

# SIKA – FIRST NINE MONTHS 2026

# STRONG PERFORMANCE WITH 4.8% SALES GROWTH IN LC

ZKB Swiss Equity Conference

November 05, 2026

BUILDING TRUST

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%**

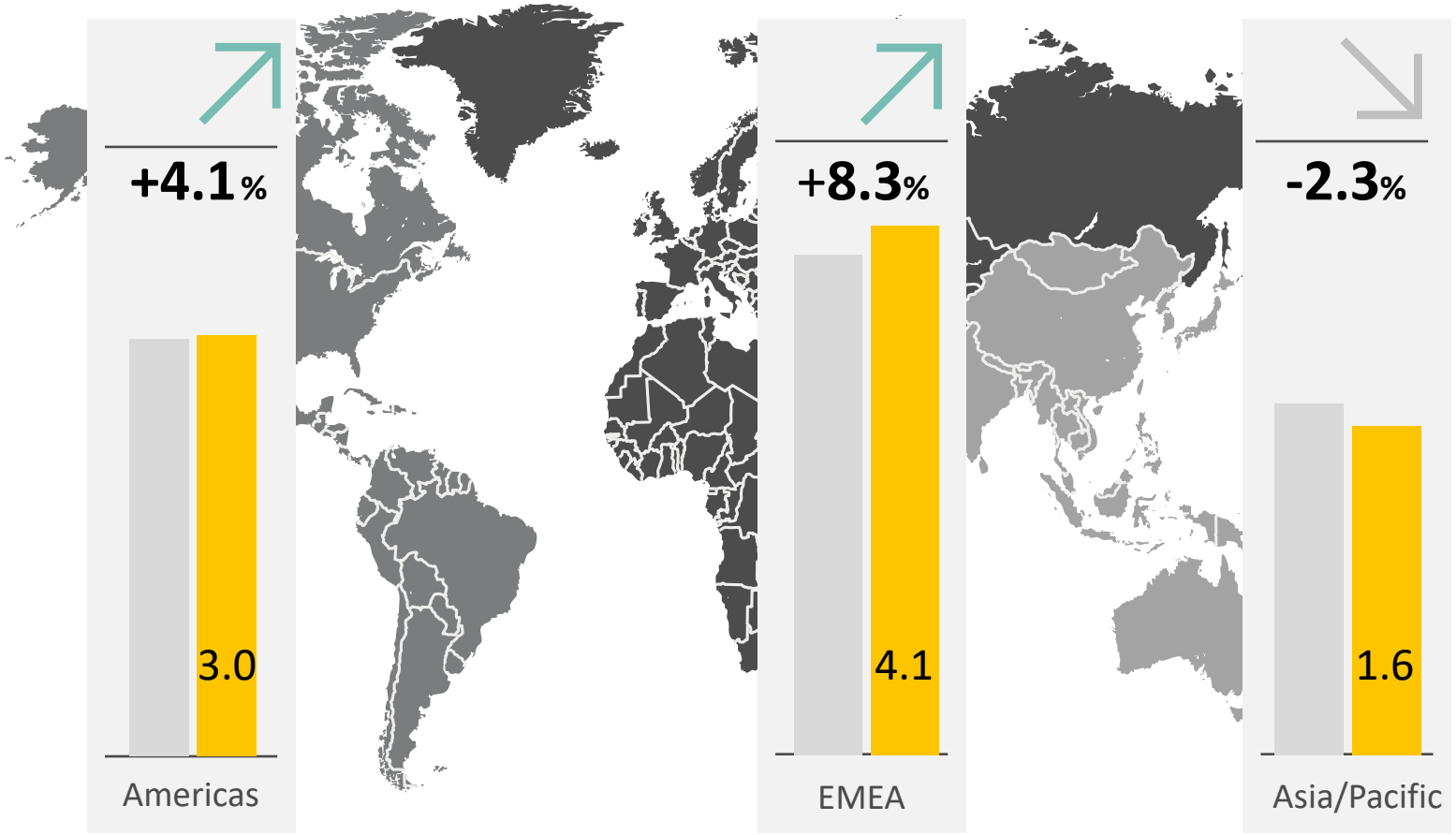
9M EBITDA increased by 1.9% to

**CHF 1.68 billion**

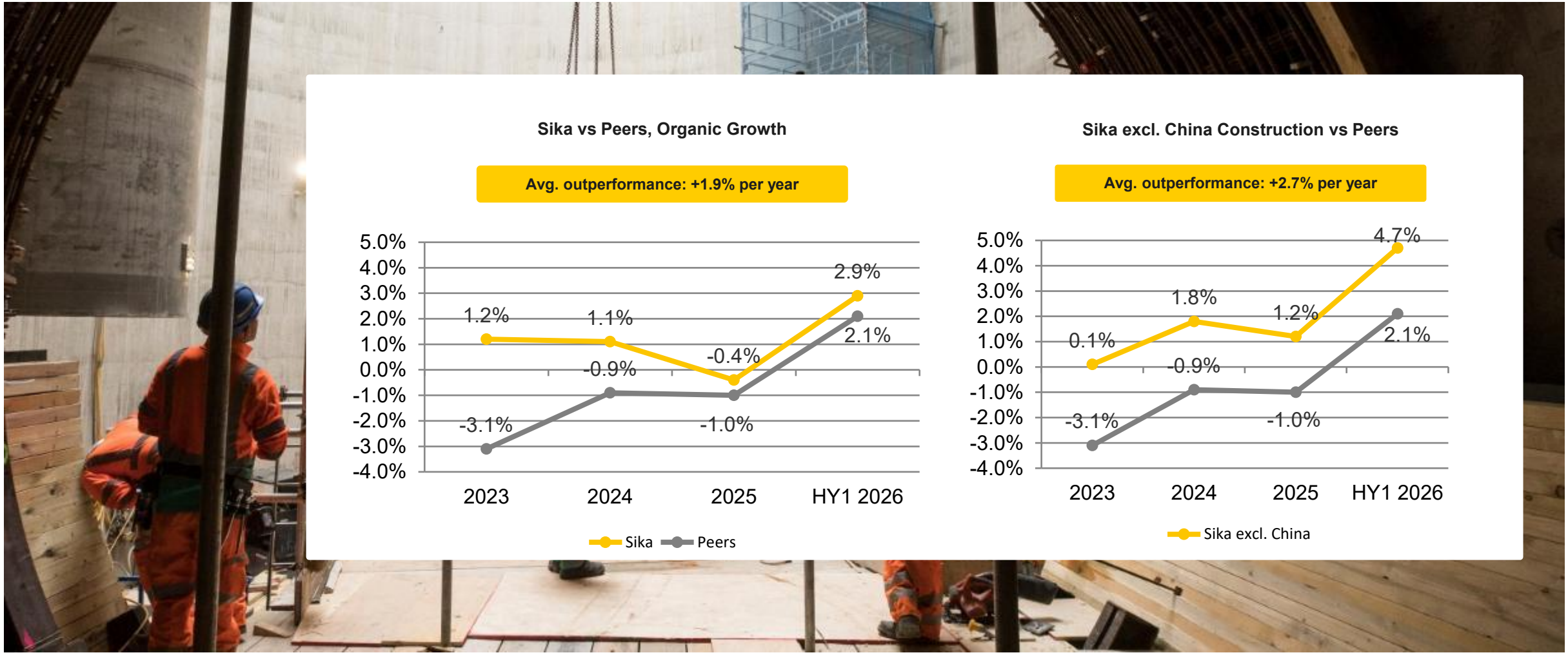
Net profit increased by 1.9% to

**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

### 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**

### Duproof: Closed



**Dubai-based manufacturer of waterproofing membranes**

- **Strengthens regional supply chain and position** in rapidly growing UAE market
- **Expands product portfolio** for major projects
- **Complementary channels**, meaningful **cross-selling**

