



ZKB EQUITY SUMMER CONFERENCE GENEVA

ADRIAN WIDMER, CFO
GENEVA, JUNE 17, 2025

BUILDING TRUST



HIGHLIGHTS Q1 2025

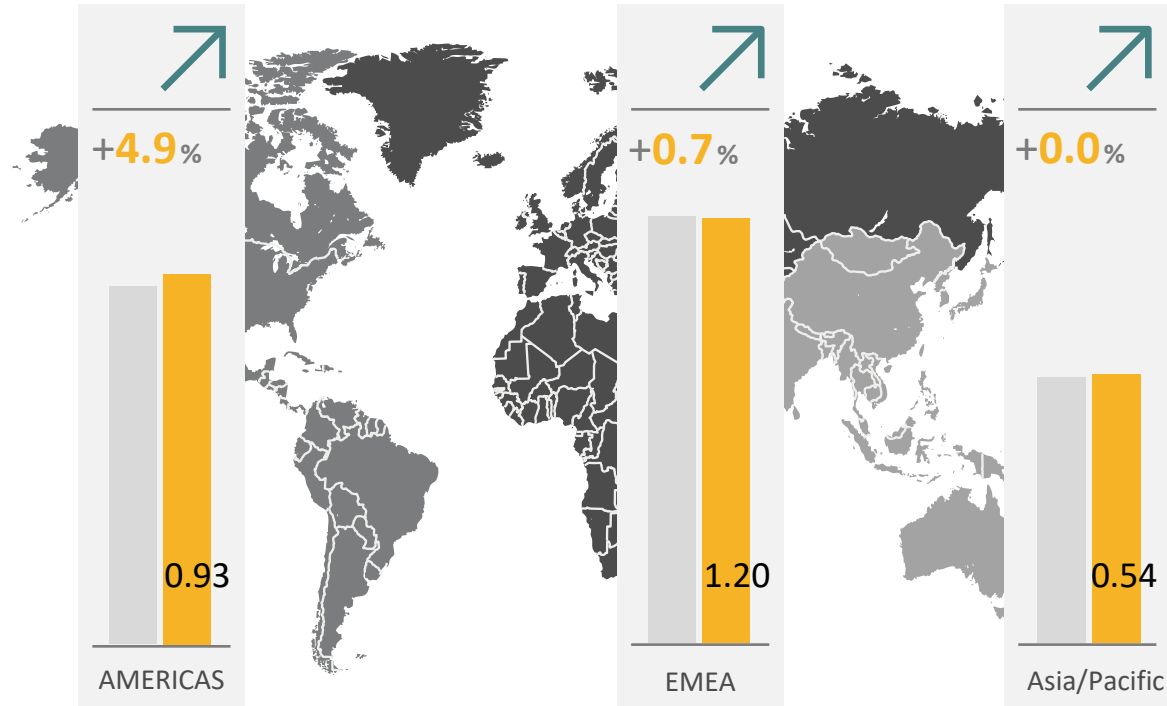
SIKA IS GENERATING GROWTH IN Q1 AND INVESTING WORLDWIDE

ORGANIC GROWTH OF 0.9% – ACQUISITION EFFECT OF 1.0%

- Growth in local currencies of +1.9% (growth in CHF: +1.1%)
- Q1 sales of CHF 2,678.3 million (previous year: CHF 2,648.0 million)
- Organic growth of 0.9%
- Acquisition effect of 1.0%
- Targeted investment in future growth
 - Acquisition of Elmich (Singapore), Cromar (UK), and HPS (USA)
 - Opening of new factories in Singapore, Xi'an (China), Quito (Ecuador), and Ust-Kamenogorsk (Kazakhstan)
 - Joint Venture with Sulzer (Switzerland) and Investment in Giatec (Canada)

