



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

ZKB Equity Conference Geneva

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June 11, 2026

BUILDING TRUST



1. Highlights Q1 2026

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2. Strategy Execution

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3. Business Implementation

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4. Outlook

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# 1. Highlights Q1 2026

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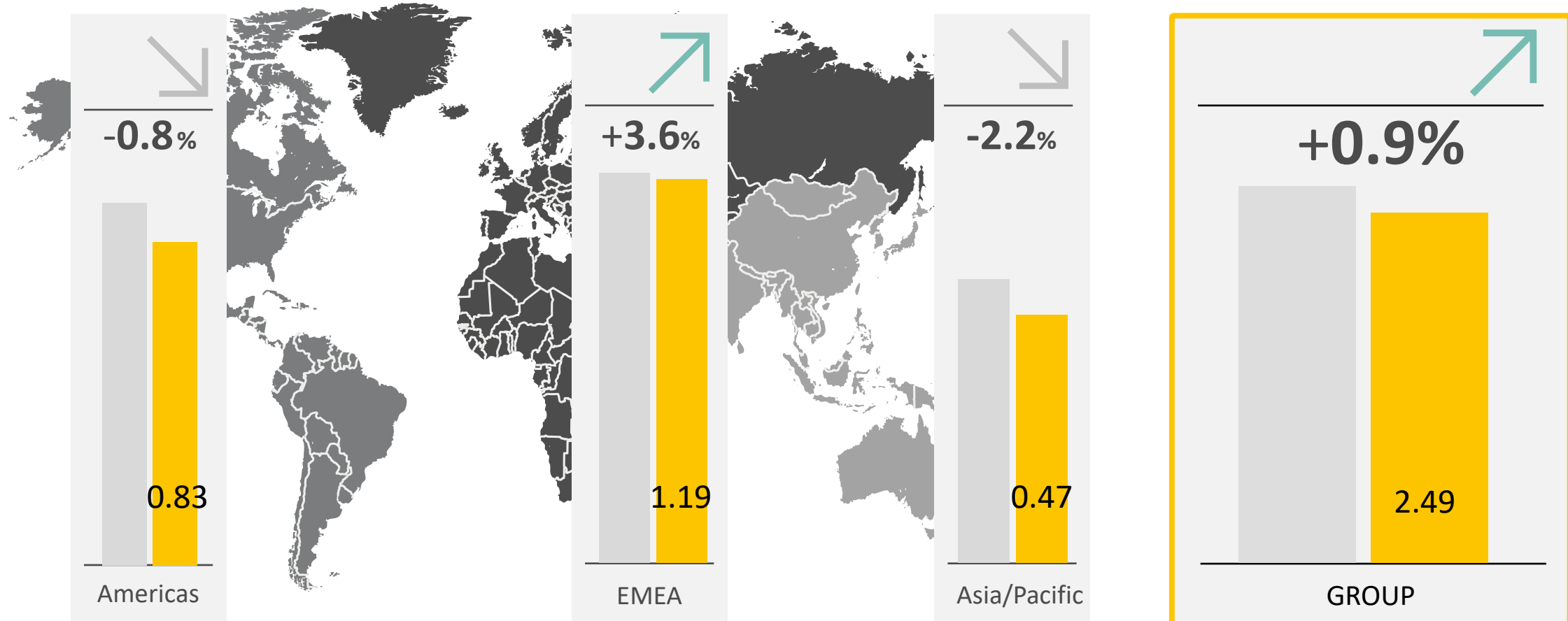
# **SIKA REPORTS Q1 2026 SALES OF CHF 2.49 BILLION**

