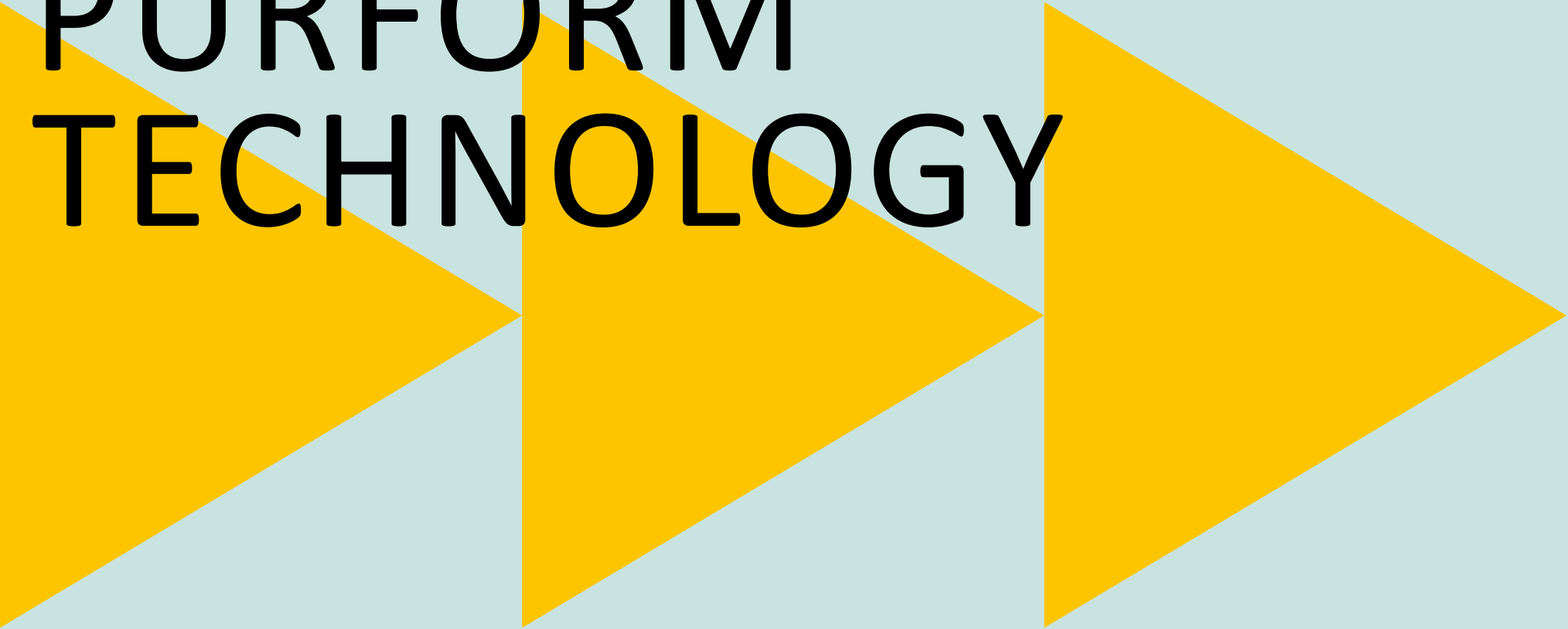


Sales expected
to double to

CHF 440 mn

within 5 years

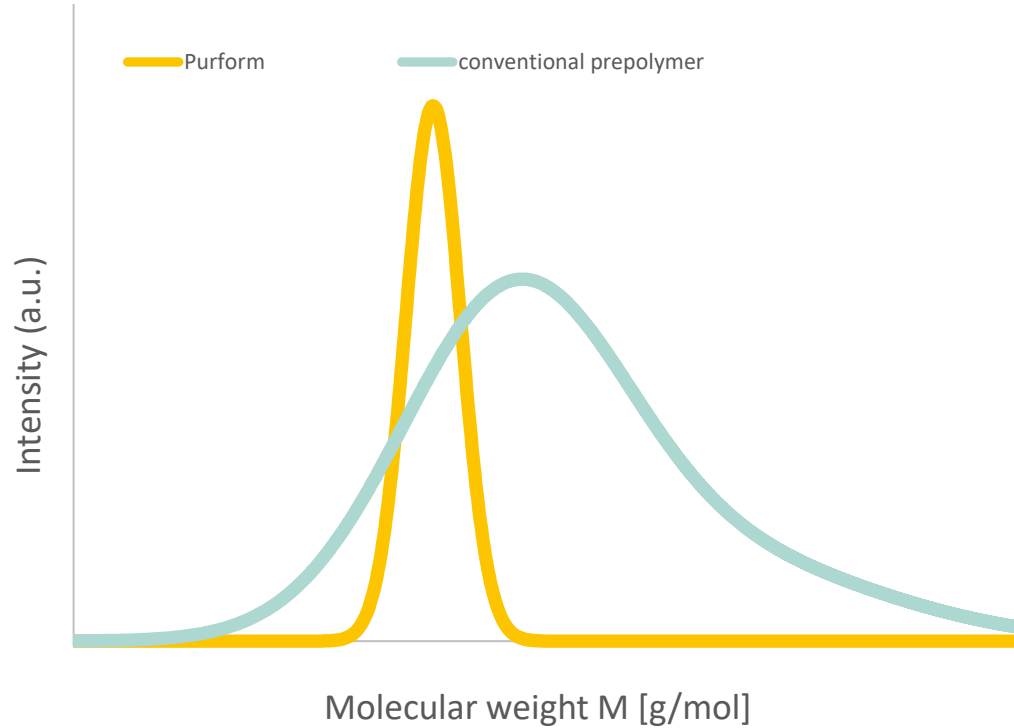
INNOVATIVE
PURFORM
TECHNOLOGY

Three overlapping yellow triangles pointing to the right, arranged in a row. The first triangle is on the left, the second is in the middle, and the third is on the right. They overlap such that the middle triangle is partially behind the first, and the third triangle is partially behind the second.

