



# STRATEGIC FAST FORWARD PROGRAM FOR PROFITABLE GROWTH AND DIGITAL LEADERSHIP

November 27, 2025

Thomas Hasler, CEO

Adrian Widmer, CFO

Philippe Jost, Regional Manager  
Asia/Pacific

BUILDING TRUST



# AGENDA

1. **A Strong Foundation** Thomas Hasler (CEO) and Adrian Widmer (CFO)

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2. **China** Philippe Jost (Regional Manager Asia/Pacific)

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3. **Fast Forward Program** Thomas Hasler (CEO) and Adrian Widmer (CFO)

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4. **Key Investment Initiatives** Thomas Hasler (CEO) and Adrian Widmer (CFO)

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5. **Questions and Answers**

# A STRONG FOUNDATION

# SIKA IS STANDING ON A STRONG FOUNDATION

## OUTGROWING MARKETS – INCREASING PROFITABILITY

Execution of Strategy 2028 is on track

Sika is outgrowing markets and peers

Market growth has been weaker than expected while backlog is building

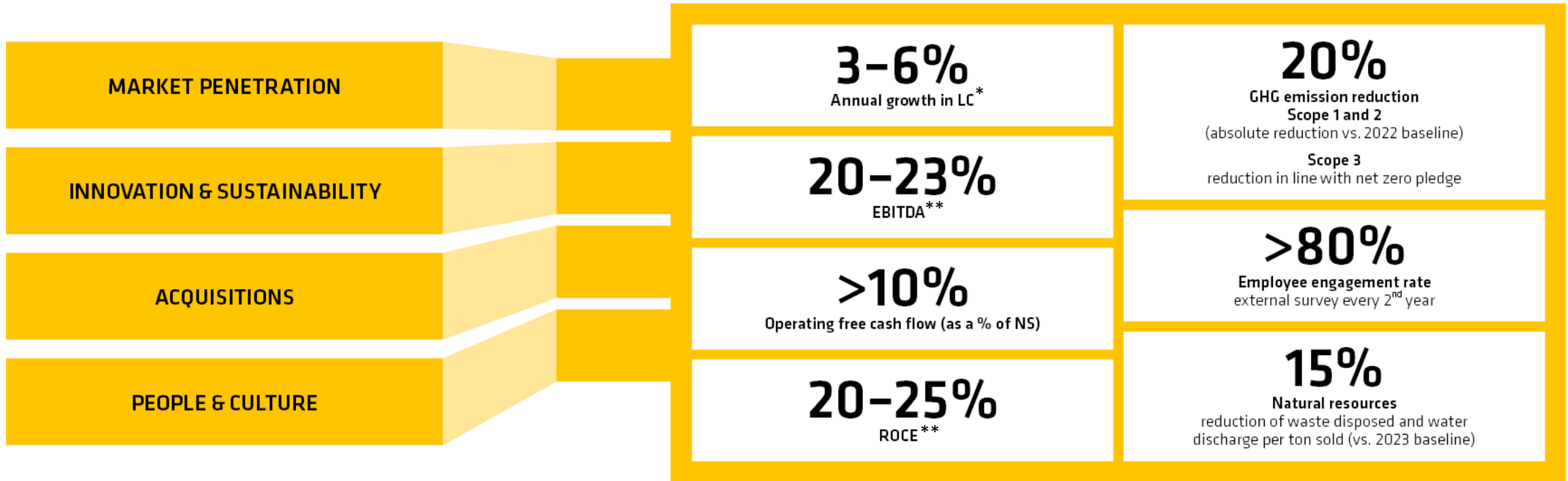
Accelerating efficiency program and investing in digital leadership to drive growth

Capturing bolt-on M&A opportunities



# STRATEGY 2028 – WITH NEW GROWTH GUIDANCE

## 3-6% LC GROWTH EXCLUDES MARKET GROWTH ELEMENT



\* representing Sika's market outgrowth and bolt-on acquisitions, excluding the market growth element

\*\* once MBCC synergies materialized

# 3-6% LC GROWTH EXCLUDES MARKET GROWTH ELEMENT

## NO CHANGE IN MARKET OUTGROWTH & ACQUISITION IMPACT

Previous LC sales growth CAGR target  
Sika, assuming market growth of 2.5%



Our growth  
ambition

**6-9%**

Sika's average annual  
growth rate in local currencies

New LC sales growth CAGR target  
Sika, excluding market growth element



Our growth  
ambition

**3-6%**

Sika's average annual  
growth rate in local currencies

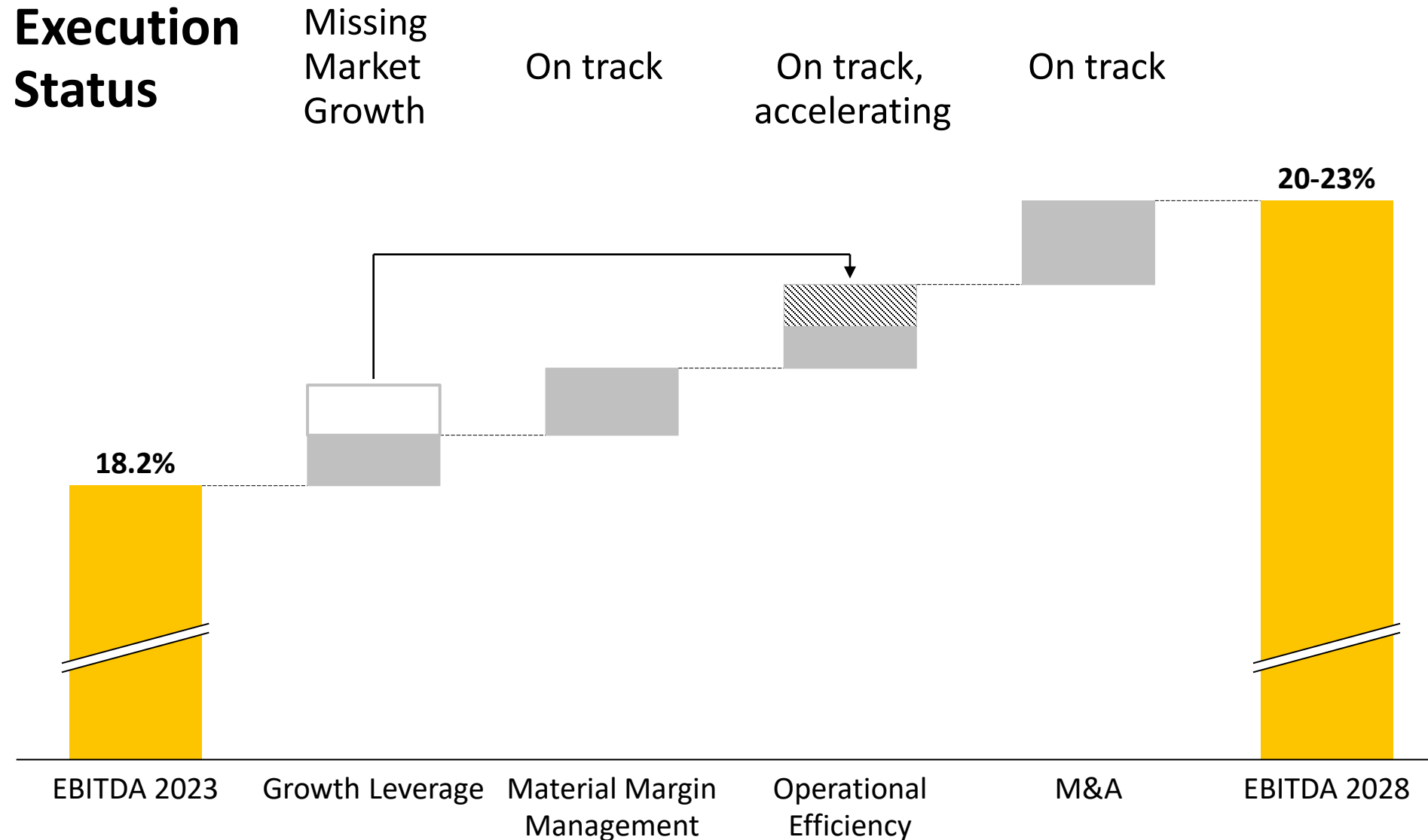
Market recovery expected over the next three years

Acquisitions   Market penetration   Market growth



# STRATEGY EXECUTION STATUS – DELIVERING ON MARGINS

## ACCELERATING EFFICIENCIES TO COMPENSATE MISSING LEVERAGE



# HEADWIND IN CORE MARKETS...

## OVERALL DECLINE WITH POCKETS OF GROWTH

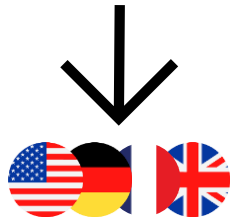
Scope:



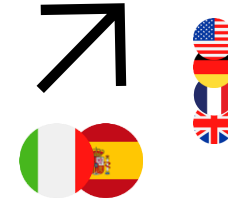
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### Key observed trends and market dynamics over the past 3 years

#### Residential construction

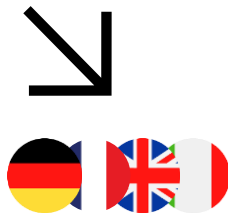


- Elevated borrowing costs
- Increased construction cost
- Economic and political uncertainty
- Labor shortages



- Spain: improving financing conditions
- Italy and France: renovation incentives
- Refurbishment activities provide stability in mature countries

#### Industrial & commercial construction



- Project delays due to economic and political uncertainty
- Elevated costs with low predictability
- Labor shortages



- Reshoring of manufacturing
- Data centers, electronics, and power driven by AI and digitalization trends

#### Infrastructure construction



- Aging infrastructure
- Government infrastructure plans (IIJA, EU Recovery Plan, etc.)
- Power infrastructure



# ... BUT MARKET BACKLOG IS GROWING...

## EMERGING OPPORTUNITIES IN ALL SEGMENTS

### Home shortages

Residential



~5 million homes



~4.3 million homes supported by 1.5 million housing plan

- Affordability and labor constraints impact new builds, but **recent easing** may support gradual improvement in activity

### Delayed projects

Industrial



- ~**USD 100 billion** in industrial projects postponed from 2025 to 2026/27



- Delays in **manufacturing, energy, and logistics facilities** due to tariffs, labor shortages, and supply chain issues

### Aging infrastructure and increasing demand



- **220,000 bridges** need repair; 74,000 should be replaced



- **GBP 6.8 billion** bridge maintenance backlog; 2,900 substandard bridges



- **EUR 2-3 billion** needed for bridge refurbishment; 36% of roads need maintenance

