



SIKA – FIRST NINE MONTHS 2026

STRONG PERFORMANCE WITH 4.8% SALES GROWTH IN LC

Sika Investor Presentation
Nine-Month Results
23 October 2026

1. Highlights Nine-Months 2026

2. Financial Performance

3. Strategy Execution

4. Business Implementation

5. Outlook

1. Highlights Nine-Months 2026

NINE-MONTHS 2026 HIGHLIGHTS

LOCAL CURRENCY GROWTH OF 4.8%, GUIDANCE REITERATED

Reported sales of

**CHF 8.71
billion**

Local currency growth of

4.8%

Full-year 2026
guidance

reiterated

Material margin up 40 bps
year-on-year to

55.4%

9M EBITDA increased by
1.9% to

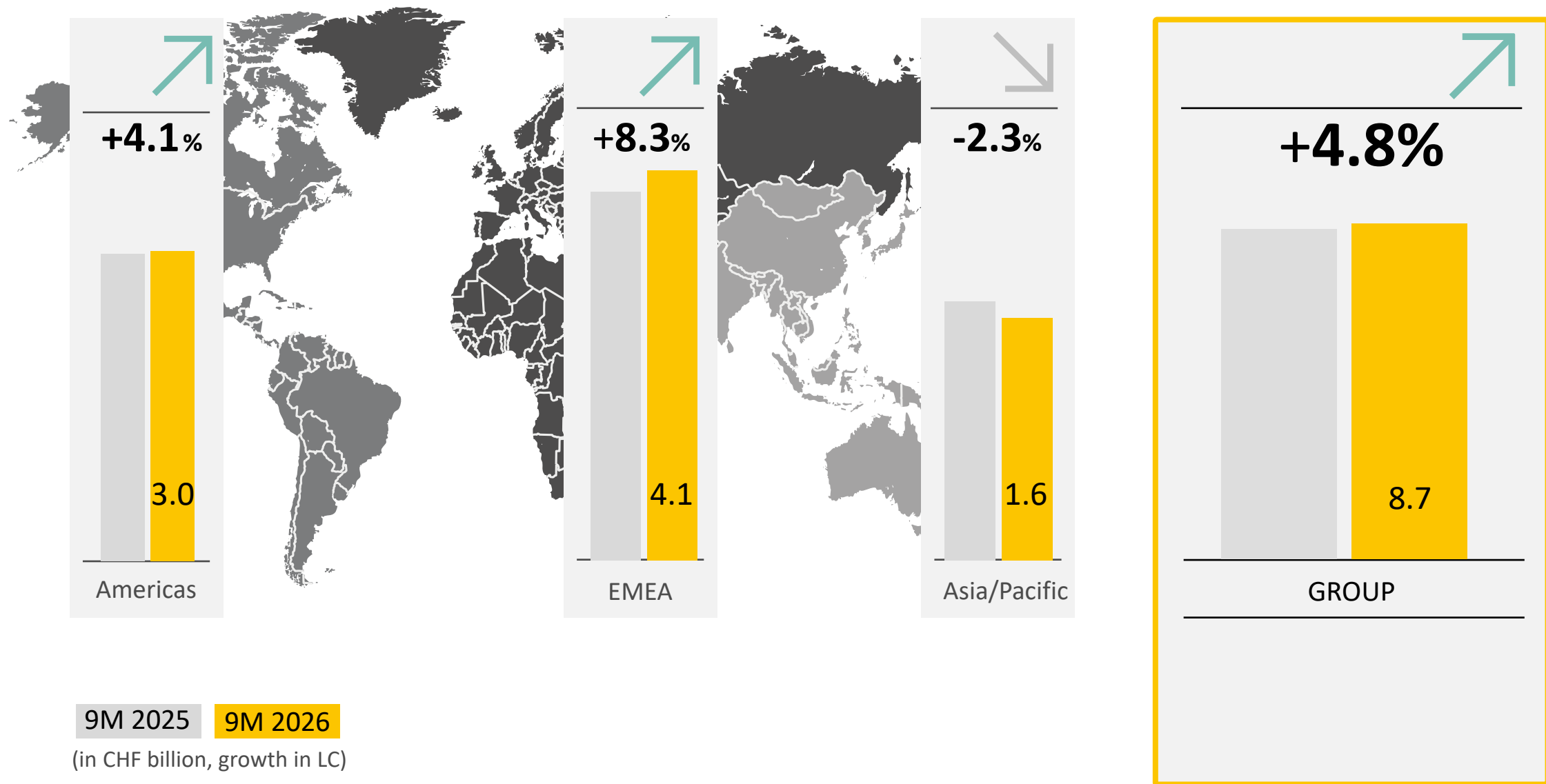
**CHF 1.68
billion**

Net profit increased by
1.9% to

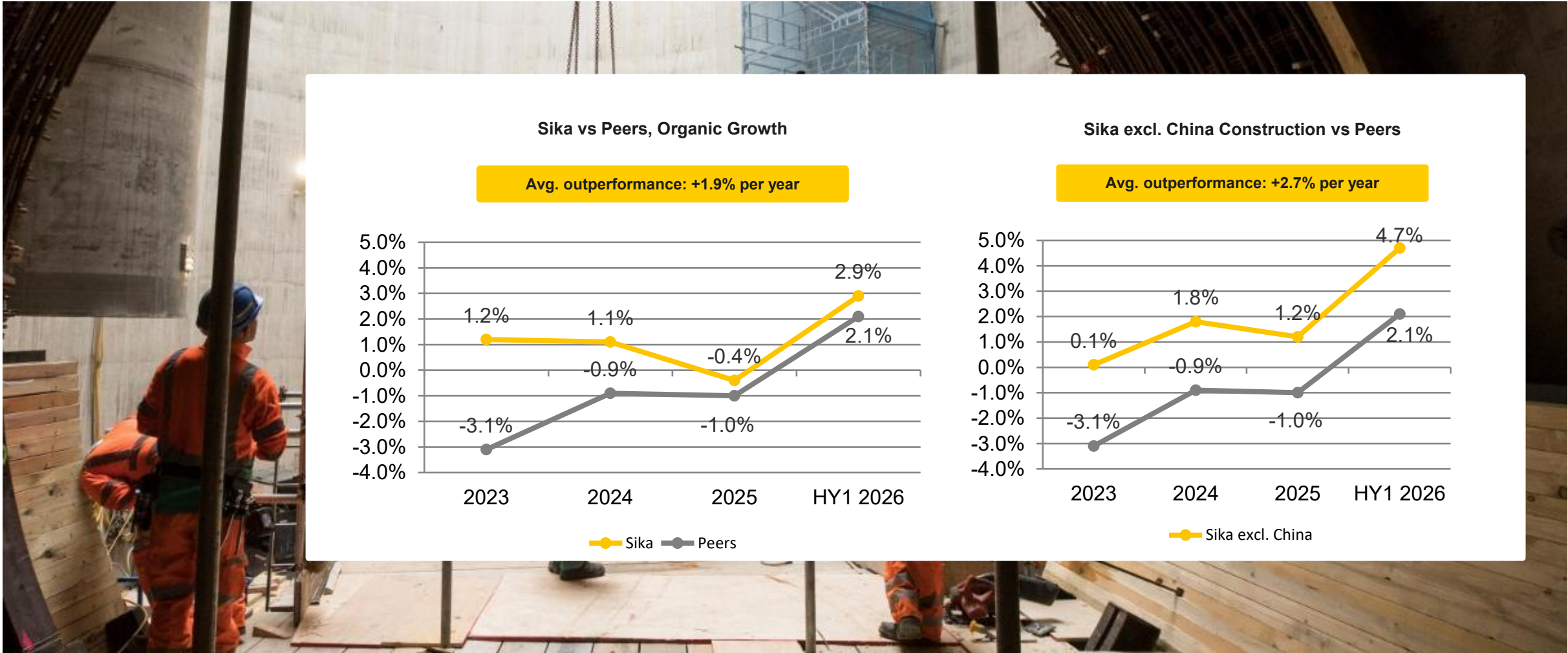
**CHF 887.8
million**

GLOBAL GROWTH OF 4.8% IN LOCAL CURRENCIES

LC GROWTH OF 6.2%, EXCLUDING CHINA CONSTRUCTION



SIKA IS CONSISTENTLY GAINING MARKET SHARE OUTGROWING PEERS



ACTIONS TO ACCELERATE PROFITABLE GROWTH

BOLT-ON ACQUISITIONS IN 2026

7

Finja: Closed



Leading Swedish producer of wide range of mortars and integrated solutions

- **Enhanced portfolio and customer reach**
- **Highly efficient production sites**
- **Leverage platform** for low-carbon mortars, and advanced digital tools across the region