SIKA® PURFORM® TECHNOLOGY

PATENTED POLYURETHANE PLATFORM

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Purform prepolymers allow for:

- Precise precision polymers
- Design freedom
- Ultra-low monomer content

Polydispersity

Purform technology



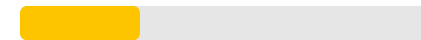
Conventional adhesive



10x lower dispersity

Viscosity

Purform technology



Conventional adhesive



4x lower viscosity

Customer benefits with Purform technology

Performance

Adhesion on difficult substrates

Ease of use

No restriction due to ultra low monomer

Stability

Extended shelf life

PURFORM® TECHNOLOGY

CREATING HIGH-PERFORMANCE SOLUTIONS



A Key Differentiator

- Patented
- Developed and manufactured in house
- Used in sealants, adhesives, foams, and coatings



Enables Speed

- Extended application season
- Faster construction cycles
- Drives efficient production/customer ROI



Long Service Life

- Resistance to wear and tear, even under extreme project conditions



High Air Quality

- Odorless
- No volatile organic compound (VOC) emissions

PURFORM® SUCCESS STORY

TRUSTED TECHNOLOGY SOLD GLOBALLY IN ALL REGIONS

>250

CHF million
annual sales

**Trusted by
contractors,
manufacturers,
and distributors**

**5 PURFORM®
PRODUCT FAMILIES**

driving growth

+12%

compound annual growth rate
in sales (2021-2025)

17

patent families with more
than 100 local filings

Sold globally in all

3 REGIONS

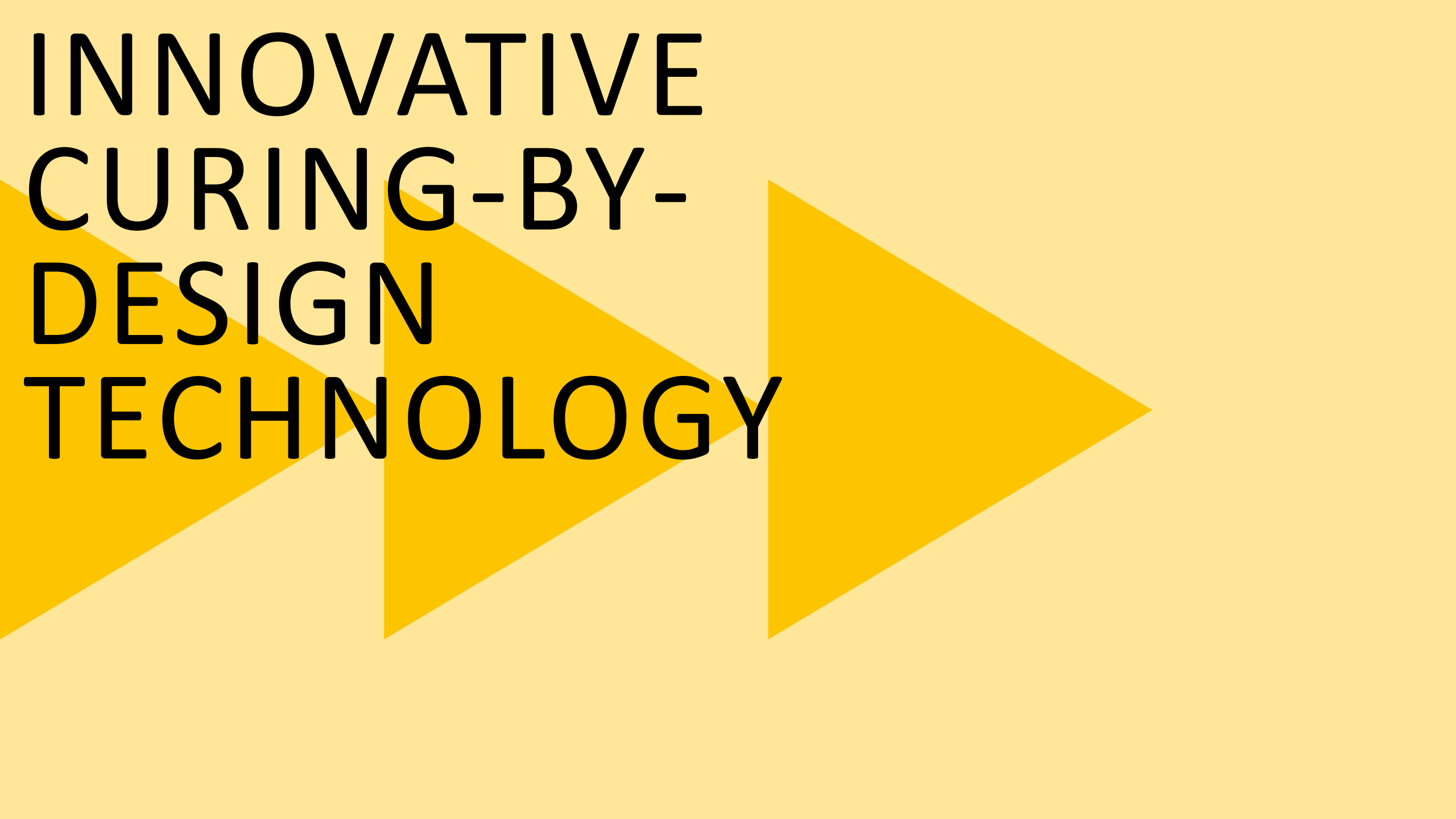
EMEA, Asia/Pacific, Americas

PURFORM® SEALANTS AND ADHESIVES USED EVERYWHERE FOR LARGE AND SMALL PROJECTS

20

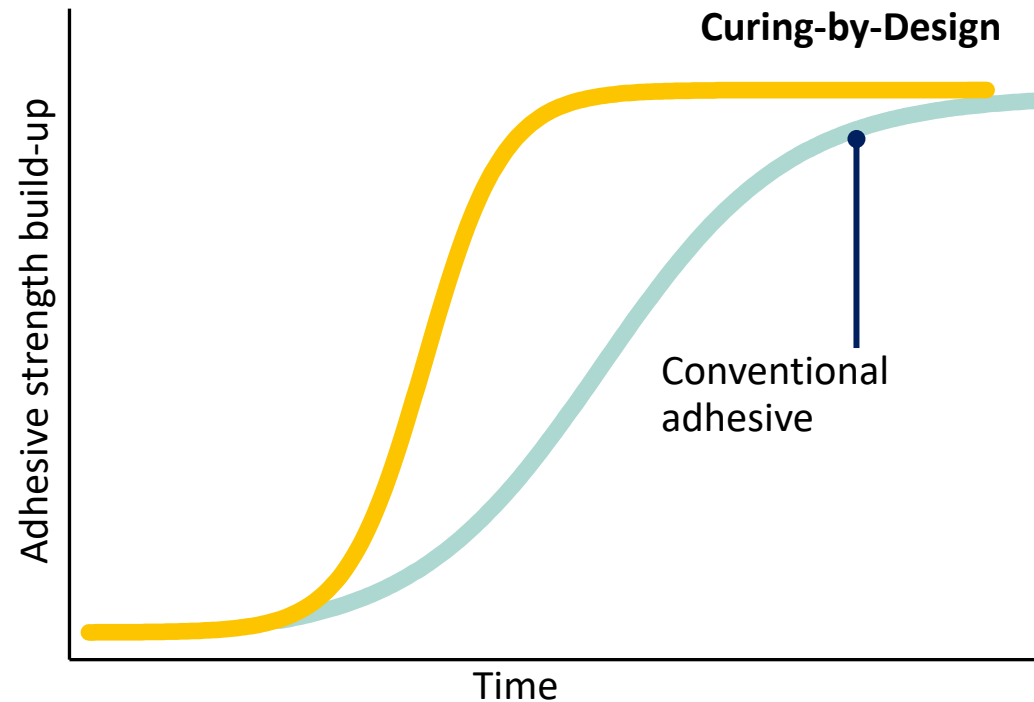


INNOVATIVE
CURING-BY-
DESIGN
TECHNOLOGY

The background of the image features three large, overlapping yellow triangles that point towards the right. The triangles are layered, with the one on the left being the most prominent, followed by a slightly offset one in the middle, and a third one further back on the right. The text is overlaid on the leftmost triangle.

