



SIKA WITH RECORD SALES OF 11.24 BILLION IN 2023
REVENUE GROWTH OF +7.1% IN CHF (+14.5% IN LOCAL CURRENCIES)

SIKA INVESTOR PRESENTATION
BAAR, 10 JANUARY 2024

BUILDING TRUST



1. SIKA WITH RECORD SALES IN 2023

2. OUR NEW STRATEGY 2028 – BEYOND THE EXPECTED

3. OUTLOOK

1. SIKA WITH RECORD SALES IN 2023

SIKA WITH RECORD SALES IN 2023

GROWTH IN LOCAL CURRENCIES OF 14.5%

1. Sales

- Sika posts record sales of CHF 11.24 billion in 2023
- Revenue growth of +7.1% in CHF (+14.5% in local currencies)
- High, negative foreign currency effect of -7.4% due to sharp appreciation of the Swiss franc

2. Key investments for future growth

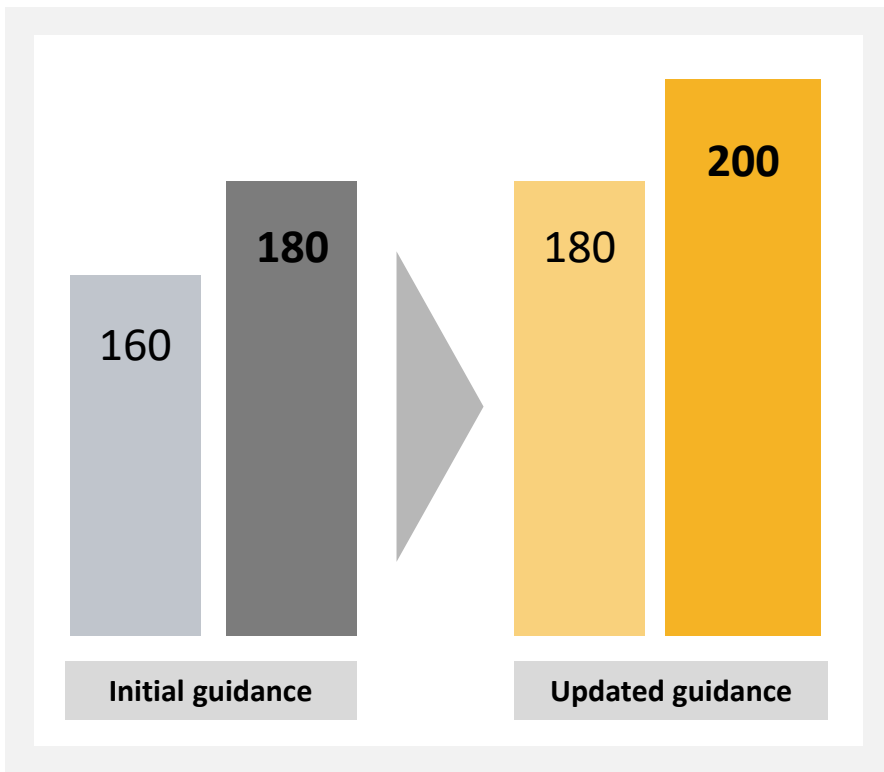
- Integration of MBCC on track with expected synergies of CHF 180–200 million
- Acquisition of Thiessen Team (USA) and Chema (Peru) as well as a stake in start-up Concria Oy (Finland)
- New plants commissioned in Kharagpur (East India) and Chattanooga (Tennessee, USA) and expansion of two factories in Sealy (Texas, USA) and Kirchberg (Switzerland)
- Technology Center opened in Suzhou (China)

3. Outlook for fiscal 2023 confirmed

- Over-proportional increase in EBIT excluding MBCC acquisition
- Operating free cash flow of over 10% (as % of net sales)