## **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

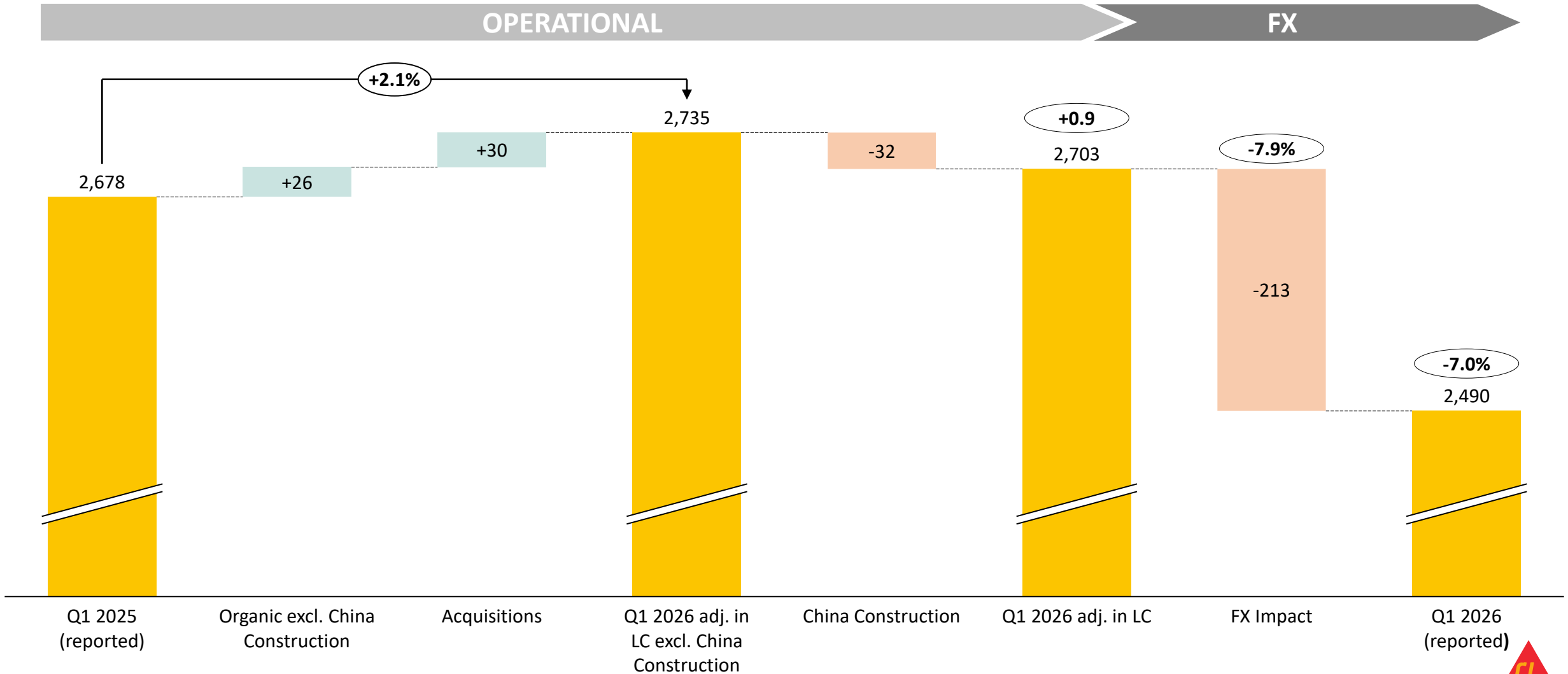


Q1 2025    Q1 2026  
(in CHF billion, growth in LC)