UNIQUE CURING-BY-DESIGN TECHNOLOGY LEVERAGING SIKA'S CHEMISTRY EXPERTISE

22



Unique curing mechanism on demand:

- Short fixture times (efficiency)
- Long working times (robustness)

Open time

Curing-by-Design technology



Conventional adhesive



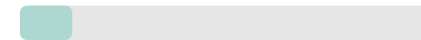
>3x longer workability

Adhesive strength (4 hrs)

Curing-by-Design technology



Conventional adhesive



10x more strength

Customer benefits with Curing-by-Design technology

Cost savings



Cost savings up to 75%

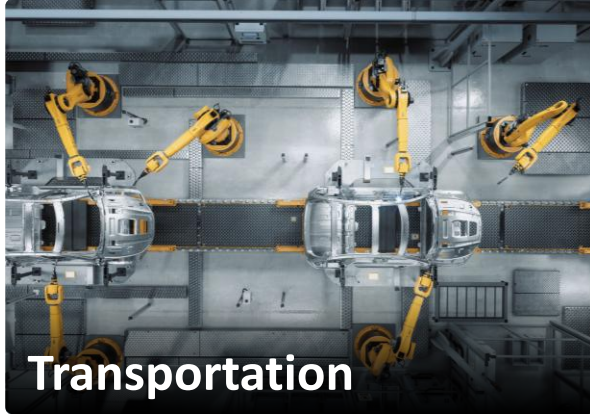
Time savings



Time savings up to 90%

CURING-BY-DESIGN

FROM INNOVATION TO TECHNOLOGY PLATFORM



**Structural adhesives
for faster vehicle assemblies**



**Custom installation windows
for faster return to service**



**Significant reduction in
project time and labor input**



**Curing tailored to process
and other requirements**

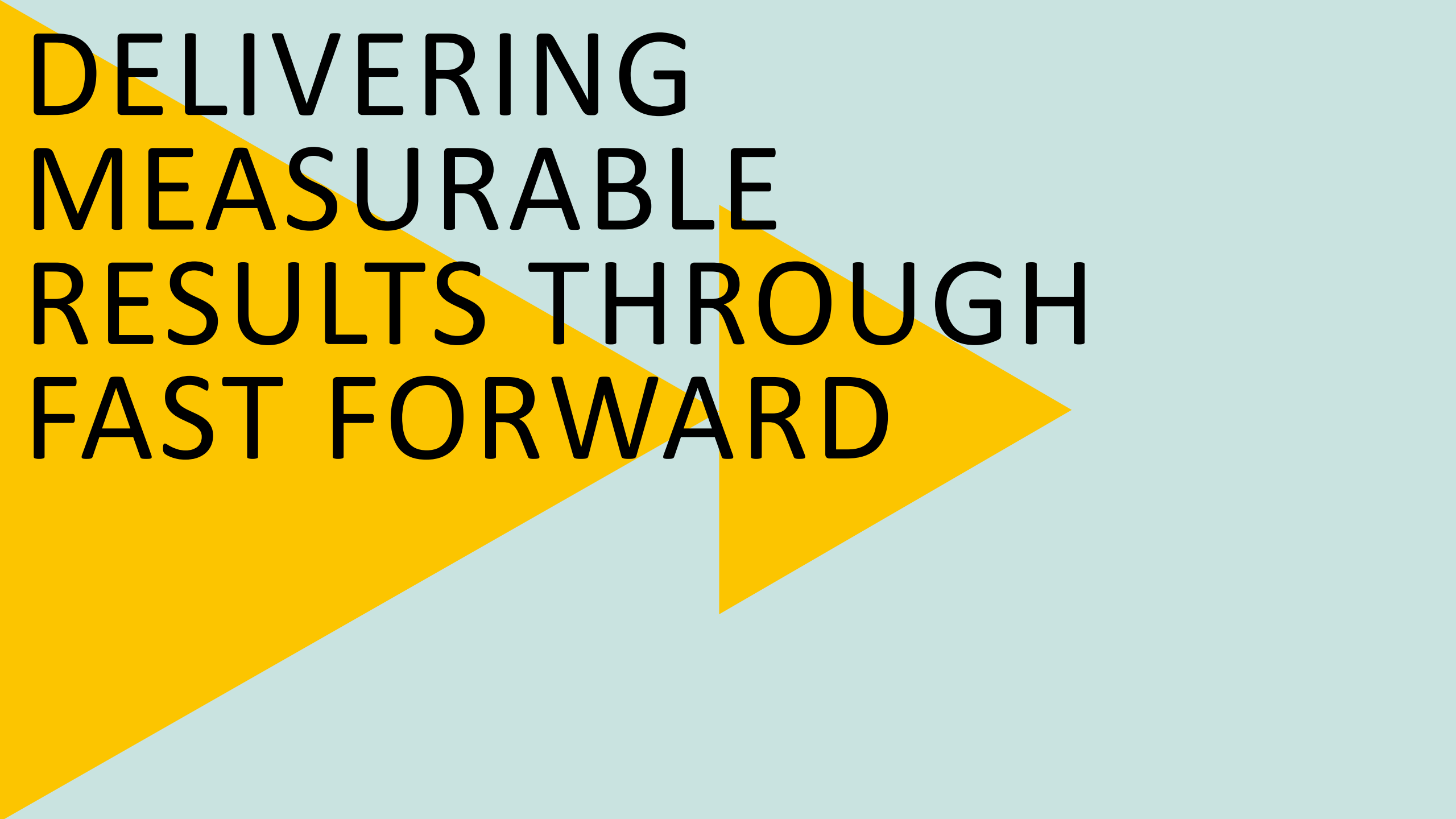


Repeatable customer value

Higher productivity
Shorter cycle times

Lower labor requirements
Greater process flexibility

Faster return to service



DELIVERING
MEASURABLE
RESULTS THROUGH
FAST FORWARD

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

One-time Costs

CHF 108 million*

Investments

CHF 120 – 150 million



Benefits

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



FAST FORWARD

< 2yr payback

Up to 100% ROI

+ share gains

*CHF 86.2 million were recognized in EBITDA in 2025

FAST FORWARD DRIVES PRODUCTIVITY & GROWTH

FAST FORWARD – STRUCTURAL SAVINGS AND INVESTMENTS

Structural Savings

CHF 108 mn

One-off Costs (2025)