### Resonac: Signed

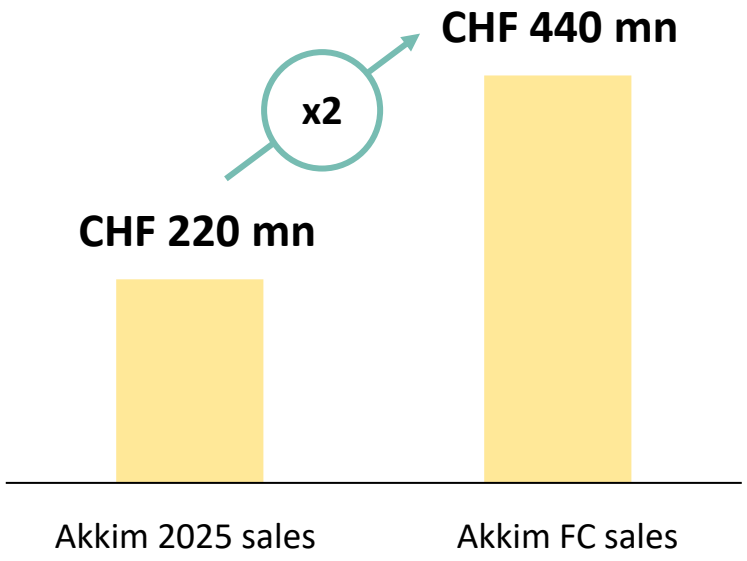


**Japan-based adhesive manufacturer, serving automotive customers across Asia**
Closing expected mid-2027

- **Broader** offering lever-aged 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

### Akkim Sales Expansion



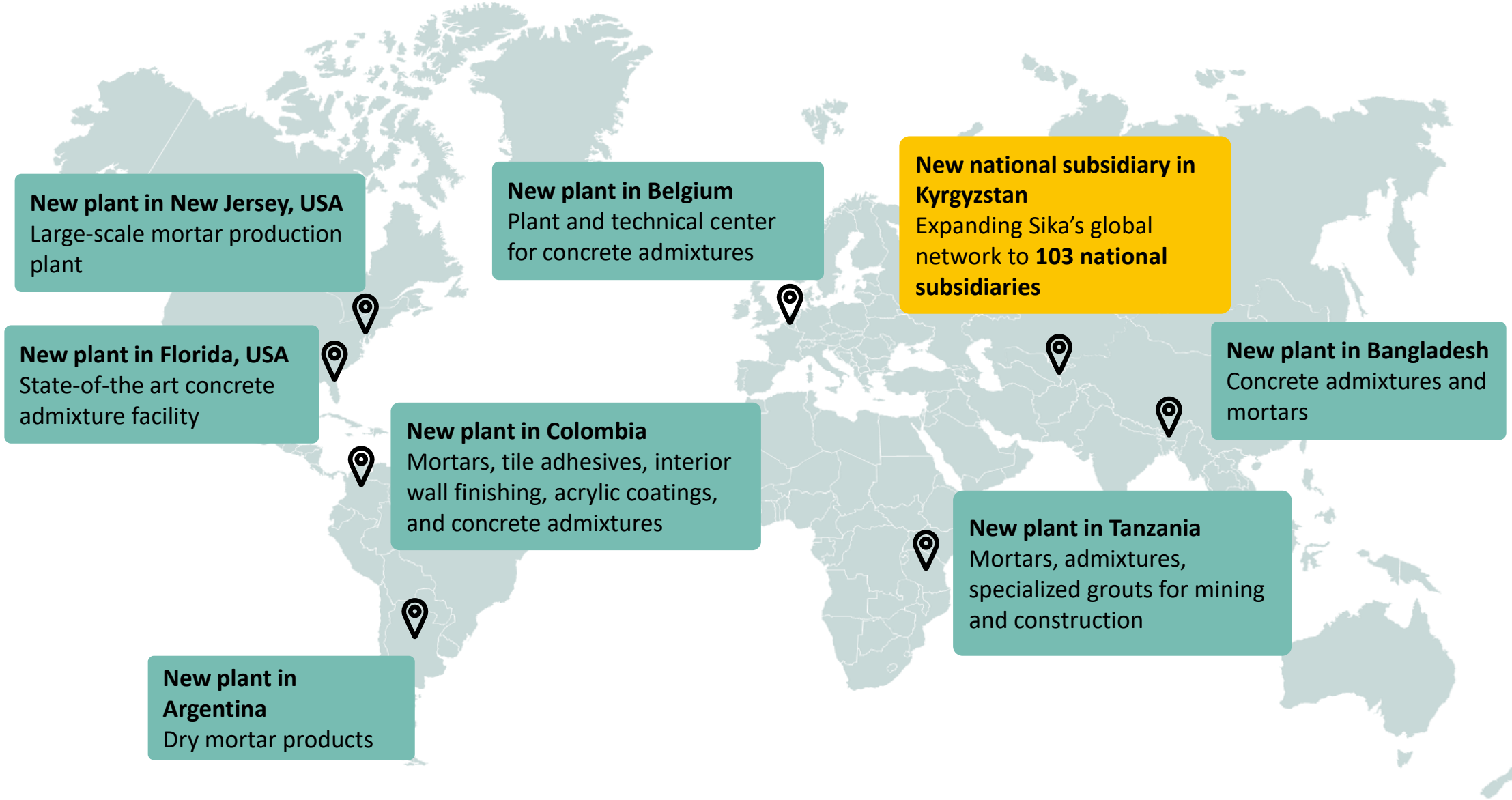

- Expanding channel access and leverage complementary product portfolio
- Adding scale and distribution reach across geographies
- Accelerate growth in dedicated consumer product channels