### Significant investments

Infrastructure construction



**EUR 500 billion** infrastructure and climate neutrality investment plan over 12 years



**USD 1.2 trillion** granted funds under IIJA – around **60% of funds still to be spent**

**Military spend** related to construction:



**USD 19 billion** for military construction



**> EUR 2 billion** for air and naval bases

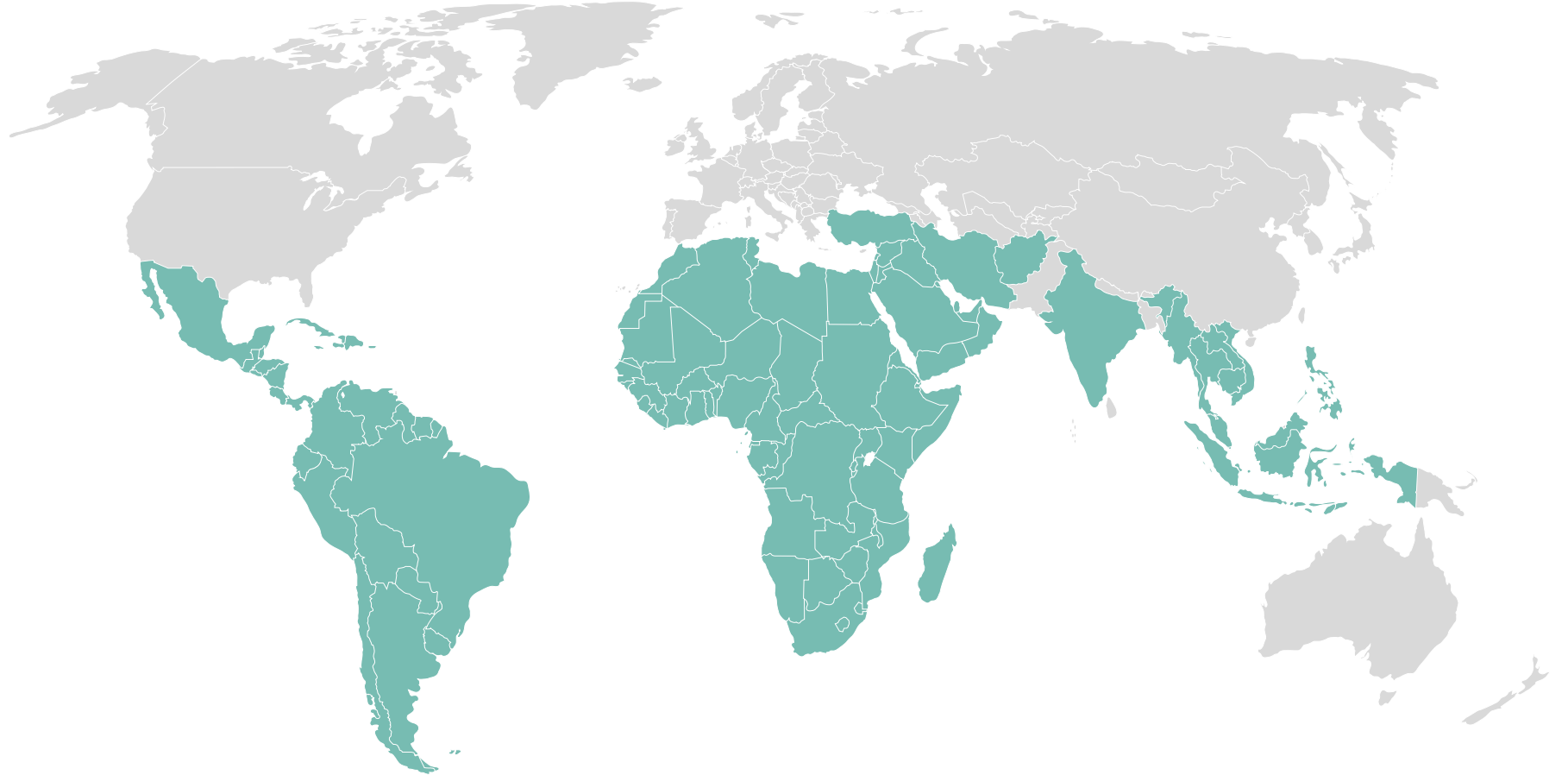
# ... AND SIKA IS GROWING IN KEY GEOGRAPHIES

## WELL POSITIONED IN STRONG MARKETS

### Key geographies



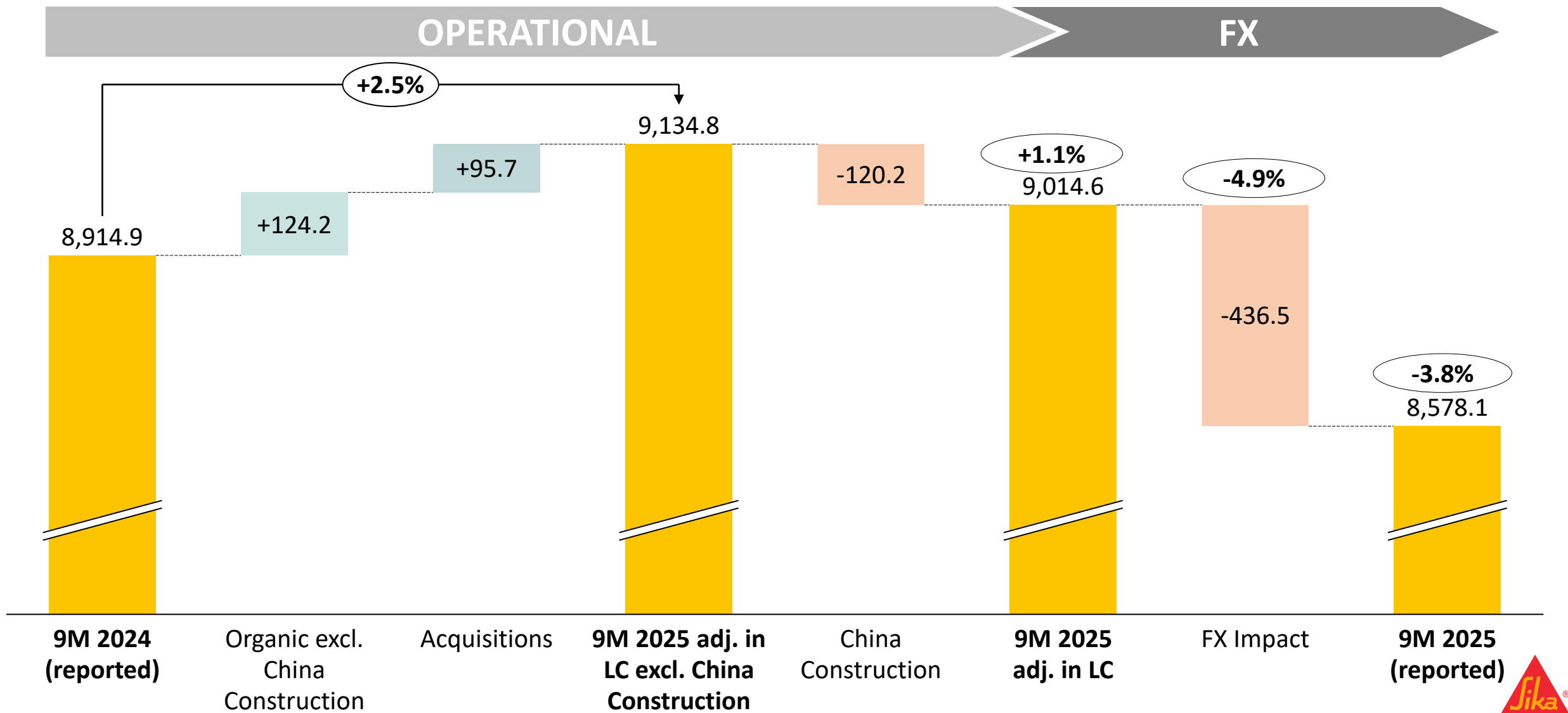
- Africa
- Middle East
- India
- Southeast Asia
- Latin America



# NET SALES GROWTH FIRST NINE MONTHS 2025

## GROWTH IMPACTED BY CHINA CONSTRUCTION

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# SIKA GAINING MARKET SHARE IN CHALLENGING MARKETS OUTGROWING PEERS

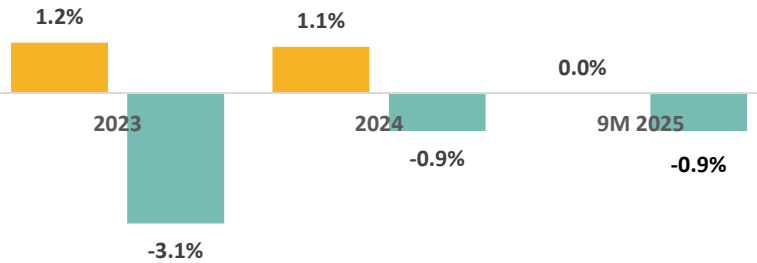
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2023 – 9M 2025

## Sika vs Peers, Organic Growth

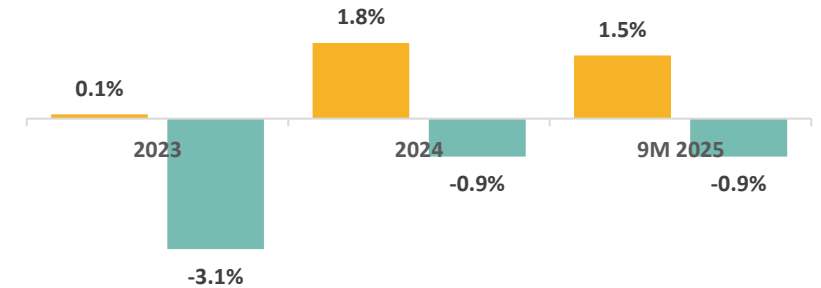
Average Organic Growth  
difference per year **2.4%**



■ Sika ■ Peers\*

## Sika excl. China Construction vs Peers, Organic Growth

Average Organic Growth  
difference per year **2.8%**



■ Sika w/o China Construction ■ Peers

\* The closest competitors from our Obermatt peer group

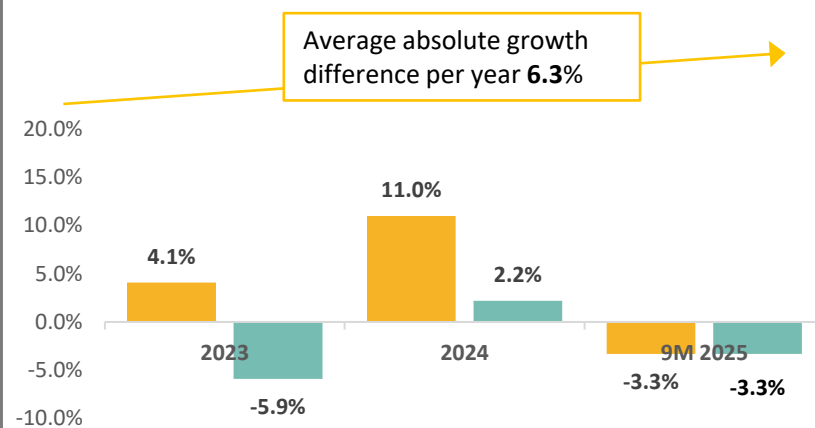
# SIKA BEING MORE PROFITABLE

## EBITDA GROWTH OUTGROWING PEERS



2023 – 9M 2025 [CHF]

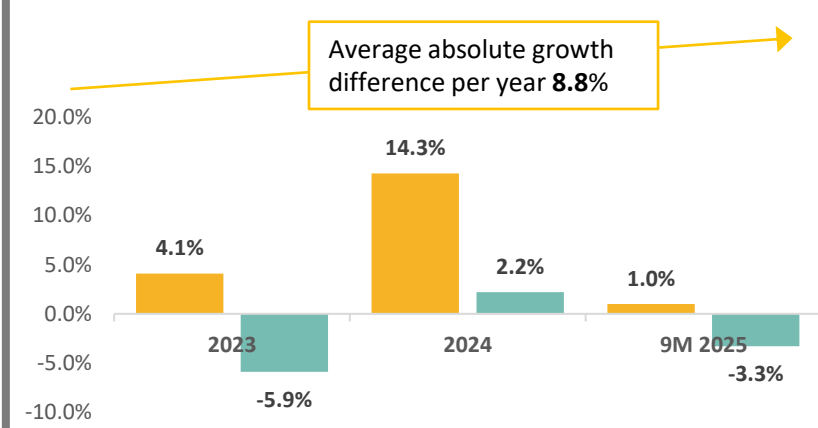
**Sika vs Peers, EBITDA Growth [CHF]\***



All figures in CHF

■ Sika ■ Peers\*

**Sika excl. China Construction vs Peers, EBITDA Growth [CHF]\***



■ Sika w/o China Construction ■ Peers

\* The closest competitors from our Obermatt peer group

# STRONG NET PROMOTER SCORE (NPS)

## CUSTOMERS RECOMMEND SIKA AND PLAN TO BUY MORE

The global customer survey showed that Sika's NPS is high. Based on a strong brand, **satisfied customers** are ready to spend more in the future.