Akkim: Closed



Leading manufacturer of adhesives and sealants based in Turkey

- **Strong portfolio and wide distribution network**
- **Expanded geographic presence across growth markets**
- **Cross-selling potential and large-scale production facilities**

Azpects: Closed



Leading UK manufacturer of polymeric sands for the landscaping sector

- **Highly complementary product portfolios and channels**
- **Fast-growing, highly profitable business**
- **Substantial manufacturing and logistics benefits**

Resonac: Signed



Japan-based adhesive manufacturer, serving automotive customers across Asia

Closing expected mid-2027

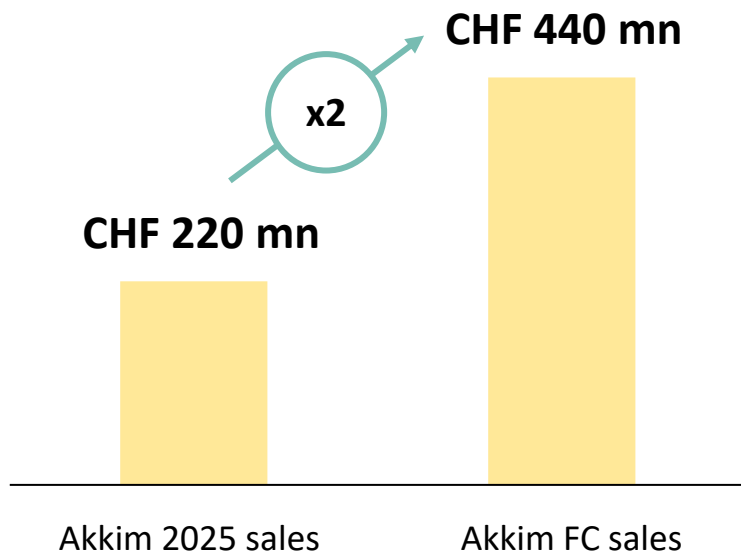
- **Broader offering leveraged across Sika network**
- **Strong growth platform**, enabling access to new high-value markets
- **Highly complementary production footprint** will deliver cost synergies

AKKIM SALES TO DOUBLE TO CHF 440 MN WITHIN FIVE YEARS

UNIQUE SIKA STRENGTH TO LEVERAGE AKKIM GROWTH

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Akkim Sales Expansion



- Expanding channel access and leverage complementary product portfolio
- Adding scale and distribution reach across geographies
- Accelerate growth in dedicated consumer product channels