Expected to **double sales** to

**CHF 440 mn**

within 5 years

# ACTIONS TO ACCELERATE PROFITABLE GROWTH
## DEMAND-DRIVEN INVESTMENTS IN PLANTS AND NETWORK



**New plant in New Jersey, USA**
Large-scale mortar production plant

**New plant in Florida, USA**
State-of-the art concrete admixture facility

**New plant in Colombia**
Mortars, tile adhesives, interior wall finishing, acrylic coatings, and concrete admixtures

**New plant in Argentina**
Dry mortar products

**New plant in Belgium**
Plant and technical center for concrete admixtures

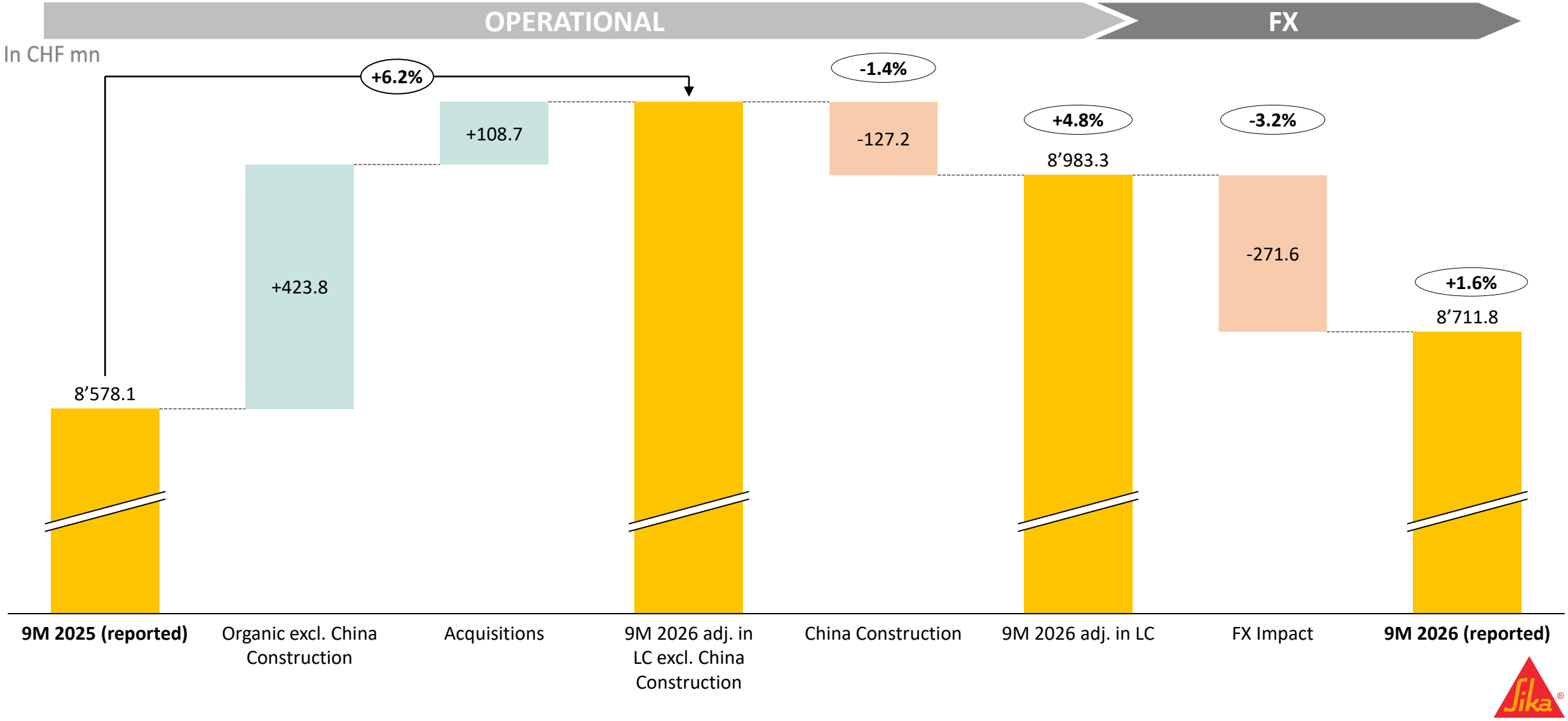
**New national subsidiary in Kyrgyzstan**
Expanding Sika's global network to **103 national subsidiaries**

**New plant in Bangladesh**
Concrete admixtures and mortars

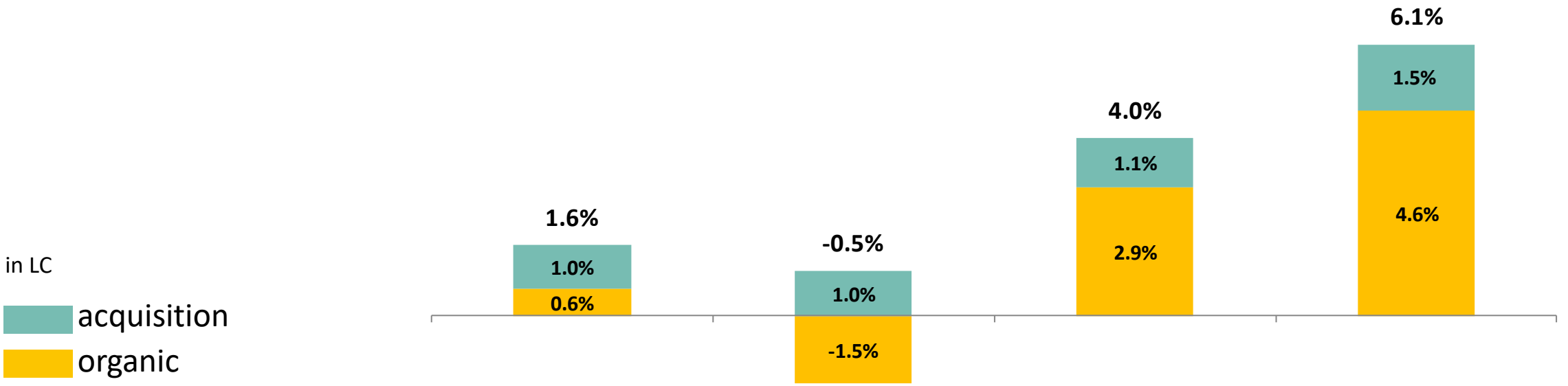
**New plant in Tanzania**
Mortars, admixtures, specialized grouts for mining and construction