Total  
NPS



+39

Peers

+24

Industry benchmark

+16



Sika is **23 points** higher than the global industry benchmark

Future  
intent



41%

of Sika customers plan to **increase share of wallet** with Sika within the next 12 months — outperforming the competition

# MARKET PENETRATION IS ONGOING – LEVERS ARE INTACT

## GROWTH VECTORS TO INCREASE MARKET SHARE





# SIKA IS AN INNOVATION POWERHOUSE ABLE TO QUICKLY ADAPT TO MARKET NEEDS



Local Innovation  
Global Scaling

↗ **23–25%** of Sika sales generated by products younger than 5 years. These products typically deliver 3-5%-pts higher material margin

**892 Inventions** and 520 initial applications since 2021 in 5 core technologies.

**Extensive Reach:** Over 100 local and regional R&D facilities in 90 locations, supported by 18 global technology centers across regions.

**Agility and Responsiveness:** This network enables Sika to quickly adapt to market needs, sustainability, and regulatory changes worldwide.

**Value Creation:** Ability to leverage cross-regional, cross-technology synergies and rapidly deploy new solutions is key for long-term growth and customer value.

# SIKA'S UNIQUE CULTURE AND PEOPLE

## PERFORMANCE DRIVEN SIKA SPIRIT

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**Engaged and highly skilled people on all levels**

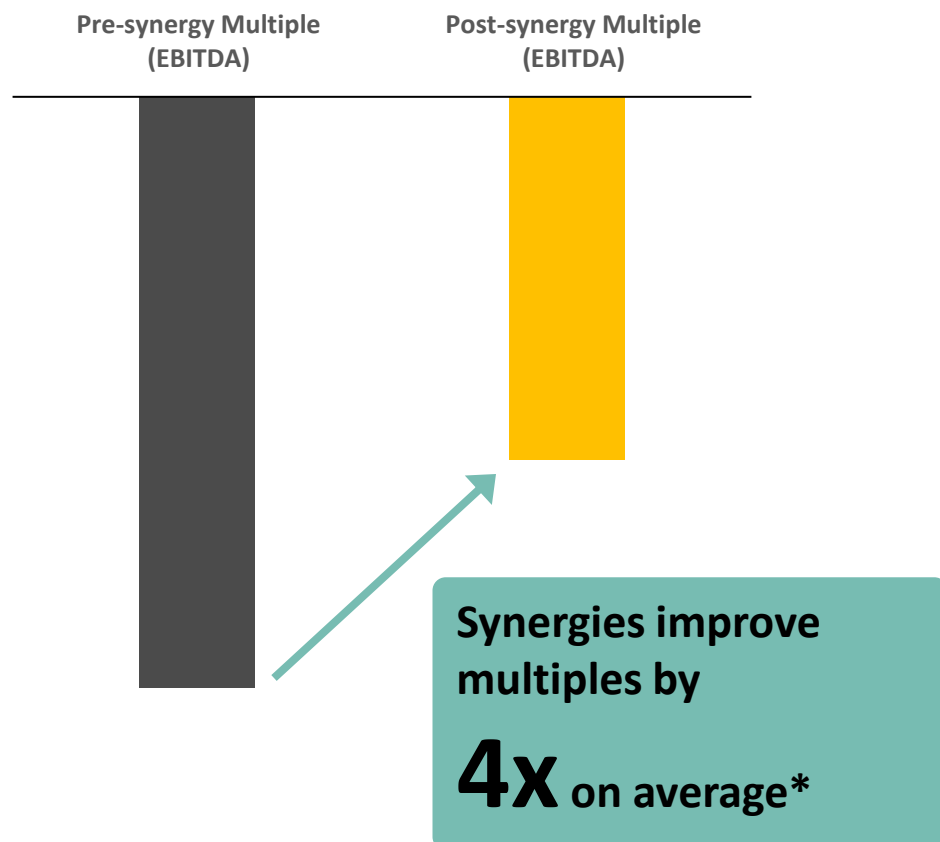
Unique Sika Spirit:

- Performance driven
- Collaborative and curious
- Entrepreneurial mindset with high level of ownership



# STRONG BUSINESS EXECUTION THROUGH ACQUISITIONS

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

\*Multiples in third year post closing



# SIKA COMPLETED 6 ACQUISITIONS IN 2025

## THE PIPELINE OF BOLT-ON ACQUISITIONS IS STRONG

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



**Elmich Pte Ltd:**  
Innovative and sustainable green roof solutions



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



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



**Marlon Tørmørtel A/S:**  
Strong portfolio of mortar products



**Cromar Building Products:**  
Flat and pitched roofing products



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

### Investment and Joint Venture in Canada and Switzerland



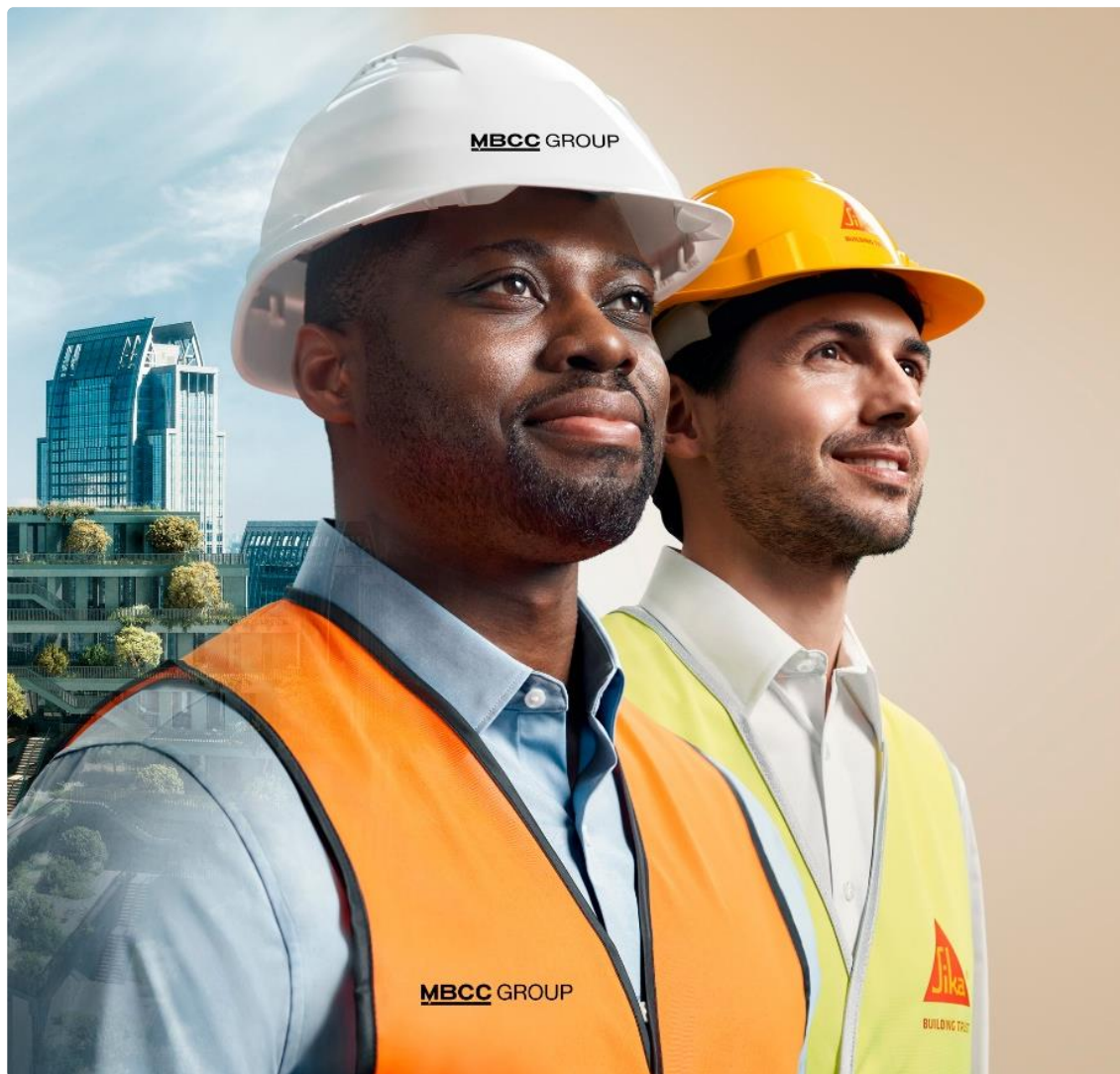
**Sika and Sulzer:**  
Joint venture to advance plastics recycling in the construction industry. Pilot projects to commence in Germany, Austria, and Switzerland