CHF 80 – 110 mn

Expected Savings (by 2027)

Investments into Growth

CHF 120 – 150 mn

Investments (2026-2028)

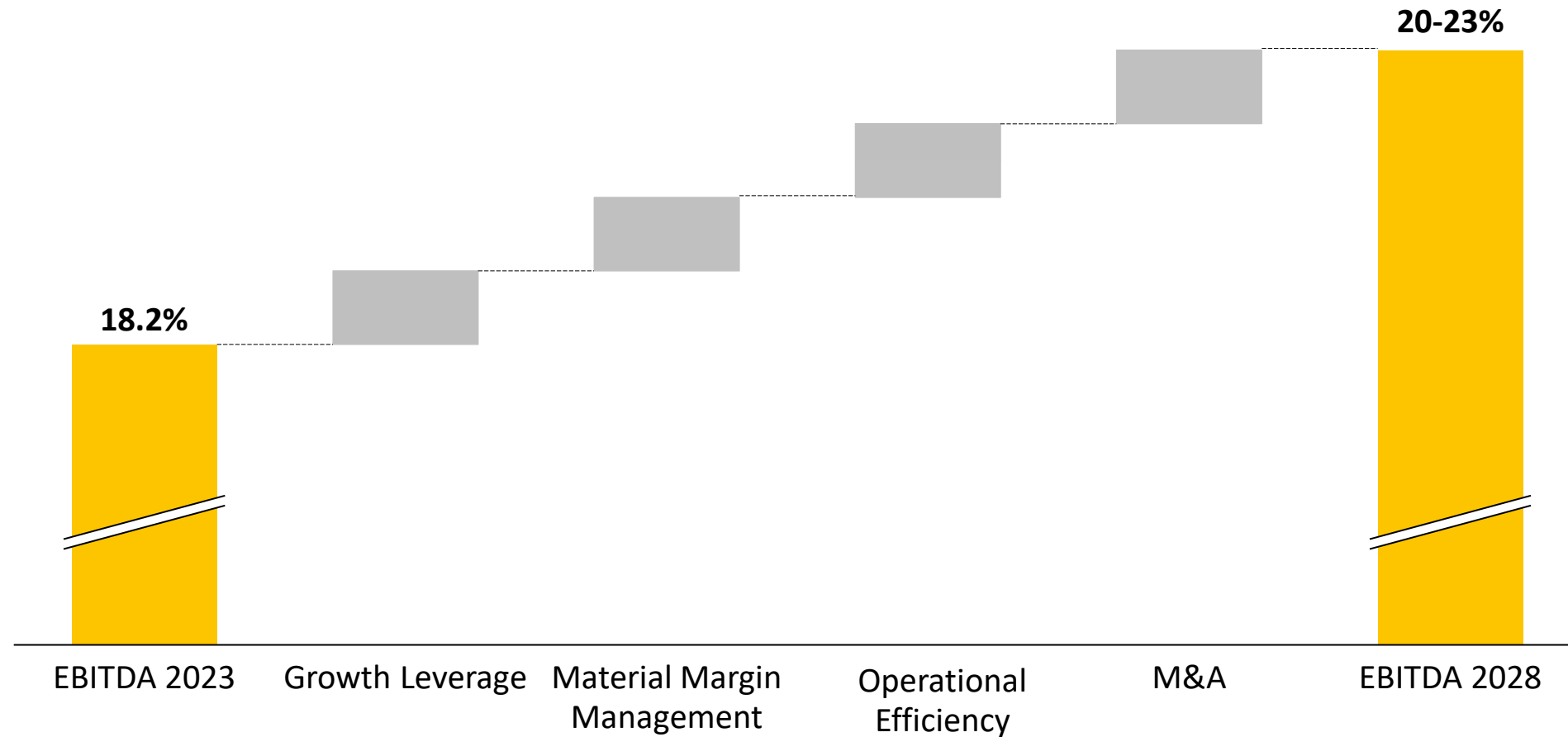


CHF 70 – 90 mn

Expected Benefits (by 2028)