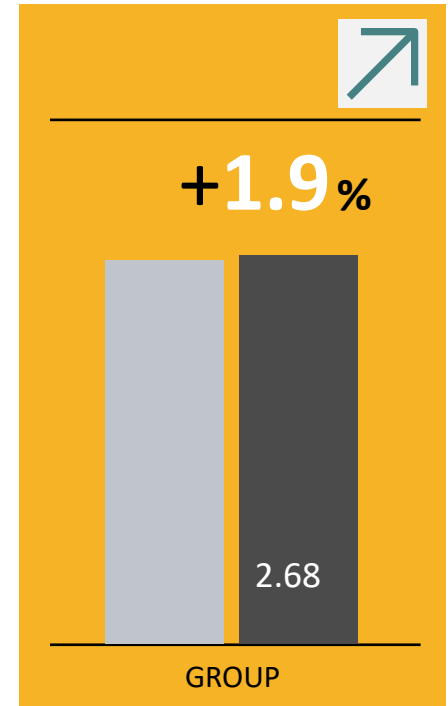
SIKA IS GENERATING GROWTH IN Q1 AND INVESTING WORLDWIDE

ORGANIC GROWTH OF 0.9% – ACQUISITION EFFECT OF 1.0%



Q1 2024 Q1 2025

(in CHF billion, growth in LC)



TARGETED INVESTMENTS IN FUTURE GROWTH

KEY INVESTMENTS IN 2025

New plants in Singapore, China, Ecuador and Kazakhstan (Jan - April 2025)



- Singapore plant: production of mortars
- China plant: tile adhesives, cementitious waterproofing, and flooring solutions
- Ecuador plant: mortar solutions, and tile adhesives
- Kazakhstan plant: concrete admixtures and mortars

Acquisitions in Singapore, United Kingdom, and North America (Jan - Mar 2025)



- Elmich Pte Ltd (February 2025): Innovative and sustainable green roof solutions
- Cromar Building Products (March 2025): Leading provider of flat and pitched roofing products
- HPS North America, Inc. (March 2025): Building Finishing Materials including self-leveling and waterproofing solutions

Investment and Joint Venture in Canada and Switzerland (June 2025)



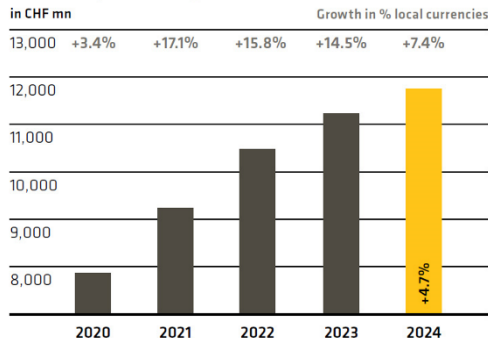
- Sika and Sulzer (June 2025): Joint venture to advance plastics recycling in the construction industry. Pilot projects to commence in Germany, Austria, and Switzerland
- Giatec™ Scientific Inc. (June 2025): Global leader in digital concrete technology platforms specializing in smart testing and AI-driven solutions to optimize concrete quality, durability, and sustainability

CONSISTENT EXECUTION IN FIRST YEAR OF STRATEGY 2028

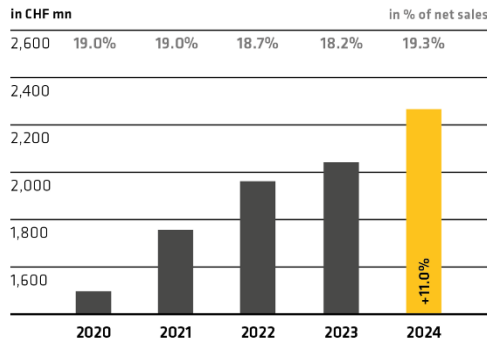
HIGHLIGHTS 2024

CONTINUATION OF STRONG GROWTH/PROFITABILITY INCREASE OF LAST YEARS

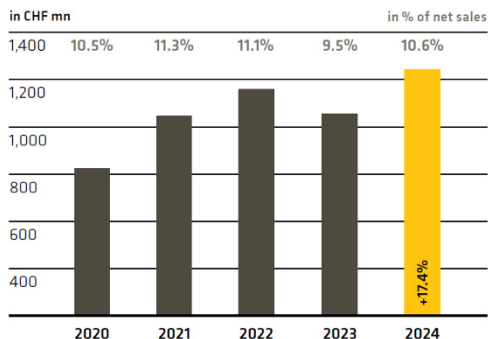
NET SALES (consolidated)