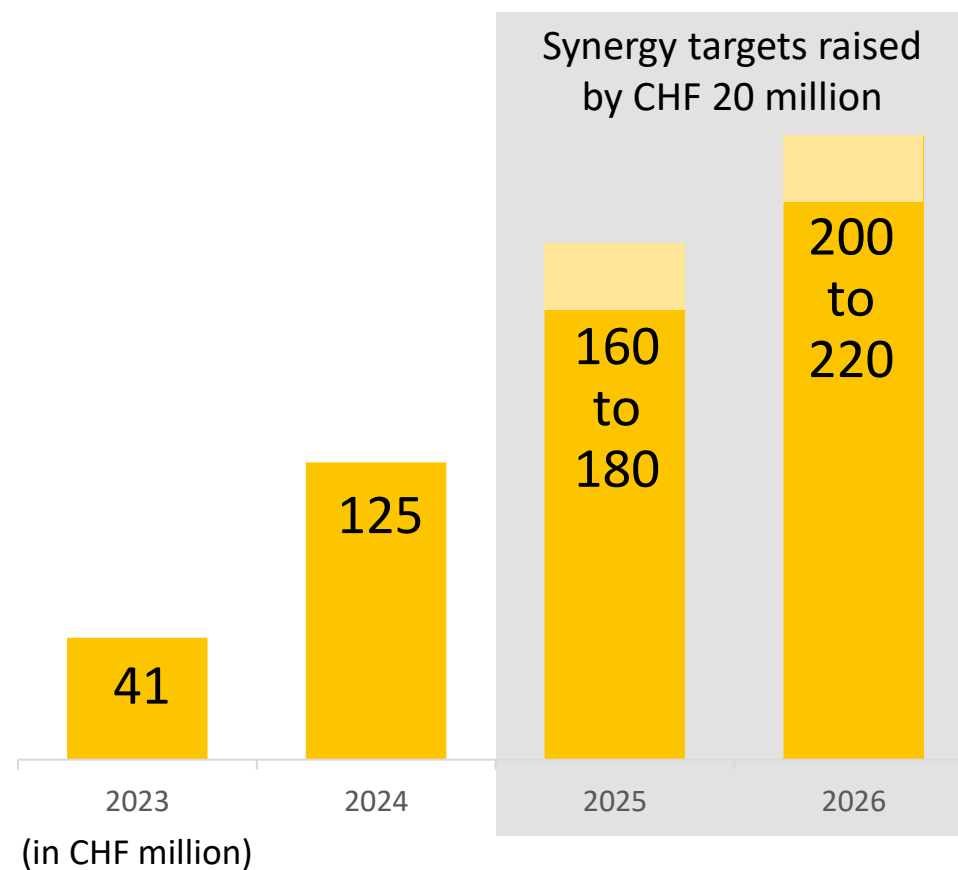
**Giatec™ Scientific Inc.:**  
Global leader in digital concrete technology platforms specializing in smart testing and AI-driven solutions to optimize concrete quality, durability, and sustainability

# MBCC INTEGRATION SUCCESSFULLY COMPLETED

## REALIZATION OF INCREASED SYNERGIES ON TRACK

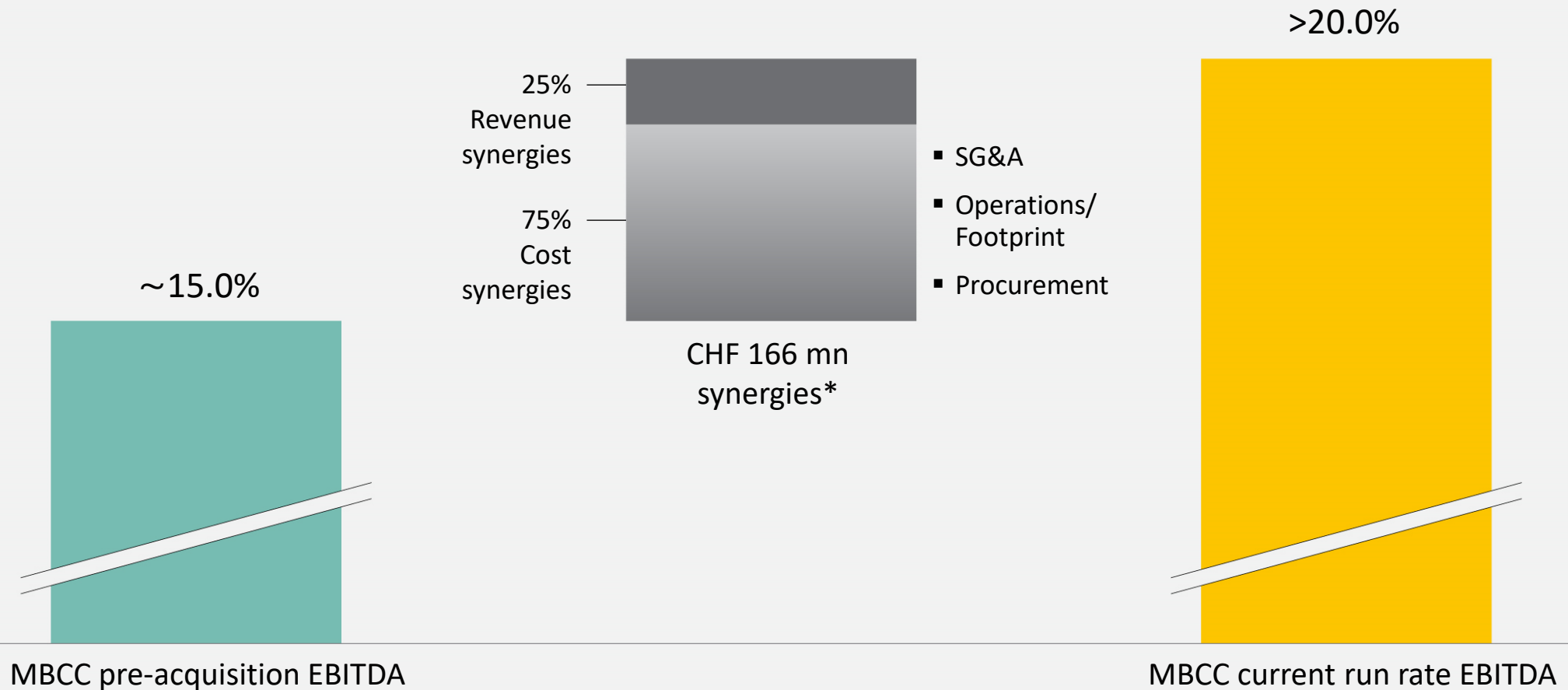


### Synergy generation with exceptional progress



# SUCCESSFUL MBCC INTEGRATION

## DRIVING SIGNIFICANT PROFITABILITY IMPROVEMENT

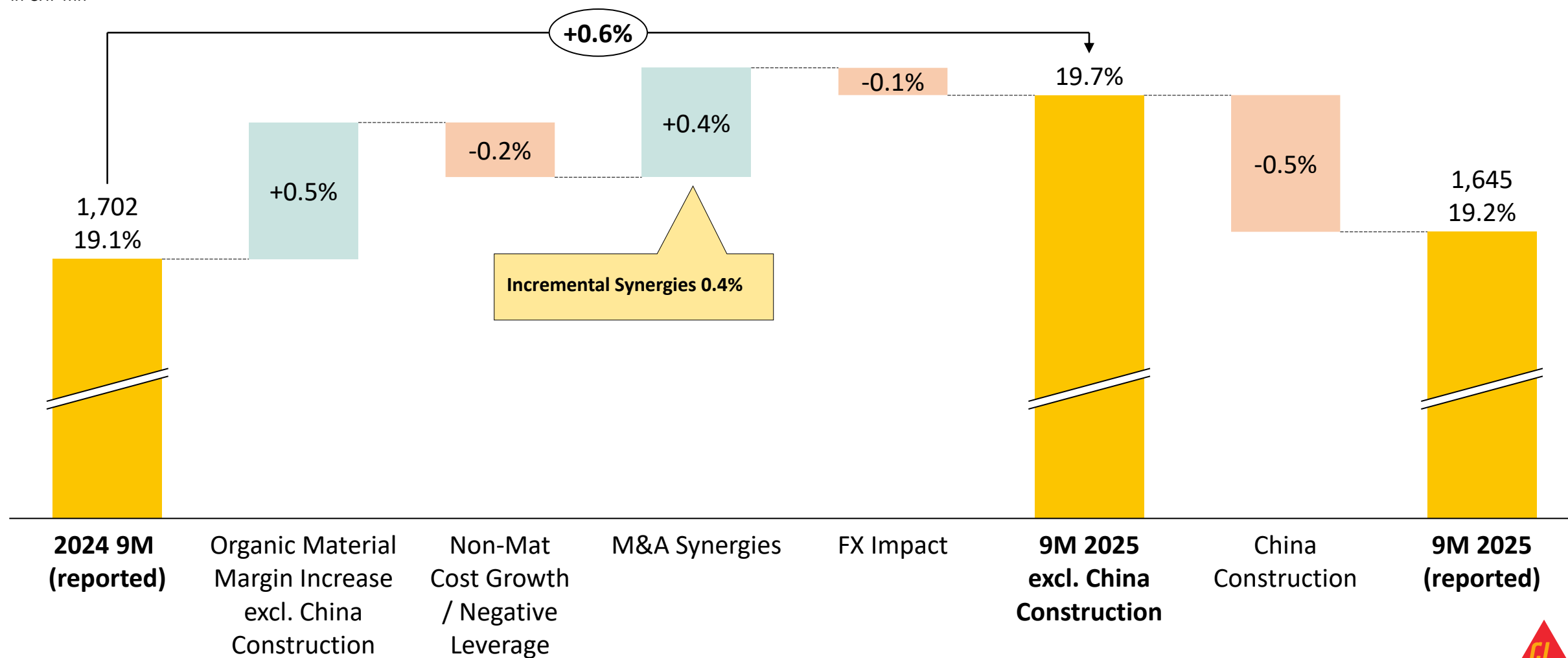


\* Trailing 12-month synergies as per 9/25

# EBITDA MARGIN INCREASED TO 19.7% EX CHINA

## MAT. MARGIN & SYNERGIES OVERCOMPENSATE NEG. LEVERAGE

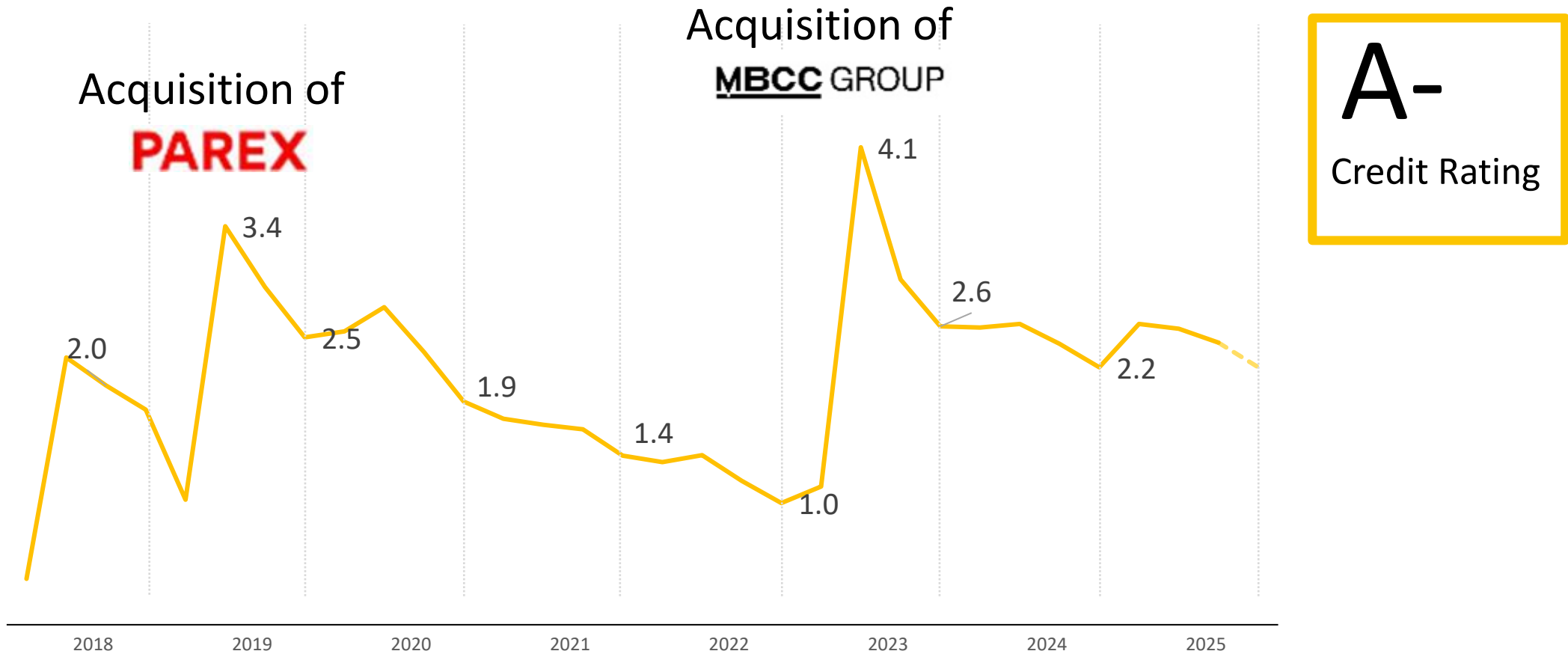
in CHF mn





# NET DEBT/EBITDA – DRIVING FURTHER DELEVERAGING

## SIKA COMMITTED TO STRONG INVESTMENT GRADE



# CAPITAL ALLOCATION POLICY

## BASED ON STRATEGY AND RISK & RETURN CONSIDERATIONS

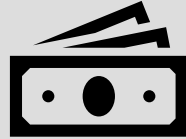
### 1 Invest in the Business



- Capital Expenditures
- Bolt-on Acquisitions

- Invest in footprint expansion, capacity, and efficiency
- Targeted acquisitions to create additional growth platforms with high returns

