



WE ARE SIKA

BUILDING TRUST



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

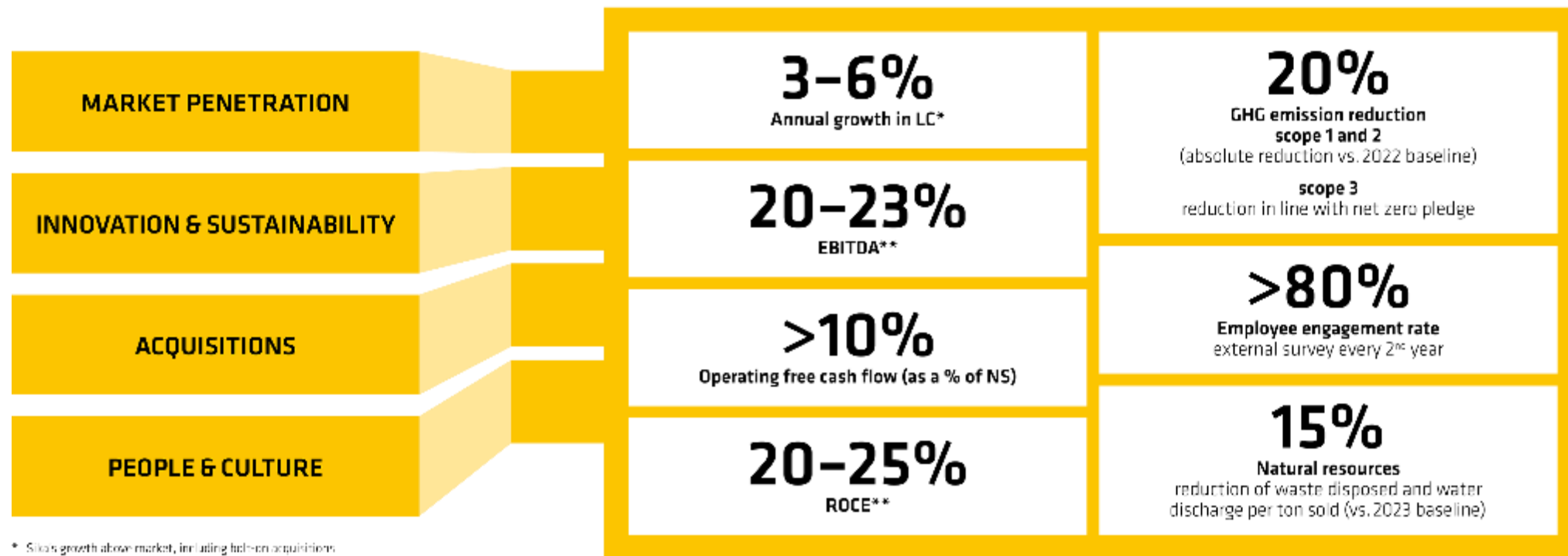
6 ACQUISITIONS IN 2025

11.2 BN NET SALES IN 2025 (IN CHF)

SIKA'S GROWTH STRATEGY 2028

THE PILLARS OF THE STRATEGY

Strategy 2028 – Beyond the Expected

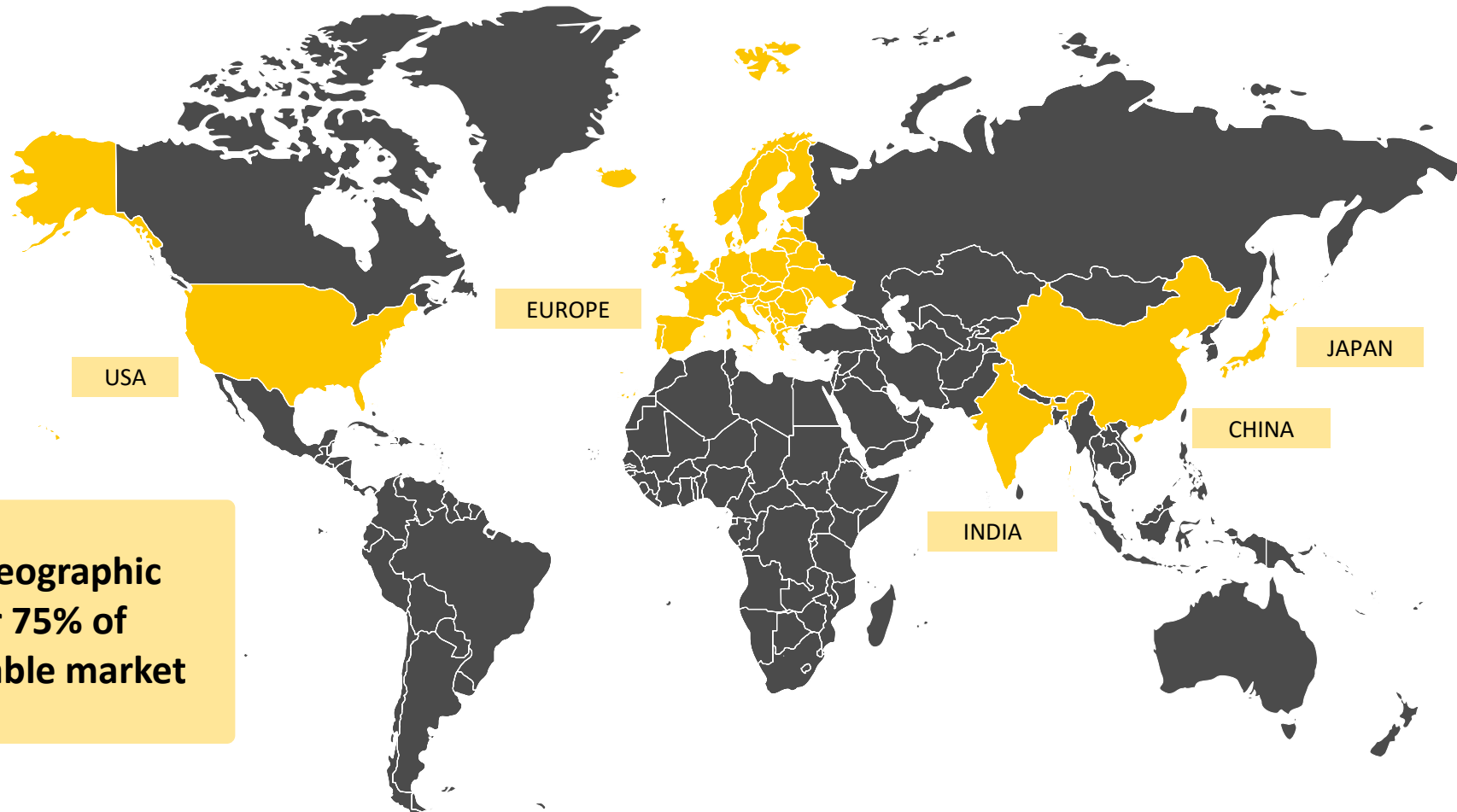


* Sika's growth above market, including high-on acquisitions

** Once M&A synergies materialized

STRATEGY 2028 – MARKET PENETRATION GROWTH