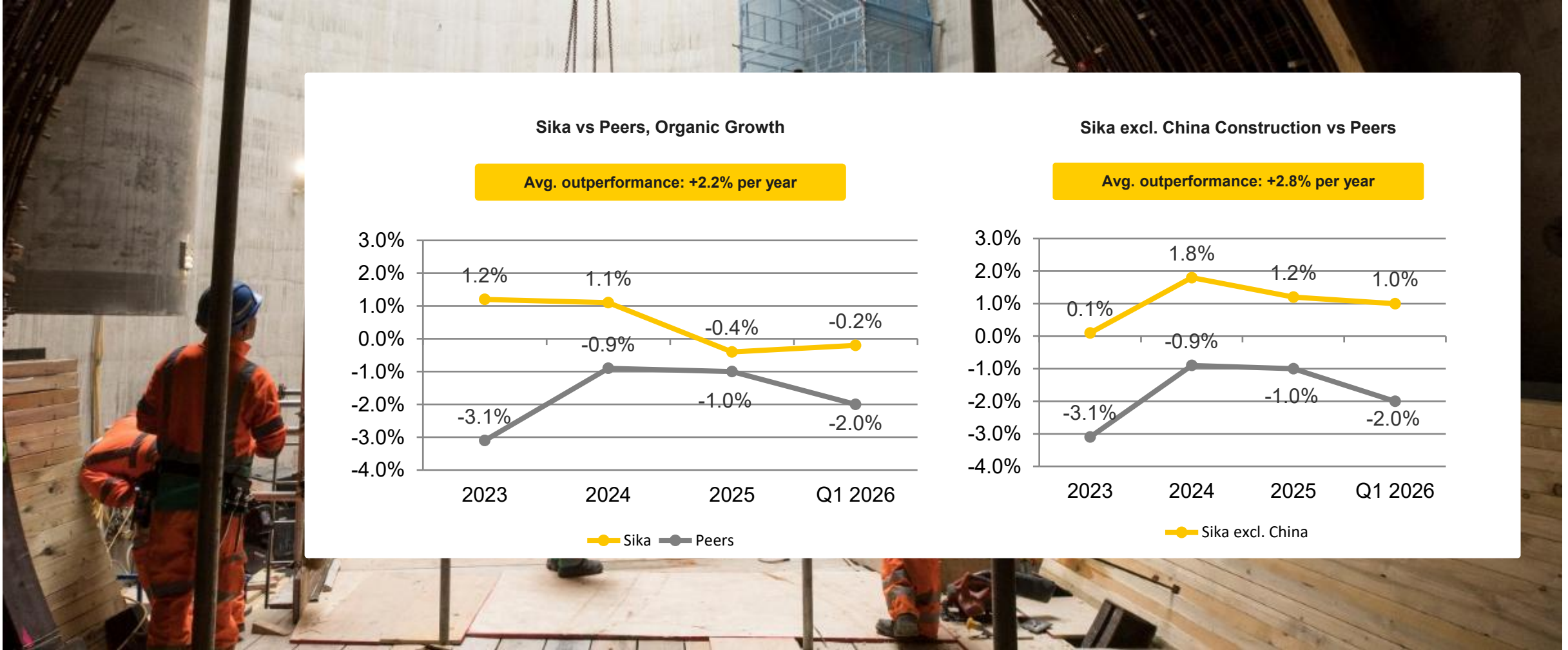


# NET SALES BRIDGE Q1 2026

## ORGANIC GROWTH IMPACTED BY CHINA CONSTRUCTION

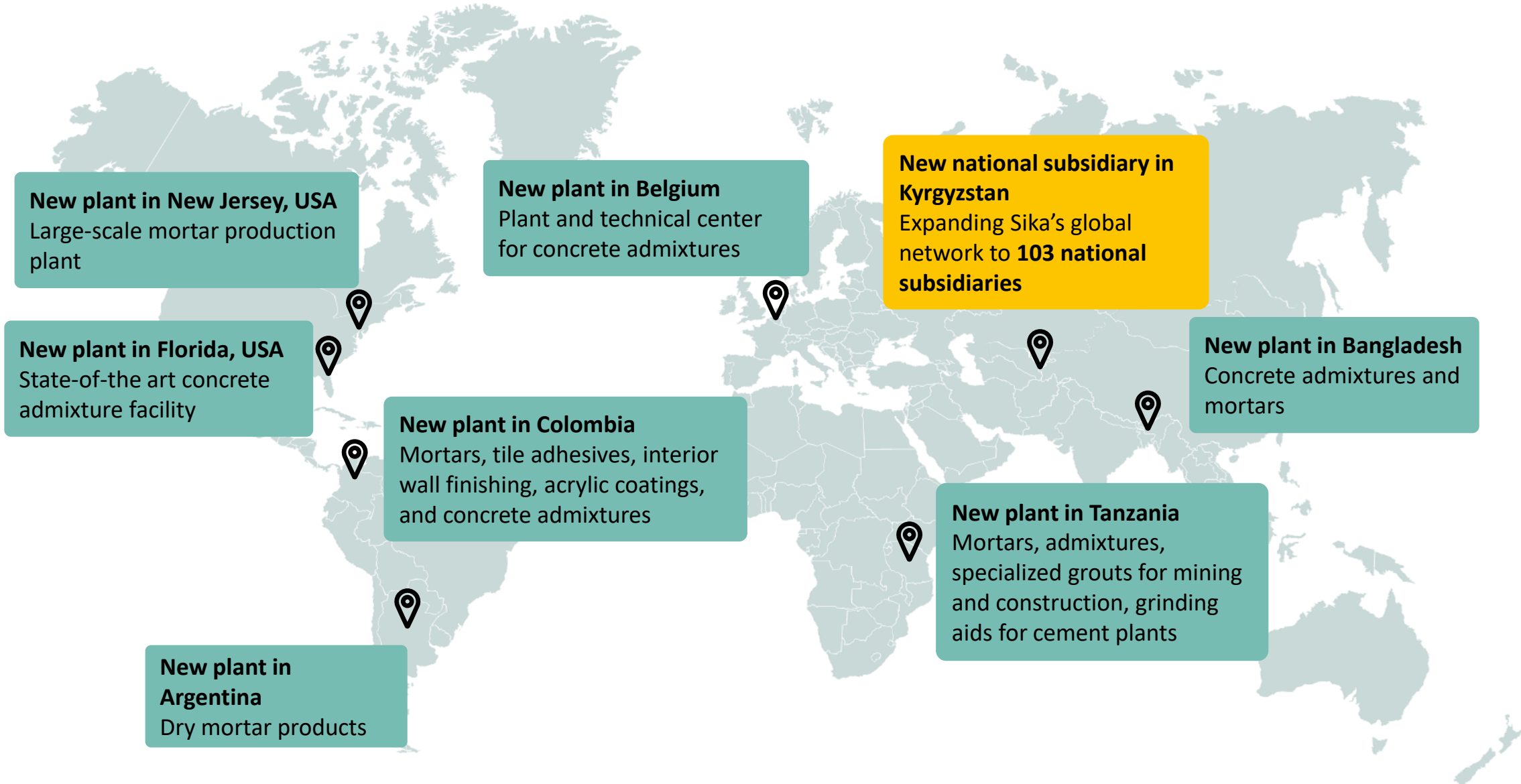


# SIKA IS CONSISTENTLY GAINING MARKET SHARE OUTGROWING PEERS



# ACTIONS TO ACCELERATE PROFITABLE GROWTH IN 2026

## DEMAND-DRIVEN INVESTMENTS IN PLANTS AND 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