Expected to
double sales to

CHF 440 mn

within 5 years

ACTIONS TO ACCELERATE PROFITABLE GROWTH

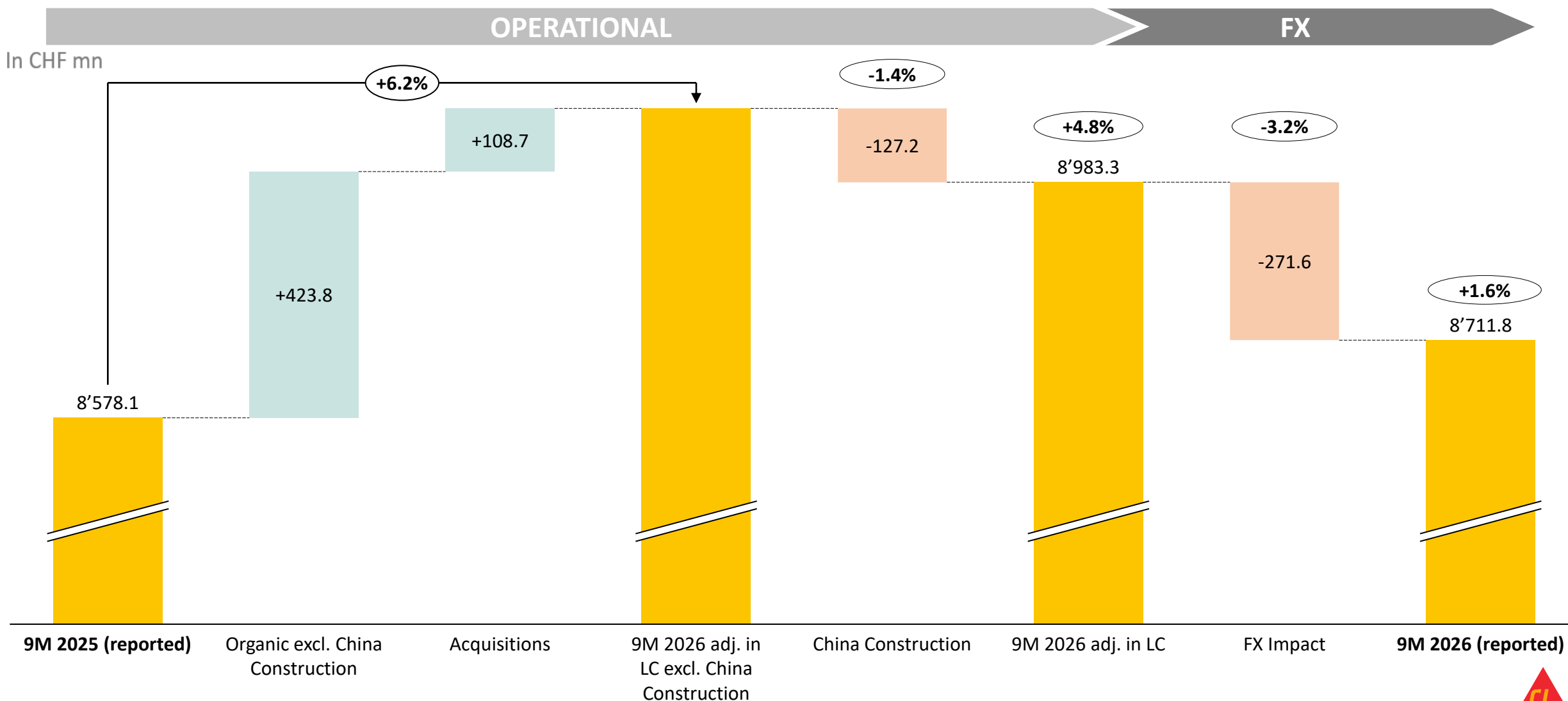
DEMAND-DRIVEN INVESTMENTS IN PLANTS AND NETWORK



2. Financial Performance

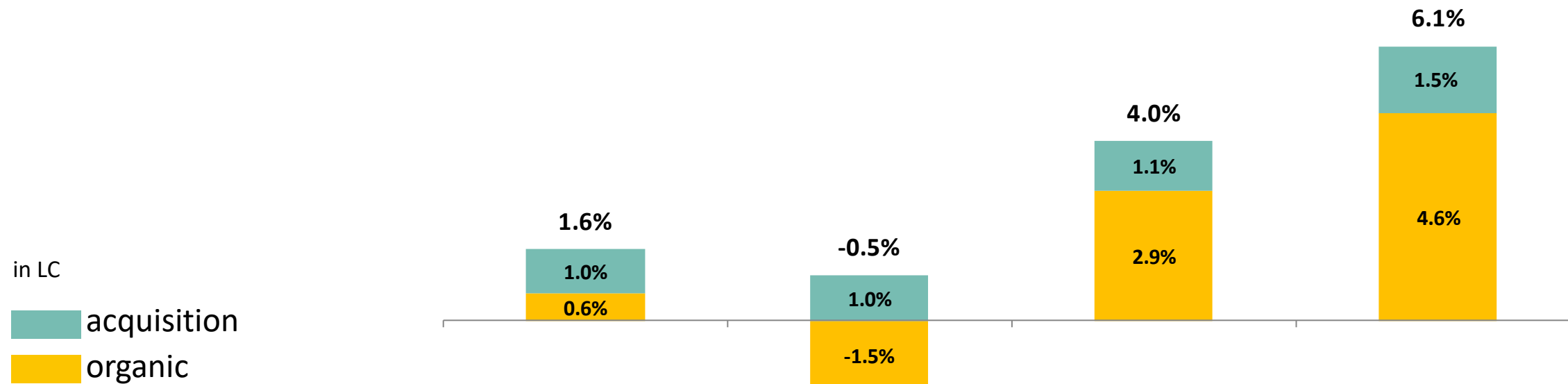
NET SALES BRIDGE NINE-MONTHS 2026

STRONG PERFORMANCE IN A MUTED UNDERLYING MARKET



POSITIVE GROWTH TRAJECTORY

LOCAL CURRENCY GROWTH OF 6.1% IN Q3 2026



in CHF mn

	H1 2025	H2 2025	H1 2026	Q3 2026
Sales	5,676.4	5,524.9	5,589.8	3,122.0

STRONG PERFORMANCE IN THE FIRST NINE MONTHS 2026

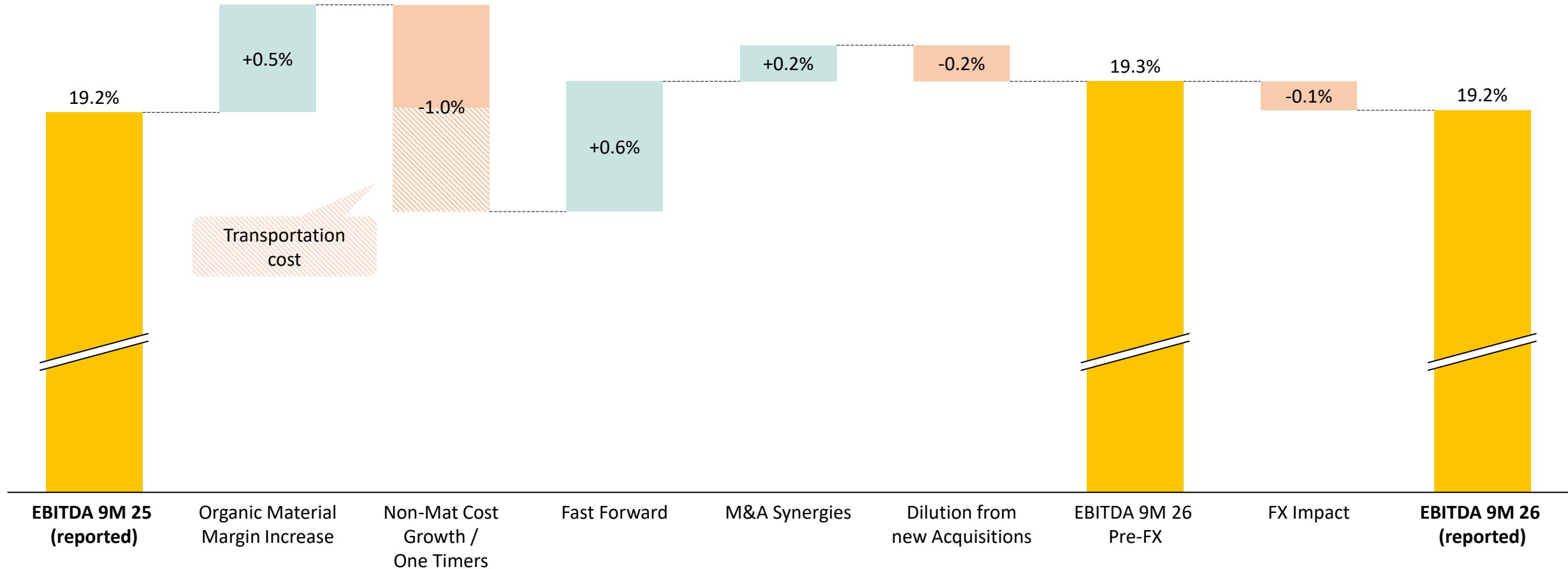
RESILIENT MARGIN PROFILE

in CHF mn	2025	NS	2026	NS	Growth
Net sales	8,578.1	100%	8,711.8	100%	1.6%
Gross result	4,714.7	55.0%	4,822.0	55.4%	2.3%
Personnel expenses	-1,620.6	-18.9%	-1,616.4	-18.6%	-0.3%
Other OPEX	-1,449.4	-16.9%	-1,529.4	-17.6%	5.5%
EBITDA	1,644.7	19.2%	1,676.2	19.2%	1.9%
Depreciation and amortization	-406.8	-4.8%	-410.4	-4.7%	0.9%
EBIT	1,237.9	14.4%	1,265.8	14.5%	2.3%
Net profit	870.9	10.2%	887.8	10.2%	1.9%
EPS, diluted	5.42		5.52		1.8%

