

A photograph of an industrial interior, likely a warehouse or factory, where a scissor lift is being used to cut a vertical steel column. A large shower of sparks is falling from the point of contact. The scene is dimly lit, with the primary light source being the sparks and some overhead industrial lights. The floor is concrete and appears wet or oily. In the background, other steel columns and industrial equipment are visible. A large yellow diagonal shape covers the right side of the image, containing the text 'WE ARE SIKA'.

WE ARE SIKA

BUILDING TRUST





ENABLING SUSTAINABLE CONSTRUCTION AND INDUSTRY

SIKA

BEYOND THE EXPECTED

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WHAT WE STAND FOR SIKA'S POSITIONING



BUILDING TRUST BEYOND THE EXPECTED

Sika is a specialty chemicals company with a leading position in the development and production of systems and products for sealing, bonding, damping, reinforcing, and protecting in the building sector and industrial manufacturing.

SIKA AT A GLANCE

33,700 EMPLOYEES

103 COUNTRIES

400+ FACTORIES WORLDWIDE

7 NEW/EXPANDED FACTORIES IN 2025

121 NEW PATENTS IN 2025

6 ACQUISITIONS IN 2025

11.2 BN NET SALES IN 2025 (IN CHF)



“Sika generates lasting added value. Our achievements are only possible because of the countless initiatives worldwide and the great dedication of all our employees. We will continue to develop innovative solutions that support a sustainable future for the benefit of our customers, the environment, and society. As the market leader in construction chemicals, we are once again setting global standards and strengthening the foundation for future growth.”

Thomas Hasler
CEO

SUCCESS FACTORS COURAGE FOR INNOVATION

Sika's long history of innovation has led to unparalleled success in becoming a global technology leader. The company nurtures and develops an international network of scientists, partners, suppliers, and customers. We provide intelligent solutions using the most advanced technologies, service, and unique expertise.

Global Cooperation

Sikas worldwide network of 16 Global Technology Centers take the lead in long-term research programs and the development of new innovative solutions. To meet local markets specific needs and requirements, new products and systems are also developed across the various regional and local technology centers worldwide.



16

Global technology
centers worldwide

121

New patents were
filed in 2025

234

Invention disclosures
registered in 2025

SUCCESS FACTORS

ACQUISITION AS GROWTH PLATFORMS



Growth across multiple dimensions

Sika aims for organic growth fueled by innovative drive and entrepreneurial spirit. Growth is further strengthened by carefully targeted acquisitions that add complimentary technologies and increase our access to markets and channels. Sika always strives to ensure a smooth integration – paying close attention to the local corporate culture and needs of our new team members.



Successful strategic lever

Acquisitions have proven to be a major growth driver that allows us to increase market penetration through market share, technology as well as channel access.

SUCCESS FACTORS

PEOPLE&CULTURE: DRIVING ENGAGEMENT AND INNOVATION

MORE THAN
33,700 CONNECTED MINDS



With its performance-oriented culture, Sika unleashes the full potential of global diversity



SUCCESSFUL MBCC INTEGRATION

SUCCESSFUL INTEGRATION OF MBCC ACQUISITION STRONGER TOGETHER AS ONE SIKA



6,000
additional
employees

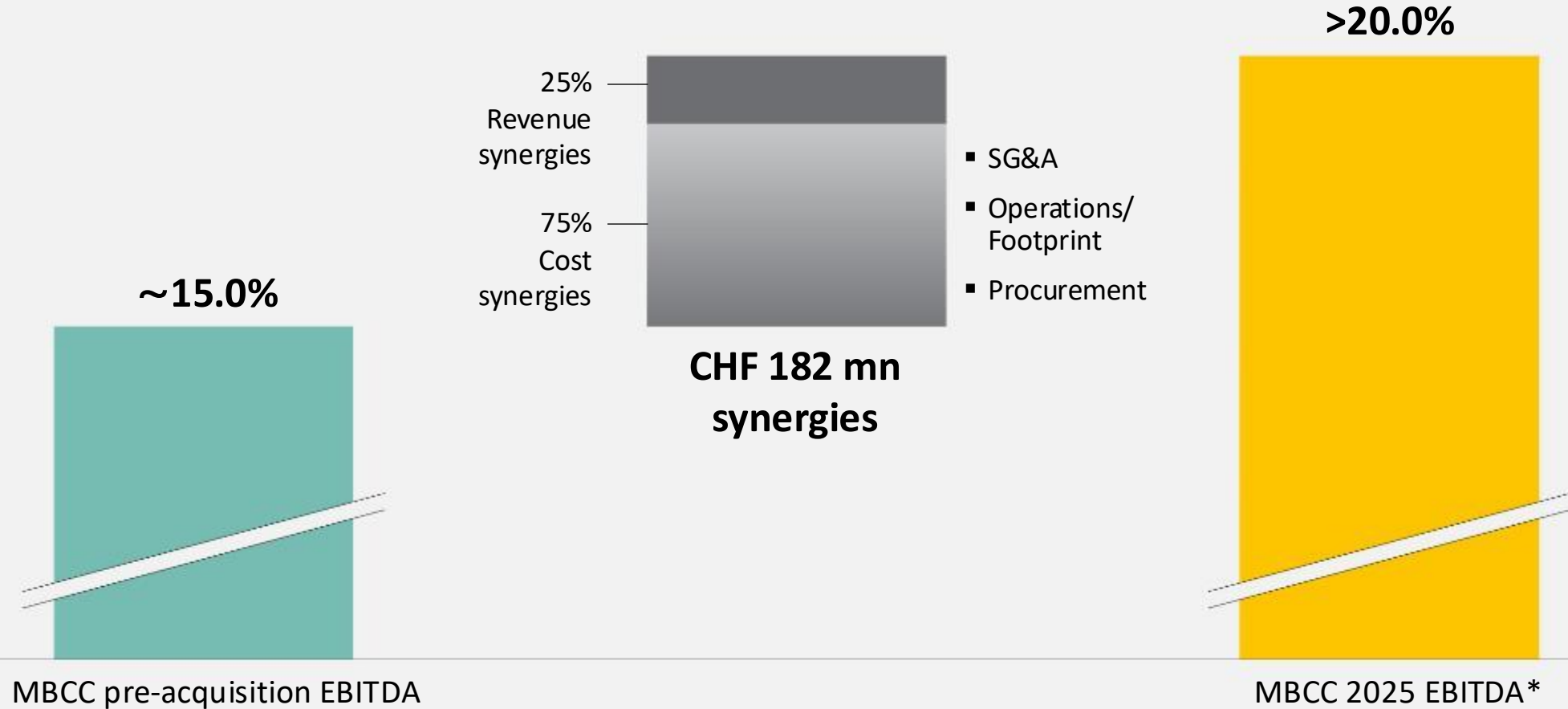
CHF 2.1 bn
additional sales

STRONG
product portfolio

**ONE
SIKA**

SUCCESSFUL MBCC INTEGRATION

DRIVING SIGNIFICANT PROFITABILITY IMPROVEMENT



*pro forma

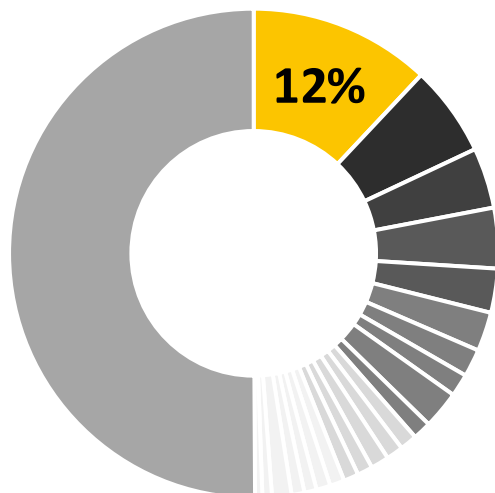
OUR MARKETS

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

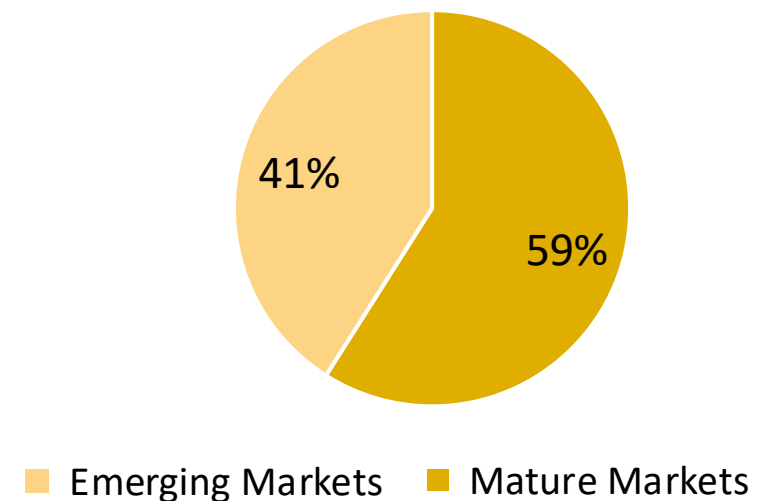
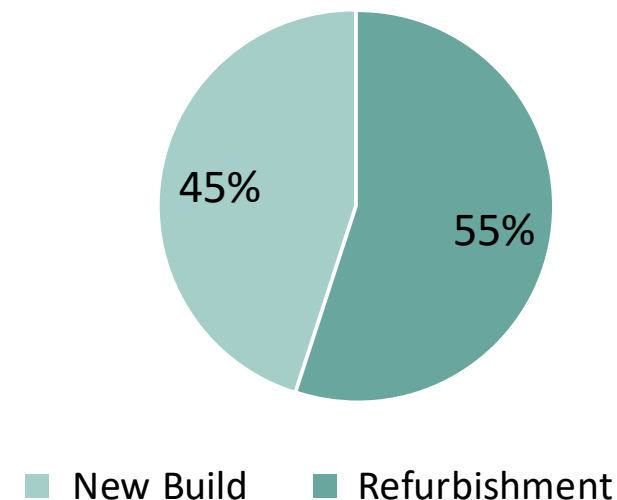
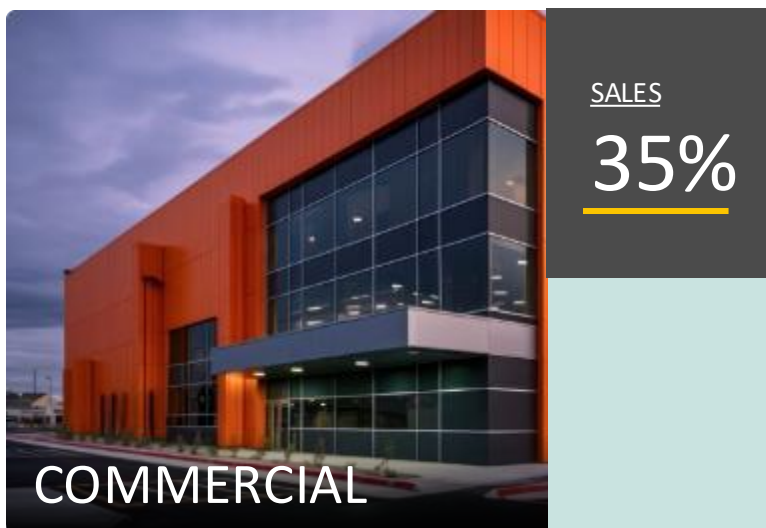


Industry



BALANCED BUSINESS MIX

DIVERSIFIED EXPOSURE SUPPORTS RESILIENCE





CONCRETE PERFORMANCE

TARGET MARKET CONCRETE SOLUTIONS

What we do

We make concrete better. Sika solutions increase efficiency and sustainability in concrete and cement production, optimize application on the jobsite, and enhance the performance and durability of concrete structures. Our admixtures, additives, and digital tools help customers save resources, reduce CO₂, and build faster, safer, and more reliably — supported by engineering know-how and services like the Sika Sand App and SikaFiber Software.

Top product brands

Sika® ViscoCrete®	SikaPlast®
Sika ViscoFlow®	Sikament®
Sika® Plastocrete®	Sika® Plastiment®
SikaRapid®	Sika® Sigunit®
Sika® Retarder	SikaTard®
Sika® Stabilizer	SikaControl®
SikaFiber®	SikaColor®
Sika Separol	Sika reCO ₂ ver®
SikaGrind®	Sikacrete®

Main application areas

Solutions for:

- Concrete production
- Concrete application
- Concrete recycling
- Cement production
- Dry mortar production
- Gypsum board production



WATERPROOFING



TARGET MARKET WATERPROOFING SOLUTIONS

What we do

Sika's world-leading solutions for waterproofing cover all technologies used for below, and above-ground waterproofing: flexible membrane systems (polymeric sheets, fully bonded membranes, modified bitumen sheets), liquid applied membranes, joint waterproofing systems (waterstops, swelling profiles, adhered tapes), waterproofing mortars, mortar admixtures, and injection resins and grouts.

Top product brands

SikaTop®	SikaProof®
Sikaplan®	Sikalastic®
Sika Waterbar®	Sikadur-Combiflex®
SikaSwell®	SikaShield®
SikaInject®	Sika MonoTop®
Sika Igolflex®	Sika® Dilatec®
SikaFuko®	

Main application areas

- Basements and podiums
- Wet rooms
- Tunnels and station boxes
- Bridge decks
- Water and wastewater tanks
- Pits and reservoirs
- Swimming pools



ROOFING SOLUTIONS



TARGET MARKET ROOFING SOLUTIONS

What we do

Sika provides a full range of flat roofing systems like thermoplastic and bituminous membranes as well as liquid-applied membranes including insulation and accessories like Solar fixations. Sika Roofing solutions are reliable, sustainable, and long-lasting, recognized as global proven prime systems for new buildings and roof renovation. In 2022, Sika celebrated 60 years of roofing excellence with Sika Sarnafil® single-ply membranes. For highest building operation safety Sika offers efficient leak monitoring and detection systems.