# 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



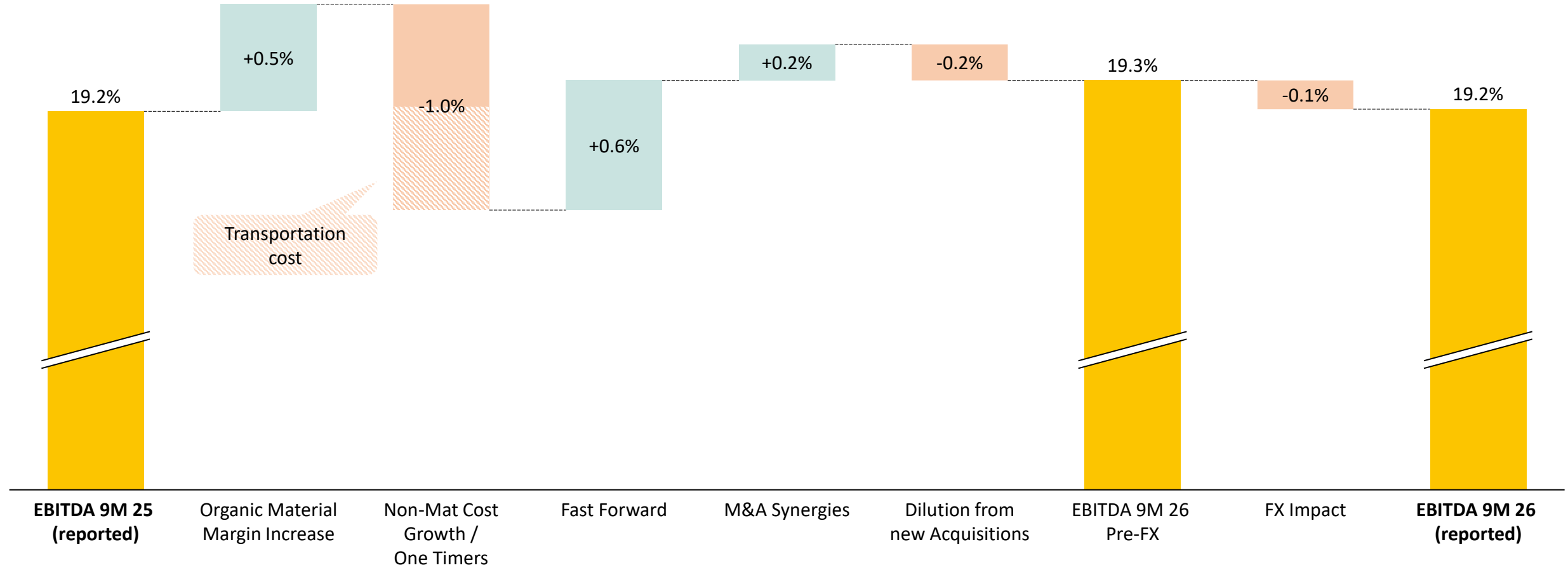

| in CHF mn | H1 2025 | H2 2025 | H1 2026 | Q3 2026 |
|---|---|---|---|---|
| Sales | 5,676.4 | 5,524.9 | 5,589.8 | 3,122.0 |

# 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

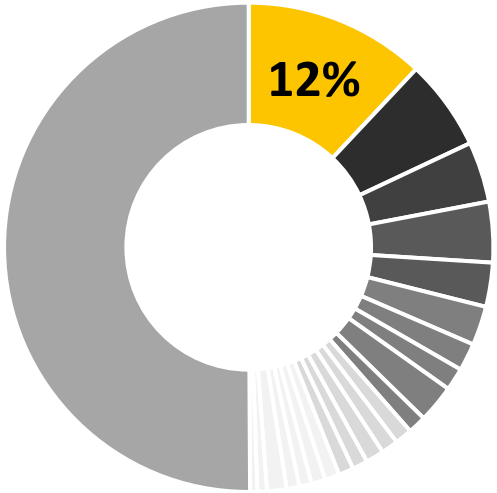
In CHF mn



# 3. Strategy Execution

# ATTRACTIVE FRAGMENTED MARKET
## GLOBAL LEADER IN A CHF 100 BN INDUSTRY

| Sika Market Share 12% | Sika Target Markets |
|---|---|
| 2x size of closest peer | Value-add product focus |




**Top 30 competitors** (incl. Sika) **account for**

**50%** **of market**
























# BALANCED BUSINESS MIX
## DIVERSIFIED EXPOSURE SUPPORTS RESILIENCE




SALES
20%



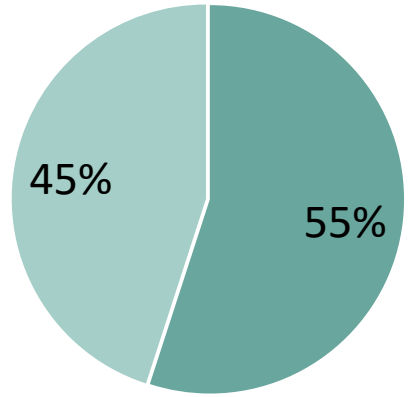

SALES
30%

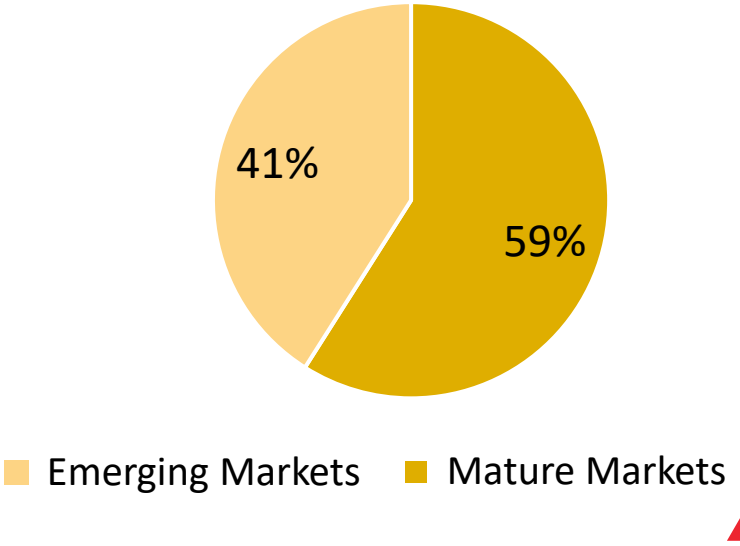



SALES
35%




SALES
15%



# 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 ROI



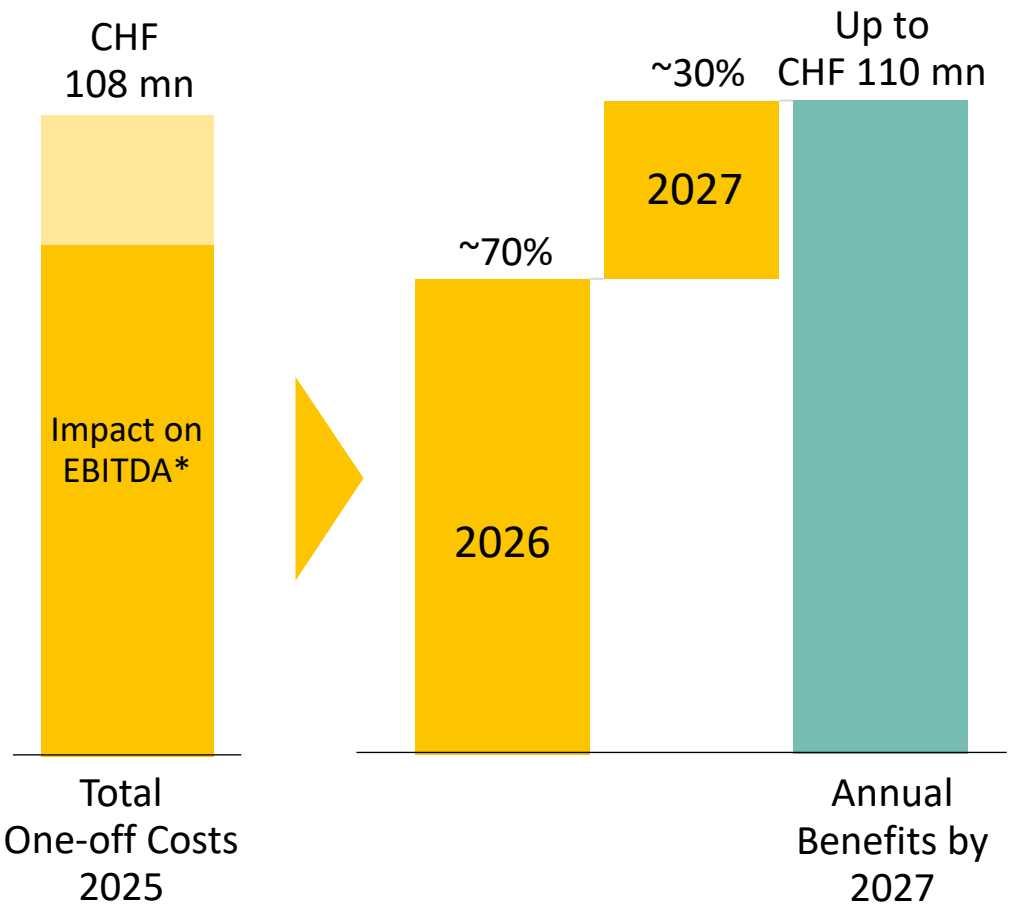
## UP TO CHF 110 MILLION OF RECURRING SAVINGS BY 2027