EBITDA MARGIN STABLE AT 19.2%

ACTIVE MARGIN MANAGEMENT DELIVERING RESULTS

In CHF mn



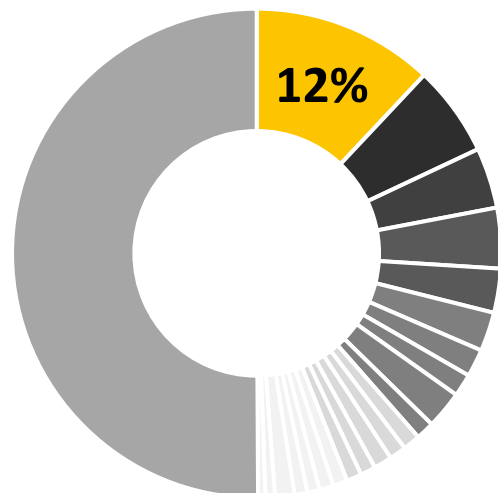
3. Strategy Execution

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

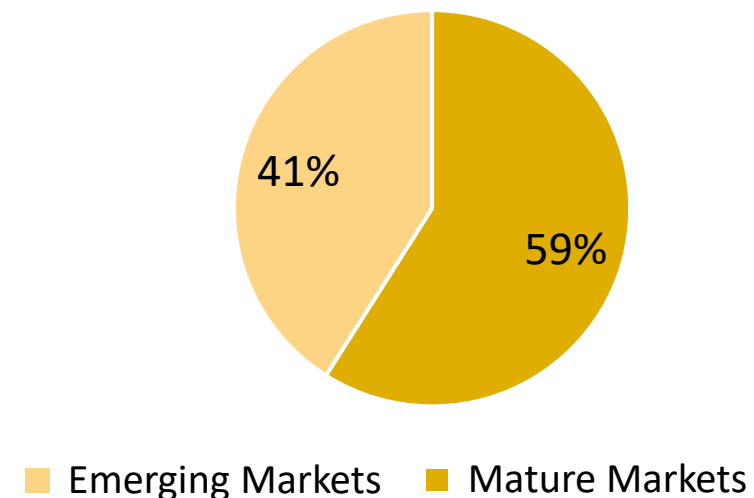
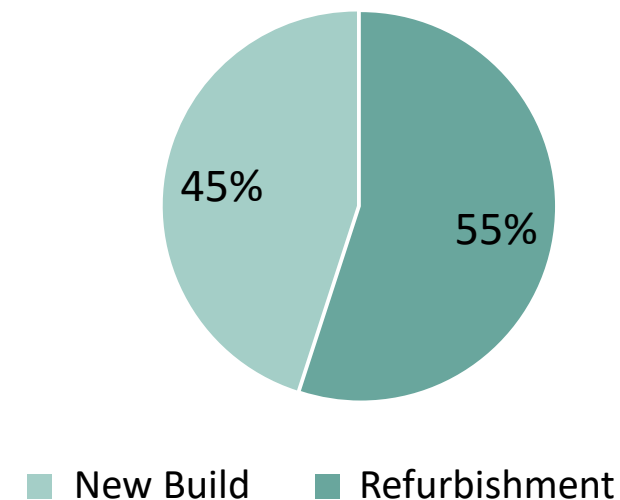
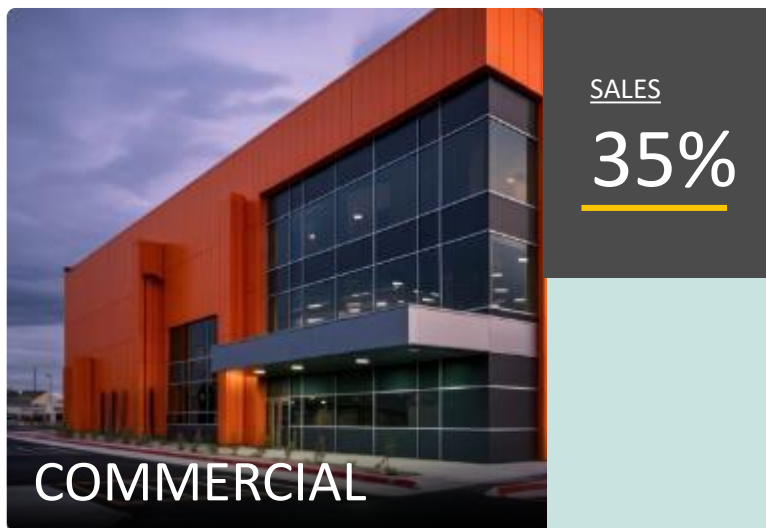


Industry



BALANCED BUSINESS MIX

DIVERSIFIED EXPOSURE SUPPORTS RESILIENCE



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

FAST FORWARD DRIVES PRODUCTIVITY & GROWTH

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)

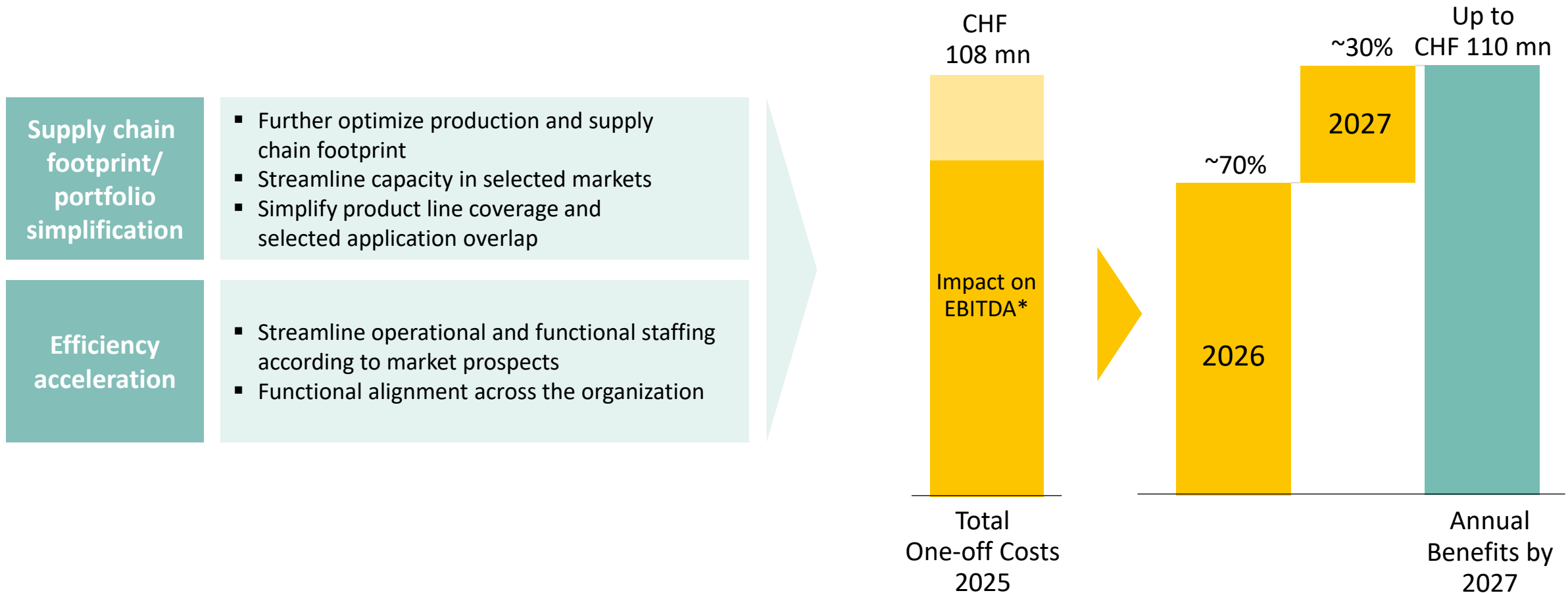


CHF 70-90 mn

Expected Benefits (by 2028)

FAST FORWARD STRUCTURAL ADJUSTMENTS WITH STRONG ROI²⁰

UP TO CHF 110 MILLION OF RECURRING SAVINGS BY 2027



*CHF 86.2 million were recognized in EBITDA in 2025

FAST FORWARD – DECISIVE ACTIONS TAKEN IN WEAK MARKETS

SIMPLIFICATION AND CONSOLIDATION OF FOOTPRINT IN CHINA

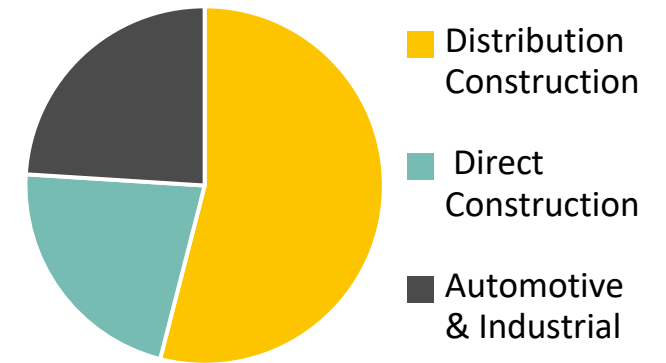
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Footprint rationalization