STRUCTURAL SAVINGS THROUGH FAST FORWARD ACCELERATING PRODUCTIVITY

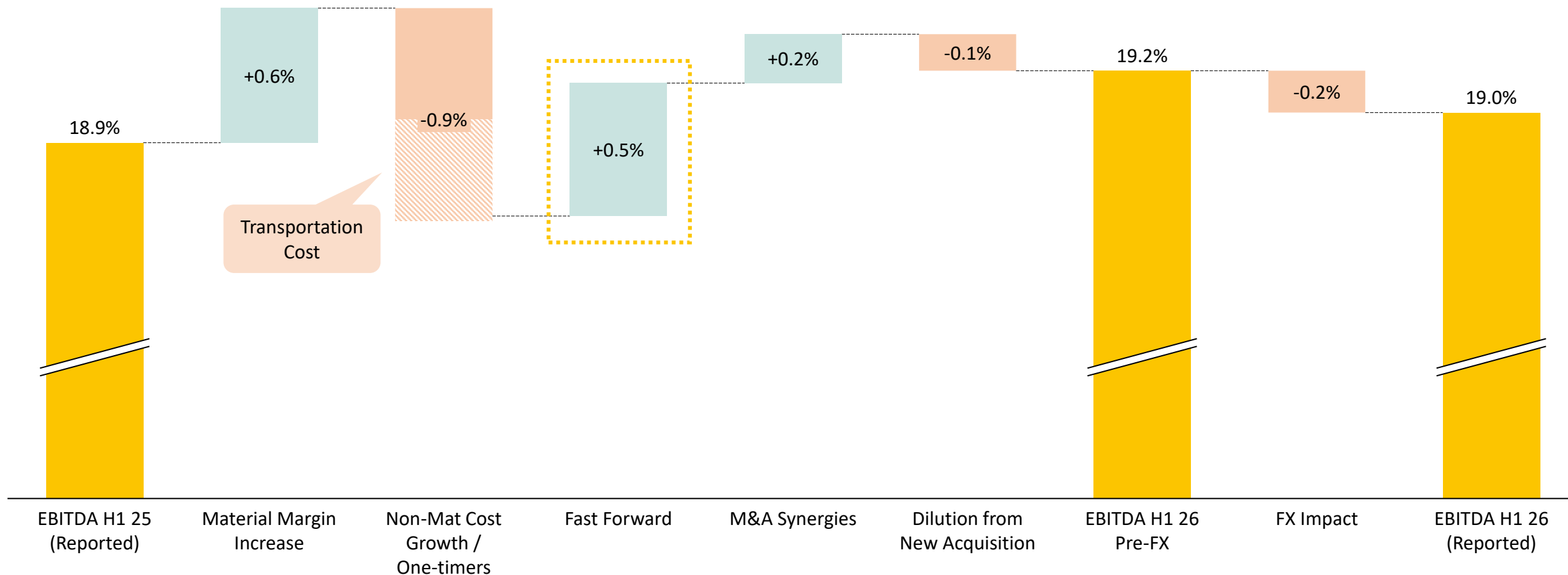
27



FAST FORWARD BENEFITS OFFSET COST INCREASES

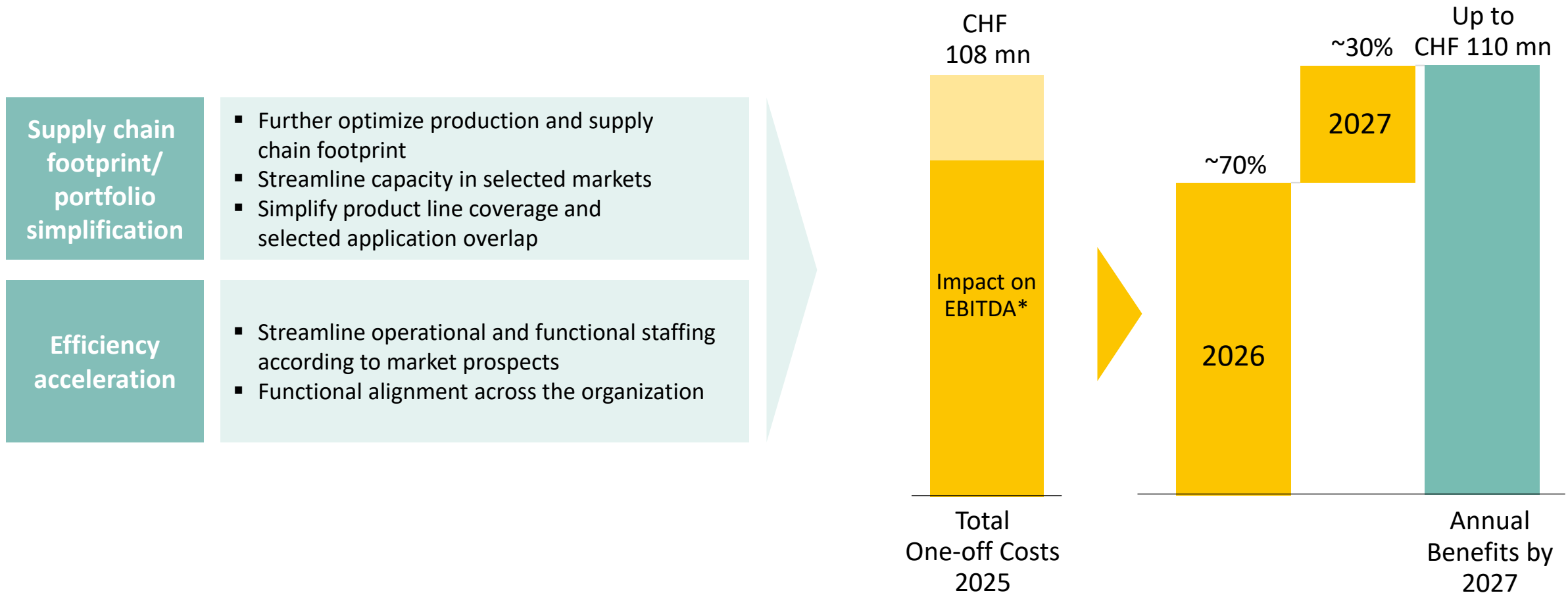
HY 2026: EBITDA MARGIN INCREASES TO 19.0%

In CHF mn



FAST FORWARD STRUCTURAL ADJUSTMENTS WITH STRONG ROI ²⁹

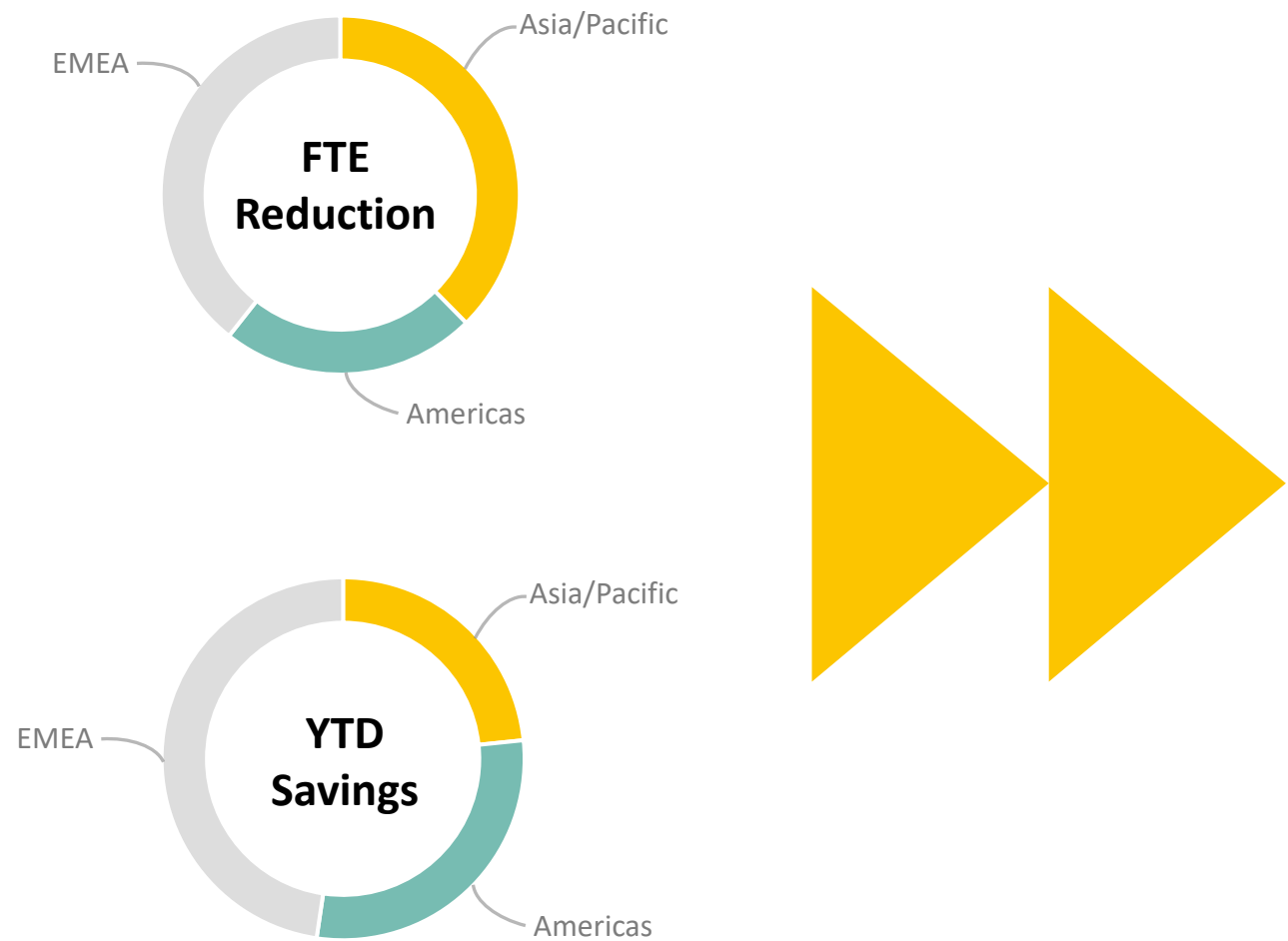
UP TO CHF 110 MILLION IN RECURRING SAVINGS BY 2027