**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




*CHF 86.2 million were recognized in EBITDA in 2025

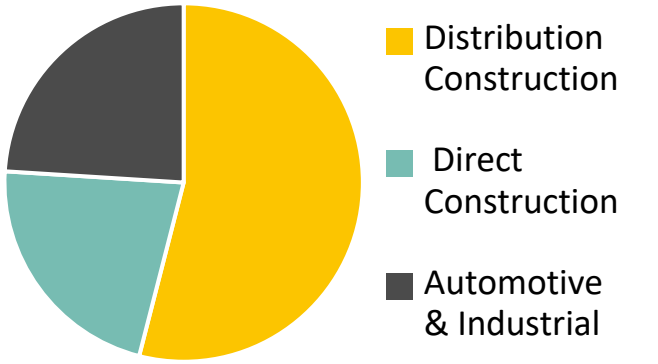
# FAST FORWARD – DECISIVE ACTIONS TAKEN IN WEAK MARKETS
## SIMPLIFICATION AND CONSOLIDATION OF FOOTPRINT IN CHINA

### 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**

Note: 2026E based on annualized YTD August 2026 values. Revenue split is approximate. Source: National Bureau of Statistics of China

# FAST FORWARD INVESTMENTS DRIVE GROWTH AND PRODUCTIVITY

## EXTENDING SIKA'S DIGITAL LEADERSHIP

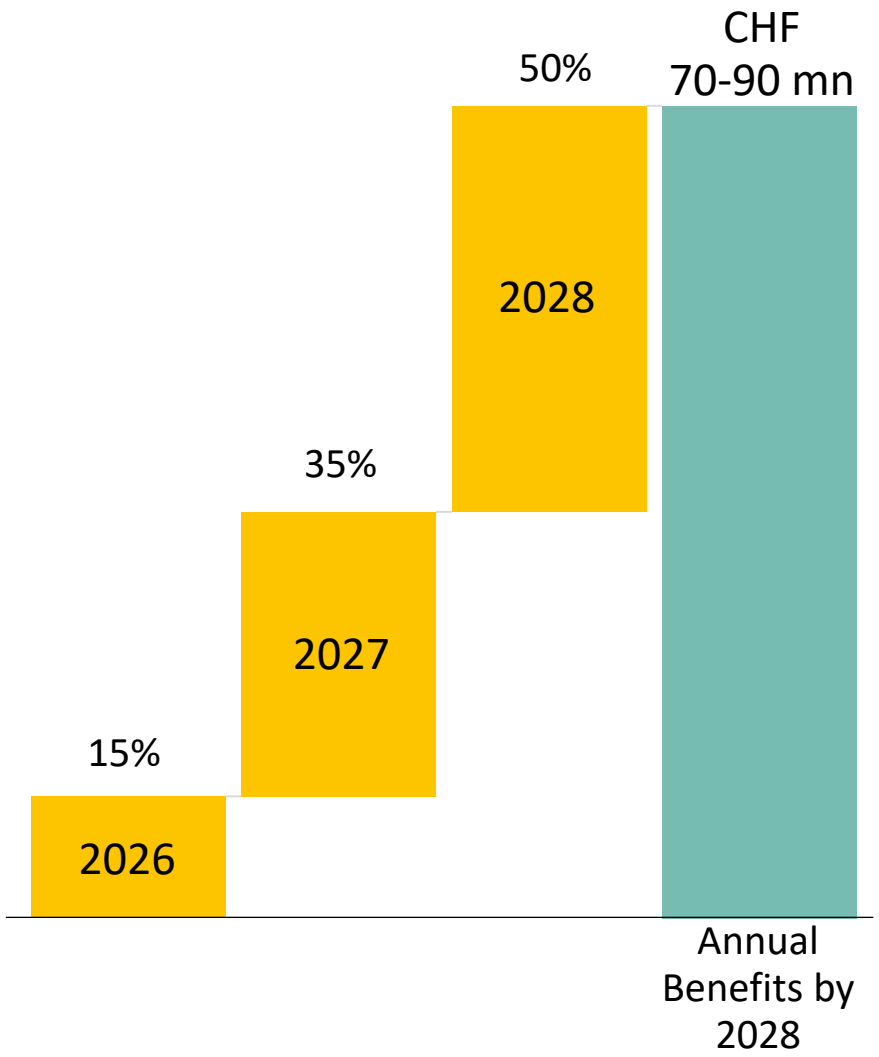
**CHF 120-150 Million**
Investments (2026-2028)

**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 | Supply Chain Excellence | Accelerate Innovation |
|---|---|---|
| B2B E-Shop, EPDs, digital sales support | Connected end-to-end supply chain, Digital factory | 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%**

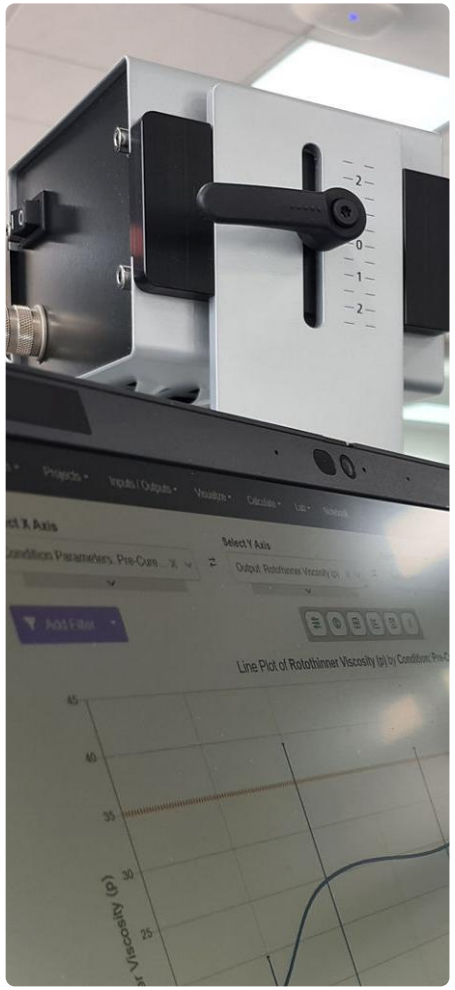
USE CASE 2

### 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

| R&D DATA | AI / ML | FASTER LEARNING |
|---|---|---|
| Connect knowledge | Learn and predict | Accelerate development |