INTEGRATION OF MBCC ACQUISITION WELL ON TRACK

UPDATED SYNERGIES OF CHF 180–200 MILLION P.A. BY 2026

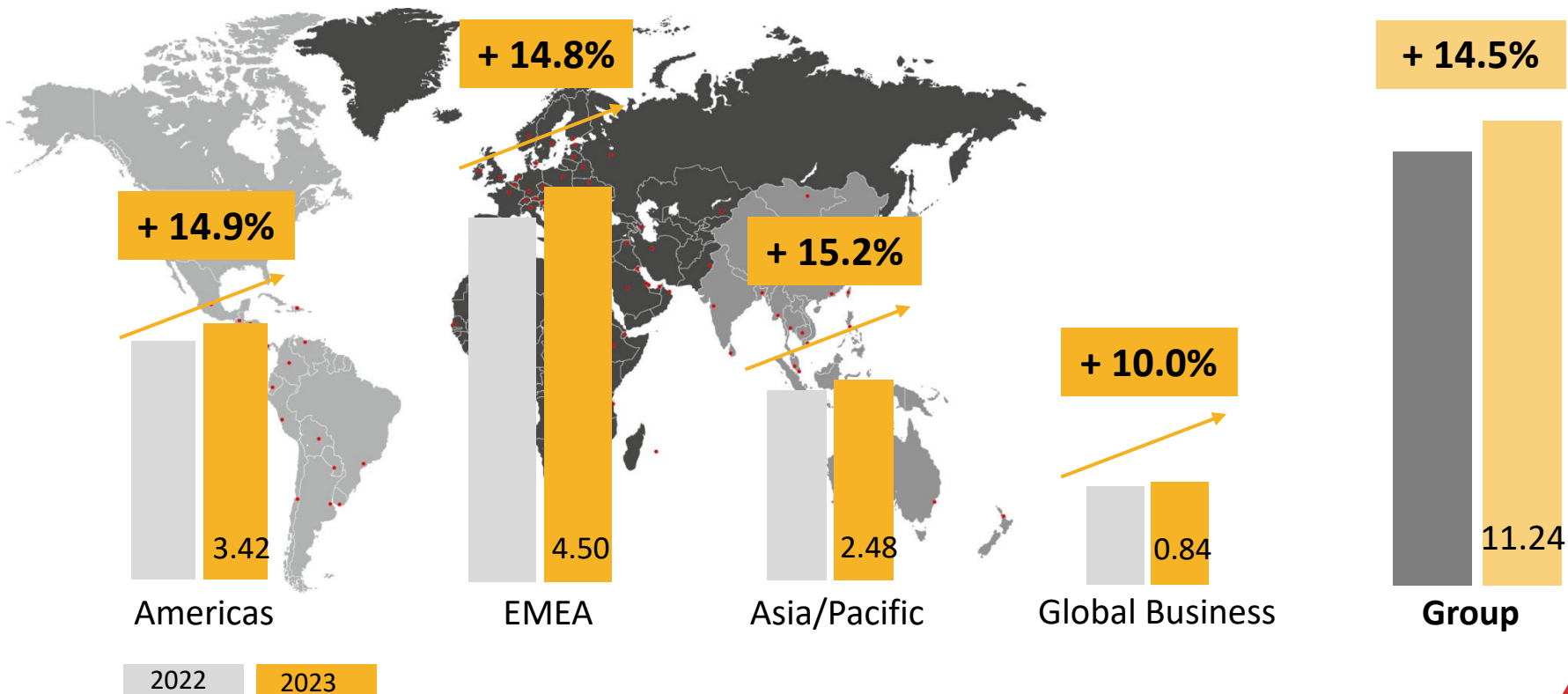


in CHF mn



SIKA WITH RECORD SALES IN 2023

SALES GROWTH OF 14.5% IN LOCAL CURRENCIES

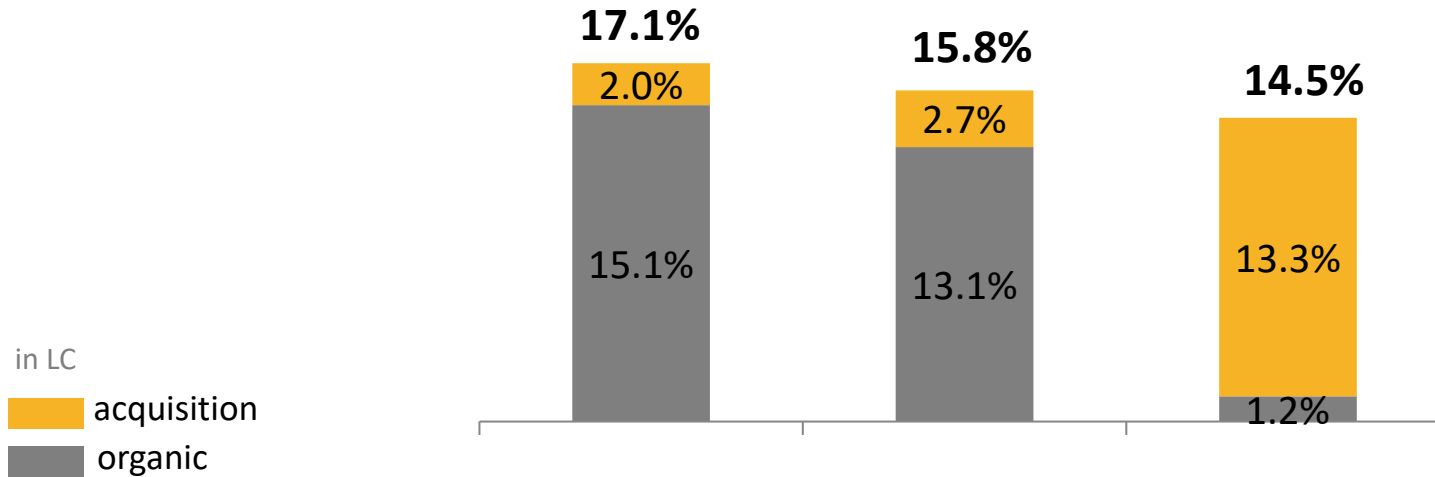


2022 2023

(in CHF billion, growth in LC)