Top product brands

Sika® Sarnafil®

Sikatherm®

SikaRoof®

Sikaplan®

Sikalastic®

SikaShield®

Main application areas

- Exposed Roofs
- Ballasted Roofs
- Green Roof Systems
- Utility Roof Decks
- Cool Roofs with Highly Reflective Membranes or Coatings
- Solar Roofs
- Special Roof Design

A man with dark hair and a light beard, wearing a light blue button-down shirt, is looking upwards and to the right. In the background, a modern building with a distinctive, angular, and textured facade is visible. The scene is set against a clear sky. The right side of the image is a solid yellow triangle.

BUILDING FINISHING

TARGET MARKET BUILDING FINISHING FINISHING SYSTEMS

What we do

Building Finishing encompasses ceramic tiles and natural stones installation, traditional and insulated facade finishing and protection, as well as interior wall finishing for residential housing and commercial buildings. Sika is a global leader in these solutions and provides the most comprehensive sets of solutions with tile adhesives and grouts, systems for under-tile waterproofing and sound reduction, as well as renders and decorative finishes, and Facade Thermal Insulation Systems.

Top product brands

SikaCeram®

SikaWall®

Sikagard®

SikaMur®

Sikalastic®

Sikatherm®

Main application areas

- Tile adhesives and tile grouts
- Under-tile waterproofing solutions
- Facade preparation & decorative finishing
- Facade cleaning and protection
- Facade thermal insulation systems
- Heritage facade renovation products
- Interior wall levelling & finishing

A woman with dark hair, wearing a red blazer over a white collared shirt, is positioned on the left side of the frame. She is looking slightly upwards and to the right. The background is a modern parking garage with a polished floor, concrete pillars, and a red wall in the distance. A large yellow diagonal shape covers the right half of the image, containing the text 'FLOORING SOLUTION'.

FLOORING SOLUTION

TARGET MARKET FLOORING SOLUTIONS

What we do

Sika provides liquid applied floor finishes and cementitious underlayments to protect, prepare, upgrade and finalize floor surfaces. Our full range of seamless flooring solutions meet the highest requirements for both industrial and decorative floor systems. We use a wide range of technologies such as cement, calcium sulphate, epoxy, polyurethane, hybrid versions among others.

Top product brands

Sikafloor®	Sikafloor® PurCem®
SikaLevel®	Sikafloor® EpoCem®
Sika® Ucrete®	Sikafloor® MultiFlex
Sikafloor® DecoDur	Sikafloor® MultiDur
Sikafloor® Terrazzo	Sika® Comfortfloor®

Main application areas

- Industrial floors
- Car park floors
- Concrete flooring
- Cleanroom floors
- Electrostatic discharge protection
- Floor joints
- Special coatings for walls and ceilings
- Commercial, institutional and residential floors



SEALING & BONDING



TARGET MARKET SEALING & BONDING SOLUTIONS

What we do

Sika offers a wide range of high-performance, durable sealants, adhesives, spray foams, and tapes for commercial, industrial, residential, and infrastructure construction projects. These solutions are used across a broad range of applications, including sealing movement joints between facade elements to weatherproof buildings, bonding wood floors to reduce noise, protecting ground surfaces from kerosene on airport aprons, and providing effective fire protection.

Top product brands

Sikaflex®

SikaBond®

Sikasil®

Sika Boom®

Sika® MultiSeal®

Sikacryl®

SikaSeal®

Main application areas

- Building envelope solutions
- Civil engineering and floor joints
- Floor covering solutions
- Interior finishing
- Bonding solutions
- Firestop systems
- Expansion joint systems



ENGINEERED REFURBISHMENT



TARGET MARKET ENGINEERED REFURBISHMENT SOLUTIONS

What we do

This segment includes repair, strengthening, and protective solutions for concrete structures, such as repair mortars, shrinkage compensated high-strength grouts, anchoring adhesives, protective coatings, corrosion control, and structural strengthening systems. Especially in developed markets, many structures are several decades old and need to be refurbished. Sika engineered refurbishment systems enable the life extension of structures, which is often a more sustainable path than demolition and building from scratch.

Top product brands

Sikadur®	SikaGrout®
SikaLatex®	Sika MonoTop®
Sika AnchorFix®	Sika® FastFix®
SikaTop®	Sikagard®
Sikacrete®	Sika CarboDur®
SikaWrap®	Sika® Icosit®
Sika® FerroGard®	SikaEmaco®
SikaFlow®	

Main application areas

- Grouting
- Concrete repair
- Concrete protection
- Hydrophobic impregnation
- Structural bonding
- Structural strengthening
- Anchoring



AUTOMOTIVE & INDUSTRY SOLUTIONS



TARGET MARKET AUTOMOTIVE & INDUSTRY SOLUTIONS

What we do

Sika products are essential for automobile and commercial vehicle assembly (structural bonding, glass bonding, acoustic systems, reinforcing systems, battery assembly), automotive aftermarket (auto glass replacement, car body repair), marine vessels, industrial lamination, renewable energies (solar and wind), home appliance, energy storage and facade engineering (structural glazing, sealing of insulating glass units).

Top product brands

Sikaflex®	Sikasil®
SikaBaffle®	SikaBlock®
SikaTack®	SikaBiresin®
SikaPower®	Sikagard®
SikaForce®	Sikafloor® Marine
SikaReinforcer®	SikaMembrane®
SikaDamp®	SikaSense®
SikaMelt®	SikaTherm®
SikaSeal®	

Top technologies in Industry

Purform®	Curing by Design
PowerCure®	Powerflex®

Main application areas

- Automotive OEM and OES
- Automotive aftermarket
- Commercial vehicle industry
- Facade and fenestration manufacture
- Modular building
- Appliances and manufacturing
- Industrial lamination
- Renewable energy industry
- Tooling and composites
- Marine industry
- Battery systems and electronic components



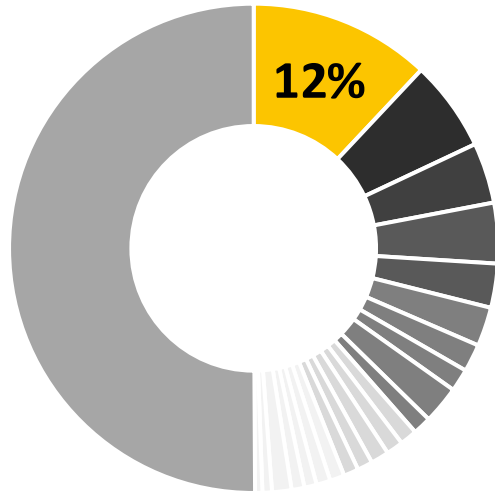
STRATEGY 2028

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Engineered Refurbishment



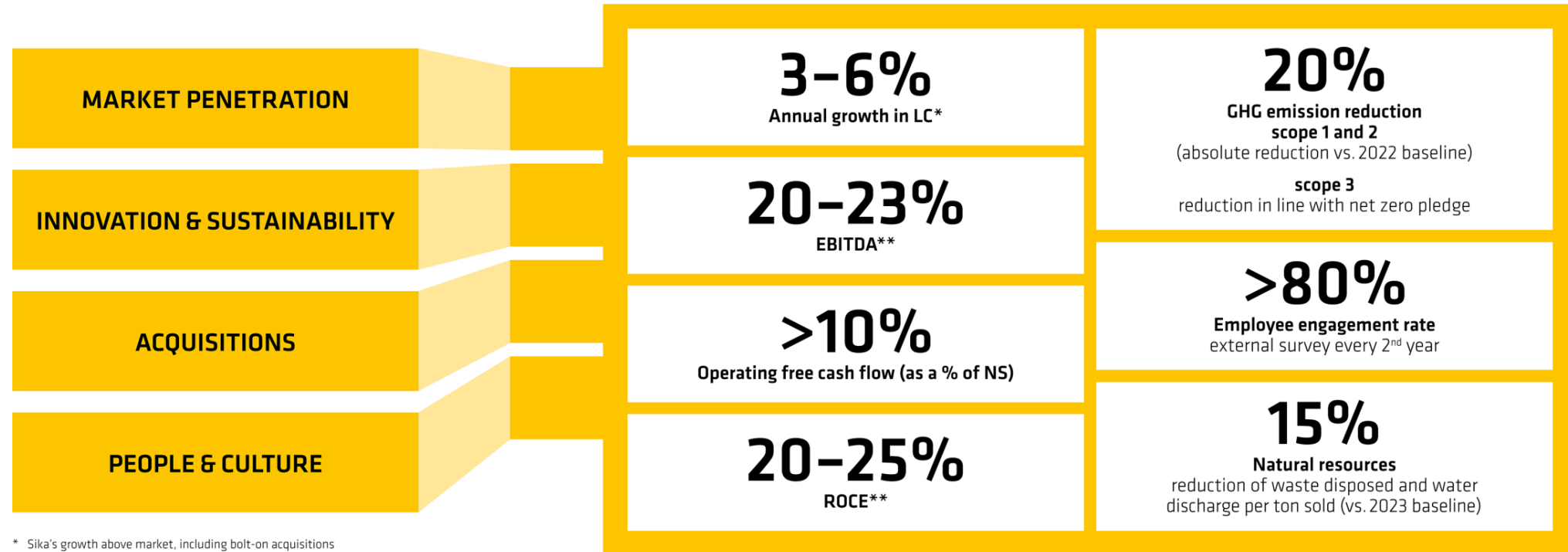
Industry



SIKA'S GROWTH STRATEGY 2028

THE PILLARS OF THE STRATEGY

Strategy 2028 – Beyond the Expected

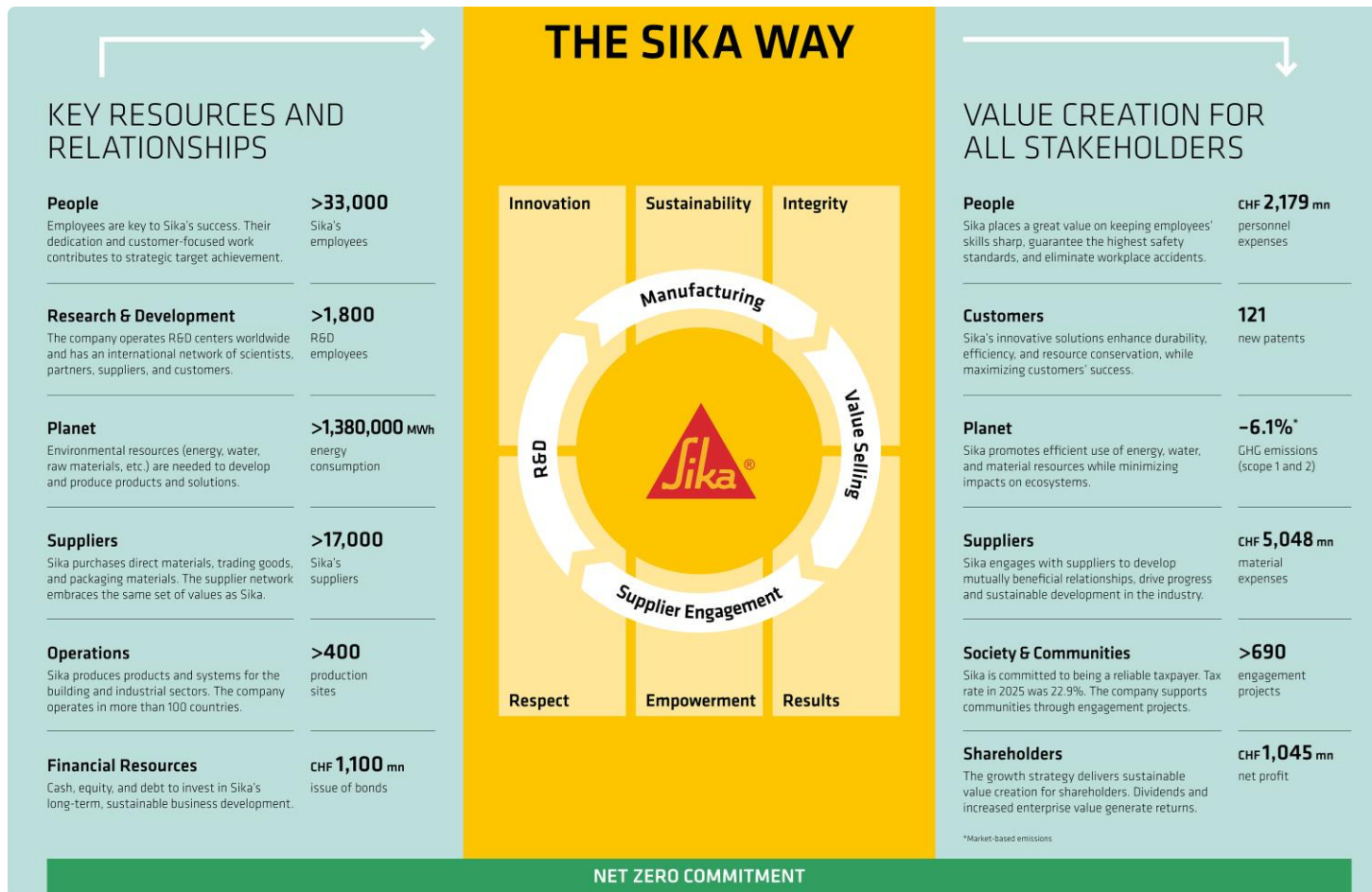


* Sika's growth above market, including bolt-on acquisitions

** Once MBCC synergies materialized

SIKA BUSINESS MODEL

SUSTAINABLE VALUE FOR ALL STAKEHOLDERS



- Sika is well-positioned in both emerging and mature markets thanks to its global network of subsidiaries in 103 countries, along with its first-class solutions that are tailored to customer needs.
- The company creates sustainable value for its stakeholders to whom the derived economic value is distributed.