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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

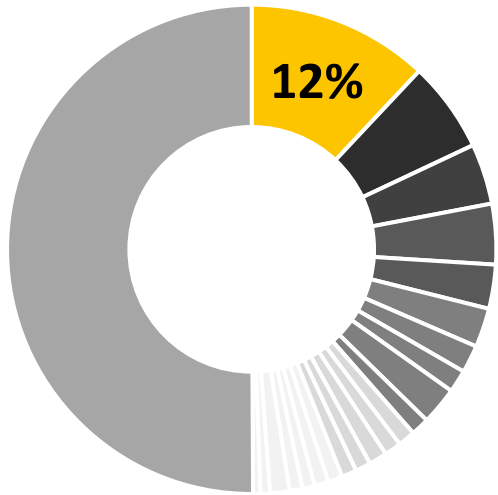
Sika is capturing value-accretive bolt-on M&A opportunities with attractive returns



# 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

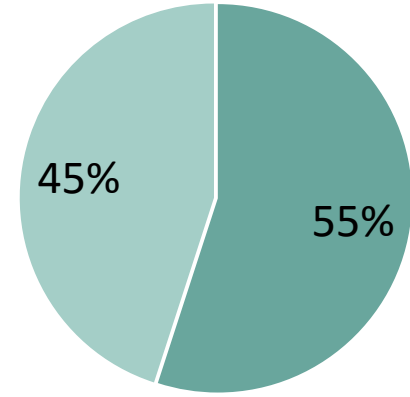
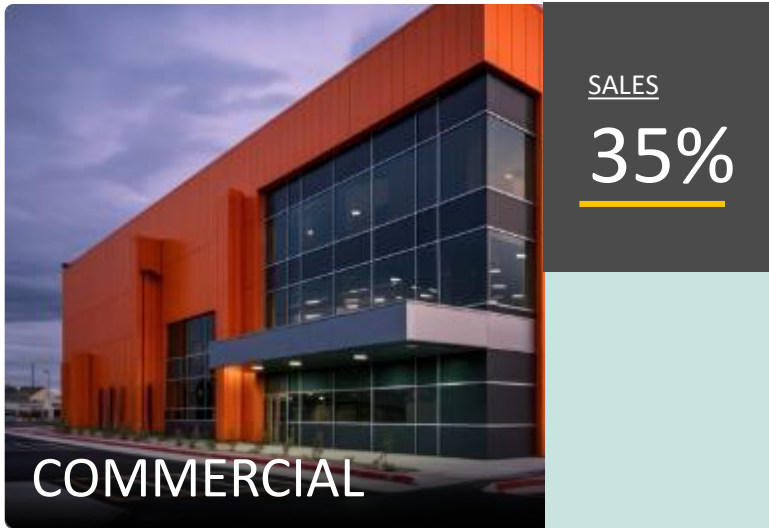
**Industry**