SIKA WITH RECORD SALES IN 2023


SALES GROWTH OF 14.5% IN LOCAL CURRENCIES

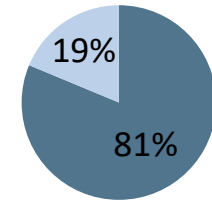
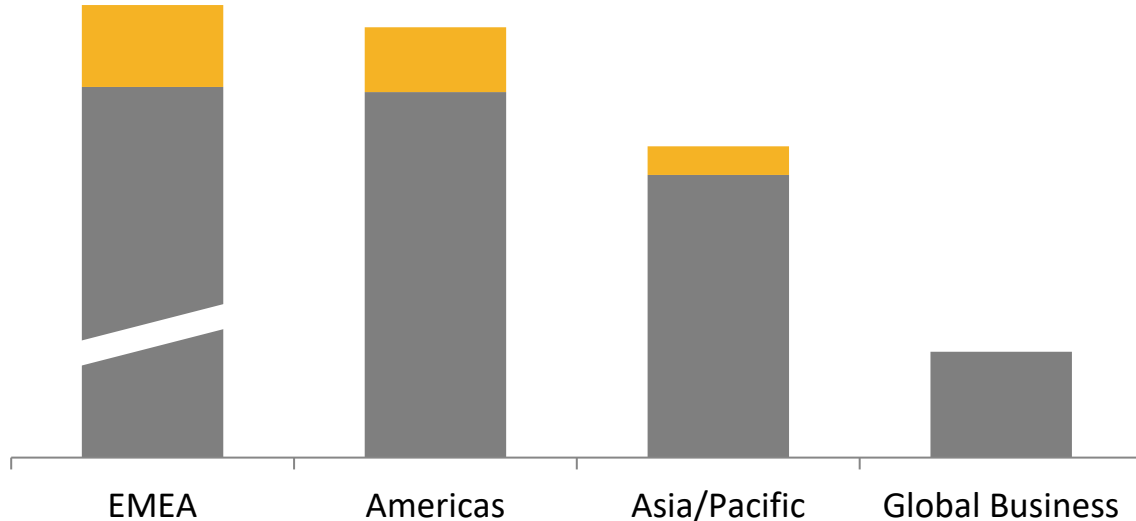