### 2 Attractive Dividend



- Dividend Growth

- Progressive dividend policy (typically reflecting earnings growth)

### 3 Healthy Balance Sheet



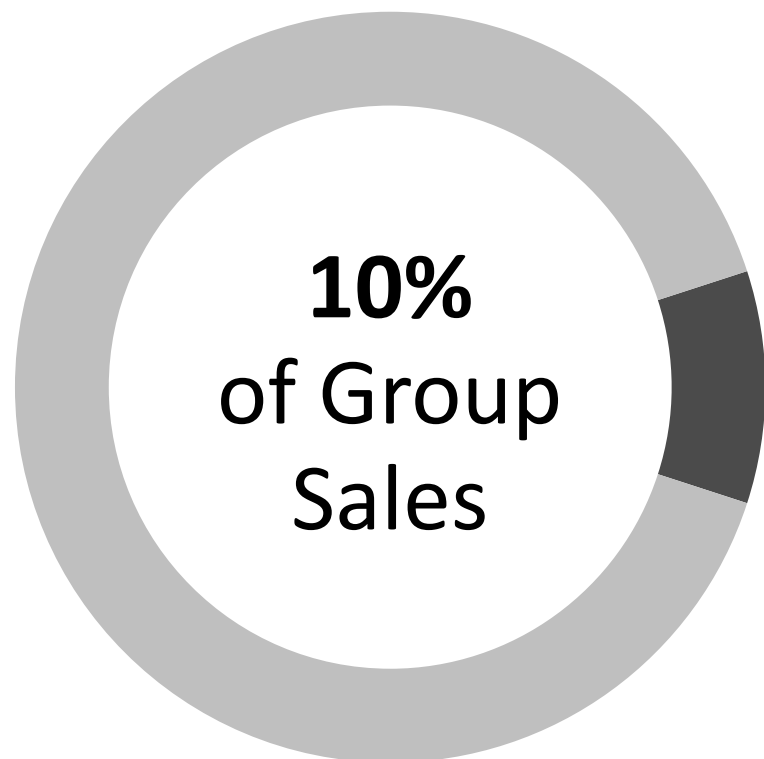
- Strong Investment Grade Rating

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

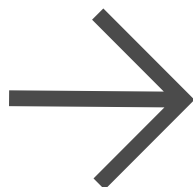
# CHINA

# CHINA ACCOUNTS FOR 10% OF GROUP SALES

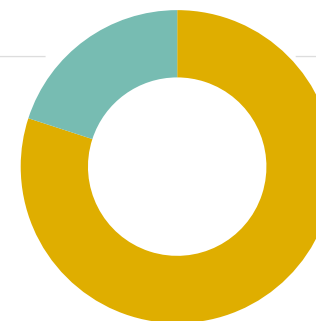
## SIKA'S BUSINESS SPLIT BY MARKET SEGMENT



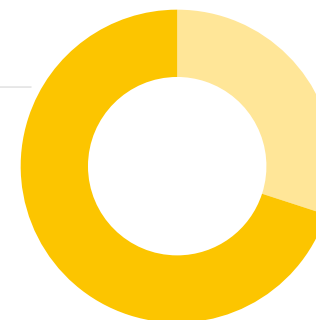
**Sika in China with solid  
double-digit profitability**



**20%**  
Automotive  
& Industry



**70%**  
Distribution, mainly  
exposed to residential  
construction



**80%**  
Construction



**30%**  
Direct Business,  
mainly exposed to  
infrastructure,  
industrial, and other  
non-residential  
construction

# SIKA'S BUSINESS IN CHINA

## THREE PILLARS WITH DIFFERENT MACRO LEVERS

CONSTRUCTION – DISTRIBUTION	CONSTRUCTION – DIRECT			AUTOMOTIVE & INDUSTRY
<i>Residential/interior finishing</i>	<i>Industrial construction</i>	<i>Infrastructure construction</i>	<i>Other non-residential construction</i>	<i>Manufacturing of vehicles and wind blades, etc.</i>
Sika is market leader in tile adhesives	Sika as only significant international player			Sika with top 3 position and technology leader

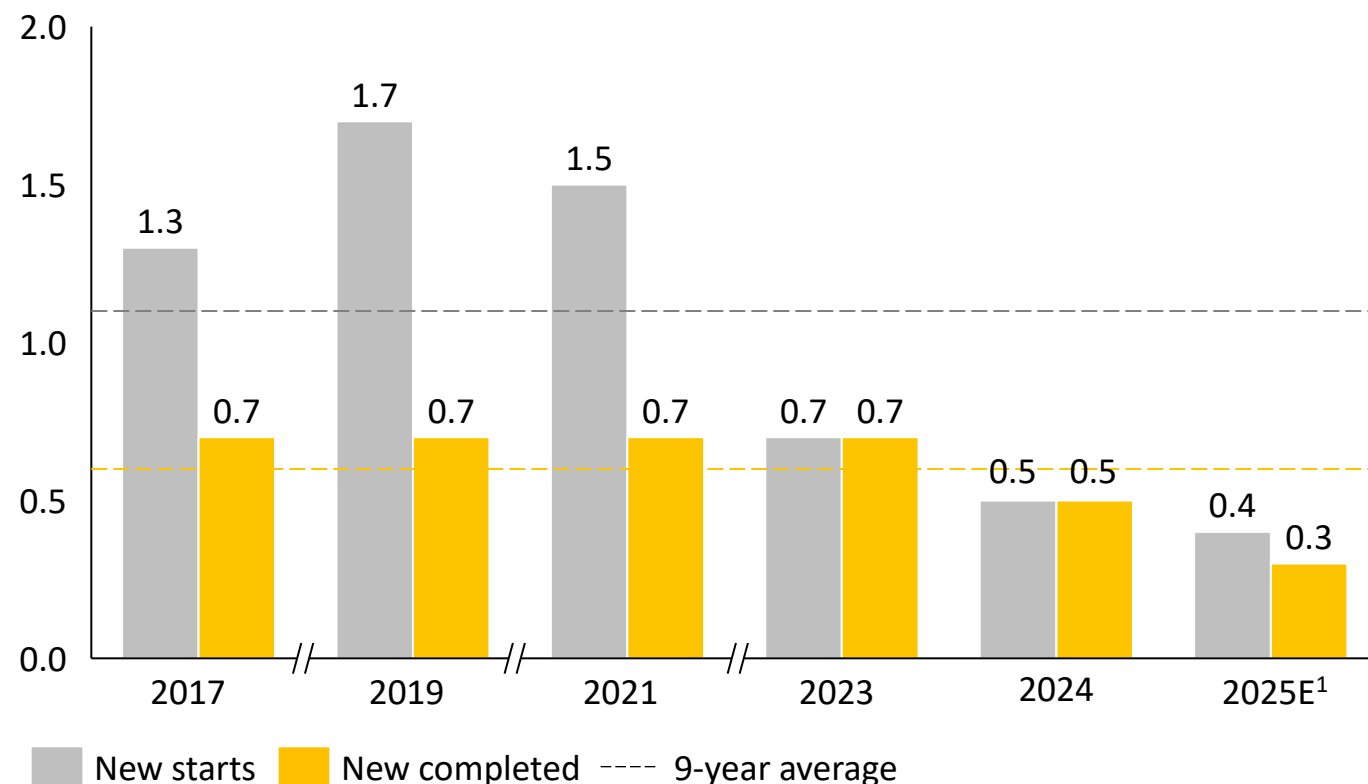
<b>Route to market</b>	<ul style="list-style-type: none"> <li>Vast distributor network to serve retail outlets (over 280,000 points of sales)</li> <li>End-user engagement</li> </ul>	<ul style="list-style-type: none"> <li>Direct engagement with major developers/contractors and applicators</li> <li>Specifications</li> </ul>	<ul style="list-style-type: none"> <li>Business with Western and Chinese OEMs and industrial players</li> <li>Key Account Management</li> </ul>
<b>Product focus</b>	<ul style="list-style-type: none"> <li>Focus on tile installation materials, waterproofing, and sealing &amp; bonding solutions</li> </ul>	<ul style="list-style-type: none"> <li>Products across all of Sika's Construction Target Markets for high-requirement infrastructure and non-residential projects</li> </ul>	<ul style="list-style-type: none"> <li>Focus on adhesives, sealants, damping, and reinforcement solutions</li> </ul>

# RESIDENTIAL CONSTRUCTION IN CHINA

## PATH TOWARD STABILIZATION FROM 2026 ONWARDS

### Residential real estate market

New starts and new completed (billion m<sup>2</sup>)



### Commentary

- **Property downturn continues** until today
  - **70% decline** in new starts over five years
  - **20% decline** in housing prices over four years
- **Weak consumer confidence and high savings rate**
- **Government policy** to encourage consumer spending
- 2026 with a potential **stabilization of the market**. **Faster recovery** in first-tier cities expected.
- **Further recovery in 2027-2028** expected
- Strength and breadth of the recovery **highly dependent on a broader economic environment**