- Footprint consolidated in **3 regions**: Yangtze River Delta, Greater Bay Area, Chengdu-Chongqing
 - Closed 5 **own sites**
 - Reduced network by 9 **third-party OEM plants**
 - Higher efficiency through automation and localization
- Sales offices streamlined across China
- China strengthened as **export hub** for Asia/Pacific

China revenue split



China amounts to ca. 8% of group

FAST FORWARD INVESTMENTS DRIVE GROWTH AND PRODUCTIVITY

EXTENDING SIKA'S DIGITAL LEADERSHIP

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CHF 120-150 Million

Investments (2026-2028)

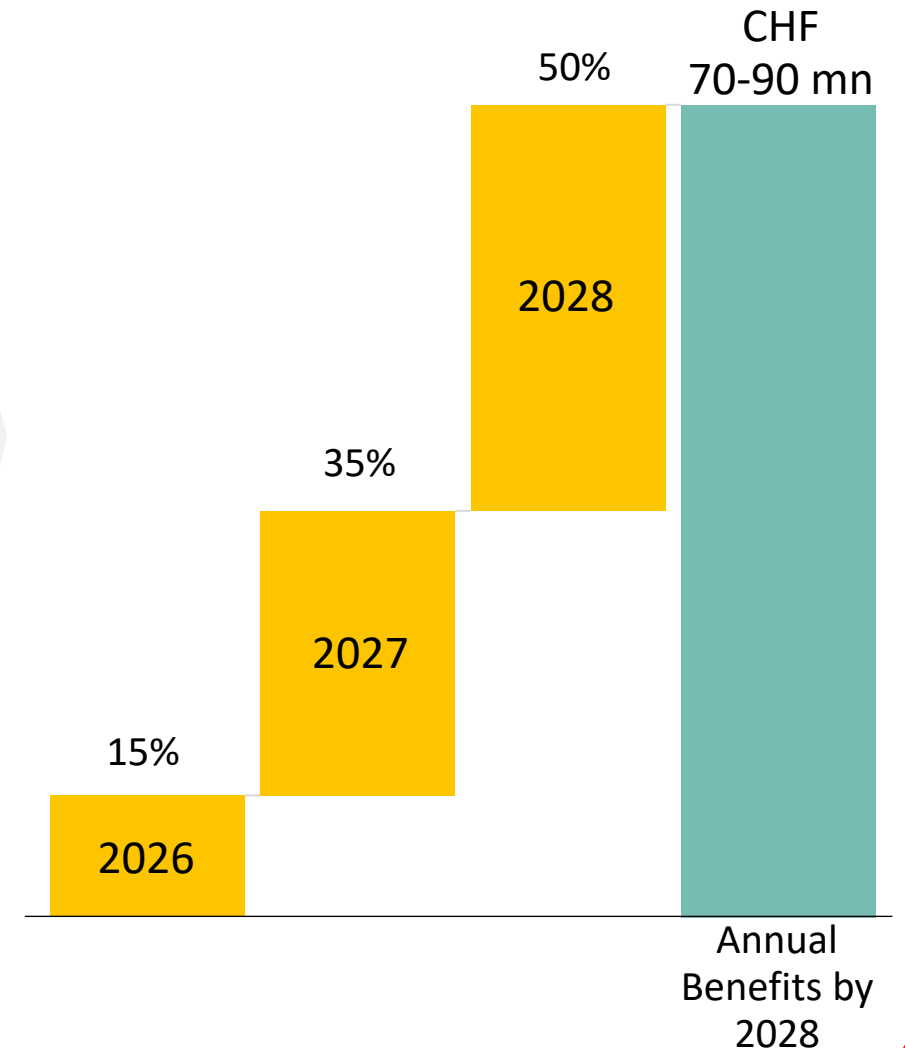
**Enhance
Customer
Value**

**Supply
Chain
Excellence**

**Accelerate
Innovation**

Foundation

Data & AI, Governance, People



FAST FORWARD – INVESTMENTS INTO GROWTH

SCALING DIGITAL AND AI ACROSS THE BUSINESS

Enhance Customer Value

B2B E-Shop, EPDs, digital sales support

Supply Chain Excellence

Connected end-to-end supply chain, Digital factory

Accelerate Innovation

Digital lab, Explore new business models

DIGITAL INITIATIVE PIPELINE

New AI-based customer journeys

Procurement and raw material intelligence

AI-insights with Digital Labs

Product data and compliance at scale

AI-enabled forecasting and inventory optimization

Physical AI and Robotics

...

...

...

Continue to gain market share with further digital and AI initiatives to drive full impact

FAST FORWARD – SUPPLY CHAIN EXCELLENCE

DIGITAL FACTORIES FOR SECURE DATA-DRIVEN OPERATIONS



Enhancing operations with IT, enabling our shopfloor to run **data driven use cases** and **improve operational efficiency**

Faster turnover

Lower logistics and operations costs

Reduced Net Working Capital

40+ factories

implemented incl. global key Sika factories

USE CASE 1

AI-DRIVEN ENERGY SAVINGS

Predict equipment issues through energy spikes and improve consumption forecasts for regulatory reporting



Energy
-30%

USE CASE 2

DATA-DRIVEN EFFECTIVENESS IMPROVEMENT

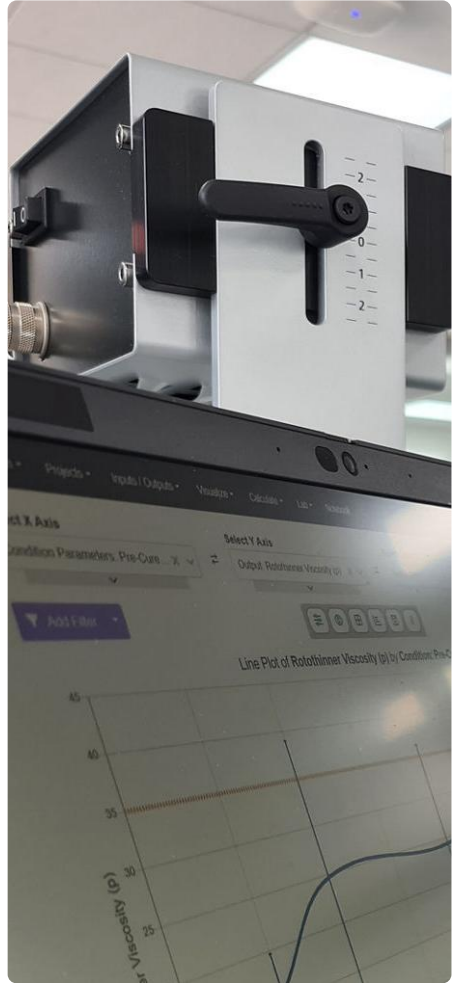
Reduce quality assurance process times for higher daily production capacity



Process Time
-50%

FAST FORWARD – ACCELERATE INNOVATION – NUAGE

TURNING R&D KNOWLEDGE INTO FASTER TIME-TO-MARKET



NUAGE – R&D KNOWLEDGE PLATFORM

- Owned by Sika, and connecting all global R&D activities to share knowledge across Sika
- Continuously enriching our scientific data with lab, formulation and process data
- Using AI and Machine Learning to optimize formulations and reduce physical experimentation