~15% of total sales

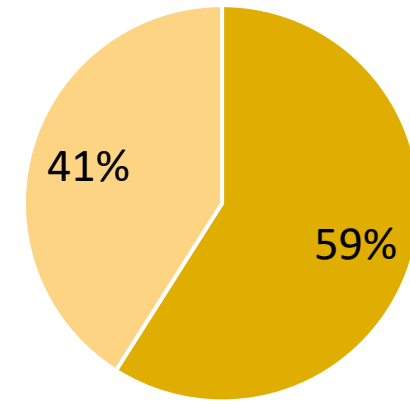


# BALANCED BUSINESS MIX

## DIVERSIFIED EXPOSURE SUPPORTS RESILIENCE



■ New Build   ■ Refurbishment



■ Emerging Markets   ■ Mature Markets



# MARKET PENETRATION

## GROWTH VECTORS TO INCREASE MARKET SHARE



# 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**

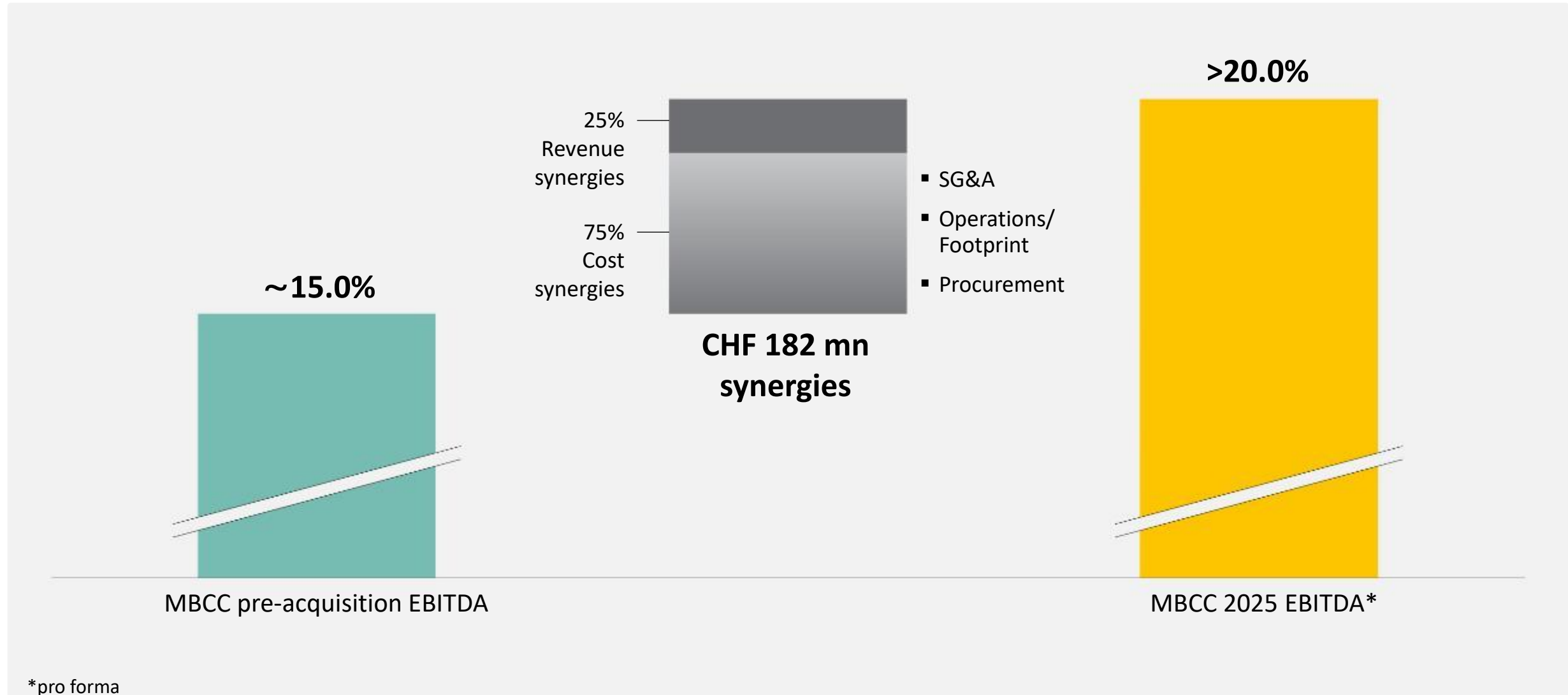
(cross-selling, channel expansion,  
operational efficiencies)