in CHF bn	2021	2022	2023
Net sales	9.25 bn	10.49 bn	11.24 bn

SIKA WITH RECORD SALES IN 2023

SALES GROWTH OF 14.5% IN LOCAL CURRENCIES

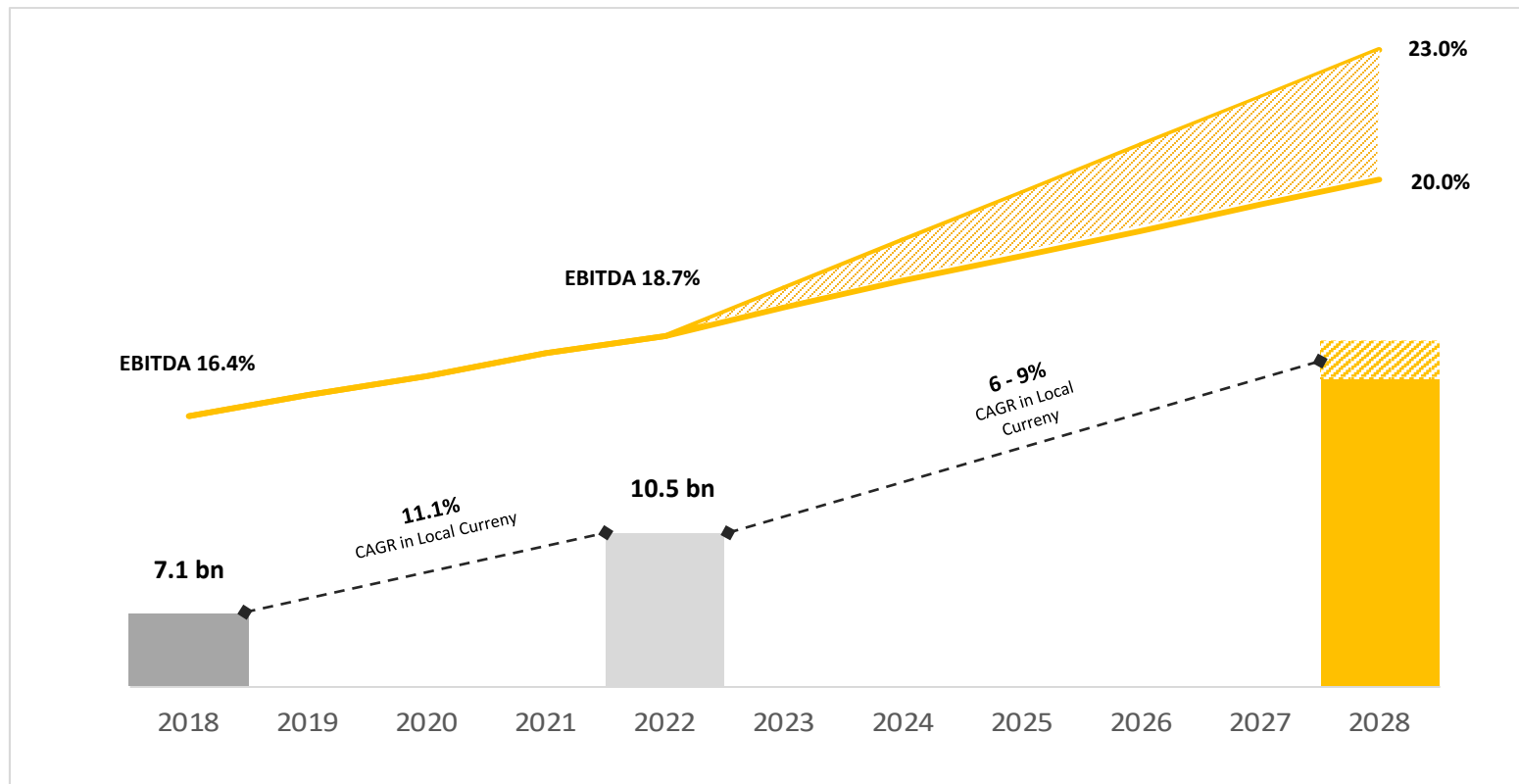
+8.6%	+7.2%	+5.3%	+4.6%	Growth in CHF
+14.8%	+14.9%	+15.2%	+10.0%	Growth in LC
- 6.2%	- 7.7%	- 9.9%	- 5.4%	FX impact
+15.7%	+16.2%	+9.7%	+ 0.0%	Acquisition 