BUSINESS PERFORMANCE

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

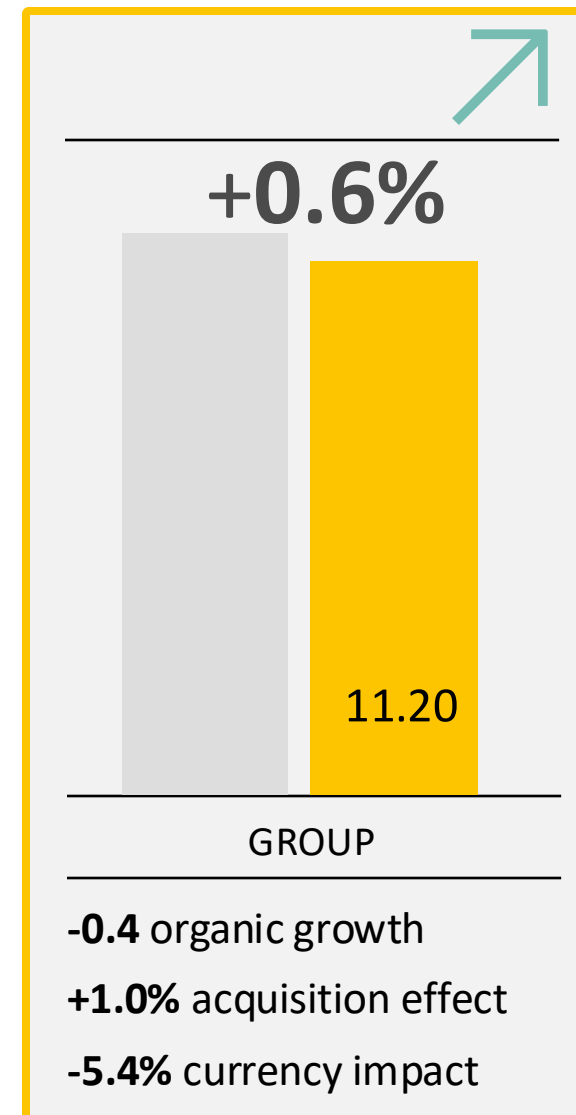
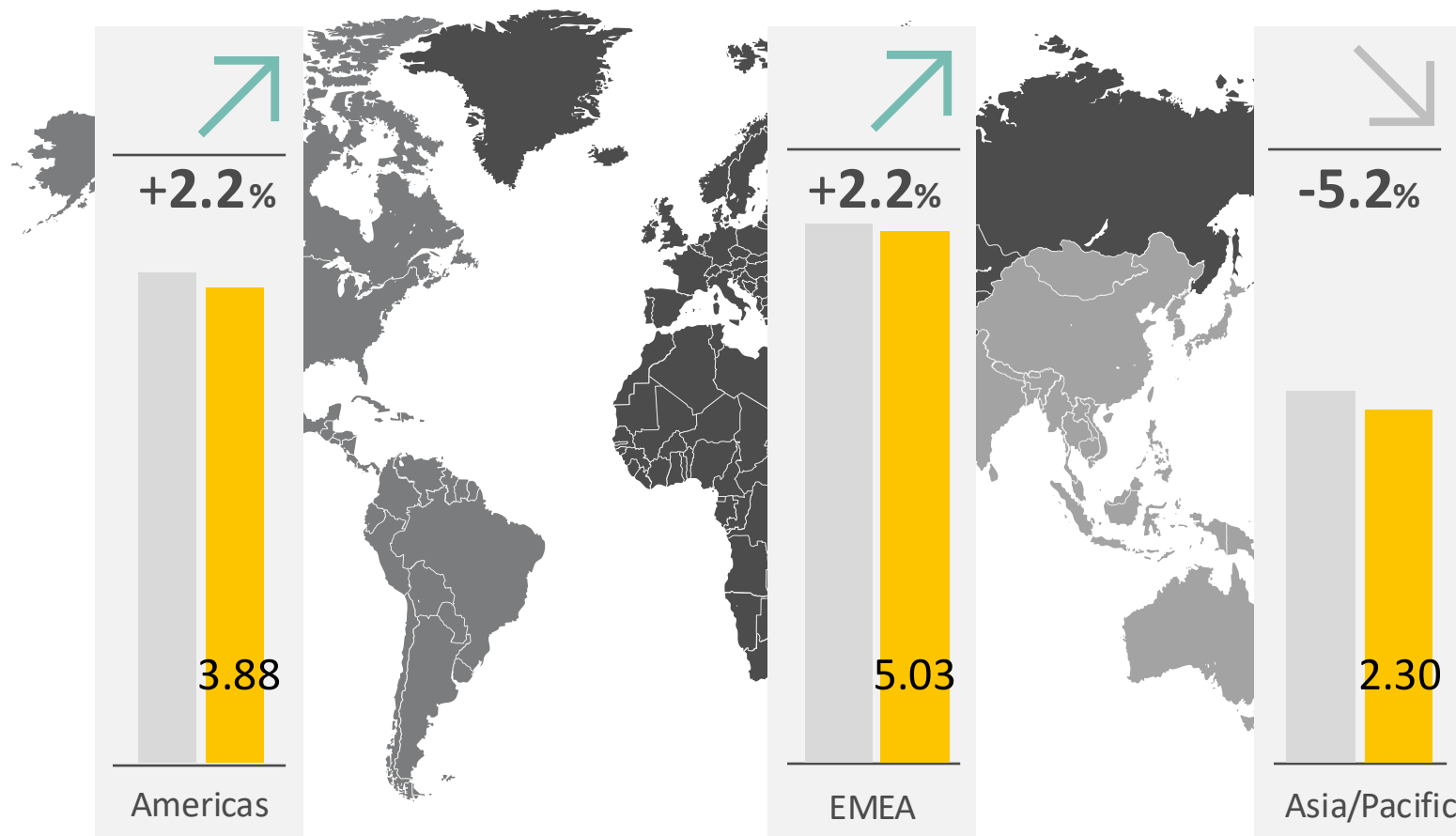
Accelerating efficiency programs and investing in digital leadership to drive market share

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



GLOBAL GROWTH OF 0.6% IN LOCAL CURRENCIES

2.2% EXCLUDING CHINA CONSTRUCTION



FY 2024 FY 2025
 (in CHF billion, growth in LC)

SIKA ANNOUNCES SEVEN ACQUISITIONS IN 2025

STRONG PIPELINE OF VALUE-ACCRETIVE BOLT-ON ACQUISITIONS

Acquisitions in Singapore, United Kingdom, North America, Denmark, Qatar, Saudi Arabia, and Sweden



Elmich Pte Ltd

Innovative and sustainable green roof solutions



HPS North America, Inc.

Building Finishing materials and waterproofing solutions



Cromar Building Products

Flat and pitched roofing products



Gulf Additive Factory LLC

Concrete admixtures, mortars, flooring, waterproofing



Marlon Tørmørtel A/S

Broad portfolio of mortar products



Awazil Al Khaleej Industrial Co. ("Gulf Seal")

Bituminous waterproofing membranes

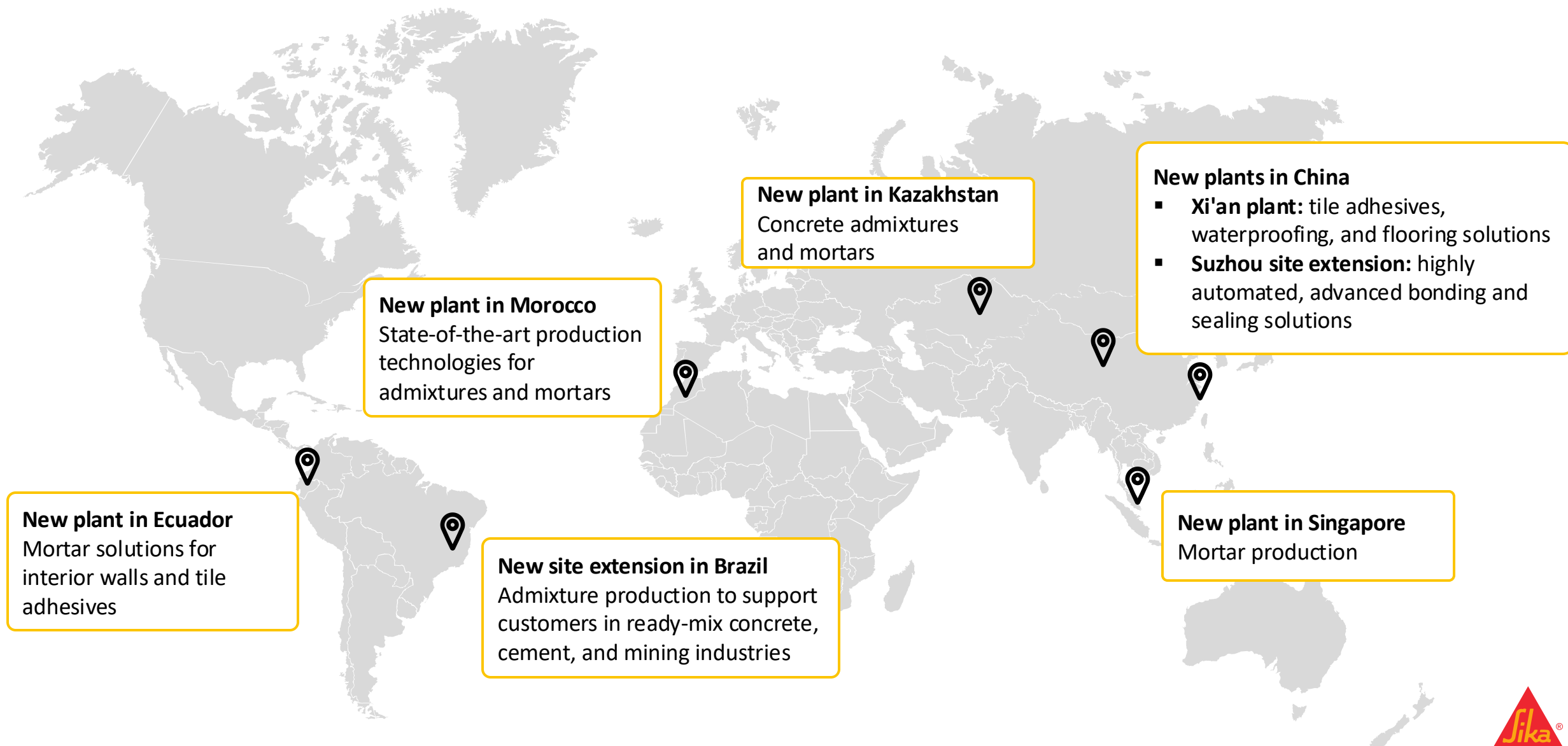


Finja (Closed February 2, 2026)

Dry mortars and floor leveling compounds

KEY INVESTMENTS IN FUTURE GROWTH AND EFFICIENCY

COMMISSIONING OF SEVEN NEW PLANTS IN 2025



FAST FORWARD INVESTMENT TO DRIVE SHARE GAINS

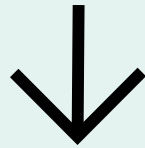
LEANER COST STRUCTURE, DIGITAL LEADERSHIP

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

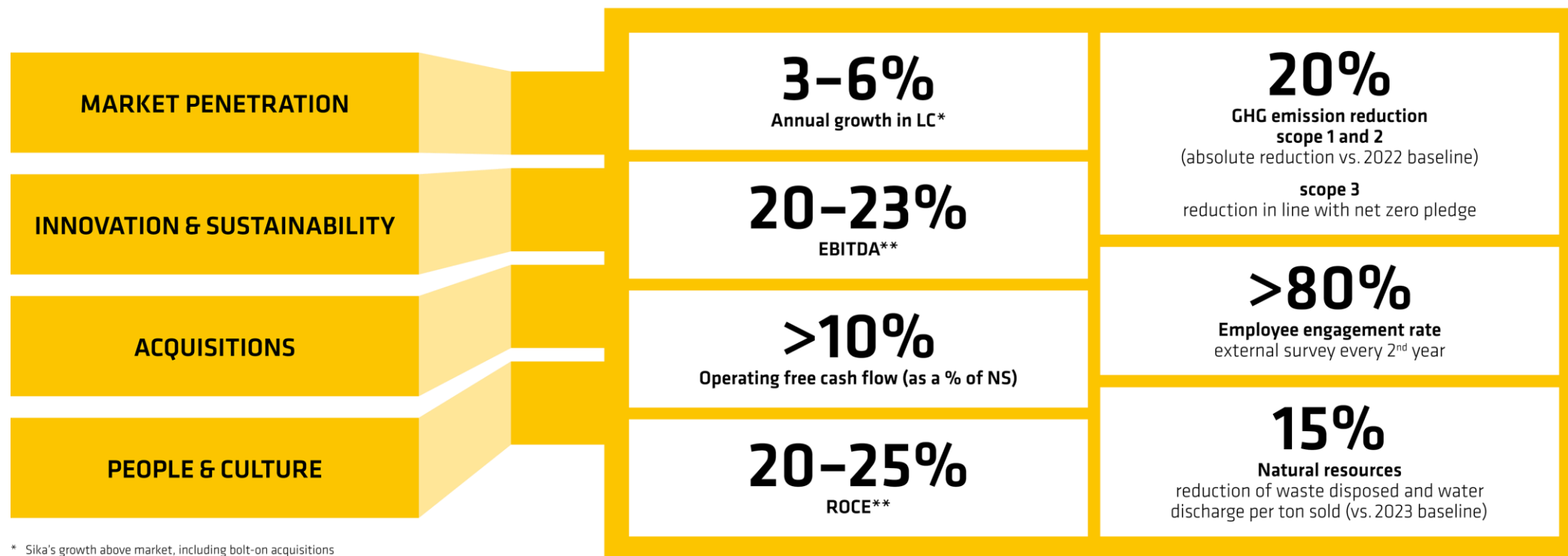
*CHF 86.2 million were recognized in EBITDA in 2025