**↗ Knowledge Base**

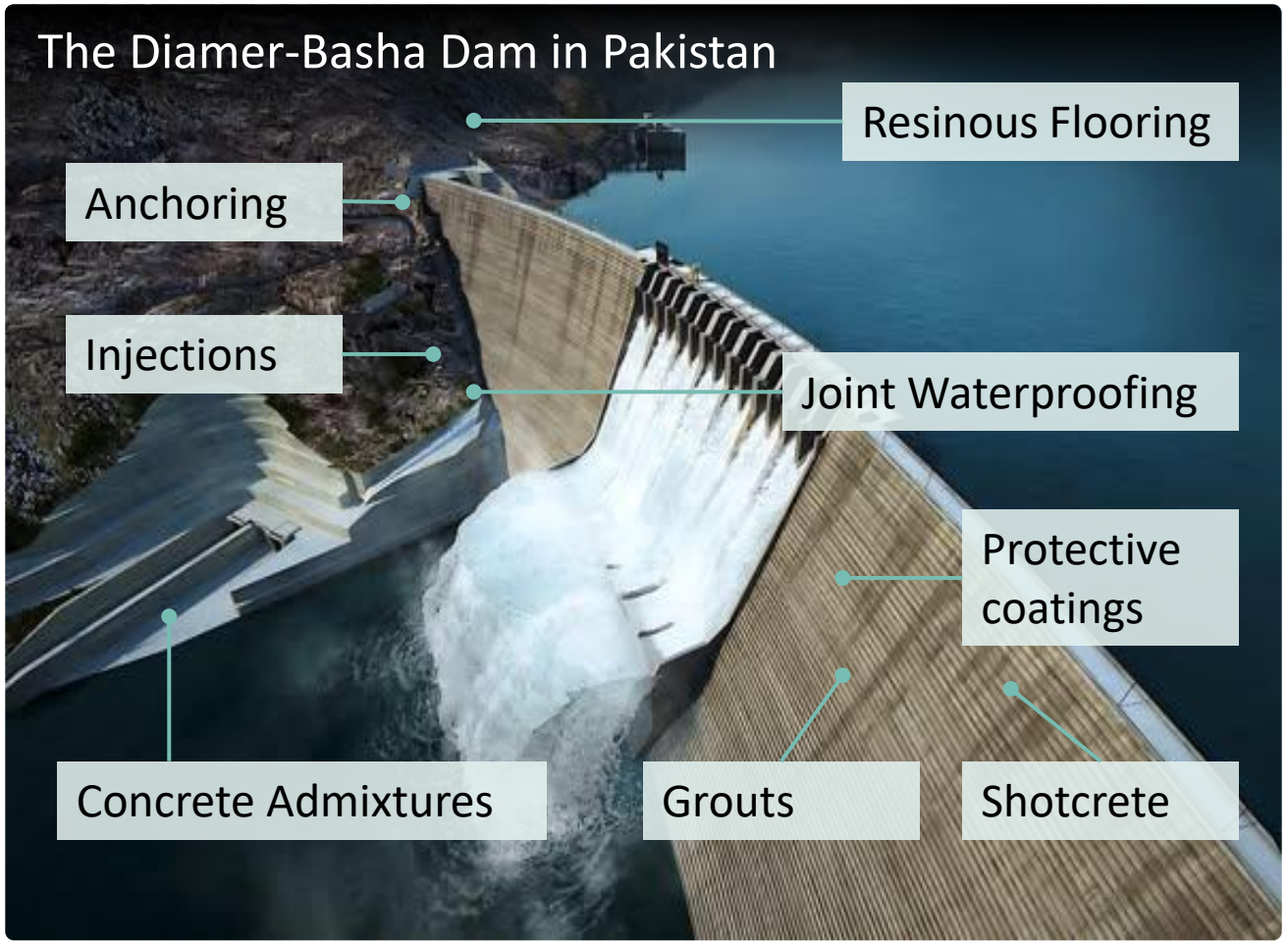
**400,000+** R&D data points

**↗ R&D Productivity**

**>50%** faster time-to-market

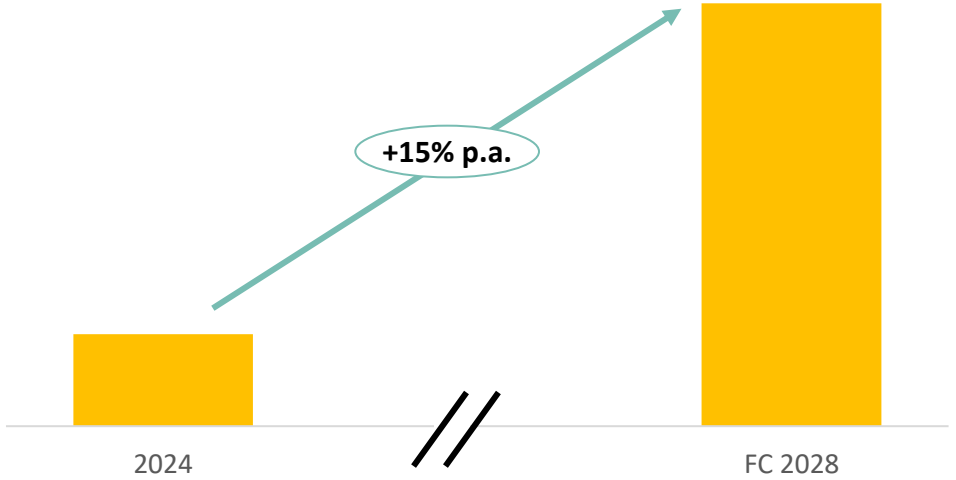
# 4. Business Implementation

# COMPLETE SOLUTIONS FOR ENERGY INFRASTRUCTURE
## ENABLING ONE OF WORLD'S LARGEST HYDRO POWER SOLUTIONS

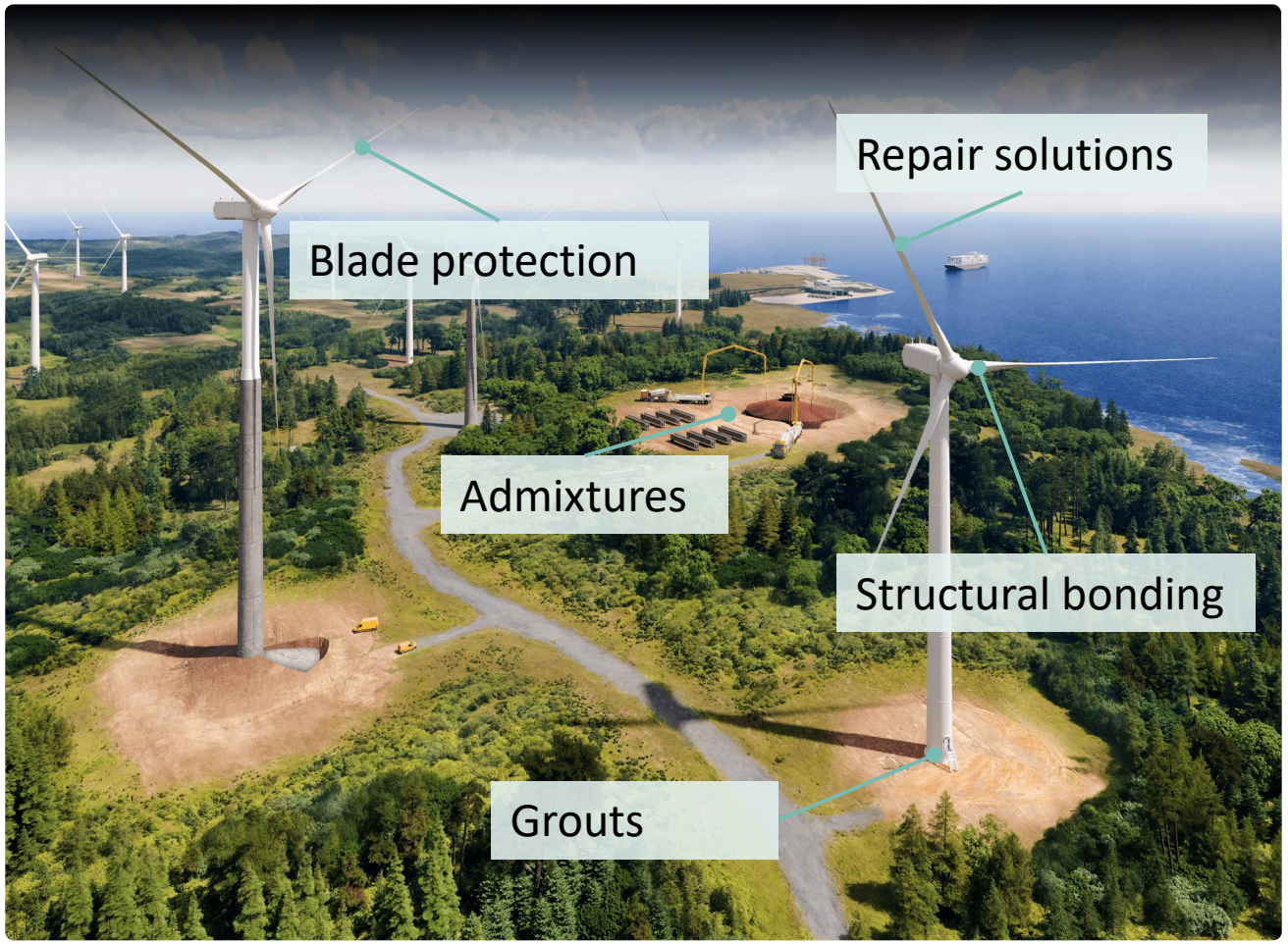



**Sika's broad portfolio offering delivers performance at mega scale for global hydro power projects, enhancing durability, resilience, and efficiency.