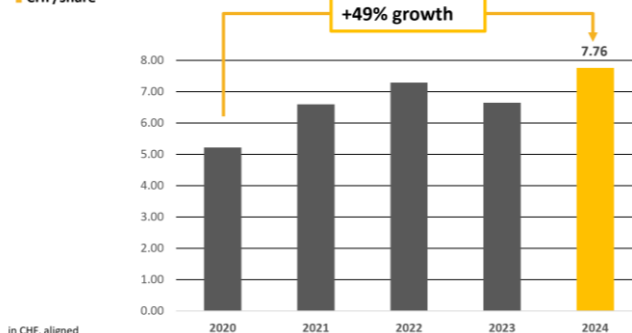
OPERATING PROFIT BEFORE DEPRECIATION (EBITDA)



NET PROFIT

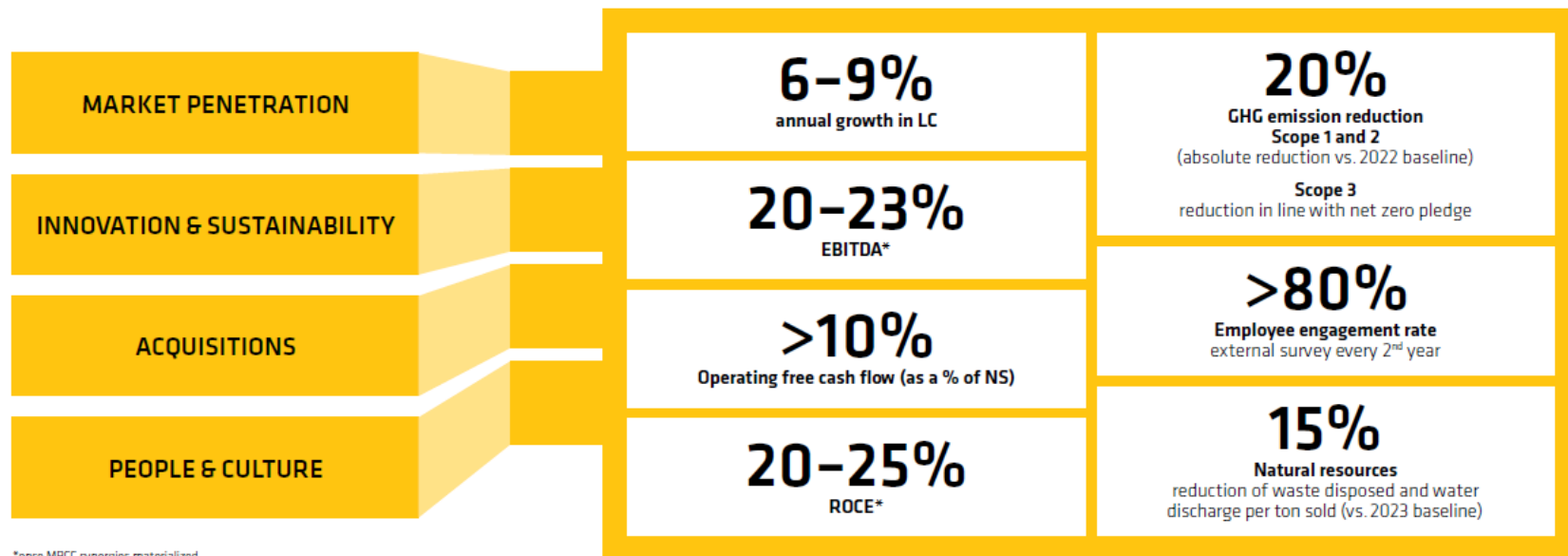


EPS in CHF, diluted CHF/share



STRATEGY 2028

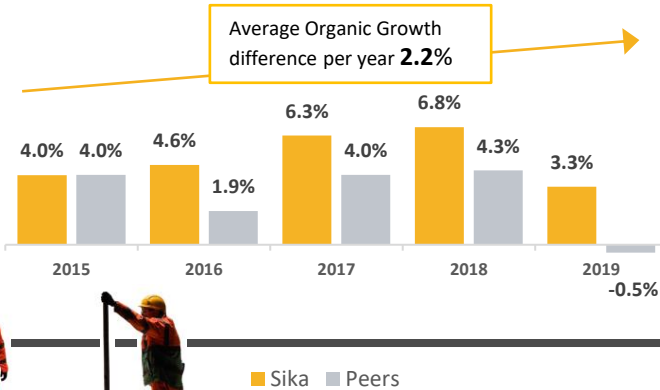
FIRST YEAR OF SUCCESSFUL EXECUTION



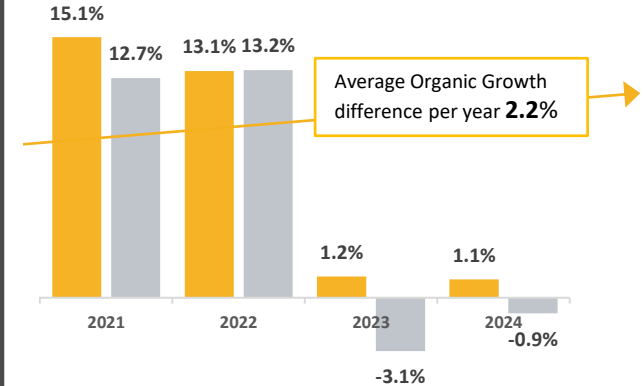
*once MBCC synergies materialized

SIKA CONSTANTLY GAINING MARKET SHARE OVER THE YEARS OUTGROWING ITS PEERS

Sika vs Peers, Organic Growth pre-Covid 2015 – 2019



Sika vs Peers, Organic Growth 2021 – 2024



TARGET MARKETS – FOCUS ON ATTRACTIVE MARKETS

SOLUTIONS, LIFE-CYCLE MANAGEMENT, ONE STRONG BRAND

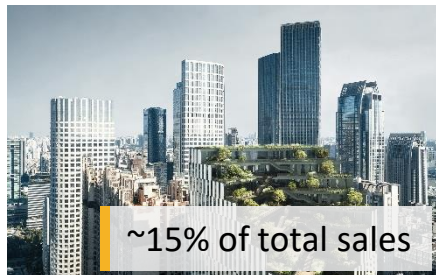
Concrete



Waterproofing



Roofing



Building Finishing



Flooring & Coating



Sealing & Bonding



Engineered Refurbishment