SUSTAINABLY
SIKA

SIKA'S GROWTH STRATEGY 2028

THE PILLARS OF THE STRATEGY

Strategy 2028 – Beyond the Expected



* Sika's growth above market, including bolt-on acquisitions

** Once MBCC synergies materialized

NON-FINANCIAL TARGETS STRATEGY 2028

GHG EMISSIONS – SCOPE 1, 2, AND 3

Scope 1 and 2
-20%
absolute emission reduction



Reduction of use of fossil fuels
in production processes and
transportation



Increasing share of green
energy

Scope 3
in line with net zero pledge



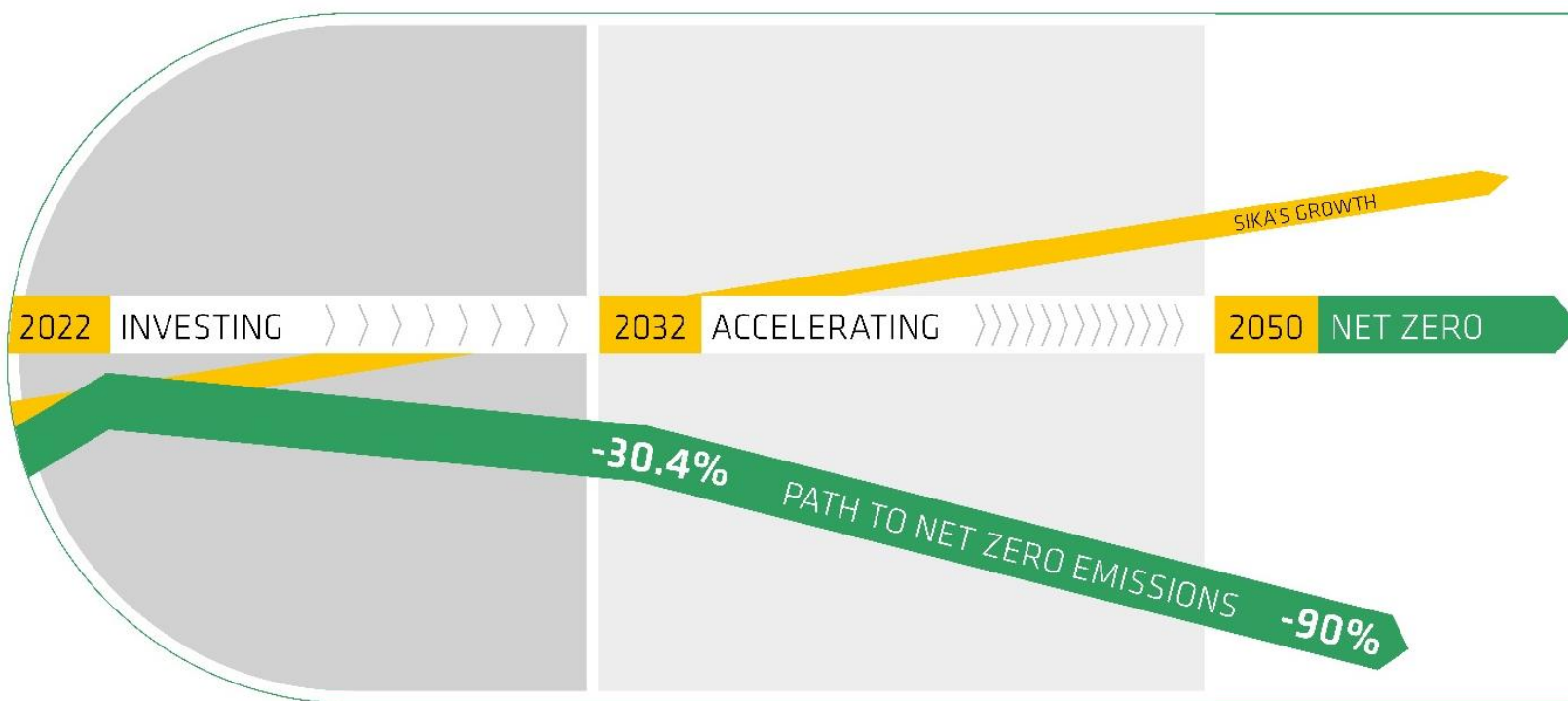
Optimizing formulations:
Cement reduction, bio-based
raw materials, recycled raw
materials



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

NON-FINANCIAL TARGETS STRATEGY 2028

SIKA'S NET ZERO PATHWAY – DRIVING THE TRANSFORMATION



OUR KEY LEVERS

Accelerated use of alternative low carbon supplies

Education and capacity building to improve material efficiency and circularity

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

Development of new technological solutions for construction and industry

Continued focus on operational efficiencies

NON-FINANCIAL TARGETS STRATEGY 2028

NATURAL RESOURCES – WATER, WASTE, AND CIRCULARITY

Natural Resources:
Waste disposed and water discharged
-15% reduction *Per ton sold*



Transition from a linear to a circular approach



Focus on diverting non-recoverable waste to approaches in which resources are reused or recycled



Minimize water discharge volumes and increase the proportion of reused and recycled wastewater.
Focus on water management

NON-FINANCIAL TARGETS STRATEGY 2028

EMPLOYEE ENGAGEMENT – RECONFIRM OUR HIGH SCORE

>80%
Employee engagement rate



Engagement as key performance metric to measure resilience and sustainability. Highly engaged employees drive performance and business success



Sika's strong Corporate culture as most competitive advantage



External global employee survey every two years

NON-FINANCIAL TARGETS STRATEGY 2028

KEY NON-FINANCIAL METRICS – RESULTS

	TARGET AREA	TARGET 2028	PERFORMANCE 2025 vs. BASELINE	PERFORMANCE 2025 vs. PREVIOUS YEAR
INNOVATION & SUSTAINABILITY	CLIMATE Sika aims to support the transformation of the construction and manufacturing industries toward net zero.	-20% of scope 1 and 2 absolute GHG emissions. 2022 baseline	-24.4%	-6.1%
		Scope 3 absolute GHG emission reduction in line with net zero pledge. 2022 baseline	+6.0%	+3.0%
	NATURAL RESOURCES Sika takes responsibility for minimizing its impact on natural resources and preventing pollution.	-15% of waste disposed per ton sold. 2023 baseline	-9.6%	-5.7%
		-15% of water discharge per ton sold. 2023 baseline	-10.3%	-3.4%
PEOPLE & CULTURE	EMPLOYEE ENGAGEMENT Sika aspires to create an attractive, inclusive, and safe work environment where people can grow and unlock their full potential.	>80 employee engagement score, measured through a Global Employee Survey every two years.	86/100 employee engagement score. Last survey conducted in 2024; the next will take place in 2026.	

ADDITIONAL NON-FINANCIAL FOCUS AREAS

PEOPLE & CULTURE



Diversity

- Improving gender balance by reaching same representation of women at all levels
- Ambition to steadily increase women ratio of total workforce towards 30%



Health & Safety

- Zero fatalities
- Lost Time Accidents ≤ 2 per 1,000 FTE
- Recordable Injuries ≤ 4 per 1,000 FTE
- Reduction of hazardous substances

ADDITIONAL NON-FINANCIAL FOCUS AREAS

SUSTAINABLE SOLUTIONS

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

SPM | Sustainability
Portfolio
Management



- The SPM evaluates solutions based on **11 sustainability** and **6 performance categories**
- It is used to classify products as **sustainable solutions with a sustainable impact**
- Only SPM validated products can be marketed under the **Sustainably Sika** communication framework
- 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 WBCSD framework

HIGHLIGHTS 2025 – KEY NON-FINANCIAL METRICS

IMPROVEMENTS IN SUSTAINABILITY PERFORMANCE VS. 2024

GHG Emissions (scope 1 and 2)

-6.1%

Water Discharge per Ton Sold

-3.4%

Waste Disposed per Ton Sold

-5.7%

Lost Time Accidents per
1,000 FTEs

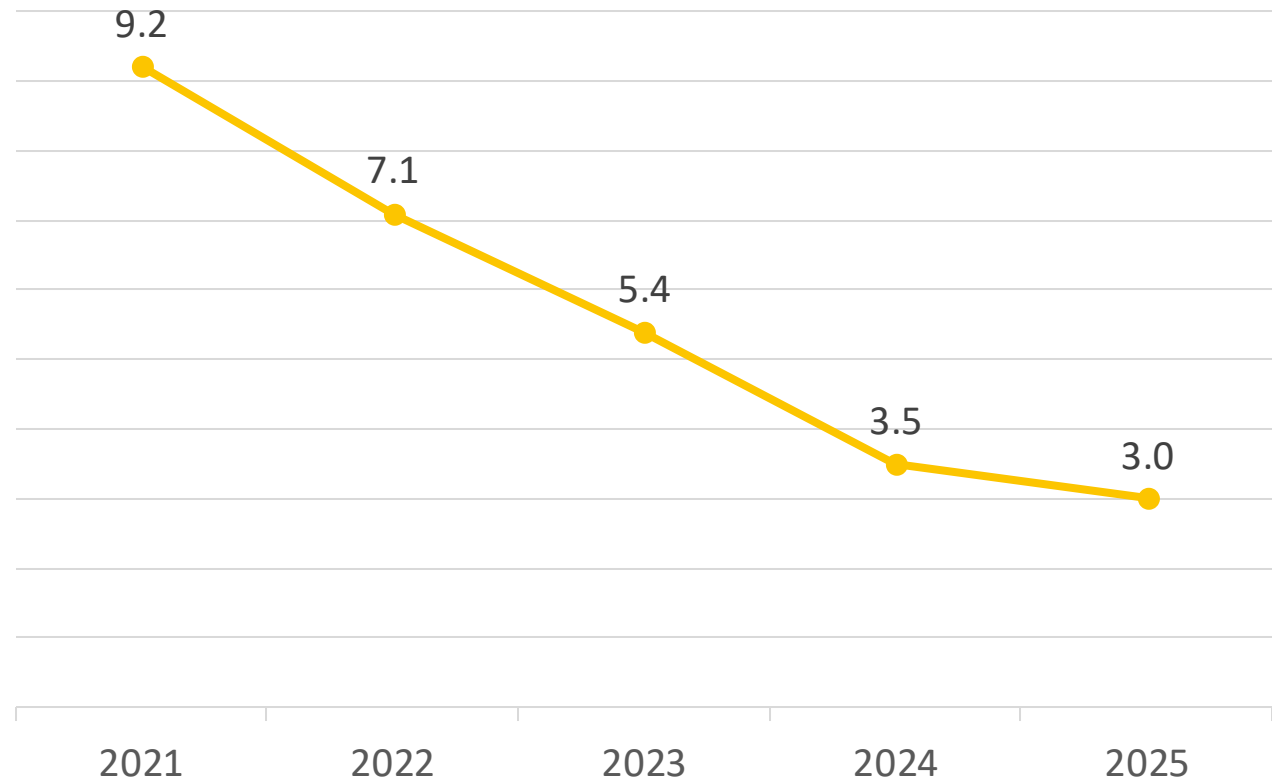
-14.1%

HIGHLIGHTS 2025

SAFETY FIRST – PROTECTING OUR PEOPLE

Since 2021, we have significantly improved our **Lost Time Accidents (LTAs) rate***

**from 9.2
to 3.0**



*Lost Time Accidents per 1,000 FTEs

INNOVATION

RESEARCH & DEVELOPMENT

THE BACKBONE OF INNOVATIVE SOLUTIONS

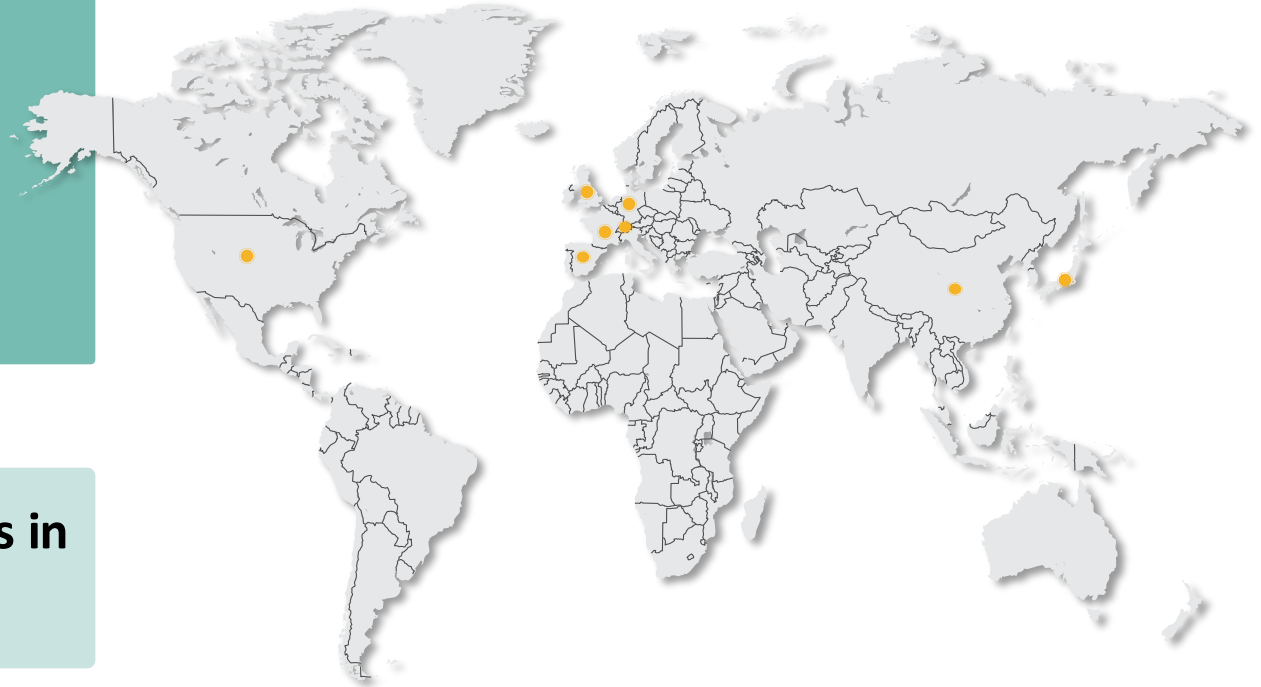
16 Global Technology Centers
in 8 countries:

3 in Asia (CN, JP)

3 in Americas (US)

10 in Europe (CH, DE, UK, ES, F)

>100 local and regional R&D facilities in
90 locations



FIVE CORE TECHNOLOGIES FOR EIGHT TARGET MARKETS

54



Concrete Technology



Cementitious Systems



Coating Systems



Adhesives Systems



Thermoplastic Systems

INNOVATION DRIVEN BY MARKET NEEDS AND MEGATRENDS



Application

Ease-of-use
Ease-of-Application



Legislation & Commitment

Climate, Environment,
Health and Safety
Long-term performance

Product Solutions

Differentiation through
better
cost/performance

- Customers benefit from performance, application, and legislative leadership
- Sustainability drives innovation
- Megatrends shaping change and providing opportunities

STRATEGIC FIELDS OF RESEARCH



High performance molecules



Sustainable resins/polymers for sealants, adhesives, coatings



Service life enhancement and recycling methods for thermoplastic membranes



Additives for low carbon cement and concrete



Low carbon construction materials, alternative construction methods



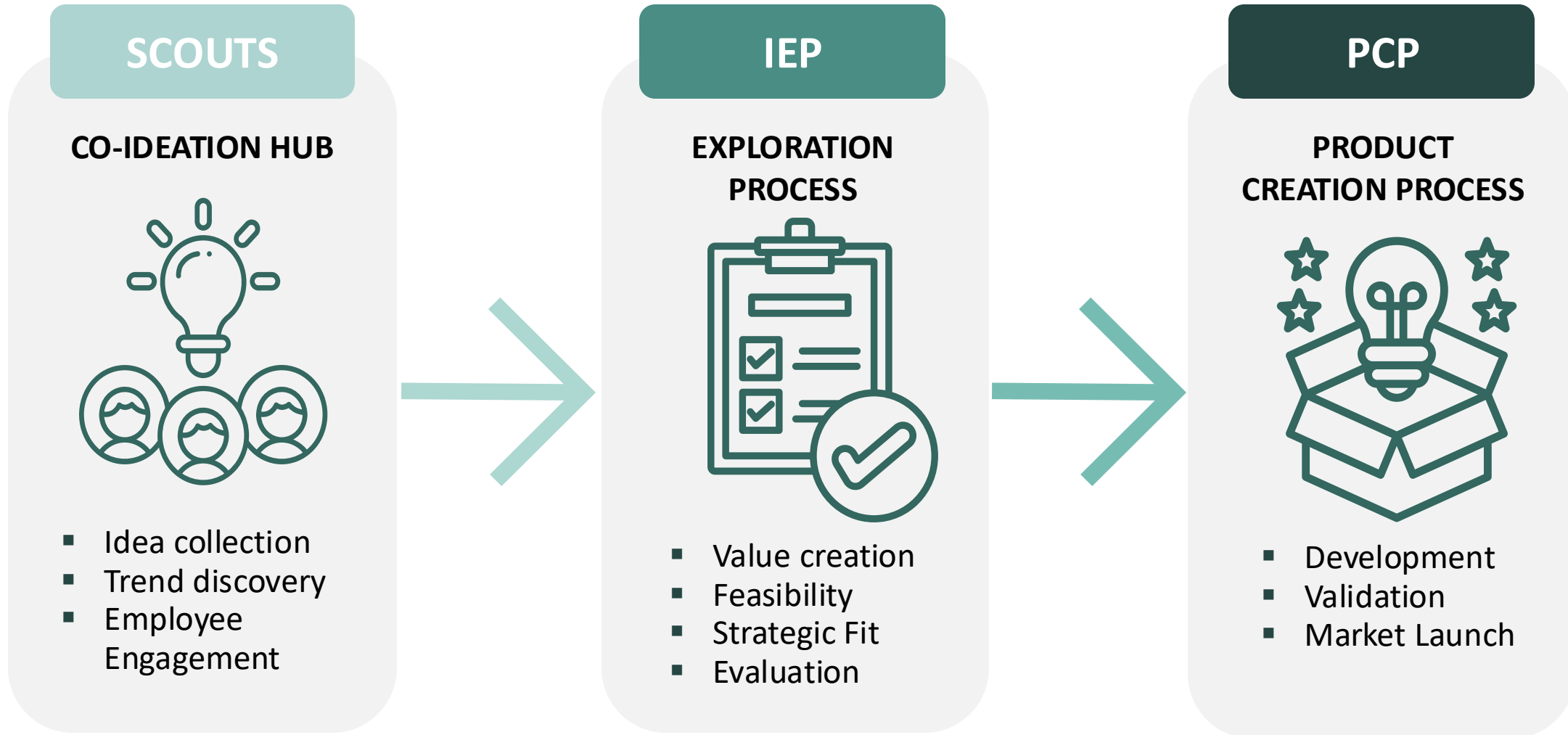
Life-time prediction methods for polymer composites



Debonding and disassembly solutions for repair and end-of-life

SIKA INNOVATION LANDSCAPE

OUR THREE PROCESSES IN A NUTSHELL



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

PRODUCT SUSTAINABILITY STRATEGY TO SCALE

COMPETENCE



Corporate Competence Center

Corporate sustainability team with focus on development of guidance, framework, and tools for the global Sika organization.

NETWORK



Decentralized Specialist Network

Product sustainability expertise across Sika with trained specialists, equipped to support sales teams in providing accurate product sustainability information to our customers worldwide.

AUTOMATION

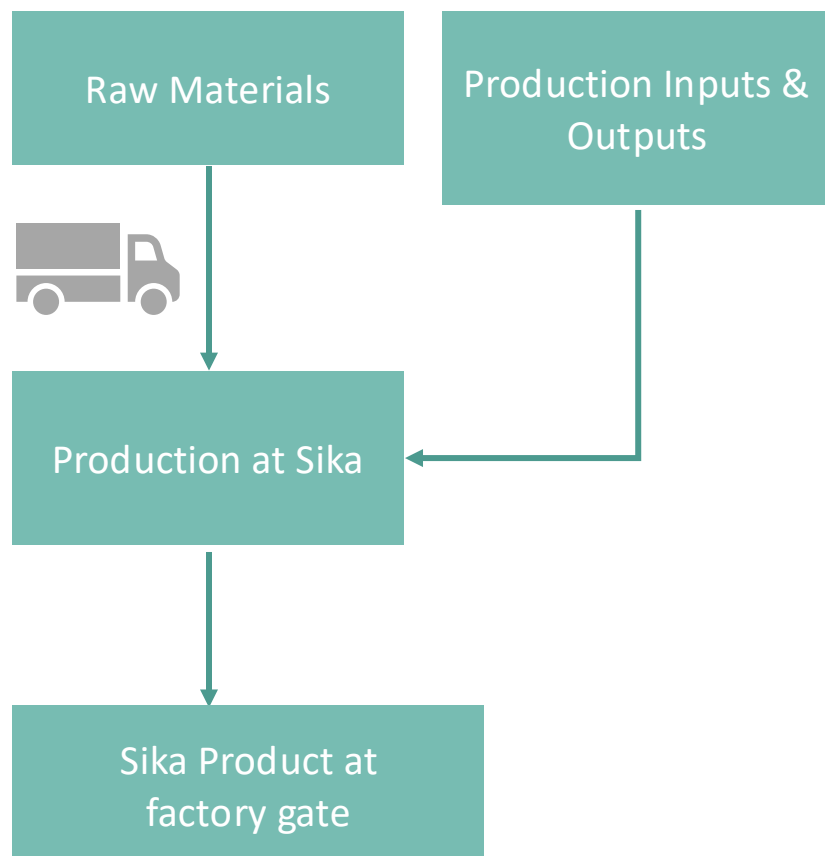


Automation Pathways

Sika® Carbon Compass for automated PCF calculation launched globally in 2025. EPD automation, building on PCF data foundation and learnings, to be rolled out globally in 2026.

SIKA® CARBON COMPASS

INTEGRATING CARBON INTELLIGENCE INTO PRODUCT DECISIONS



PCF METHODOLOGY BASED ON



▪ VERIFIED CARBON DATA ACCESS

The **Sika® Carbon Compass** provides cradle-to-gate product carbon footprint (PCF) data, covering raw materials, transport, manufacturing, and packaging, in line with international standards (TfS, Catena-X, ISO 14067).

▪ REGULATORY READINESS

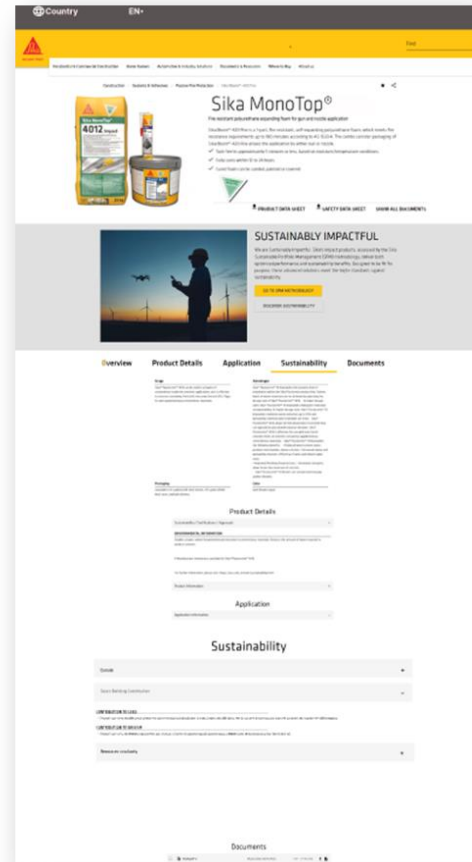
The tool helps customers meet current requirements and prepare for future regulations, including the Ecodesign for Sustainable Products Regulation (ESPR) and the Construction Product Regulation (CPR).

▪ STRATEGIC ALIGNMENT

As part of Sika's Strategy 2028, Sika® Carbon Compass integrates carbon intelligence into product decisions, driving measurable climate progress and creating shared value across the supply chain.

SUSTAINABLY SIKA

OUR BRAND FRAMEWORK: EVIDENCE OF SUSTAINABILITY



- **Sustainably Sika:**
proof of our impact
- Driving Success
through our top
performance
products

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

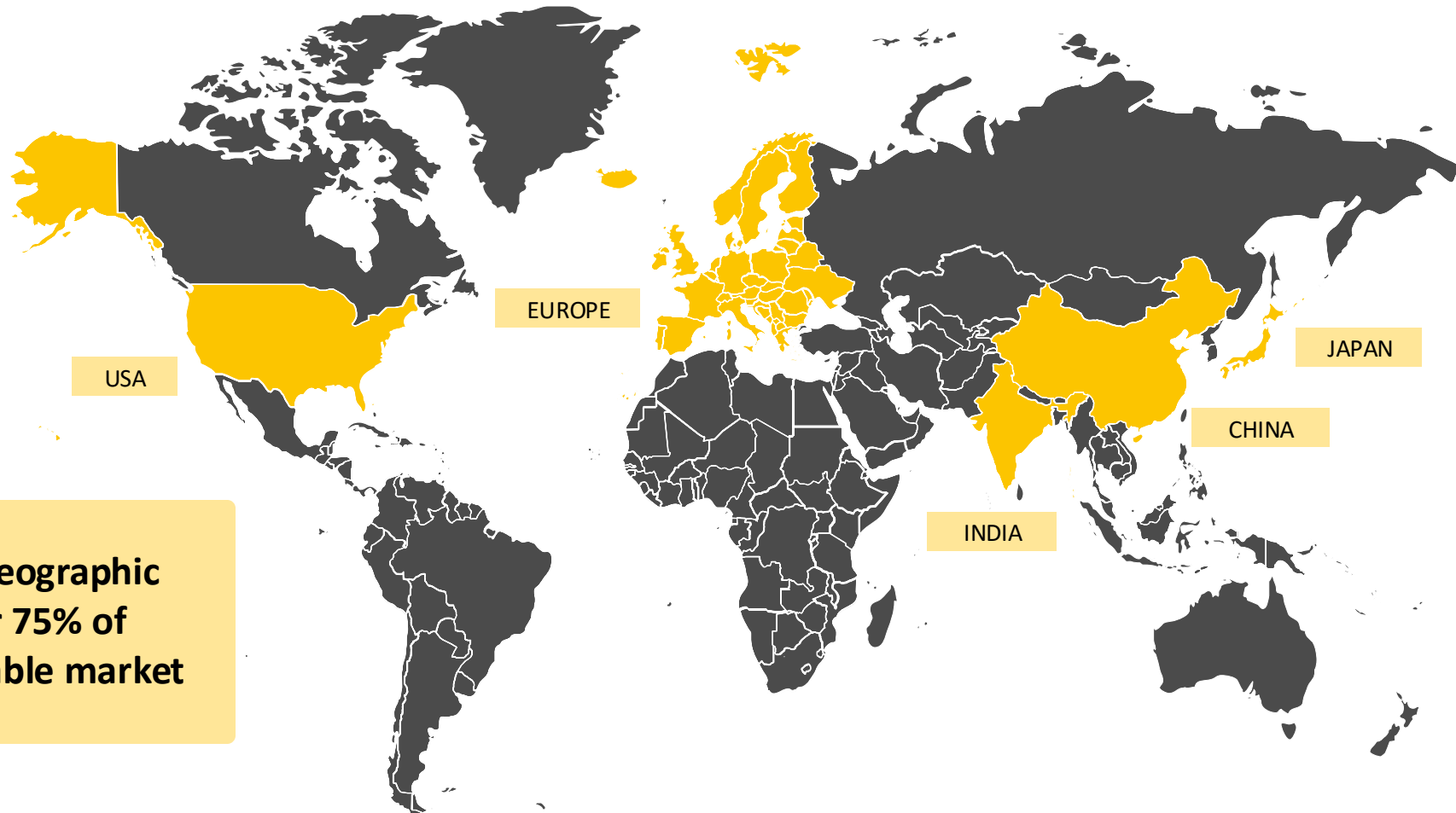
Investment that converts to
growth and margin