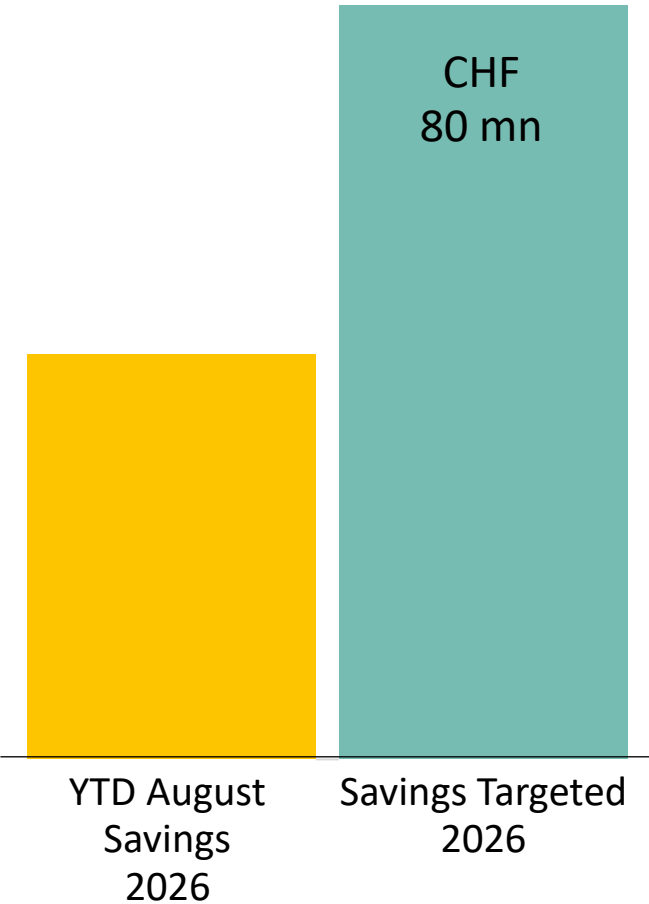
*CHF 86.2 million were recognized in EBITDA in 2025

FAST FORWARD STRUCTURAL ADJUSTMENTS WITH STRONG ROI³⁰

ON TRACK TO DELIVER CHF 80 MILLION IN SAVINGS IN FY 2026



YTD AUGUST* STRUCTURAL SAVINGS



*The structural savings target of CHF 80 mn also includes savings from digitalization.
Expected monthly end of Q3 run rate of CHF 7 mn



FAST FORWARD STRUCTURAL ADJUSTMENTS

SIMPLIFICATION AND CONSOLIDATION OF FOOTPRINT IN CHINA

CHINA FUNCTIONAL ADJUSTMENTS TO MARKET REQUIREMENTS



- Focus on footprint consolidation in 3 regions (Yangtze River Delta Area, Greater Bay Area, Chengdu-Chongqing Area)
 - Reduction of 5 own plants
 - Network optimization through systematic reduction of 9 third-party OEM plants
 - Increase in operational efficiency through automation and localization
- Sales footprint consolidation through strategic streamlining of sales offices across China
- Organizational optimization. Re-allocating and rightsizing teams
- China further strengthened as export hub for Asia/Pacific