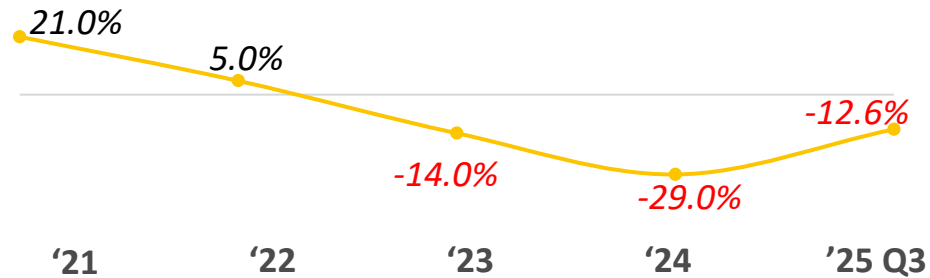
# INDUSTRIAL AND INFRASTRUCTURE CONSTRUCTION IN CHINA

## ATTRACTIVE POTENTIAL IN A MATURING MARKET

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### Industrial construction

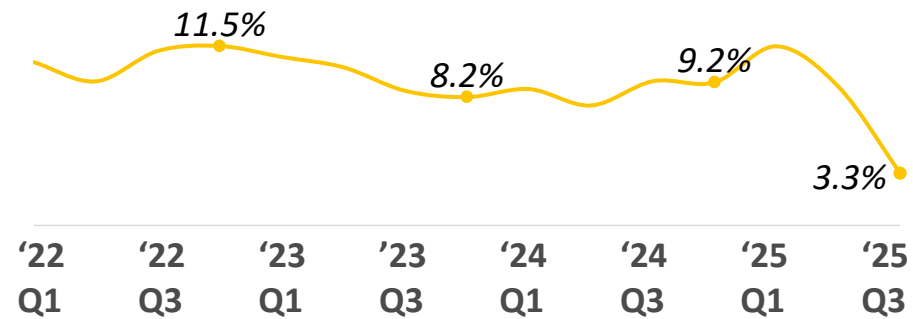
Growth rates of foreign direct investment



- Multinational companies scaled back investments in China. **Supply chain diversification due to geopolitical tensions**
- Large **national companies increase investments** and upscale specifications
- Opportunities lie in segments such as **electronics, food & beverage, and data centers**, requiring tailored product portfolios

### Infrastructure construction

Growth rates for infrastructure investment

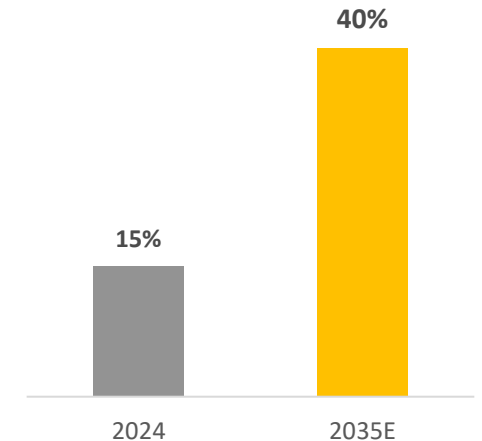


- **Most stable part of China's construction market**, backed by sustained government investment
- Policy support expected to **drive recovery in 2026** after recent dip
- **15<sup>th</sup> Five-Year Plan sets future priorities** in transportation, water infrastructure, information & communication networks, and green energy infrastructure

### Refurbishment demand

Maturing market leads to gradually increasing share of refurbishment  
**Sika perfectly positioned to benefit**

Refurbishment as % of total construction expenditure



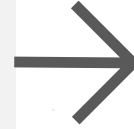


# FUTURE FOOTPRINT IN CHINA

## EFFICIENCY THROUGH SIMPLIFICATION AND CONSOLIDATION

From a legacy footprint in 2025...

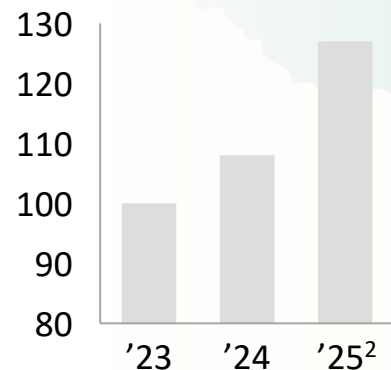
>30 Production sites, both through organic investments and acquisitions



... to a highly efficient footprint in 2027  
with 25 production sites

- **Focus on footprint consolidation in 3 regions** (Yangtze River Delta Area, Greater Bay Area, Chengdu-Chongqing Area)
- **Consolidate de-centralized production by technology**
- **Combine small volume plants** into fewer high-volume plants, increasing **automation and efficiency**
- Insource **toll manufactured volumes**
- **Organizational optimization.** Re-allocating and rightsizing teams
- Profit from low raw material costs and further use **China as export hub for Asia/Pacific**

Intercompany business  
from China (2023 = 100)<sup>1</sup>



Note: 1. Volume data 2. Estimation based on annualized YTD October '25 values

# CHINA FAST FORWARD ACTION PLAN

## STRONG TOP AND BOTTOM-LINE MEASURES PUT IN PLACE

### CONSTRUCTION – DISTRIBUTION

#### *Residential construction*



- Increase **share of wallet** with existing points of sales and distributors
- Penetrate **tier 3 and 4 cities**
- Accelerate **Home Decoration Companies** expansion

- Capitalize on **growing refurbishment demand** across market segments, e.g., renovation of older inner-city apartments, maintenance of industrial facilities, and upgrades of infrastructure
- **Product launches** to meet evolving customer needs, while ensuring profitable growth

### CONSTRUCTION – DIRECT

#### *Industrial construction*



- Increase activities with **Chinese owners, developers, and contractors**, within China and internationally
- Prioritize **high-growth segments** and promote **higher-quality solutions (specification selling)**, e.g., local and regional government partnerships

#### *Infrastructure construction*



**Strategic imperatives to safeguard and expand top-line**

# CHINA'S GLOBAL MARKET EXPANSION

## DRIVING GROWTH BEYOND BORDERS



### Infrastructure and Industrial Projects

The **value of China's overseas investment and construction** combined since 2005 has passed **USD 2.5 trillion**

**Current project pipeline:**

- **64** major global infrastructure projects – CHF 280 billion
- **167** industrial projects (excluding automotive) – CHF 11 billion

### Automotive Market Expansion

Chinese automakers expected to achieve **33% global market share by 2030**

**Current project pipeline:**

- **63** industrial projects abroad related to automotive – CHF 19 billion

# CHINA'S GLOBAL MARKET EXPANSION SHOWCASING PROJECTS WORLDWIDE

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## Infrastructure and Industrial Projects



**Metro Bogota Line 1**  
Colombia

Total investment: USD 4.4 billion



**King Salman Maritime Complex**  
Kingdom of Saudi Arabia

Total investment: USD 3.5 billion

## Sika Impact

- **Innovation & Sustainability:** Advanced product technologies
- **Global Key Accounts:** Managers who bridge cultural and language barriers
- **Global Portfolio:** Sika solutions accessible worldwide with focus on quality, durability, and sustainability
- **Local Production:** Improved supply chain efficiency and lower costs for contractors

## Automotive Market Expansion



**Chinese OEM**  
China/ Thailand  
*E-mobility*

**Chinese OEM**  
China, Brazil, Indonesia, Hungary  
*E-mobility*



## Sika Impact

- **Complete Portfolio:** One-stop shop for solutions
- **Global Support, Local Supply Chain:** Chinese-speaking technical teams and local supply and service
- **Proven Expertise:** Decades in automotive industry
- **Innovation & Sustainability:** Stackable baffles, low-bake solutions, adhesives based on Purform technology

# FAST FORWARD PROGRAM



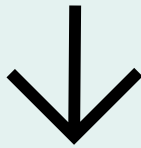
# INVESTMENT PROGRAM FAST FORWARD IN A NUTSHELL

## One-time costs

CHF 80 – 100 million

## Investments

CHF 120 – 150 million



## Benefits

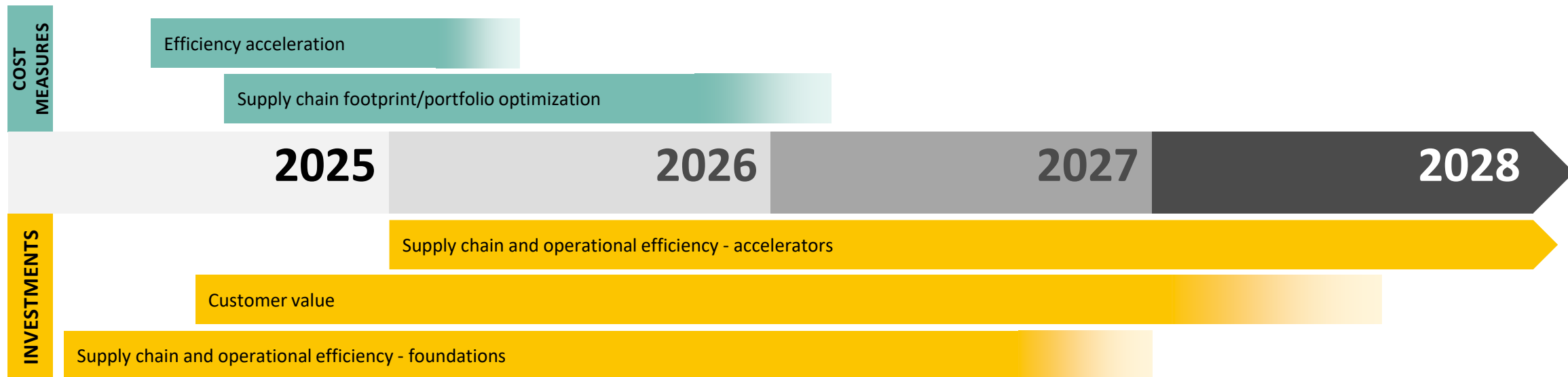
CHF 150 – 200 million  
(CHF 80 million in 2026)

Two large, overlapping yellow arrows pointing to the right. The text "FAST FORWARD" is written in bold black capital letters across the center of the arrows.

**FAST FORWARD**

# FAST FORWARD OVERVIEW

## STRENGTHENING PERFORMANCE NOW AND IN THE FUTURE



### Accelerate profitable growth pillars

- Structural adjustments in China and measures to drive higher efficiency in other markets, 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.
- The program also includes investments of CHF 120 to 150 million. Around 75-80% will be CapEx and 20-25% OpEx. **The investments will take place throughout the program period.**
- Fast Forward will drive overall annual savings of CHF 150 to 200 million. **CHF 80 million** will become effective in **2026**. **The full impact of the savings is expected in 2028.**



# FAST FORWARD ONE-OFF COSTS OF CHF 80 – 100 MILLION

## STREAMLINE ORGANIZATION AND DRIVE EFFICIENCY

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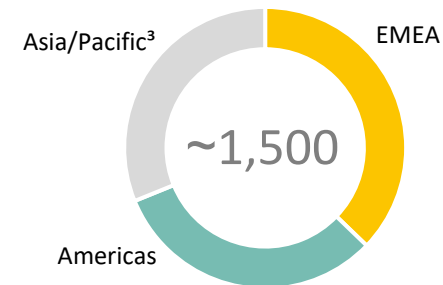
### Supply chain footprint/ portfolio simplification

- Further optimize production and supply chain footprint
- Streamline capacity in selected markets
- Simplify product line coverage and selected application overlap

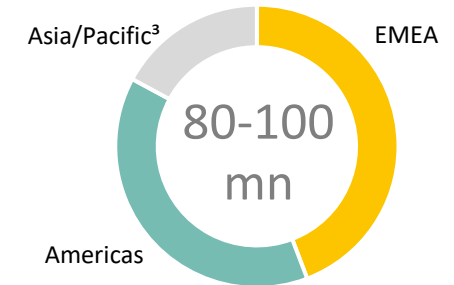
### Efficiency acceleration

- Streamline operational and functional staffing according to market prospects
- Functional alignment across the organization