Industry



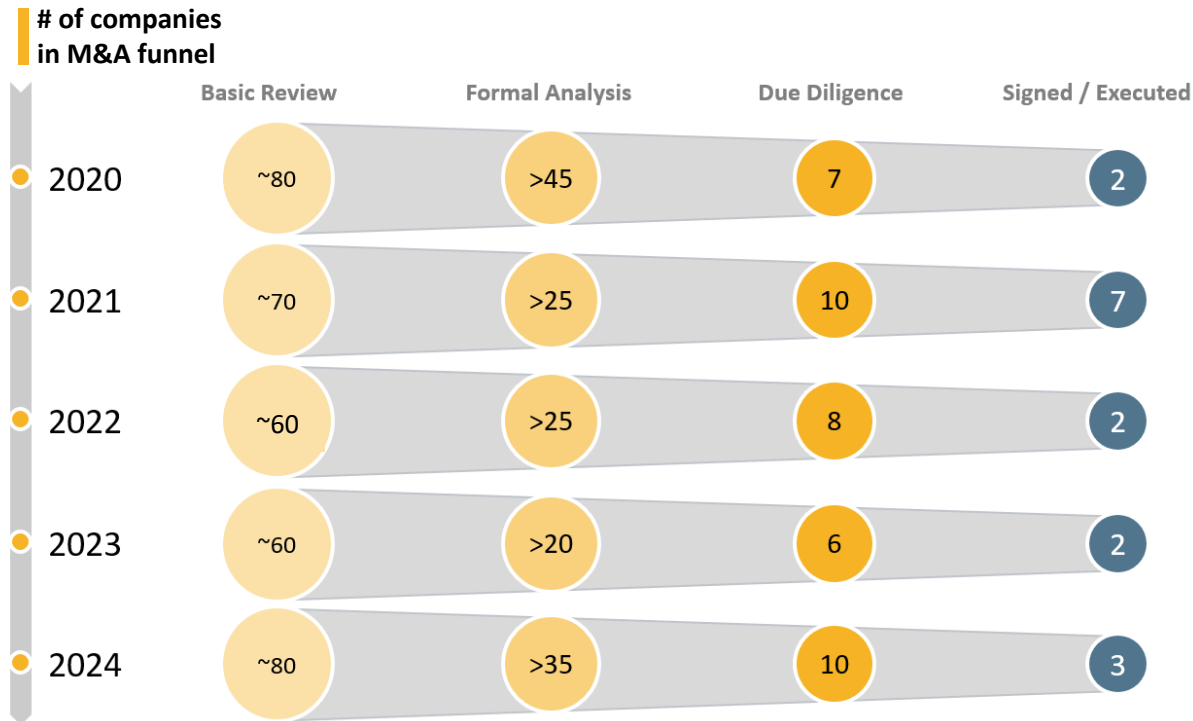
BALANCED BUSINESS MIX

STRONG CROSS-SELLING INTO VERTICAL MARKETS



SIKA'S EXCEPTIONAL ACQUISITION HISTORY

M&A FUNNEL FROM 2020 TO 2024

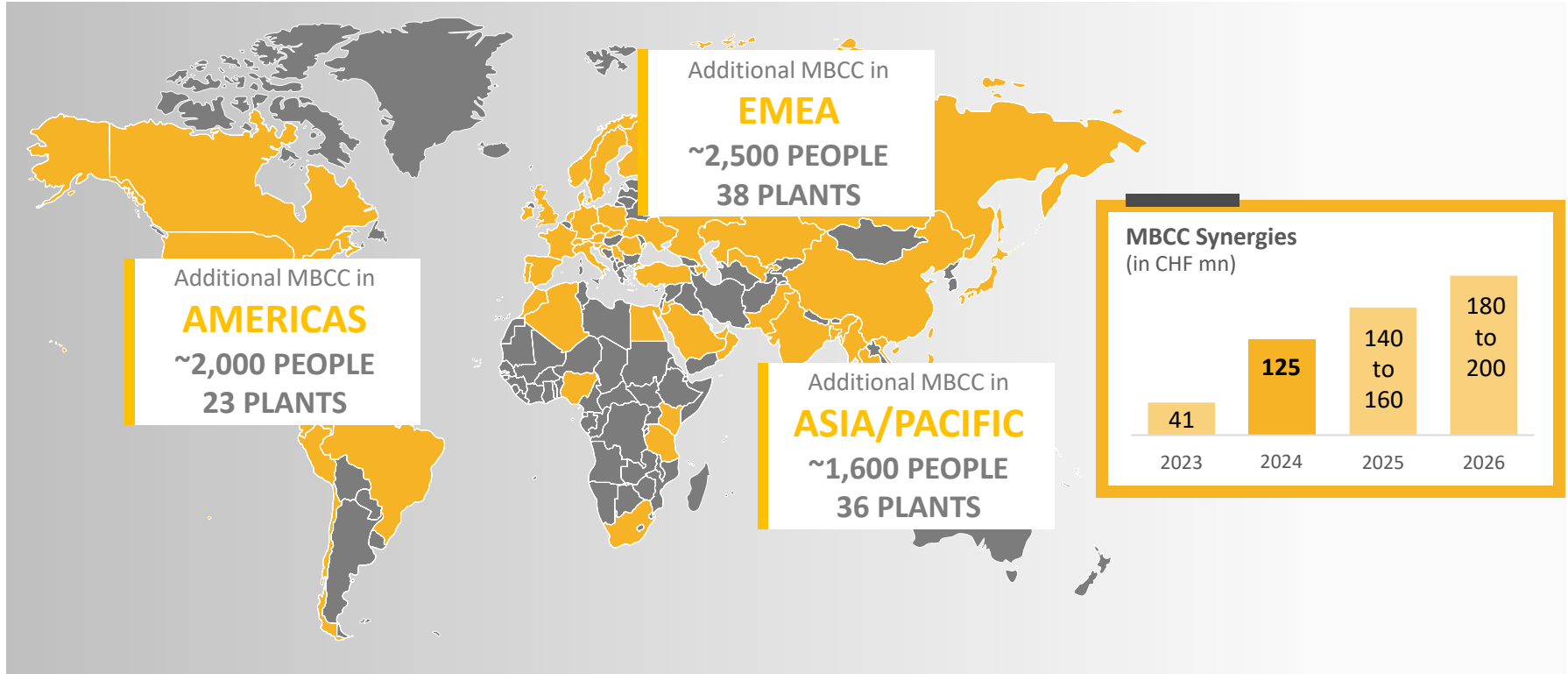


16 acquisitions completed of which 15 bolt-on acquisitions with **CHF 50 million sales on average***

* excluding large acquisition (MBCC)

SUCCESSFUL INTEGRATION OF MBCC

SYNERGY GENERATION WITH EXCEPTIONAL PROGRESS



Note: Highlighted countries refer to all acquired business activities

STRONG BUSINESS EXECUTION

GLOBAL SOLUTIONS FOR INFRASTRUCTURE AND DATACENTERS

Solutions for critical Infrastructure projects



With length of 2.5 km, longest
cable-stayed bridge in North
America



16 tunnels and 20 bridges on a
41 km long highway section