FAST FORWARD STRUCTURAL ADJUSTMENTS

FOOTPRINT OPTIMIZATION & PRODUCT LINE SIMPLIFICATION

FOOTPRINT OPTIMIZATION GERMANY



- CHF ~9 mn annual expected savings

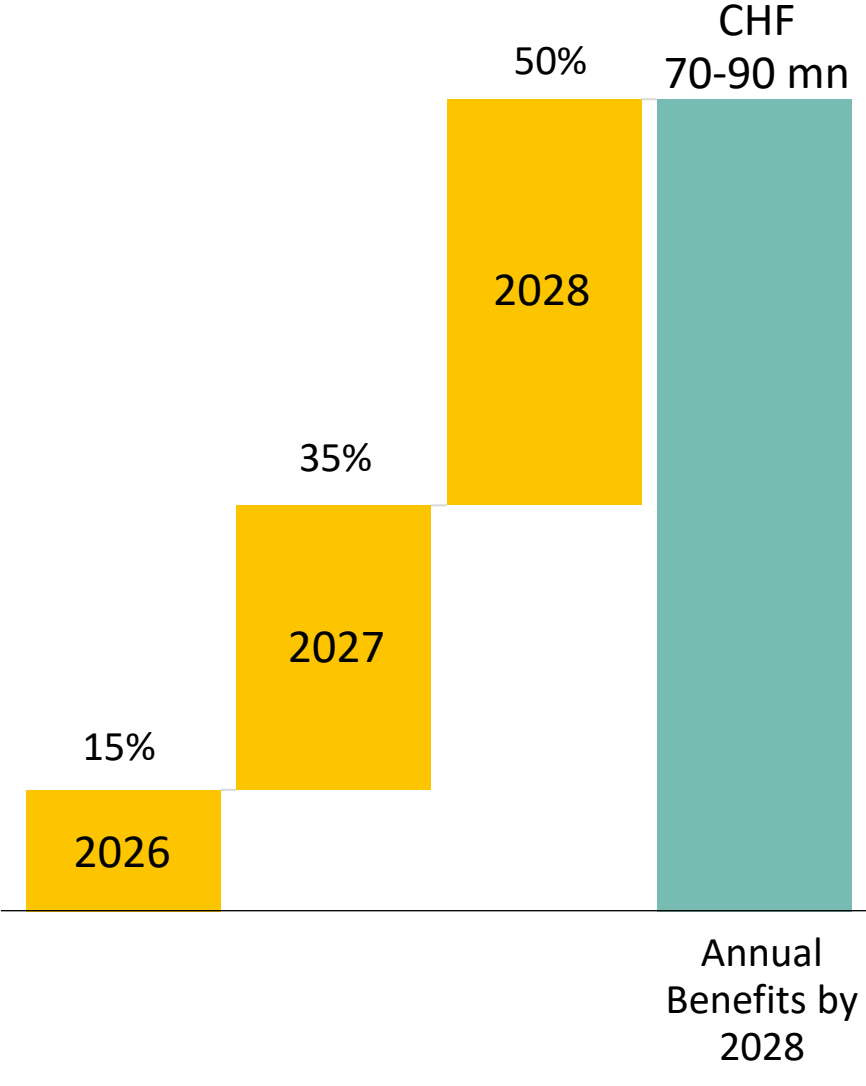
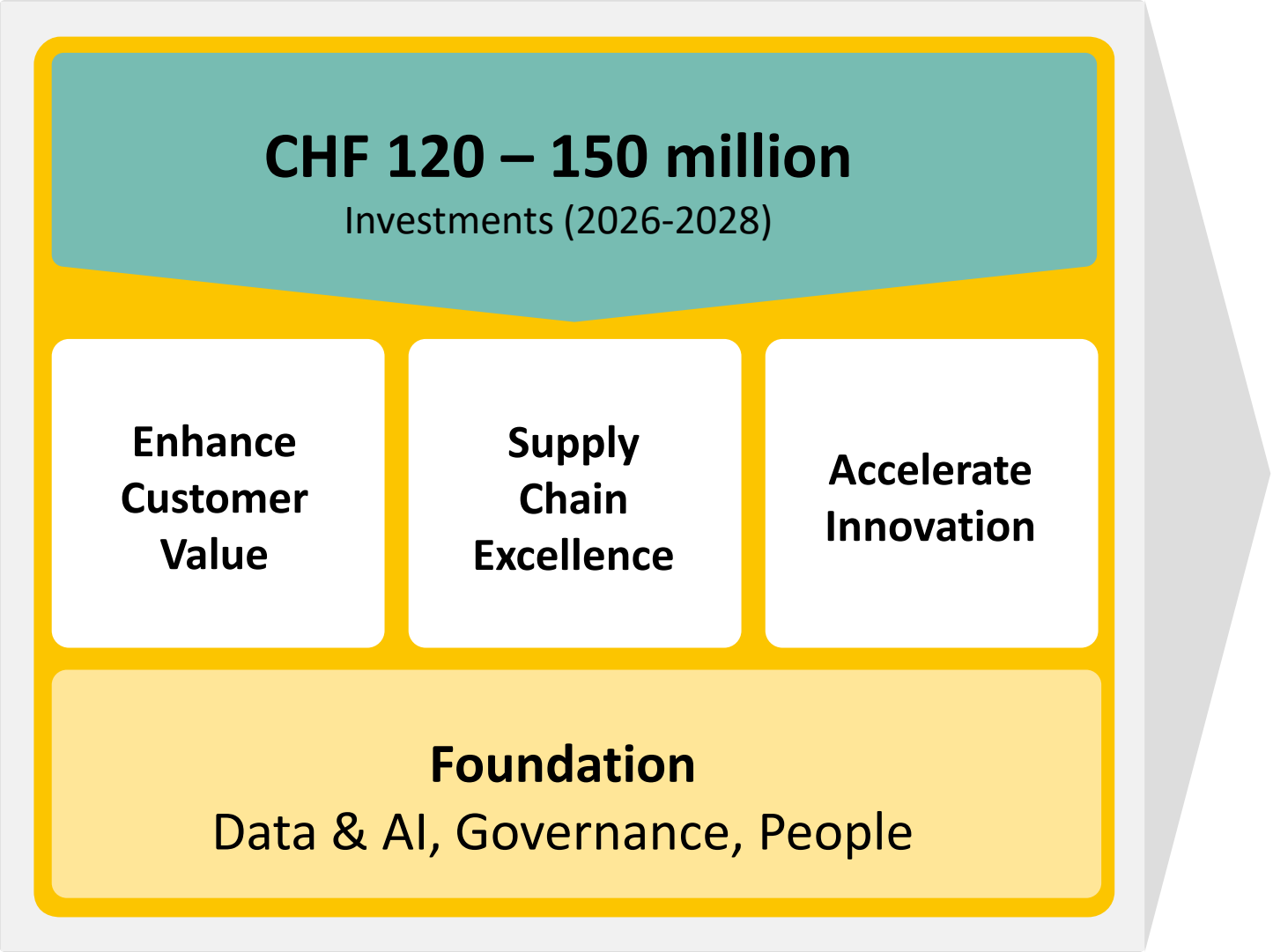
MORE EFFICIENCY WITH SIMPLER USA PRODUCT LINE