FTE reduction<sup>1</sup>



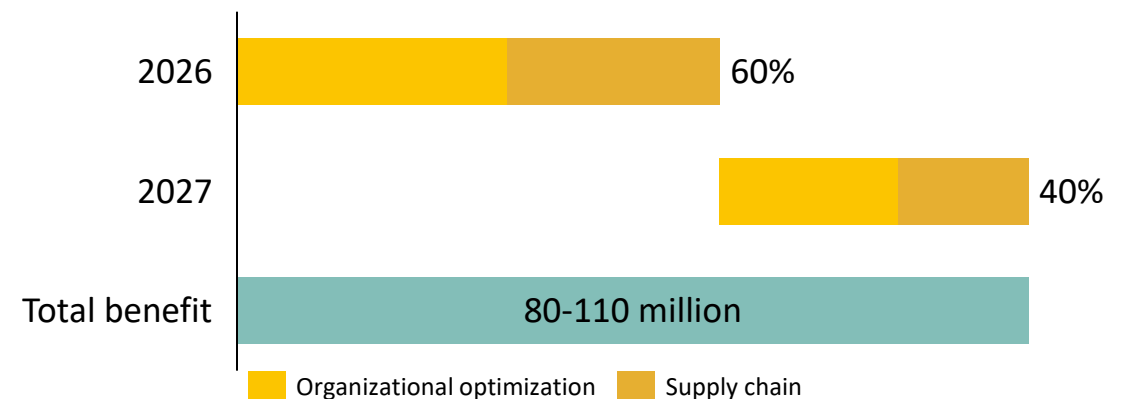
One-off costs<sup>2</sup>



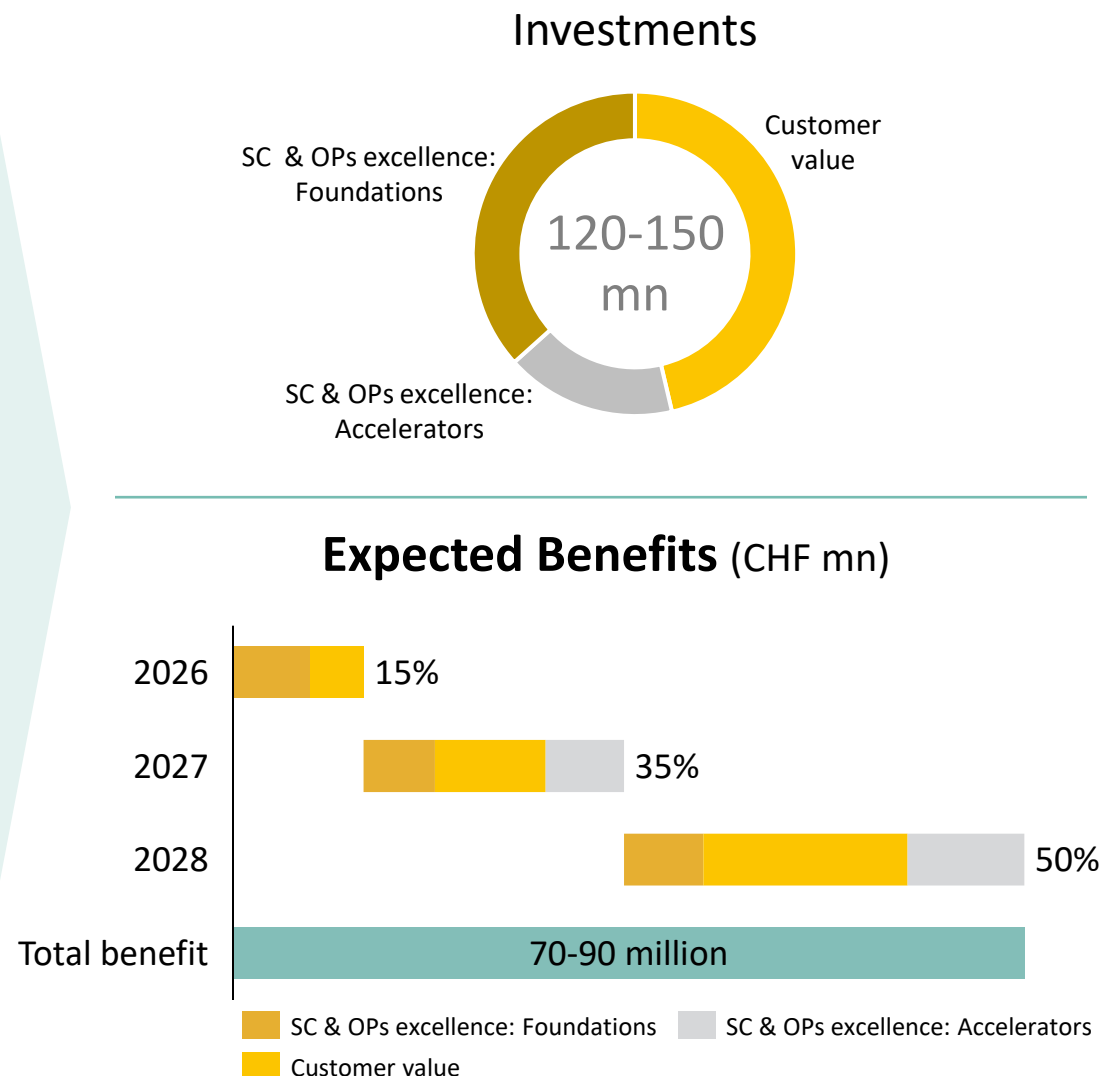
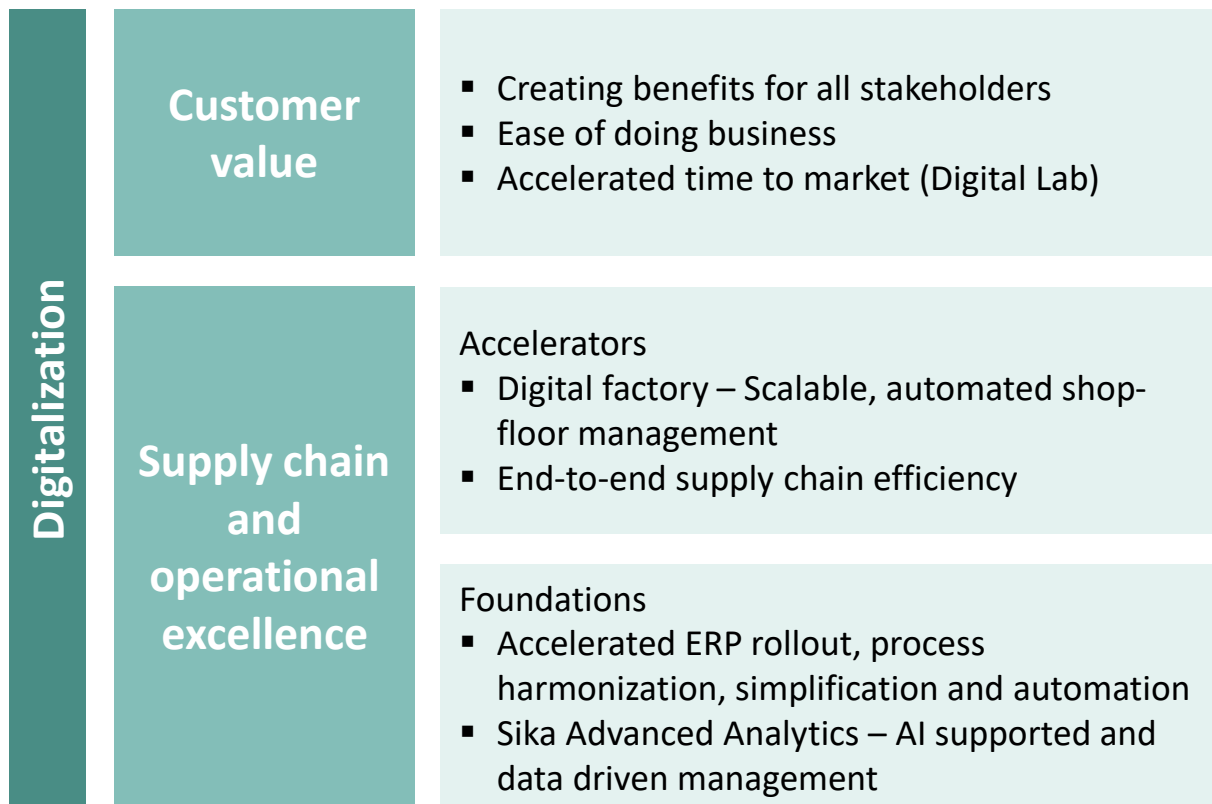
<sup>1</sup>Corporate FTEs reported under Regions <sup>2</sup>About 75% of total one-off costs are EBITDA-relevant

<sup>3</sup>China accounts for about 90% of the FTE reduction and one-off costs in Asia/Pacific

### Expected Benefits (CHF mn)



# FAST FORWARD INVESTMENTS OF CHF 120 – 150 MILLION ACCELERATE DIGITALIZATION ALONG THE VALUE CHAIN



# KEY INVESTMENT INITIATIVES

The background of the slide is a solid teal color. Overlaid on this background are three large, bright yellow triangles that point towards the right. These triangles are arranged in a staggered, overlapping fashion, with each subsequent triangle shifted further to the right and slightly higher than the previous one. The text 'KEY INVESTMENT INITIATIVES' is positioned in the upper left quadrant, partially overlapping the first two yellow triangles.

# BECOME THE DIGITAL LEADER IN THE INDUSTRY

## KEY INITIATIVES ACCELERATED THROUGH INVESTMENTS



**CHF 120-150 mn  
investments in  
digitalization**

**1. Enhance customer value** in direct and indirect business to make business easier and faster for our customers

**2. Advance supply chain and operational excellence** through increased resilience, simplification, and service quality

**3. Accelerate innovation** for incremental and disruptive new solutions leveraging our unique data pool, AI, and other new technologies



**Accelerated  
competitive  
advantage**

**Become the  
digital leader  
in the industry**

# INVESTING IN OUR PEOPLE

## UPSKILLING DIGITAL CAPABILITIES



Enhance digital / AI skills of the organization through **trainings and communities**

Accelerate build-up of new capabilities through **external recruiting**

Simplify, harmonize, and **automate processes** to maximize time with customers

Invest in new infrastructure and **(AI-powered) tools**

# ENHANCE CUSTOMER VALUE

## MAKING BUSINESS EASIER FOR OUR CUSTOMERS



### UNLOCK FULL VALUE OF THE CRM

#### STRENGTHEN THE DIGITAL RETAIL JOURNEY

- **Digital excellence in China** developed over recent years to **drive retail business across the value chain**, establishing strong market share
- Experience tailored and rolled out **across and beyond the region**



### LEVERAGE DATA OF OUR DIGITAL LAB

#### SCALE PRODUCT ENVIRONMENTAL TRANSPARENCY

- Major milestone with the launch of the **Sika® Carbon Compass** for automated PCF calculation (2025)
- Acceleration of **EPD automation** in 2026

#### ACCELERATE TIME TO MARKET

- Leveraging new digital lab as **catalyst for product testing**
- Machine learning allows **reduction of experiments by ~75%**