MARKET
PENETRATION
GROWTH &
INNOVATIVE
SOLUTIONS

STRATEGY 2028 – MARKET PENETRATION GROWTH

OUR FIVE KEY GEOGRAPHIC MARKETS

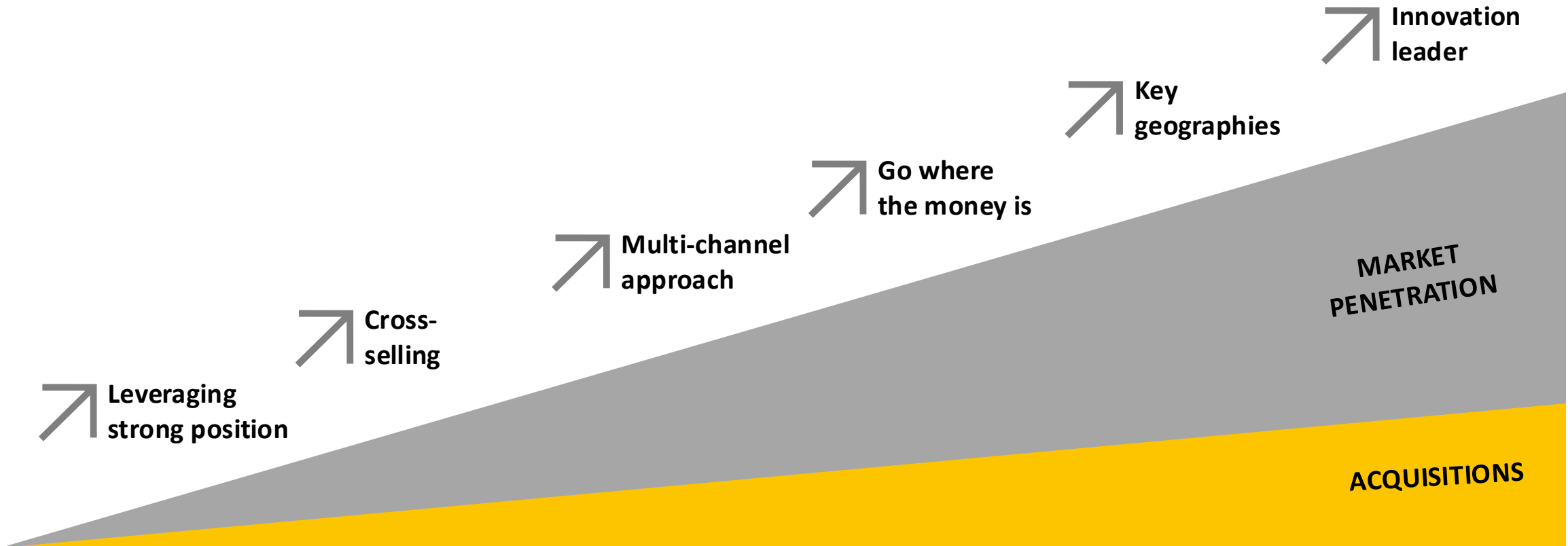
64



Our five key geographic markets cover 75% of total addressable market

MARKET PENETRATION

GROWTH VECTORS TO INCREASE MARKET SHARE



SIKA – INNOVATION LEADER

INNOVATIVE SOLUTIONS DRIVING GROWTH AND SUSTAINABILITY



Durability and prolonged lifespan

By **increasing the lifespan of buildings**, Sika solutions contribute to carbon footprint reduction: increasing the lifespan of a building by **20 years reduces the cumulative CO₂ footprint by 30%**



Clinker reduction

Sika solutions enable high clinker reduction in cement and concrete, ensuring **high performance** and **less environmental impact** even when using more challenging Supplementary Cementitious Materials (SCMs)



Circular economy and building envelope

Sika's wide range of durable and long-lasting roofing solutions contribute to **efficient use of resources, reduction of energy consumption** and **greening of cities**. Solutions for **energy-efficient facades** and **waterproof basements**



Water management

Sika provides reliable solutions **meeting the highest requirements** with its unique waterproofing product portfolio, contributing to **efficient, long-lasting infrastructure**, be it for wastewater and drinking water facilities, tunnels, bridges, basements, or balconies

DURABILITY
AND
PROLONGED
LIFESPAN

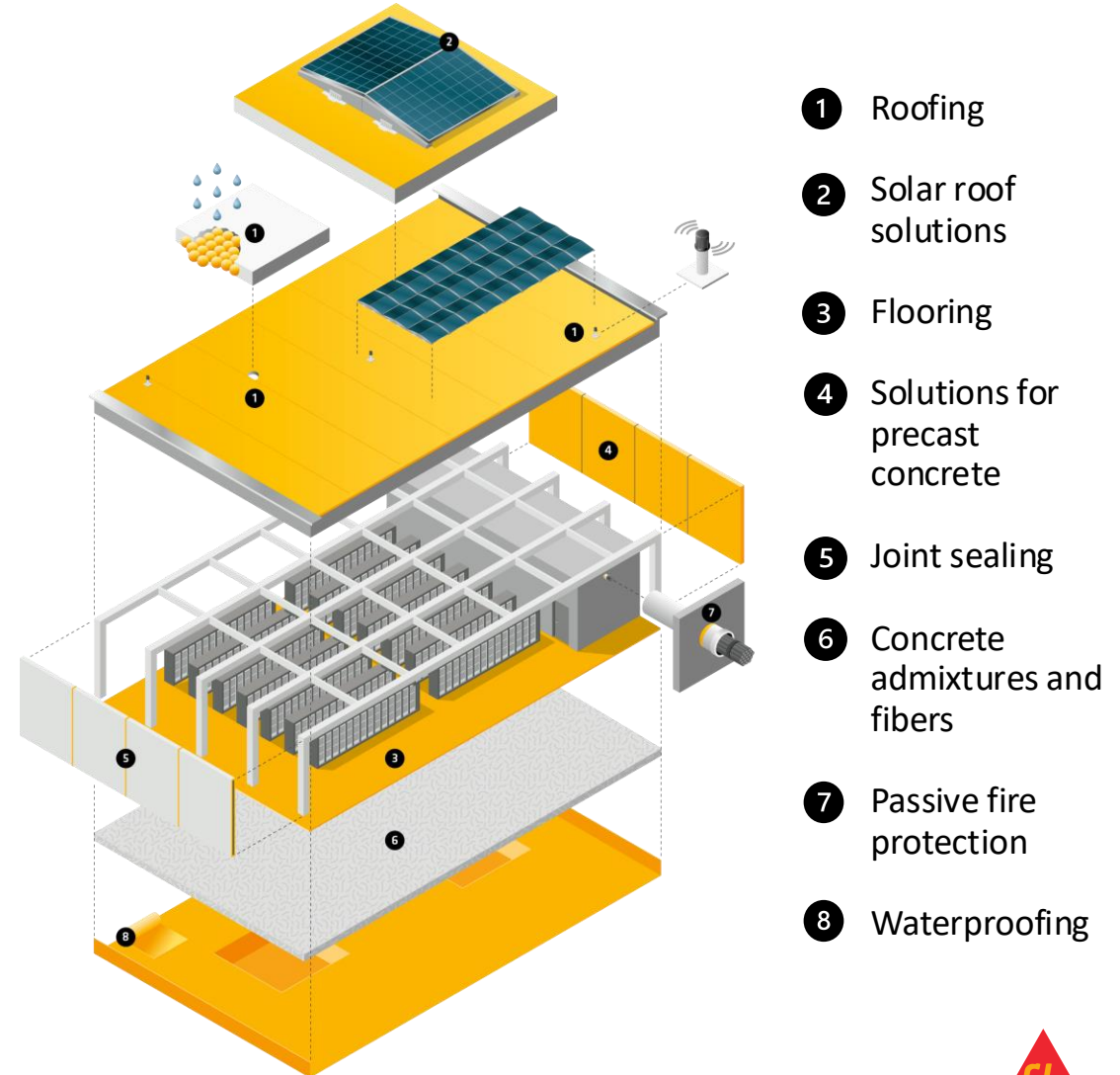
MAKING INFRASTRUCTURE DURABLE AND SUSTAINABLE POWERING THE AI ERA: SIKA'S DATA CENTER ADVANTAGE



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.**



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 CO₂ emissions*



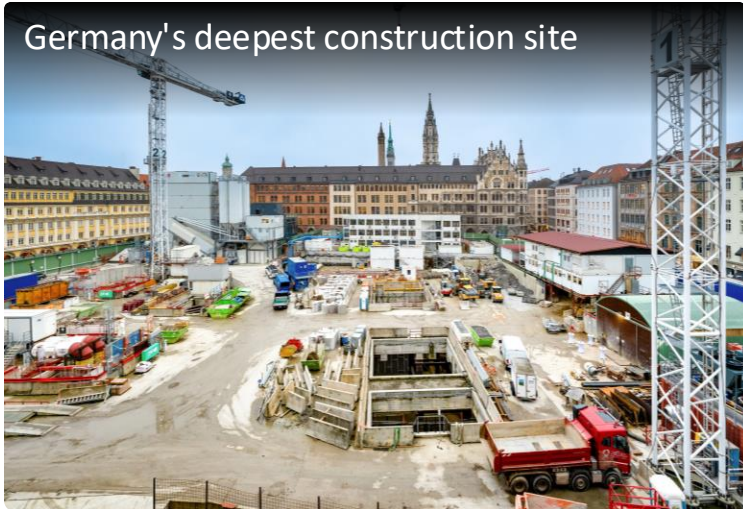
*Avoided Emissions Initiative led by the World Business Council for Sustainable Development (WBCSD)

MAKING INFRASTRUCTURE DURABLE AND SUSTAINABLE 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

MAKING INFRASTRUCTURE DURABLE AND SUSTAINABLE

SHAPING THE PORTS OF THE FUTURE

Deep seaport under development on the northern coast near Hai Phong



Over 80% of all goods traded worldwide travel by sea: global maritime trade will double by 2050.

More than **CHF 400 billion** in port construction projects under way or in planning worldwide.

↘ **Sika's marine construction solutions** – high-performance concrete admixtures, waterproofing systems, advanced grouts, corrosion-protection coatings – **have been used in more than 2,000 offshore and marine structures worldwide.**

CLINKER REDUCTION

OPPORTUNITIES IN CLINKER REDUCTION

LESS CONCRETE, CEMENT, AND WATER WITH SIKA ADMIXTURES



- Concrete is the most used construction material in the world
- The key ingredient of concrete is cement, whose production accounts for **6–8% of global CO₂ emissions**

High-strength concrete with concrete admixtures **Sika® ViscoCrete®** reduces concrete consumption as thinner constructions are possible

Sika® ViscoCrete® technology enables **up to 40% reduction of water** content in concrete

110 million tons of cement are saved by using **SikaGrind®**



OPPORTUNITIES IN CLINKER REDUCTION

SIKA'S INNOVATIVE STRENGTH ENHANCES CUSTOMER VALUE



- Suitable clays for LC3 are sufficiently **available all over the world**
- **Higher substitution rates** than with usual SCMs can be achieved without compromising performance