Knowledge Base
400,000+ R&D data points

R&D Productivity
>50% faster time-to-market

R&D DATA

Connect
knowledge



AI / ML

Learn and
predict



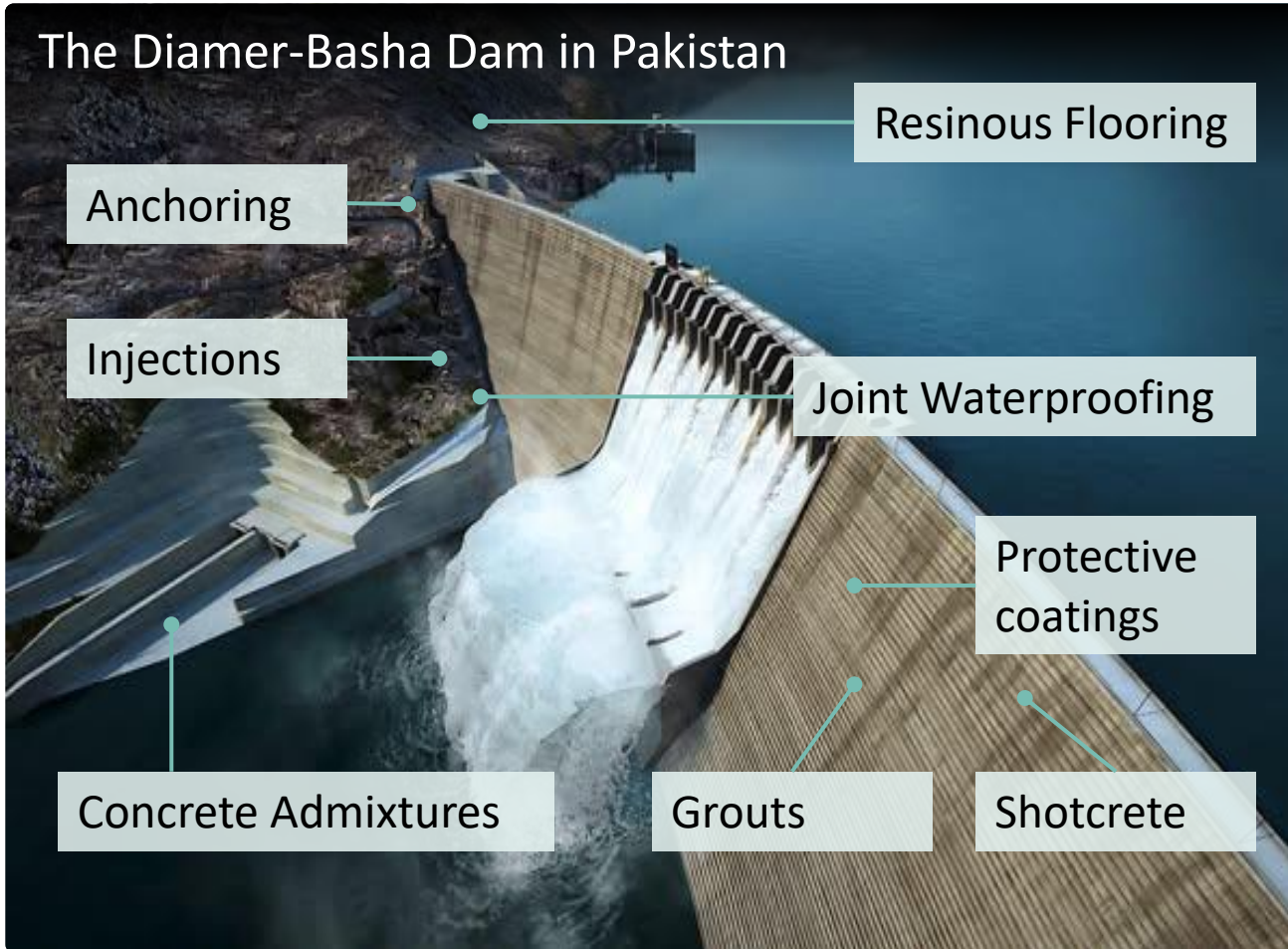
**FASTER
LEARNING**

Accelerate
development

4. Business Implementation

COMPLETE SOLUTIONS FOR ENERGY INFRASTRUCTURE

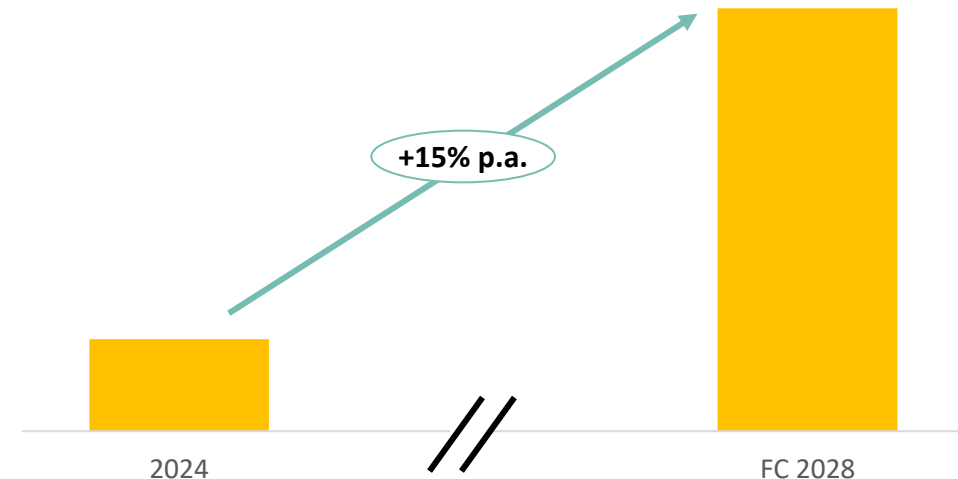
ENABLING ONE OF WORLD'S LARGEST HYDRO POWER SOLUTIONS



Sika's broad portfolio offering delivers performance at mega scale for global hydro power projects, enhancing durability, resilience, and efficiency.

+15% Growth CAGR ('24-'28)