# CUSTOMER CENTRICITY AT THE CORE OF RETAIL BUSINESS

## APAC RETAIL MODEL ENABLED BY DIGITALIZED E2E PROCESSES

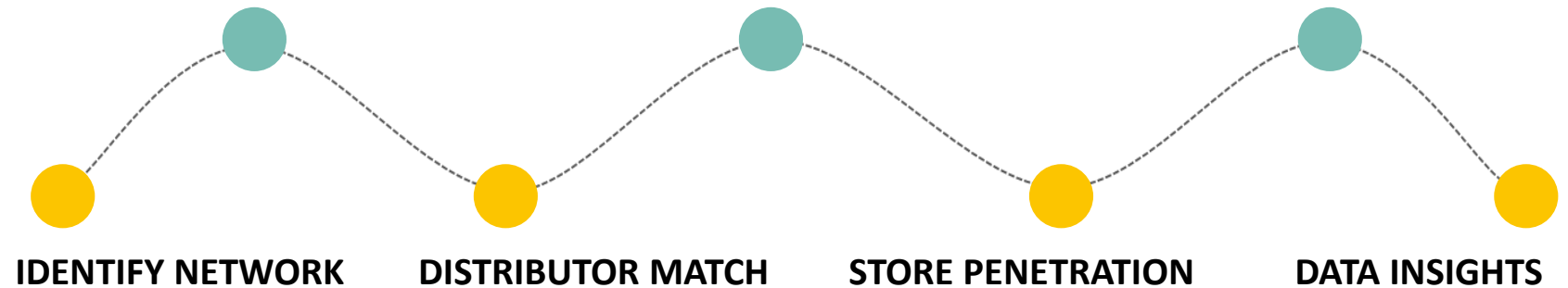
➤ Targeting hundreds of thousands of stores (POS)

➤ Having a platform for millions of users with full end-to-end support for our customers

ACCESS TO BRAND

ONLINE ORDERS

LOYALTY & ENGAGEMENT



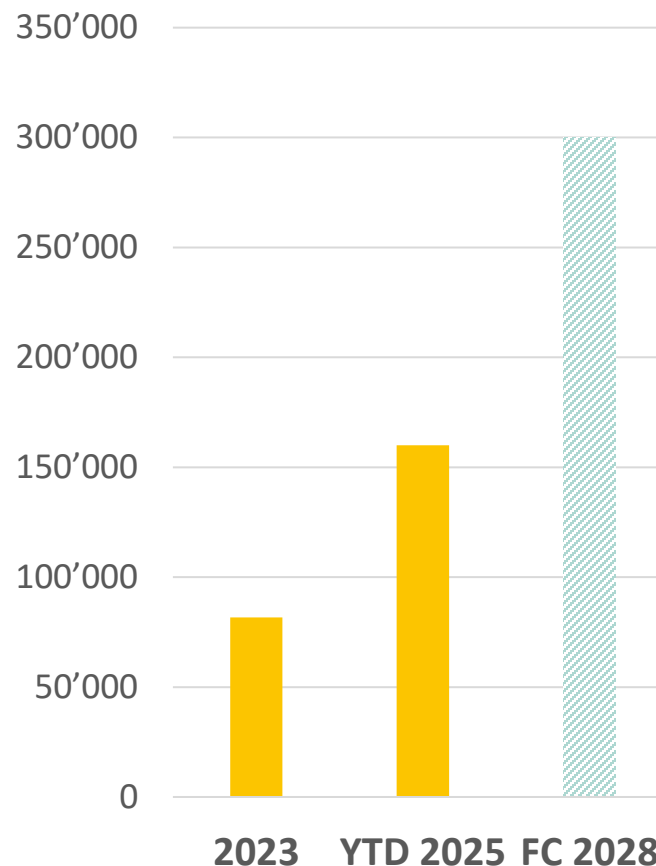
**Sika establishes direct connections with all stakeholders**

- Sika
- Distributors, retail store owners, applicators

# CUSTOMER CENTRICITY AT THE CORE OF RETAIL BUSINESS WITH A STRONG BRAND AND A STRONG MARKET POSITION



POS in Asia/Pacific, excl. China



POS in China Oct 2025: 280k

Retail net sales growth, excl. China

**+12.7%**

CAGR 2023-2025<sup>1</sup>

**>15%**

Expected CAGR 2025-2028

**Sales  
enhancer**

## Drivers

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

Note: <sup>1</sup> YTD Oct 2025 vs. YTD Oct 2023





# ADVANCE SUPPLY CHAIN AND OPERATIONAL EXCELLENCE

## ENHANCE RESILIENCE, EFFICIENCY, AND SERVICE QUALITY



### UNIFIED GLOBAL ERP SYSTEM

#### OPTIMIZE GLOBAL FOOTPRINT

- Harmonized data transparency to **drive footprint optimization** which unlocks efficiency and customer proximity



### CREATE OUR GLOBAL DATA LAKE

#### SCALE-UP TO DIGITAL FACTORIES

- Kicked off harmonization and upgrade of **digital factory infrastructure**, a key step towards an autonomous production future
- Data collection to feed our data lake and **drive efficiency use cases**

#### INCREASE INVESTMENTS IN SUPPLY CHAIN

- **High transparency on OTIF and customer journey** to steer fast and informed developments
- Starting in 2026, a **harmonized TMS** will be rolled out to further improve E2E efficiency



# SCALE-UP TO DIGITAL FACTORIES

## FOUNDATION FOR AUTONOMOUS PRODUCTION



- **Data acquisition** through sensors and connected production environment
- **Secured data connectivity** across fully integrated process landscape
- Scalable use cases that drive **efficiency, safety, sustainability, and performance**



**Faster turnover**

**Lower logistics and operations costs**

**Reduced Net Working Capital**

Successful design phase in 2025

First implementation  
wave in 2026:

**40+ factories**

to be implemented  
incl. global key Sika factories

# INNOVATION POWERHOUSE – EXAMPLE: NUAGE MACHINE LEARNING AS DEVELOPMENT CATALYST



Time-to-market reduction  
**>50%**

- Nuage optimizes testing through advanced variable analysis
- Existing database of over 100,000 data points greatly reduces required tests
- Machine learning simulations further minimize need for physical testing



**Machine learning allows reduction of experiments by 75%**

- Transformation from analog, formulation-oriented way of working to digital process along entire development journey
- Daily expansion of our database with new data points to enrich knowledge



# ACCELERATE INNOVATION

## EXPLORING NEW TECHNOLOGIES AND MARKETS



### LEVERAGE DATA OF OUR DIGITAL LAB

#### UNLOCK NEW FORMULATIONS

- Use AI to accelerate the **discovery and optimization of product formulations** based on our digital lab data
- First positive results in **cement additives, mortars, and admixtures**

#### FUEL INNOVATION WITH EXTERNAL DATA AND SOLUTIONS

- **Integrate external expertise** from partnerships (e.g., Giatec) and applications (e.g., SandApp, Roofing sensors) into Sika's ecosystem
- Build on this **unique market positioning** for disruptive innovation

#### EXPLORE NEW BUSINESS MODELS

- Explore **new ways of serving customers** along their full journey, such as the concrete value chain and infrastructure monitoring
- Joint venture with Sulzer to **drive new circular services in construction**



### DIGITAL VENTURES AND PARTNERSHIPS



# SIKA'S UNIQUE DATA LAKE

## EXPLORING NEW BUSINESS MODELS WITH PROPRIETARY DATA

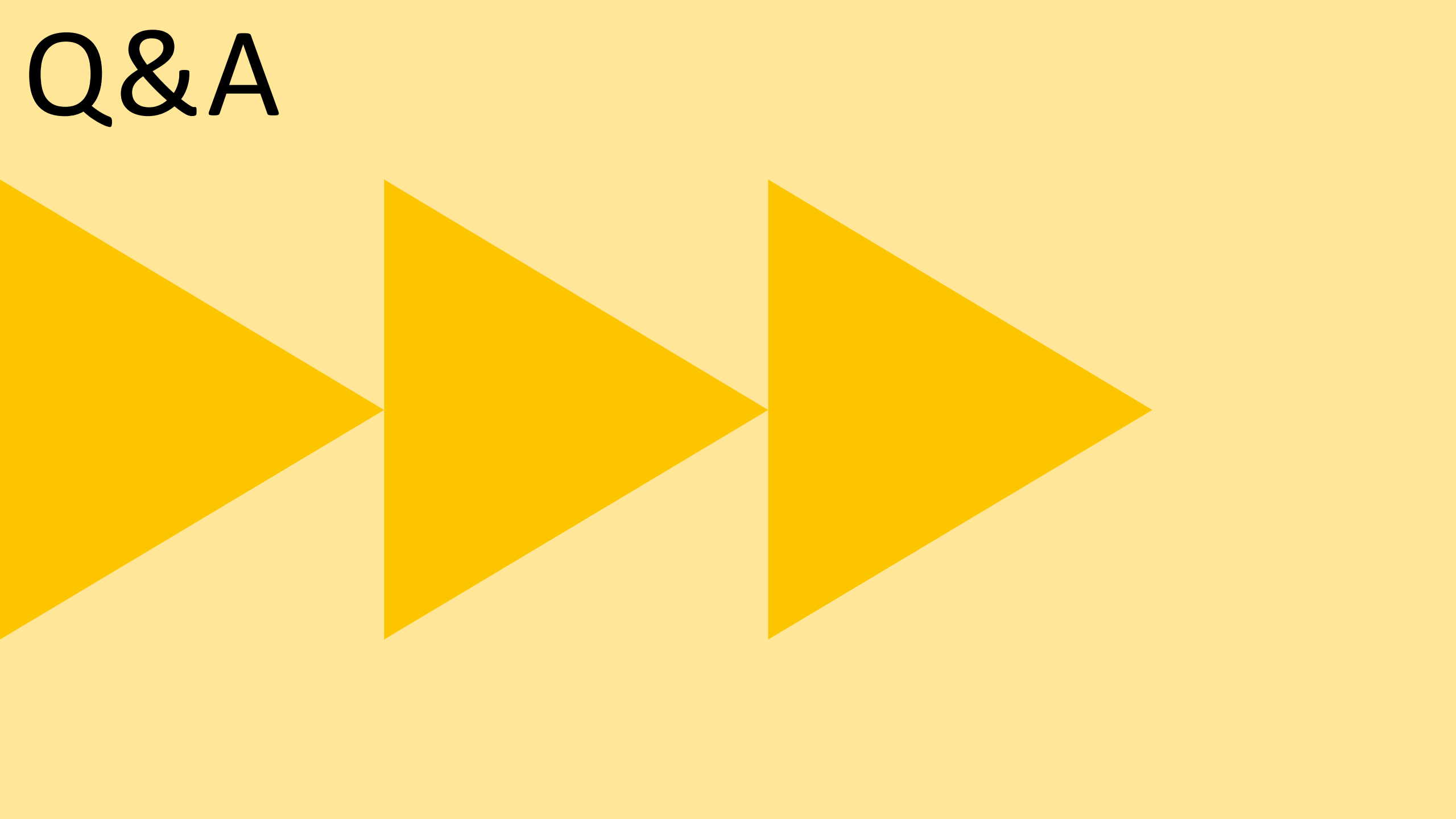


**Sika's competitive advantages are accelerated through proprietary data on our:**

- Extensive markets
- Advanced technologies
- Global operations



**New business opportunities**



Q&A

THANK  
YOU.



# 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:

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- 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

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