SIKA INNOVATIVE SOLUTIONS

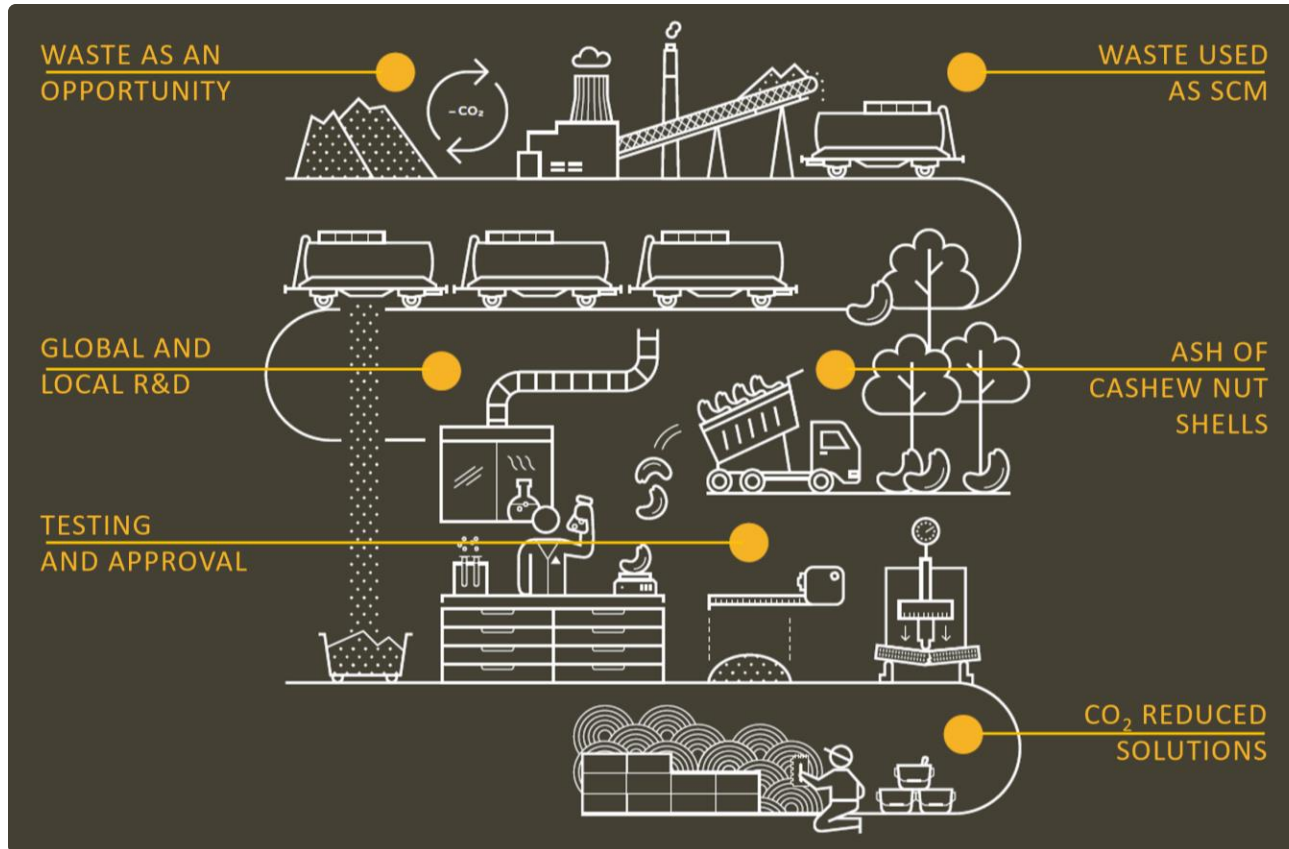
- **SikaGrind® CC** is a range of liquid grinding aids developed to produce calcined clay cement
- **Sika®ViscoCrete® CC** application-specific superplasticizers for use in concrete containing calcinated clay, limestone, and gypsum



- Ensuring **workability, early strength development, and durability**, as well as **reducing water consumption** when replacing clinker by calcined clay

OPPORTUNITIES IN CLINKER REDUCTION

FORMULATING LESS CARBON INTENSIVE PRODUCTS



SCM: Supplementary Cementitious Materials

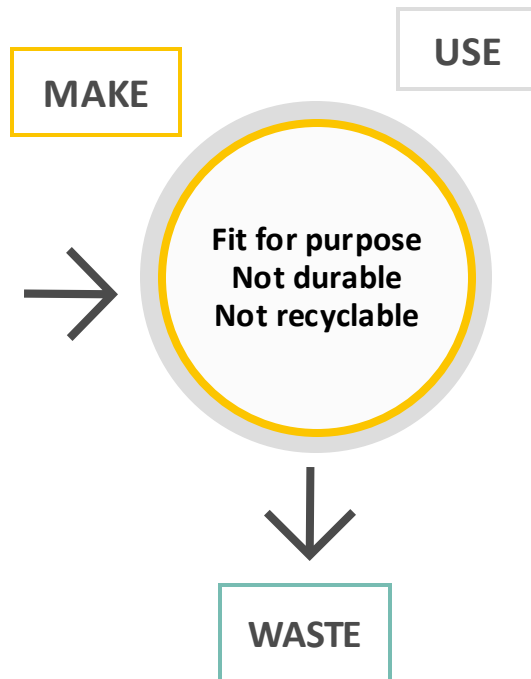
- Sika is looking to **partially replace cement** in all mortars over the next few years and gradually introduce alternative raw materials in all product categories
- Products with a **15% to 40% reduced CO₂ footprint** and highest technical performance include the **tile-adhesives** SikaCeram®, the **grouts** SikaGrout®-800 and 9320 BE, the **epoxy resin-based grouts** Sikadur®-42+ range, the first **protective coating** based on renewable feedstocks Sikagard®-5500, the **liquid-applied roofing membrane** Sikalastic®-625 BMS, and the **waterproofing mortars** SikaTop®-209 Plus and SikaTop®-107 Plus

CIRCULAR ECONOMY AND BUILDING ENVELOPE

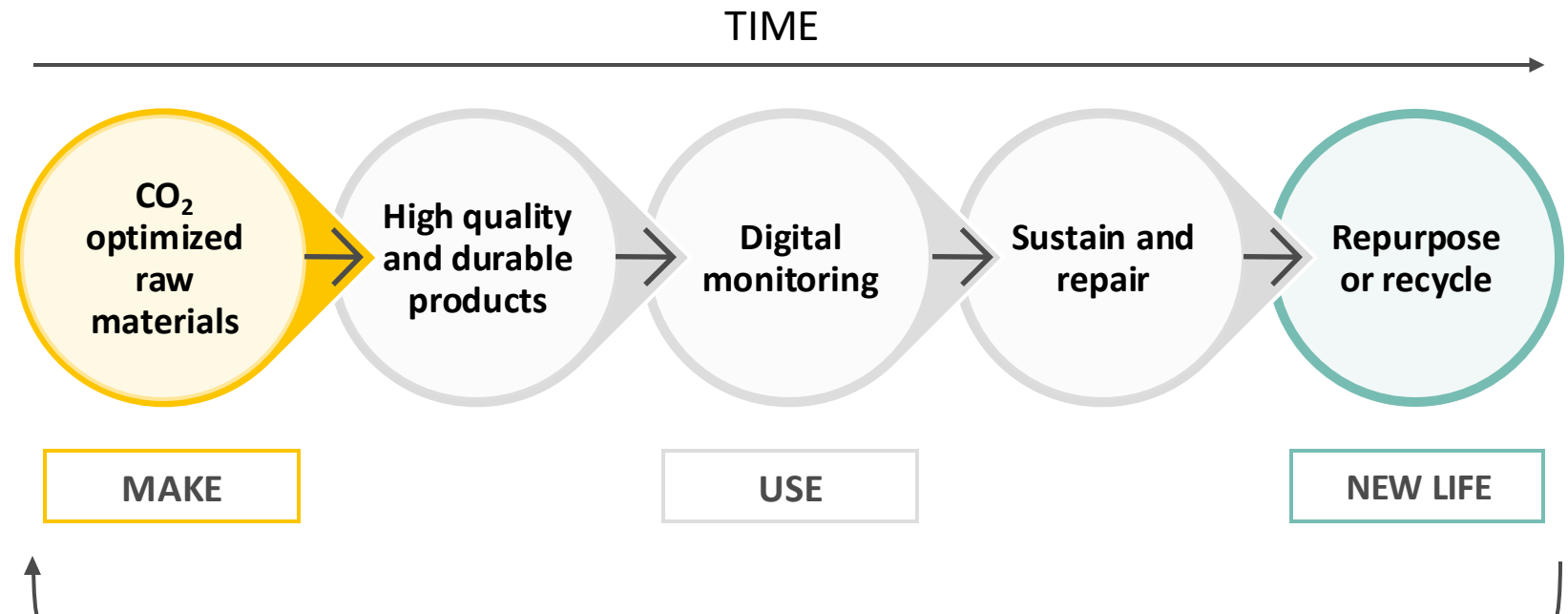
IMPROVING MATERIAL EFFICIENCY AND CIRCULARITY FROM A LINEAR TO A CIRCULAR CONSTRUCTION SECTOR

77

Linear construction

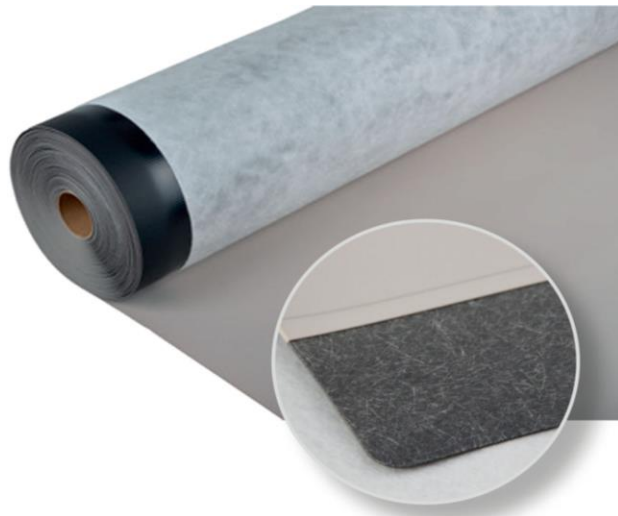


Circular construction



INNOVATIVE SOLUTIONS FOR ROOFING

POST- AND PRE-CONSUMER RECYCLING



- From linear **“make – use – waste”** to **circular economy**
- Sika runs recycling programs since more than a decade:
 - **500 tons of single-ply roofs recycled** by Sika USA in 2025
 - **80 tons of single-ply roofs** taken back in EMEA in 2025
- **Recycled material reused in the production of new membranes**
- **Benefits for building owners:** no compromise on quality and durability, certifications that the roofing membranes contain recycled material

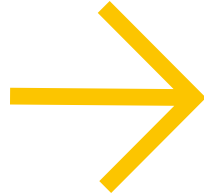
INNOVATIVE SOLUTIONS FOR ROOFING

DECISIVE VALUE ADDED WITH SIKA SARNAFIL® AT

ROOFING INNOVATION: SIKA SARNAFIL® AT



- **Sarnafil® AT** is a hot air weldable roof membrane formulated for direct exposure and usable in all global climatic conditions
- Highly flexible, combining durability, sustainability and ease of installation
- First and only **C2C Certified®** thermoplastic membrane on the market
- **Specification in Green Building projects** e.g., to reach LEED certification



SIKA'S BUILDING ENVELOPE SOLUTIONS FROM ROOF TO FLOOR

FAST AND CLEAN INSTALLATION

- No fasteners or adhesives needed—reducing time, complexity, and disruption

SUPERIOR IMPACT RESISTANCE

- Withstands hail up to 44 m/s—20% better than standard membranes, protecting against severe storms

SELF HEALING PROTECTION

- Patented technology seals small punctures automatically, reducing damage risk during installation and maintenance on the rooftop equipment work

LEAK PREVENTION

- Self-healing technology stops lateral water movement

INNOVATIVE SOLUTIONS FOR ROOFING

SUSTAINABLE, ENERGY-SAVING, AND DURABLE

Sika supplies highly durable, root resistant membranes for

Green Roofs

- Reduce urban heat island effect and improve air quality
- Insulating qualities lead to energy savings
- Noise pollution reduction
- Support biodiversity

Odorless, low-emission

liquid applied membranes

Durable, reliable and high-quality

products combined with know-how and expertise important to install long-lasting roofing solution

Sika solar-reflective membranes for

Cool Roofs

reduce energy consumption by

up to **20%**

Recycling

process contributes to circular economy in construction

HIGH OPPORTUNITY IN RETURNED CONCRETE

TURNING WASTE INTO A VALUABLE CONSTRUCTION MATERIAL

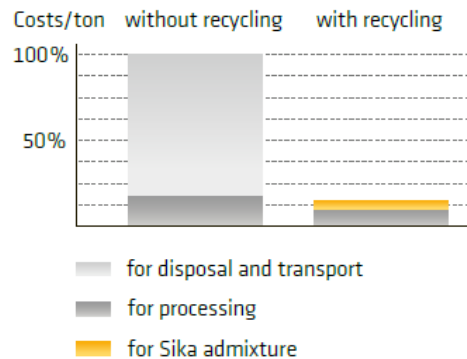
CHALLENGES

- Globally, 4% = 500 million m³ of fresh concrete is returned and discarded per annum

SOLUTIONS

- Innovative Sika admixtures **simplify recycling** and make waste concrete reusable
- Soluble bags are added to the fresh concrete in the truck mixer

PRODUCERS' COSTS
OF RETURNED CONCRETE



WATER MANAGEMENT

GLOBAL WATER FACILITIES IN HUMAN ENVIRONMENTS

CURRENT SITUATION, CHALLENGES, AND POTENTIAL

Up to **40%** of water supply
infrastructure is nearing the
end of
their lifespan

60,000 wastewater
treatment plants globally,
out of which
25,000 in Europe

2 billion people
still do not have
access to safe water

50% of all wastewater
is still **untreated globally,**
>90% in low-income
countries

SIKA DRIVING WATER MANAGEMENT

CLEAN WATER FOR MILLIONS OF PEOPLE

Sika solutions prevent leaks, protect water quality and extend life-span of infrastructures – for new construction and maintenance