- ~80% reduction of 1,800 active SKUs
- Production costs reduced by 17%

FAST FORWARD INVESTMENTS TO DRIVE GROWTH & PRODUCTIVITY³³

EXTENDING SIKA'S DIGITAL LEADERSHIP



FAST FORWARD INVESTMENTS TO DRIVE GROWTH & PRODUCTIVITY³⁴

FOUNDATIONAL SYSTEM START TO DELIVER BENEFITS IN 2026

Foundational Systems to Ensure Future Growth

Global ERP Platform, Sika Datahub, AI Enablement

**Stronger Customer Experience, Increased Efficiency,
Enhanced Data Transparency, Lower Running Costs**

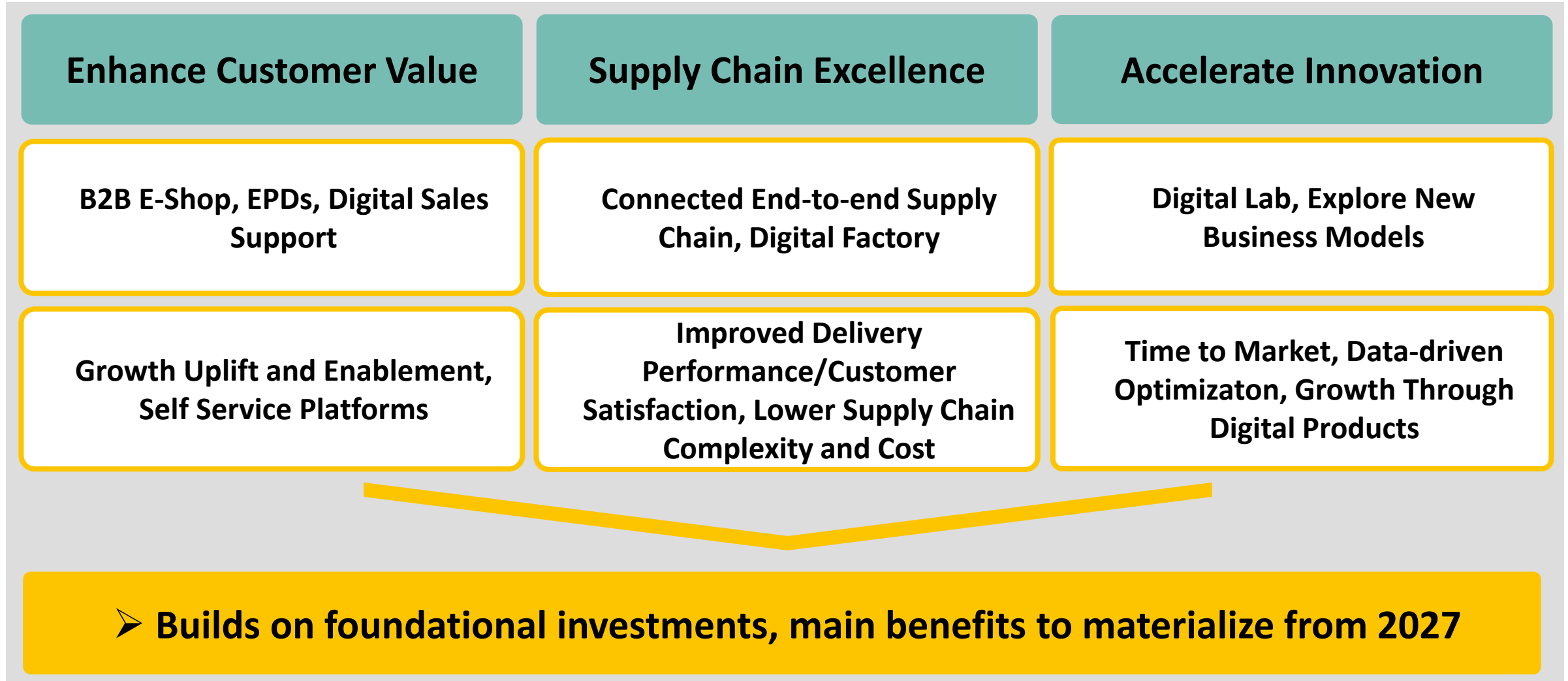


Basis for CHF 70 – 90 mn in Benefits



FAST FORWARD INVESTMENTS TO DRIVE GROWTH & PRODUCTIVITY³⁵

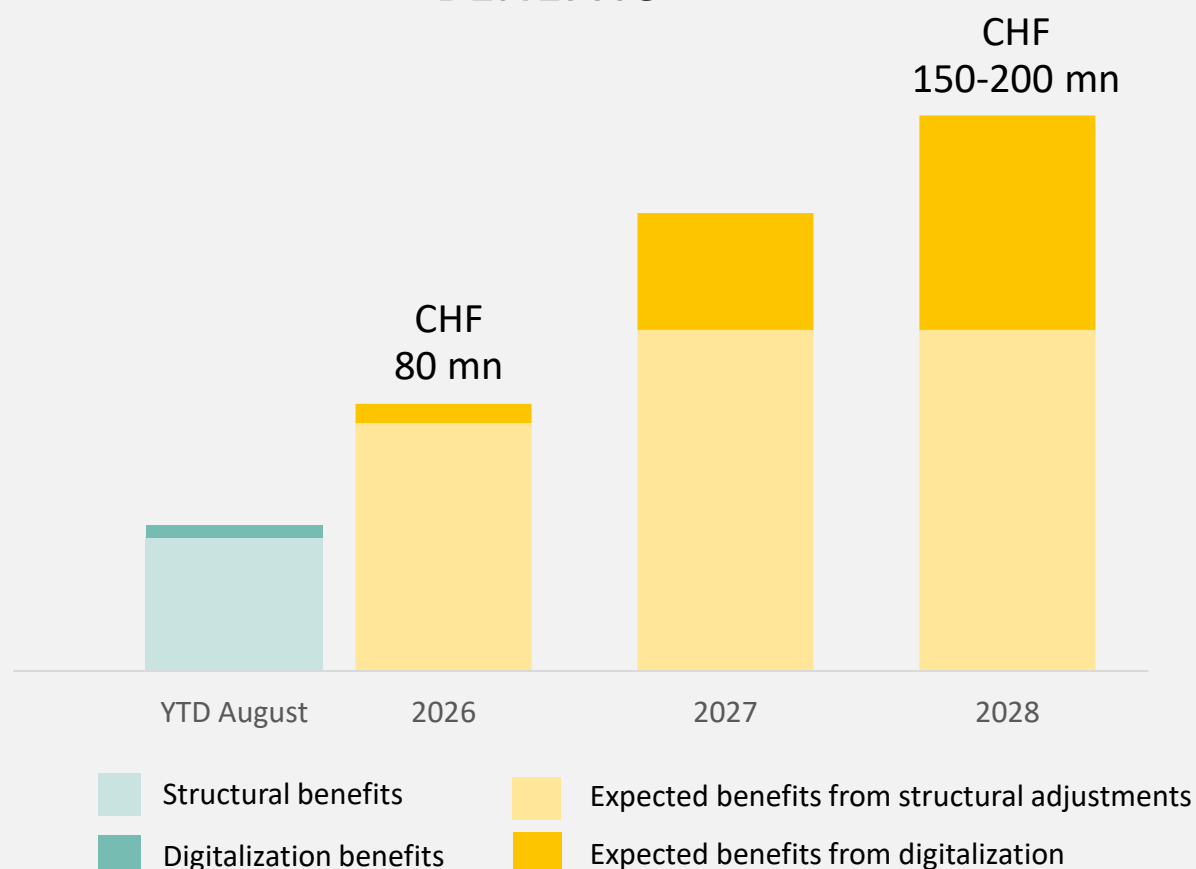
LONG-TERM BENEFITS OF FAST FORWARD INVESTMENTS



FAST FORWARD TO DELIVER STRONG BENEFITS

STRUCTURAL SAVINGS AND DIGITAL INVESTMENT BENEFITS

STRUCTURAL AND DIGITAL INVESTMENT BENEFITS



↗ **On track** to reach the benefits target for 2026

↗ **2026 benefits mostly** stem from structural savings

↗ **Fast forward investments** are expected to deliver long-term benefits beyond 2027

THANK
YOU.



BUILDING TRUST