95% reduction of sewage
pollution into the River
Thames

Solutions for Datacenters



CHF 810 billion data center
investment globally by 2028

Focus on speed, quality, and
carbon footprint

STRONG BUSINESS EXECUTION

INNOVATION POWER

Sika Fibers for Reinforced Concrete



- Higher durability and longer life cycle of concrete
- Best practice for reducing CO₂ emissions*

Concrete Recycling



- A total of 500 million m³ of fresh concrete discarded every year
- Innovative admixtures that simplify recycling

Self-healing Membrane for Modern Flat Roofs



- Membrane automatically seals damages when exposed to water, ensuring long-term waterproofing
- Higher lifespan, longer lifecycle

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

SIKA DAY

STRONG CORPORATE CULTURE AND ENGAGEMENT



Sika Day is a moment to appreciate our people, our achievements, and the strong culture that unites us.

WINNING TOGETHER
We promote a collaborative environment in which everyone contributes to our collective growth.

OUTLOOK

OUTLOOK

CONFIRMATION OF 2028 STRATEGIC TARGETS

- Sika confirms the outlook, but points to increased market uncertainties arising from potentially prolonged trade conflicts
- For 2025, Sika expects sales growth in local currencies of 3-6%
- Over-proportional increase in EBITDA and expansion of EBITDA-margin to 19.5%-19.8%
- Confirmation of 2028 strategic mid-term targets for sustainable, profitable growth

2025 expected
sales growth in LC

3-6%



THANK YOU FOR YOUR ATTENTION

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