**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



# 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

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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

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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

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Investment that converts to  
growth and margin

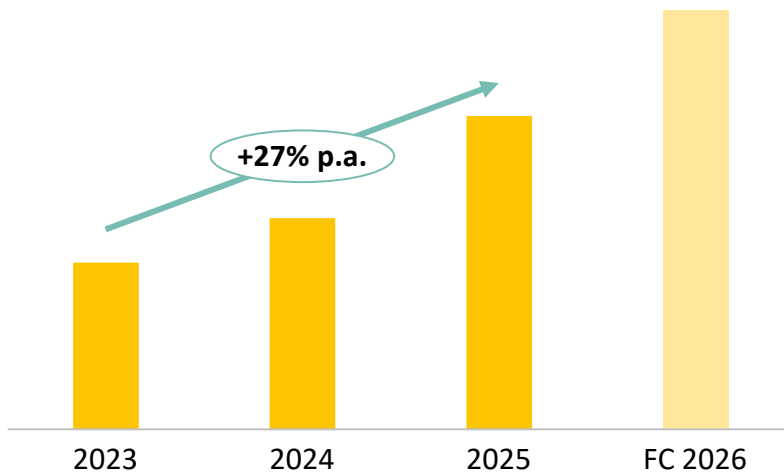
# SIKAPROOF A+ WATERPROOFING MEMBRANE SYSTEM

## 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 CO<sub>2</sub> emissions\*



\*Avoided Emissions Initiative led by the World Business Council for Sustainable Development (WBCSD)