■ Construction
■ Industry

2. OUR NEW STRATEGY 2028 – BEYOND THE EXPECTED

STRATEGY 2028 – BEYOND THE EXPECTED PROFITABLE GROWTH TO CONTINUE



MEGATRENDS DRIVING SUSTAINABLE GROWTH FURTHER ACCELERATION



POPULATION GROWTH



URBANIZATION



DEMOGRAPHIC
CHANGE



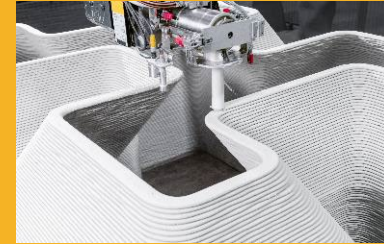
RESOURCE SCARCITY



CLIMATE CHANGE &
SUSTAINABILITY



INCREASING
REGULATIONS



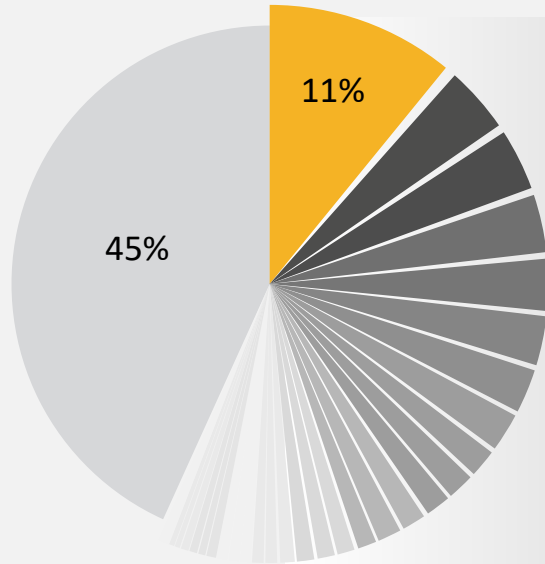
TECHNOLOGICAL
PROGRESS



DIGITALIZATION

MARKET SHARE IN CONSTRUCTION CHEMICALS AND INDUSTRY

TOTAL ADDRESSABLE MARKET 2023: CHF 110 BILLION

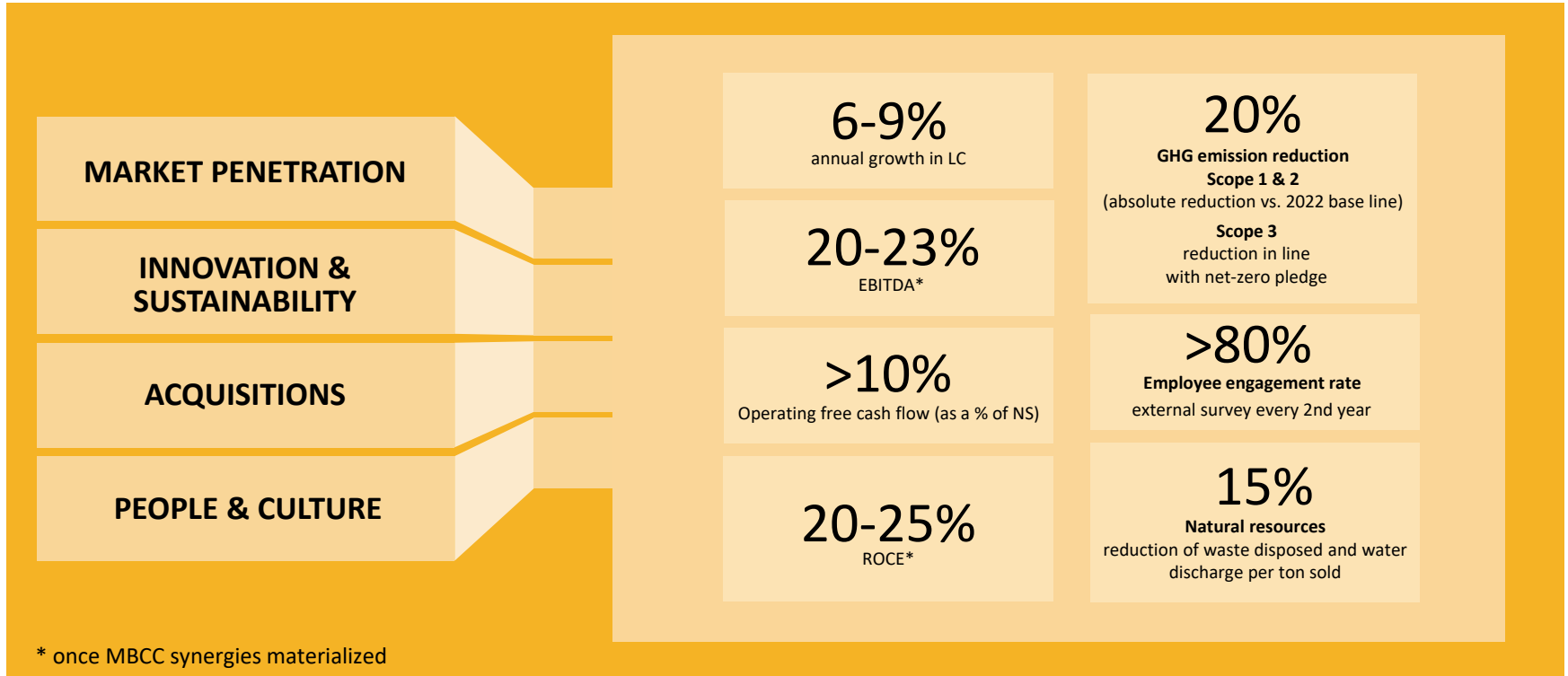


Top 30 competitors
(incl. Sika) account
for 55% of market
share

Competitive landscape
remains very fragmented despite
ongoing M&A activity

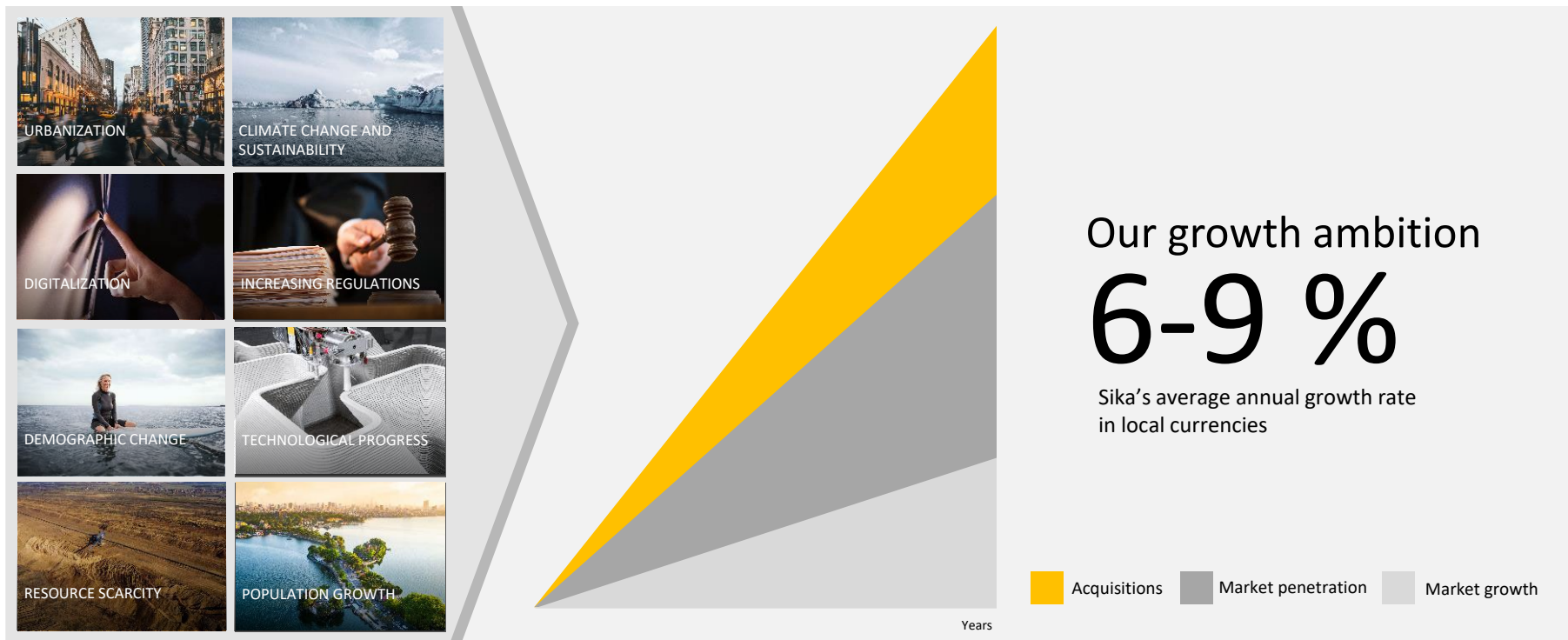