**

**+15%** **Growth CAGR** ('24-'28)
Hydro power energy estimated average market growth



# COMPLETE SOLUTIONS FOR ENERGY INFRASTRUCTURE
## ADVANCED TECHNOLOGIES FOR WIND ENERGY

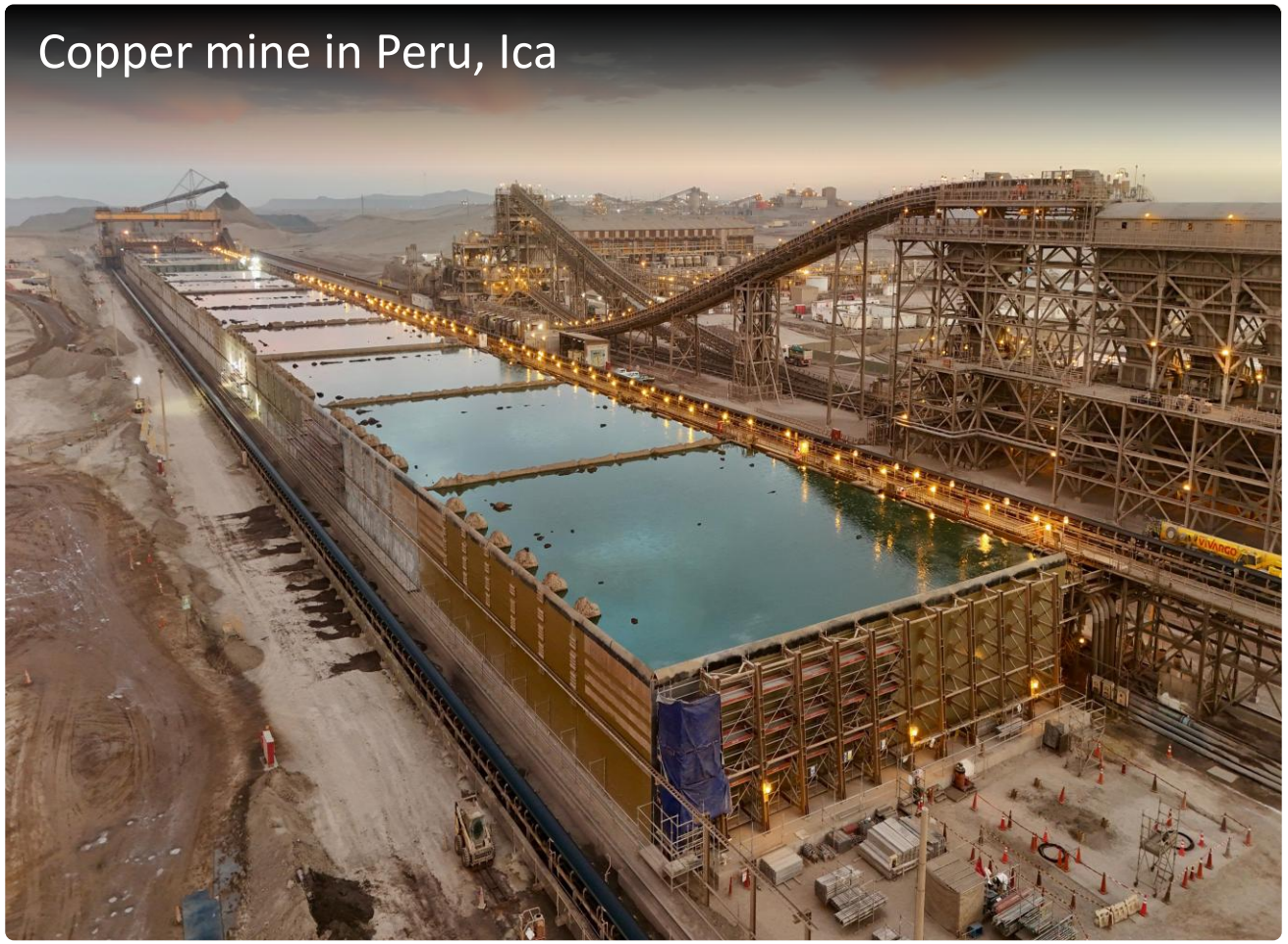



**Sika is supplying advanced technologies for the Wind energy market, as the industry seeks more efficient production processes, end-of-life blade management and robust foundations.**