# DIGITAL LAB: 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

# FAST FORWARD INVESTMENTS TO DRIVE SHARE GAINS

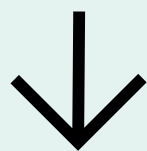
## LEANER COST STRUCTURE, DIGITAL LEADERSHIP

### 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

# CAPITAL ALLOCATION POLICY

## PRIORITY ON HIGH, LONG-TERM VALUE CREATION

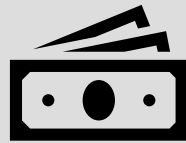
### 1 Invest in the Business



- 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

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# BUSINESS IMPLEMENTATION

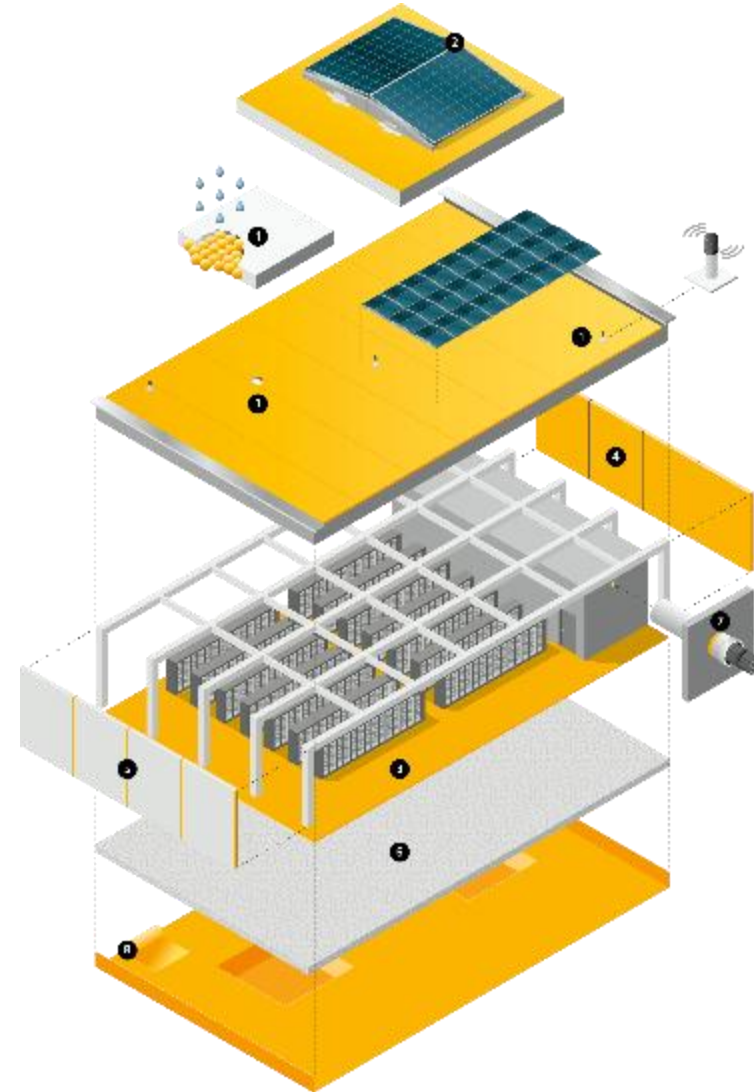
## POWERING THE AI ERA: SIKA'S DATA CENTER ADVANTAGE



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

# DATA CENTERS

## SIKA'S "PEACE OF MIND" SOLUTIONS FOR DATA CENTER OWNERS

### ROOFING

- Designed for longevity
- Recycled material content
- Self-healing properties
- Cradle to Cradle certified
- Cool roof energy and cost savings

### WATERPROOFING

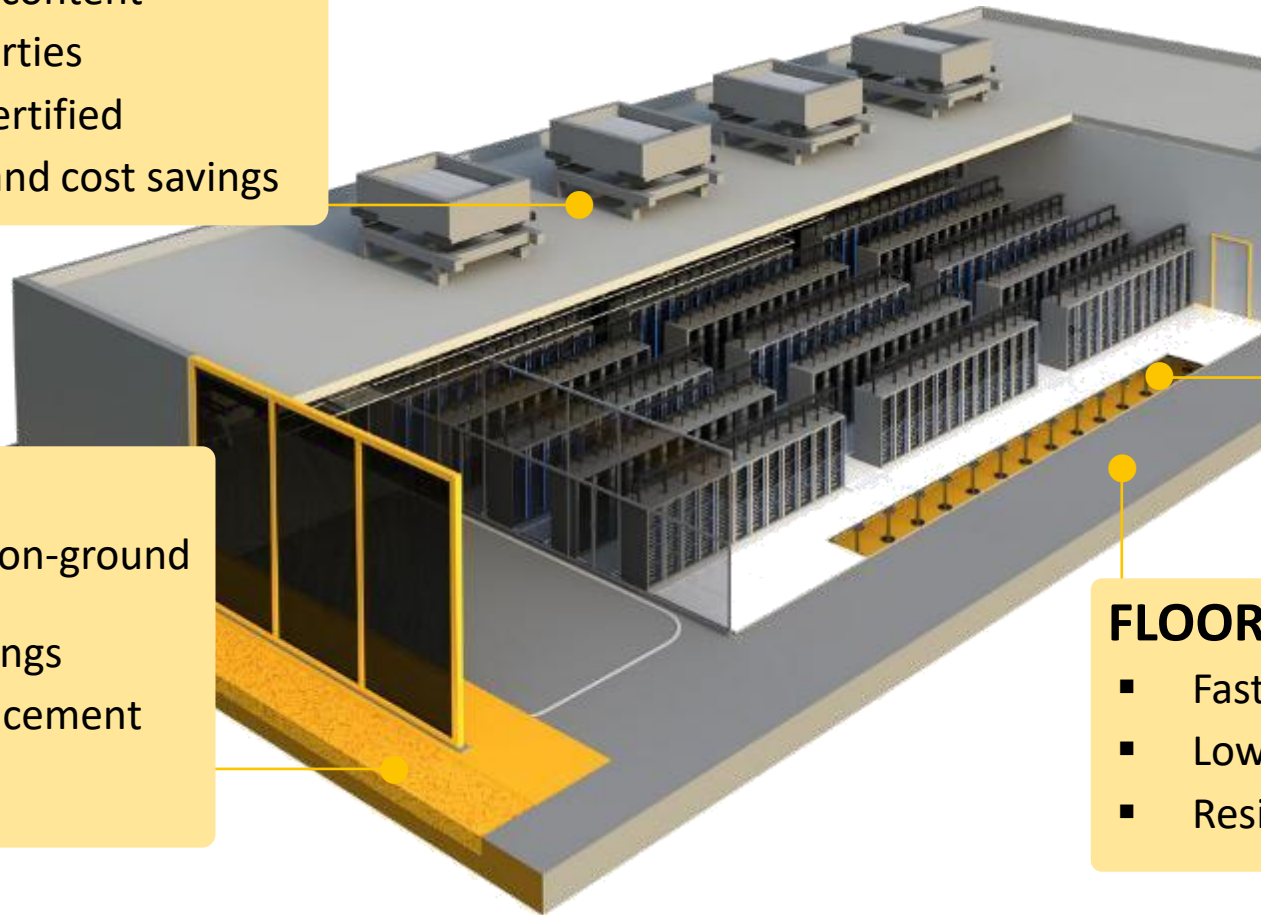
- Waterbar and waterproofing membrane 50-year service life
- Reliable protection
- Easy and fast to apply