↗ **Drinking water plants and Distribution systems**

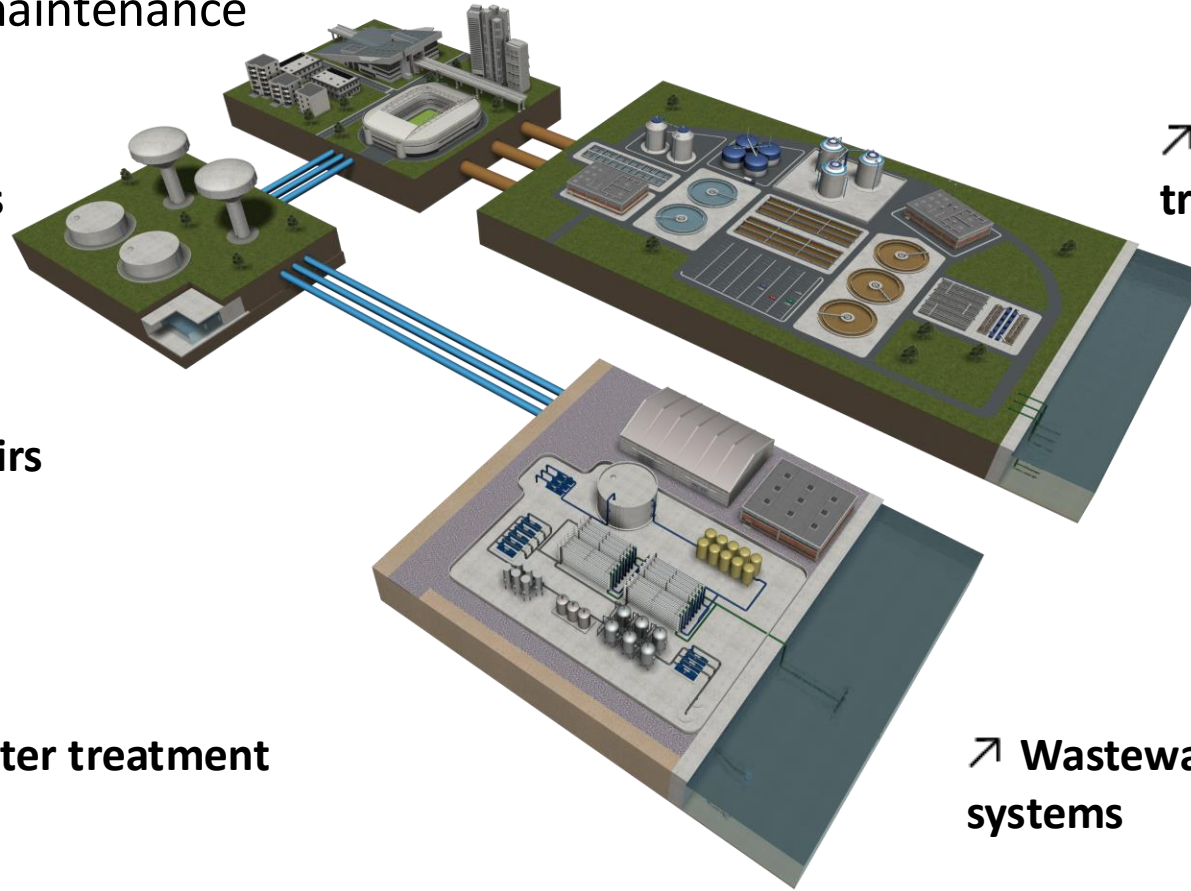
↗ **Industrial wastewater treatment facilities**

↗ **Dams and Reservoirs**

↗ **Stormwater management systems**

↗ **Wastewater treatment plants**

↗ **Wastewater collection systems**



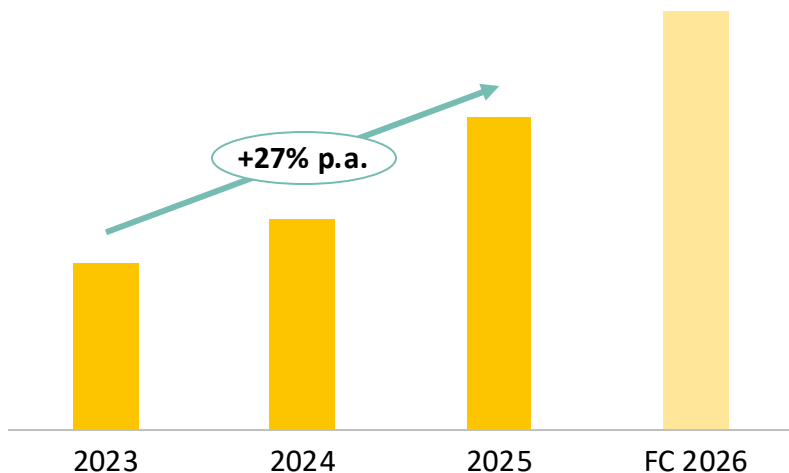
SIKAPROOF A+ WATERPROOFING MEMBRANE SYSTEM

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

IMPROVING WATER QUALITY IN MEGA CITIES

LONDON THAMES TIDEWAY SEWER SYSTEM



Before: 40 million tons of untreated sewage spills entered the river every year

After: -95% reduction of sewage pollution into the Thames

Project description

- Thames Tideway is currently the **largest water infrastructure project in Europe**
- At present, London relies on a **150-year-old sewer system** built for a population less than half its current size
- **CHF 5.6 billion** investment
- **25 km long, 67 m deep**
- **1.6 million m³ of sewage** can be handled by the tunnel per year
- **120 years of projected lifespan**

Sika solutions

- Concrete admixtures
- Waterproofing systems

MANAGING EXTREME WEATHER EVENTS

DUBAI DEEP TUNNEL STORM WATER SYSTEM



Project description

- The Dubai Deep Tunnel Storm Water System is a prestigious project which aims to **collect and convey groundwater and stormwater** runoff of the Dubai World Central area (~150 km²) and adjacent communities (~250 km²)
- **CHF 325 million investment**
- **10 km long, 11 m diameter tunnel**, at between 30 to 45 m below ground
- **4 deep shafts, 20 m diameter, 45 m deep** to connect collection chambers with the tunnel

Sika solutions

- Curing compounds
- Protective coating

REFURBISHMENT OF EARTHQUAKE DAMAGED FACILITY

TEXAS SUNSET WATER RESERVOIR



Project description

- The Sunset Heights Pump Station and Reservoir is a **vital infrastructure facility distributing drinking water to the city**
- In 2020, an earthquake damaged the **100-year-old drinking water reservoir**
- **Two 15-million-liter concrete water tanks** and a **pumping station** were saved using structural strengthening, **extending service life >50 years**
- **7,500 m³ construction waste savings**
- **2,200 tons CO₂ emissions saved** through the renovation

Sika solutions

- Tanks repair and structural strengthening
- Sealing of cracks
- Joint replacement

THE SIKA BRAND

SIKA FOLLOWS A MASTER BRAND STRATEGY WITH ONE STRONG CORPORATE BRAND AND POSITIONING



MASTER BRAND ARCHITECTURE

Maintaining a master brand architecture helps to increase economies of scale by:

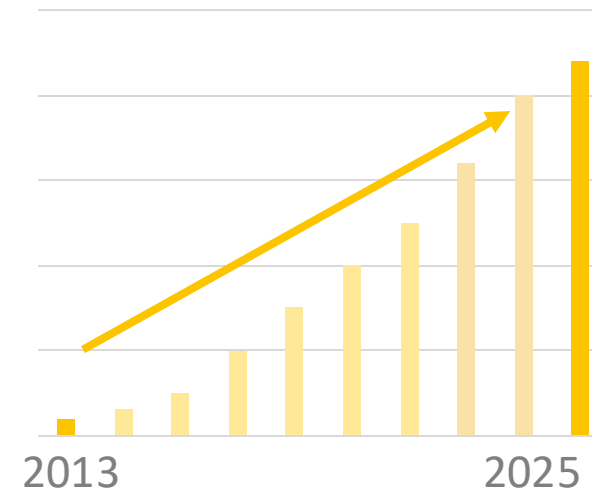
- creating synergies
- enhancing cross-selling
- driving cost reduction
- reducing complexity of portfolio
- creating a consistent corporate culture

ONE PROMISE, ONE EXPERIENCE THIS IS WHAT WE STAND FOR



Sika's brand value

A remarkable growth over the past decade



ONE PROMISE, ONE EXPERIENCE
THIS IS WHAT WE STAND FOR

BUILDING TRUST

ONE PROMISE, ONE EXPERIENCE

THIS IS WHAT WE STAND FOR

BUILDING is our core competence, our métier. And that of our customers, they build bridges, they build cars.

BUILDING describes what we actively do, the purposeful process of construction and growth which is never completed.

BUILDING TRUST

The continuous form of the verb describes an ongoing process and expresses persistence and solidity.

BUILDING means to structure, to shape, to design.

BUILDING brings all our core competences together in a single word.

ONE PROMISE, ONE EXPERIENCE

THIS IS WHAT WE STAND FOR

TRUST always takes two.
It is the foundation for our partnership
in every respect.

TRUST is the result of
the quality of our work.
The result of innovative
strength and persistence.

A brand survives and
thrives on the **TRUST** of
its clients and partners.

BUILDING TRUST

TRUST is what counts in our
industry and, therefore, the
core of our positioning.

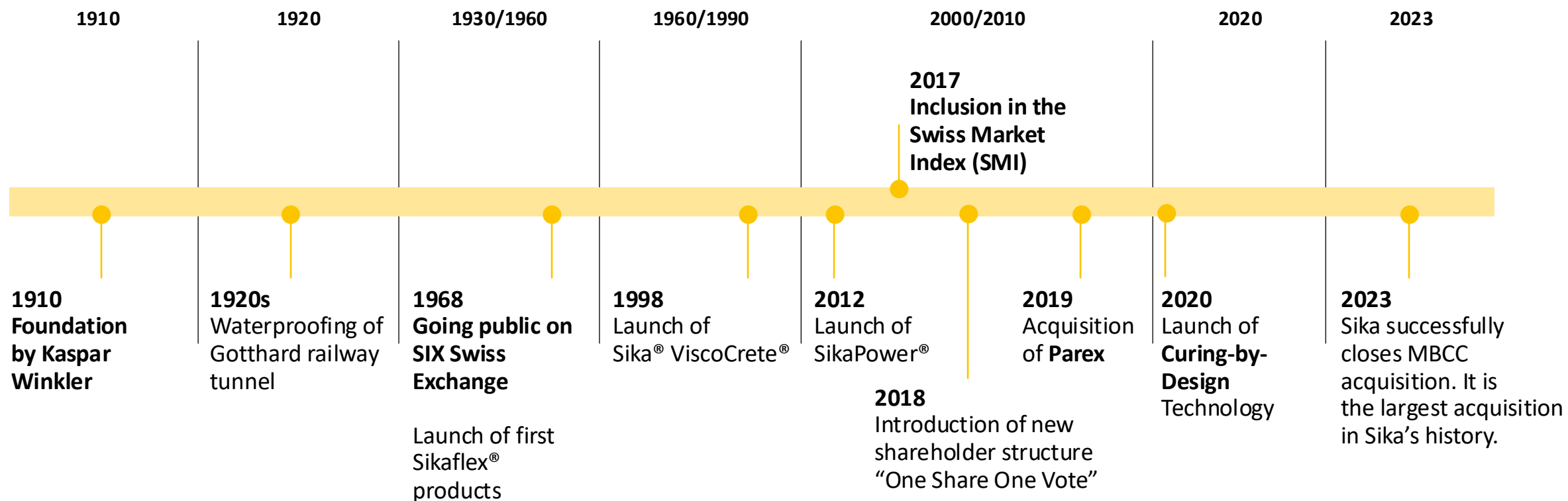
TRUST is not a state. It is an
active process that requires
constant supervision.

TRUST is our attitude, our
statement of commitment and
at the same time a promise to
our clients and partners.

MILESTONES

SIKA'S HISTORY

HISTORICAL MILESTONES



ORGANIZATION

GROUP MANAGEMENT

A STRONG TEAM OF EIGHT

- Business is developed on a long-term basis to generate added value for all stakeholders
- Commitment to environmental and social responsibility



Board of Directors

Thierry F.J. Vanlancker,
Chair of the Board

Thomas Aebischer
Viktor W. Balli

Lucrèce Foufopoulos-De Ridder
Justin M. Howell

Gordana Landén
Kwok Wang (Frankie) Ng

Paul Schuler

CEO

Thomas Hasler

**Communications &
Investor Relations**
Dominik Slappnig

Operations & EHSQ
Hendrik Heising

Digital Transformation
Cristina Mercandetti

**Procurement &
Supply Chain**
Emilien Collard

Finance
Adrian Widmer

Asia/Pacific
Philippe Jost

Americas
Mike Campion

EMEA
Christoph Ganz

**Innovation &
Sustainability**
Patricia Heidtman

**Human Resources,
Legal & Compliance**
Raffaella Marzi

Construction
Ivo Schädler

Automotive & Industry
Morten Muschak

SIKA IS THE
RIGHT PARTNER

SIKA – BUILDING TRUST

THE RIGHT PARTNER

- Innovative, high-performance solutions
- System solutions from roof to floor
- Solutions for every climate, all markets, and applications
- Innovation leader both for new construction and refurbishment projects
- For large projects and for distribution customers
- R&D aligned to Target Markets
- Sustainable and cost-efficient products and systems
- Proven, reliable quality
- Environmental responsibility



**GLOBALLY ACTIVE,
LOCALLY INTEGRATED**



SIKA – BUILDING TRUST

A RELIABLE PARTNER SINCE 1910

Sika provides waterproofing solutions for more than

100 years

the first product «Sika®-1»

is still on the market

Over **6 billion** liters of water are saved annually in concrete production thanks to Sika's range of water reducing additives

All buildings in Tokyo taller than 187 m have been built with Sika solutions

Sika Sarnafil® AT

first Cradle to Cradle Certified™

roofing membrane worldwide

From cement to binder **110 million tons of cement** are saved by using SikaGrind®

13,000 tons CO₂eq can be saved throughout the lifetime of a typical 25,000 m² data center thanks to Sika solutions

Sika mortars and grouts with

15-40%

lower carbon footprint

compared to regular products

>50% of all cars produced worldwide use Sika products

THANK
YOU.

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

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