SIKA'S GROWTH STRATEGY 2028

THE PILLARS OF THE STRATEGY



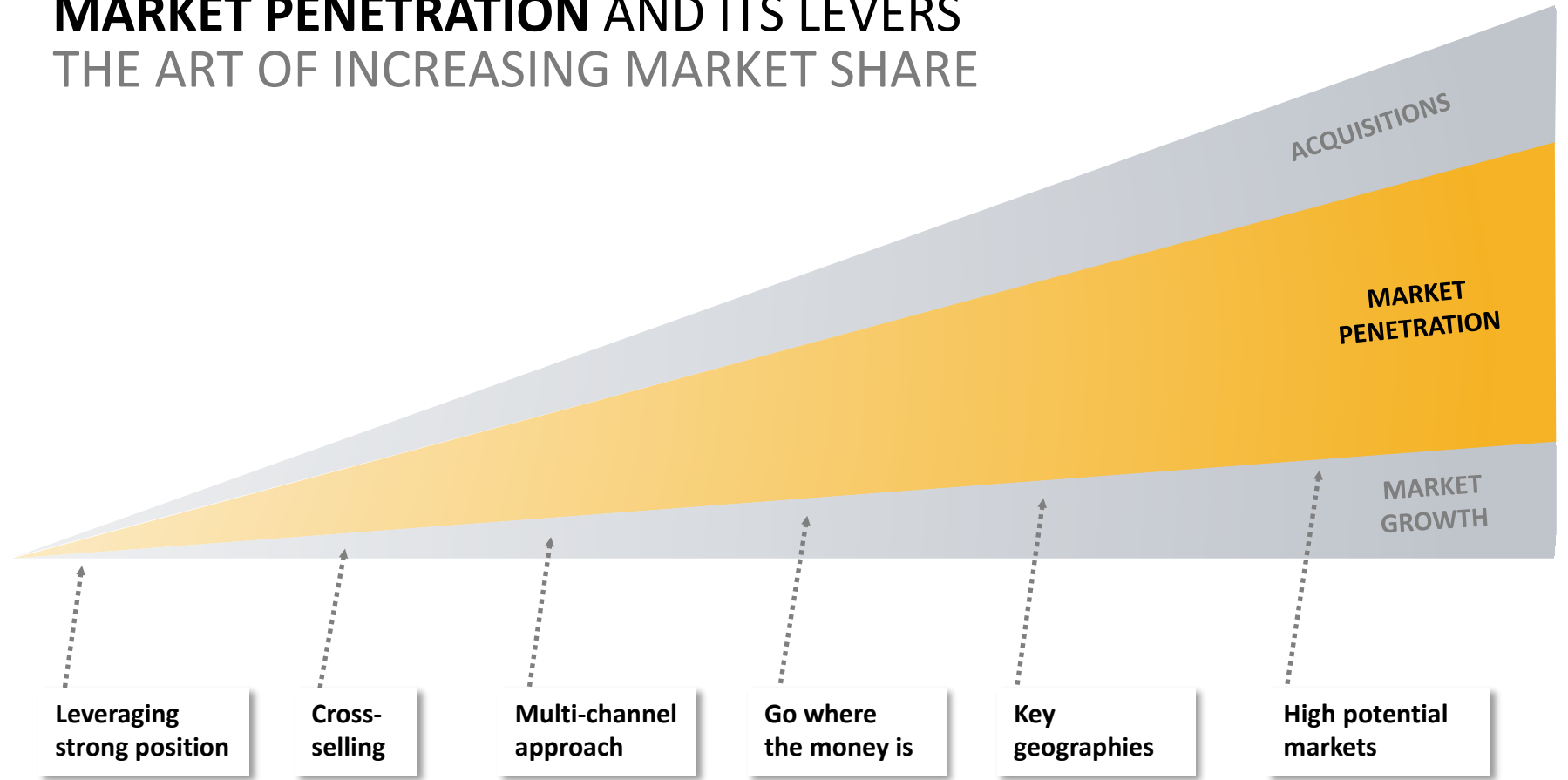
STRONG EXECUTION AND BENEFITS OF MEGATRENDS

SIKA STRONGLY POSITIONED IN 2023 AND BEYOND



MARKET PENETRATION AND ITS LEVERS

THE ART OF INCREASING MARKET SHARE

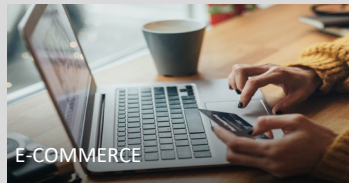


MARKET PENETRATION AND ITS LEVERS

EXAMPLES

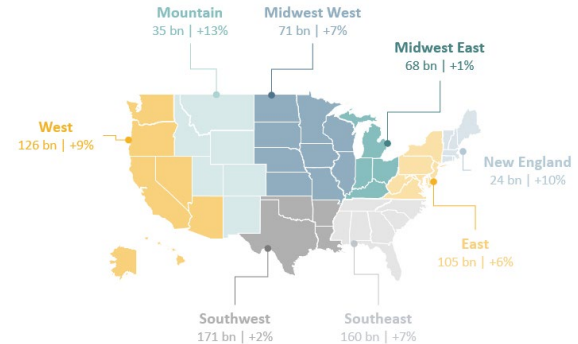
Multi-channel approach

Following a multi-channel approach with dedicated and specialized teams



Go where the money is

Focusing on high business potential across regions and verticals



MARKET PENETRATION – HIGH POTENTIAL MARKETS

FAST AND EFFICIENT CONSTRUCTION VIA MODULAR BUILDING

- » Strongly growing market
Growing population and urbanization drive the need for fast and efficient off-site construction
- » Iconic projects like Neom initiate the change to industrialized construction
- » Sika has the know-how
Sika is a key player in construction chemicals and at the same time has the know how of Industrial, automated production.
- » Sika can support customers in the transition from highly labor-intensive mechanical fastening to fully automated bonding processes



INNOVATION & SUSTAINABILITY – TRANSFORMING INNOVATION AND EFFECTIVE SUSTAINABILITY

PRESERVE NATURAL RESOURCES

Increase water and waste efficiency.

Reduce usage of hazardous materials.

CLIMATE CHANGE MITIGATION

Reduction direct and indirect emissions.

Building on circular economy.

INNOVATION

All new product developments to be SPM validated.

Digitalization to accelerate transformation.