### CONCRETE

- Sika fibers replace slab-on-ground steel reinforcement: time, cost, and CO<sub>2</sub> savings
- Sika admixtures enable cement and water reduction

### FLOORING

- Faster flooring systems
- Low emissions/low odor
- Resilient aesthetics



# 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

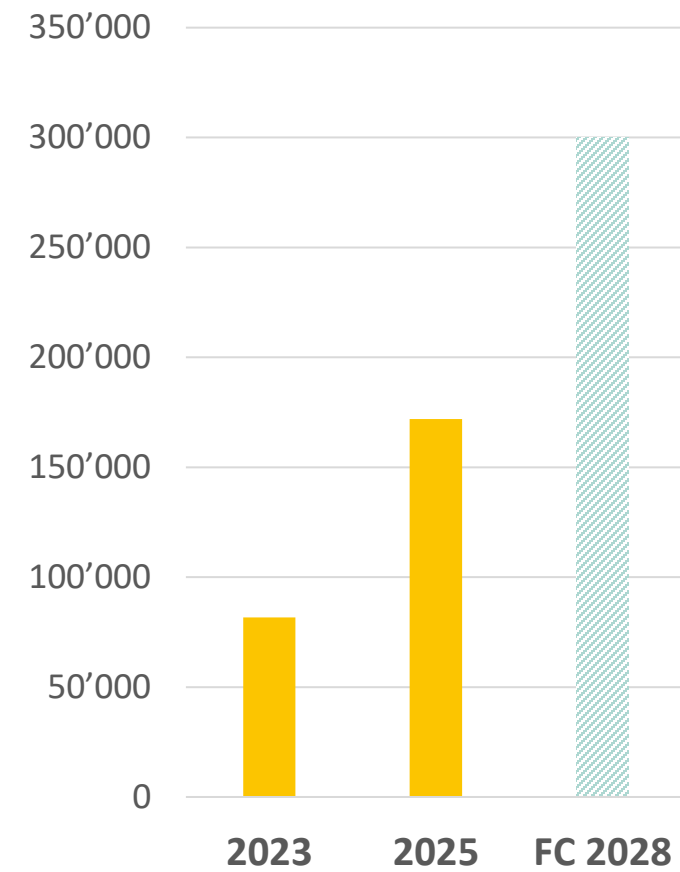
**City Rail Link, Auckland, New Zealand**

# BUSINESS IMPLEMENTATION

## 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

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# 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.