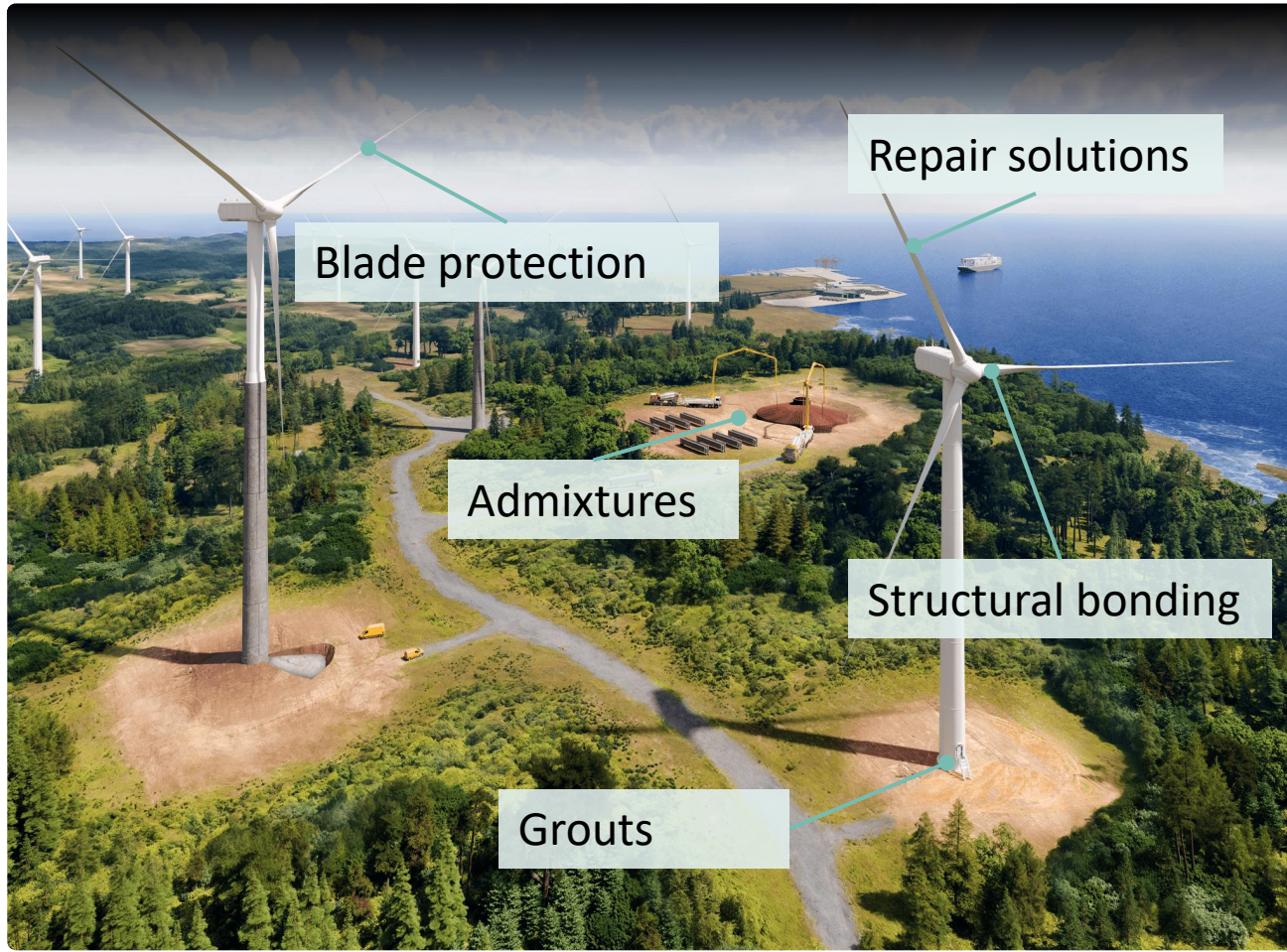
Hydro power energy estimated average market growth



COMPLETE SOLUTIONS FOR ENERGY INFRASTRUCTURE

ADVANCED TECHNOLOGIES FOR WIND ENERGY

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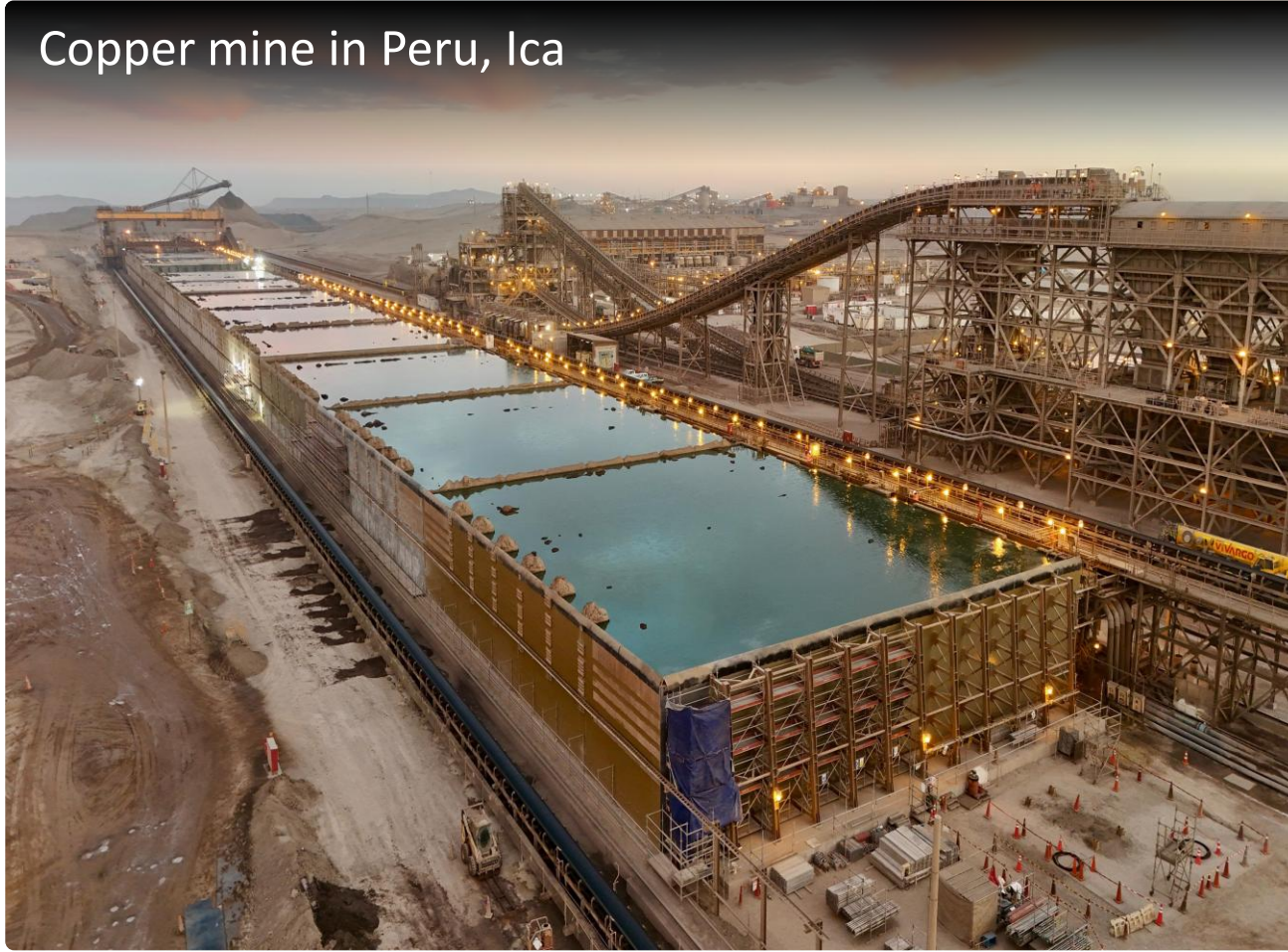
Sika is supplying advanced technologies for the Wind energy market, as the industry seeks more efficient production processes, end-of-life blade management and robust foundations.

- ↘ **Sika delivers performance for an expanding installed base and accelerates adhesive adoption**
- Sika's proprietary solutions for blade repair and protection
 - Grouting and durable bonding solutions, debonding, and high-performance admixtures

COMPLETE SOLUTIONS FOR MINING INFRASTRUCTURE

DRIVING PERFORMANCE FOR LARGE SCALE OPERATIONS

Copper mine in Peru, Ica



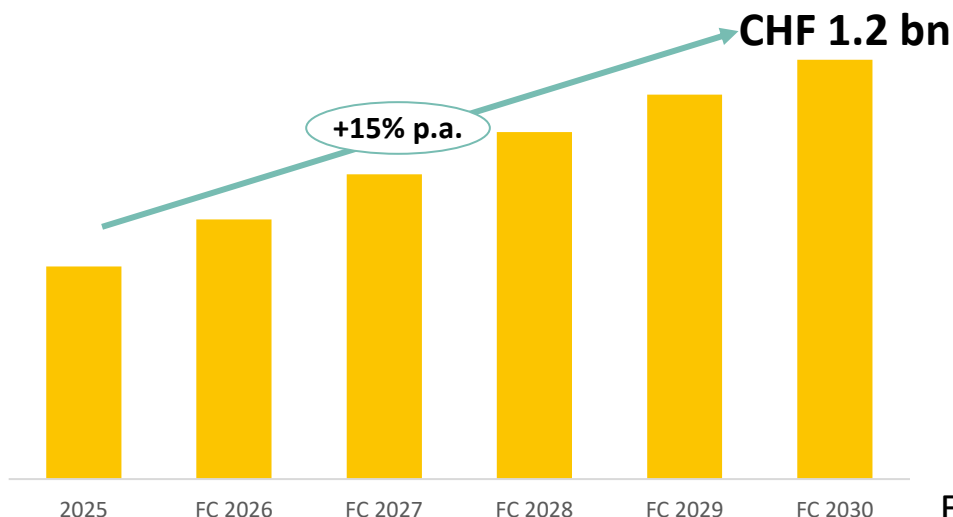
Sika is supplying advanced concrete technologies for a large-scale copper mining operation that produces 149,000 tons of copper concentrate annually.