↘ **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



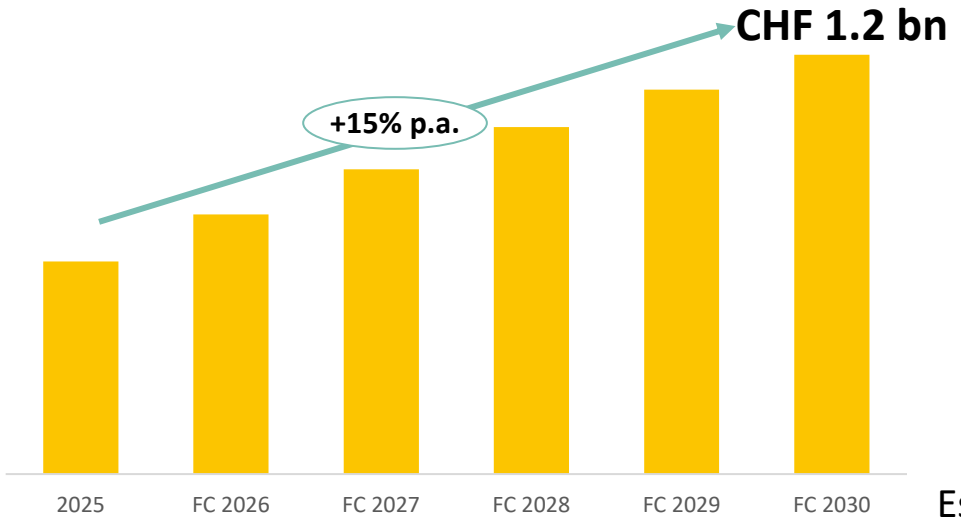

**Sika is supplying advanced concrete technologies for a large-scale copper mining operation that produces 149,000 tons of copper concentrate annually.**

↘ **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

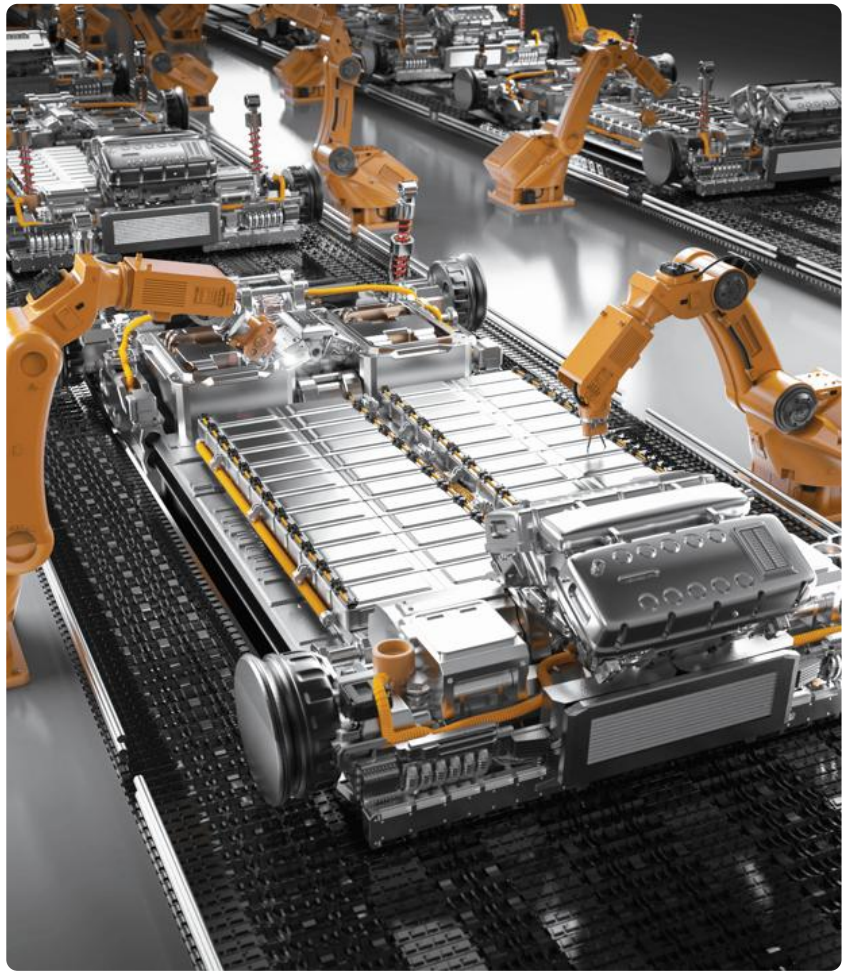
- Battery technology is a rapidly evolving segment in mobility with significant market growth
- New battery concepts create new material and application requirements
- Sika's broad portfolio delivering multiple solutions, driving higher content per unit



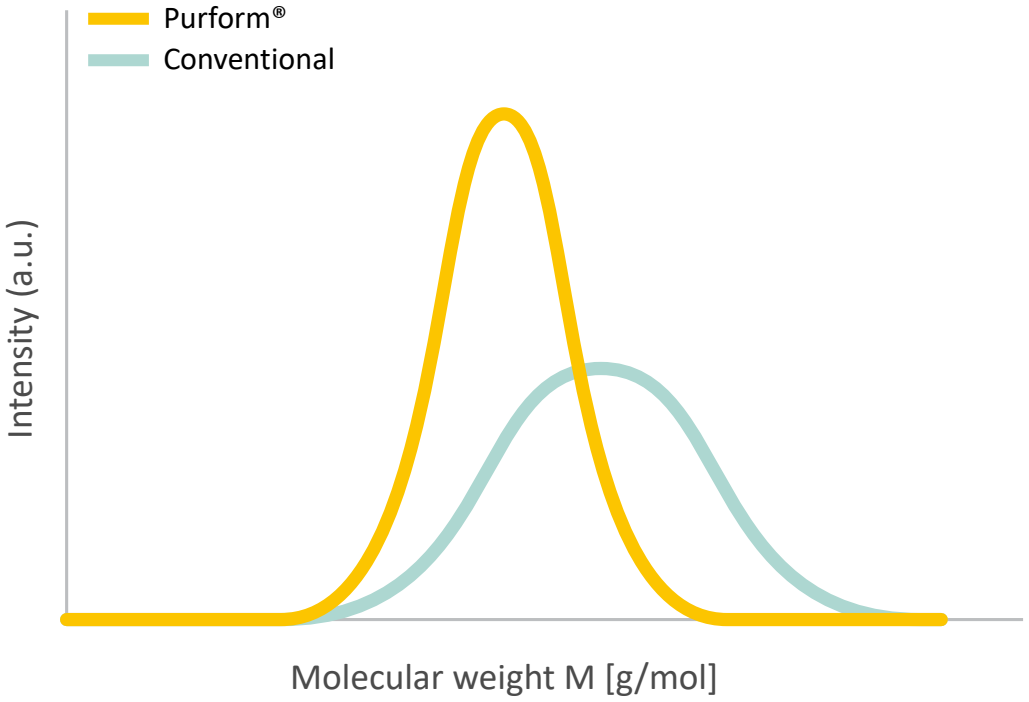

**+15%**

**Growth CAGR**
('25-'30)

Estimated average market growth



# SIKA® PURFORM® TECHNOLOGY
## PATENTED POLYURETHANE PLATFORM




### Polydispersity

| | |
|---|---|
| Purform® technology | **10x** lower dispersity |
| Conventional adhesive | |

### Viscosity

| | |
|---|---|
| Purform® technology | **4x** lower viscosity |
| Conventional adhesive | |

### Customer benefits with Purform® technology

| | |
|---|---|
| Cost savings | Cost savings up to 80% |
| Time savings | Time savings up to 100% |

### Purform® prepolymers allow for:

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

# 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.

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