INNOVATION & SUSTAINABILITY – STRATEGIC PILLARS 2028

SIKA'S NET ZERO PATHWAY – DRIVING THE TRANSFORMATION

OUR KEY LEVERS

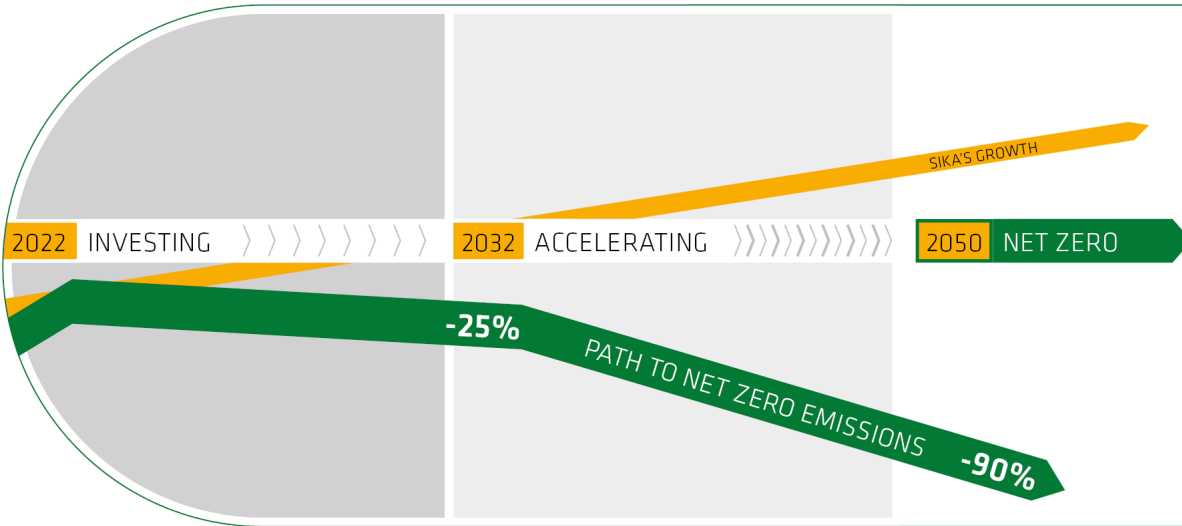
Education and capacity building to improve **material efficiency and circularity**

Accelerated use of **alternative low carbon supplies**

Continued focus on **operational efficiencies**

Partnerships with key suppliers who support Sika's path to net zero

Development of **new innovative solutions** for construction and industry



INNOVATION & SUSTAINABILITY – ENABLING SUSTAINABLE SOLUTIONS

SUSTAINABILITY PORTFOLIO MANAGEMENT (SPM)

All new product developments to be SPM validated with a positive validation

MORE **PERFORMANCE**
MORE **SUSTAINABLE**

SPM | Sustainability
Portfolio
Management

- The SPM evaluates solutions based on **12 sustainability** and **6 performance categories**.
- SPM is used to classify, and **market sustainable solutions**.
- Sika's goal is to manage innovation and sustainability, **minimizing risks and maximizing opportunities**.
- Sika is the 1st company within the specialty chemicals and building materials sector to develop and implement the **SPM Concept** based on the World Business Council of Sustainable Development framework.

INNOVATION & SUSTAINABILITY

GHG EMISSIONS - SCOPE 1, 2, AND 3



Scope 1 and 2
-20%
absolute emission reduction



Scope 3
in line with net zero pledge



Reduction of use of fossil fuels in production processes and transportation



Optimizing formulations:
Cement reduction, bio-based raw materials, recycled raw materials



Use of more efficient appliances;
80% renewable electricity



Supplier engagement to optimize product-specific carbon footprint of raw materials and packaging



**INVESTING IN OUR PEOPLE
& CULTURE IS INVESTING
IN OUR FUTURE SUCCESS.
LEADERS ARE IN CHARGE.**

WE BUILD TRUST EVERYDAY

OUR EMPLOYEES FEEL VALUED, EMPOWERED AND PROUD TO WORK FOR SIKA



SAFE



ENGAGED



INCLUSIVE

Be effective leaders that build a safe, attractive and inclusive environment where people feel inspired and motivated to drive change, unlock their full potential and win together.

PEOPLE & CULTURE

EMPLOYEE ENGAGEMENT - RECONFIRM OUR HIGH SCORE

- Engagement as key performance metric to measure resilience and sustainability of an organization. **Highly engaged employees drive performance and business success.**
- **Sika's strong Corporate culture as most competitive advantage.**



EMPLOYEE ENGAGEMENT

>80%

measured through Global Employee
Survey every two years

3. OUTLOOK

OUTLOOK FOR FISCAL 2023 CONFIRMED

GROWTH STRATEGY 2028 – BEYOND THE EXPECTED

- Confirmation of over-proportional EBIT increase for the year, excluding the effect of the MBCC acquisition
- Operating free cash flow of over 10% expected (as % of net sales)



THANK YOU FOR YOUR ATTENTION

BUILDING TRUST



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:

- Fluctuations in currency exchange rates and general financial market conditions
- 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

Any statements regarding earnings per share growth are not a profit forecast and should not be interpreted to mean that Sika's earnings or earnings per share for this year or any subsequent period will necessarily match or exceed the historical published earnings or earnings per share of Sika.

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