- Sika solves complex infrastructure challenges in mining, creating opportunities across repair, protection, and asset integrity solutions
- Comprehensive repair and protection solutions
 - Combining specialized technical expertise with compatible, long-term solutions for critical mining infrastructure

POSITIONED FOR THE NEXT GENERATION OF MOBILITY

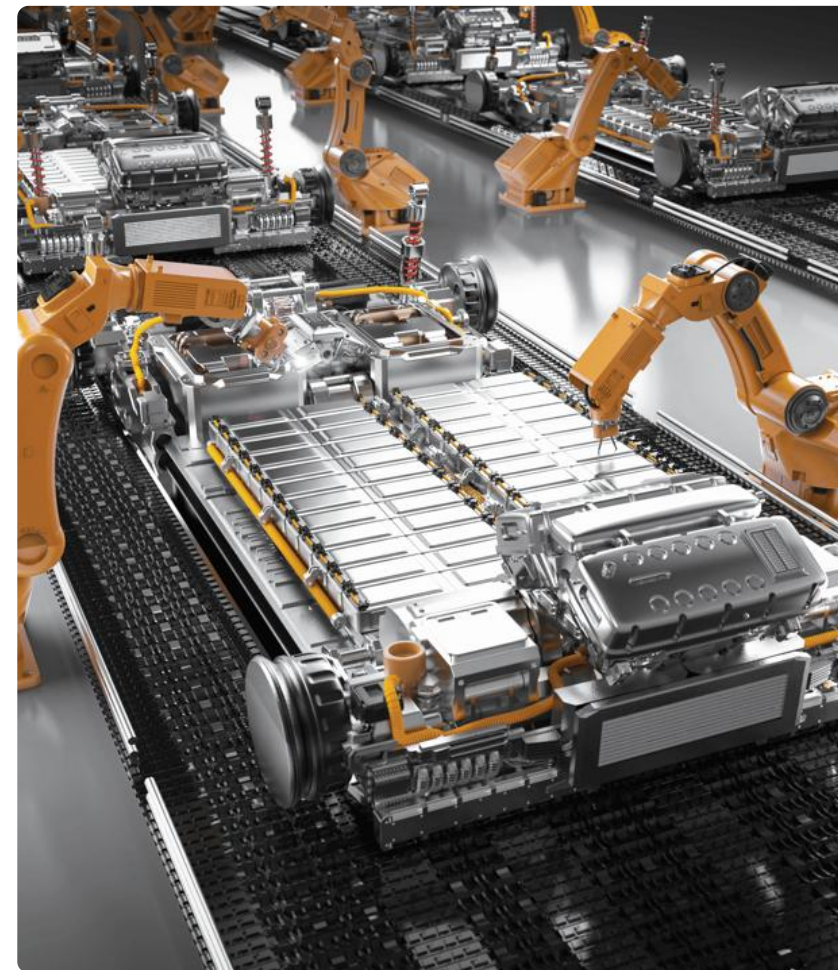
BATTERY SOLUTIONS CREATE CHF 1.2 BN OPPORTUNITY BY 2030

- Battery technology is a rapidly evolving segment in mobility with significant market growth
- New battery concepts create new material and application requirements
- Sika's broad portfolio delivering multiple solutions, driving higher content per unit



+15%
Growth CAGR
(‘25-’30)

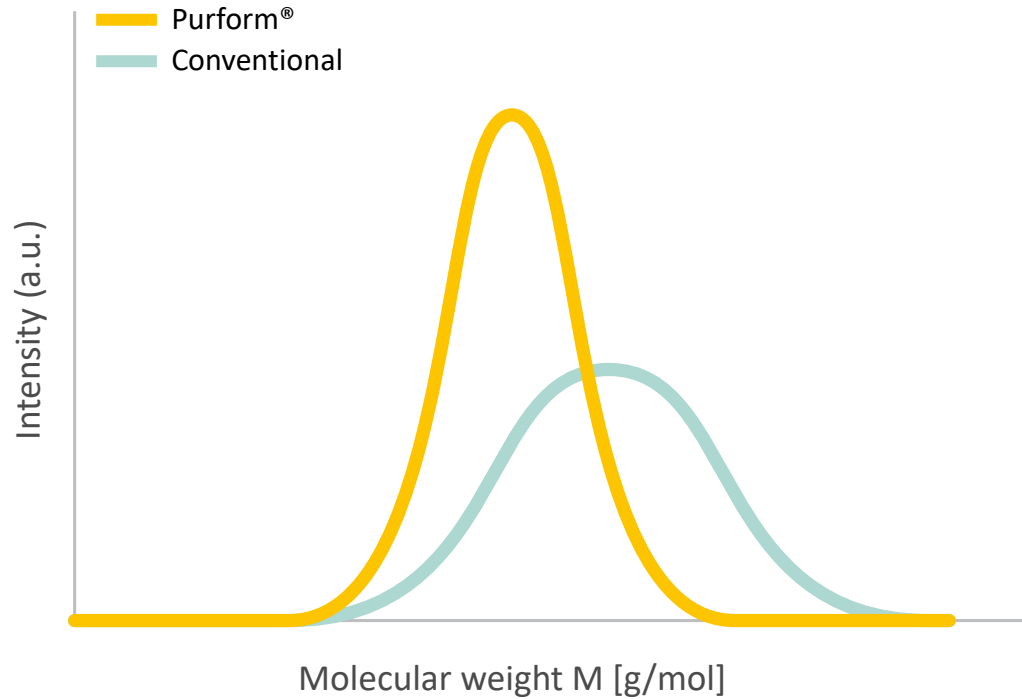
Estimated average market growth



SIKA® PURFORM® TECHNOLOGY

PATENTED POLYURETHANE PLATFORM

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Purform® prepolymers allow for:

- Precise design of polymers
- Design freedom
- Ultra-low monomer content

Polydispersity

Purform® technology



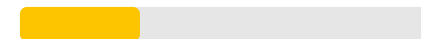
Conventional adhesive



10x lower dispersity

Viscosity

Purform® technology



Conventional adhesive



4x lower viscosity

Customer benefits with Purform® technology

Cost savings

Cost savings up to 80%

Time savings

Time savings up to 100%

PURFORM® SUCCESS STORY

TRUSTED TECHNOLOGY SOLD GLOBALLY IN ALL REGIONS

**>250
million**

CHF annual sales

**Trusted by
contractors,
tradespeople,
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

5. Outlook

OUTLOOK 2026

GUIDANCE REITERATED

Sales growth in local currencies of

3% to 6%

EBITDA margin of

19.0% to 19.5%

Sika confirms
consensus CHF EBITDA expectations*

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

* Consensus EBITDA of CHF 2,160 million as of 28 July 2026



THANK
YOU.