OUR FIVE KEY GEOGRAPHIC MARKETS



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

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



TARGET MARKETS – FOCUS ON ATTRACTIVE MARKETS

SOLUTIONS, LIFE-CYCLE MANAGEMENT, ONE STRONG BRAND

6



Concrete



Waterproofing



Roofing



Building Finishing



Flooring & Coating



Sealing & Bonding



Engineered Refurbishment



Industry

FIVE CORE TECHNOLOGIES FOR EIGHT TARGET MARKETS

7



Concrete Systems



Cementitious Systems



Coating Systems



Adhesives Systems



Thermoplastic Systems

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 INTEGRATION OF MBCC ACQUISITION STRONGER TOGETHER AS ONE SIKA



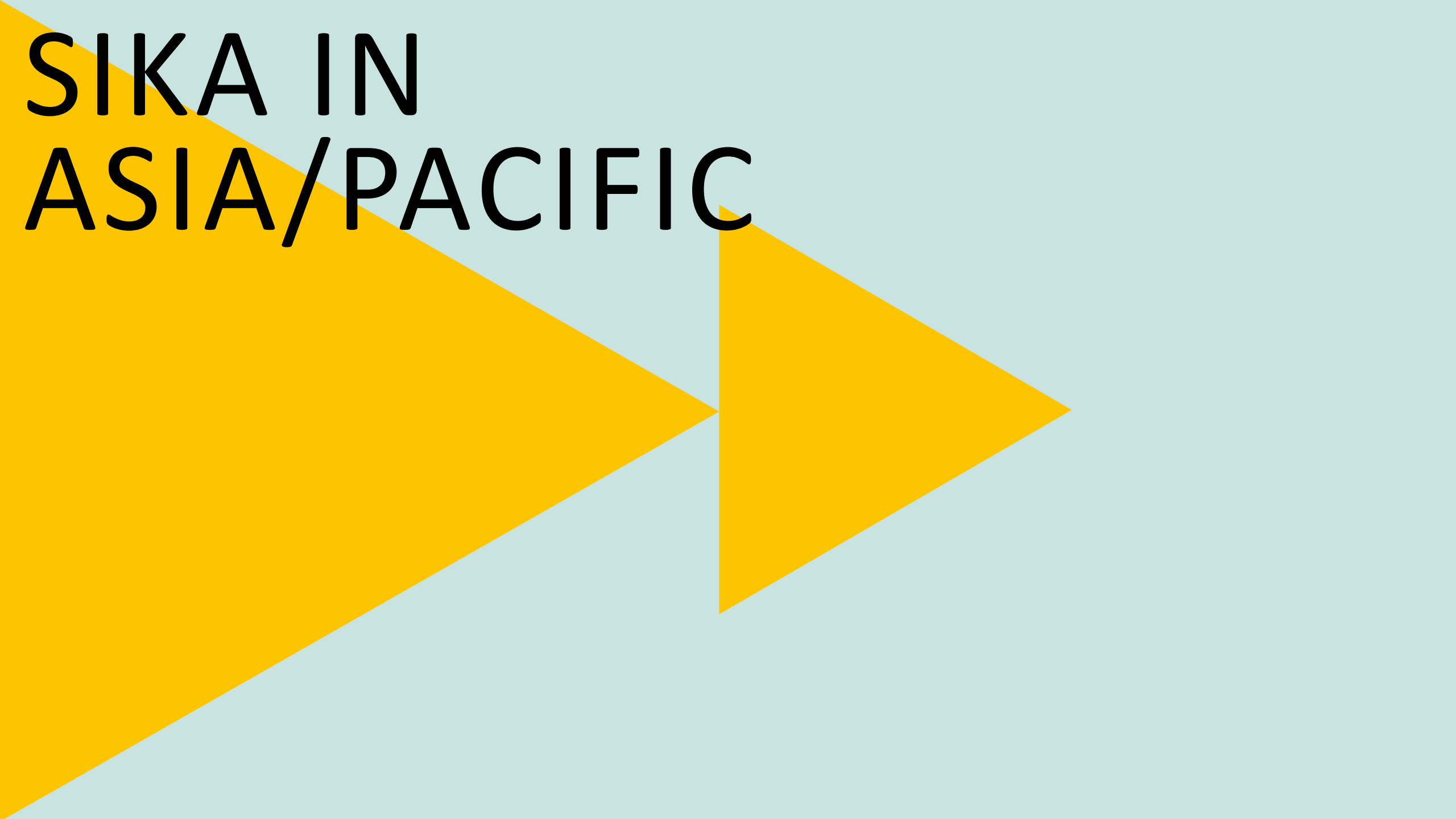
6,000
additional
employees

CHF 2.1 bn
additional sales

STRONG
product portfolio

**ONE
SIKA**

SIKA IN ASIA/PACIFIC

The background features a light blue gradient. A large yellow triangle points from the top-left towards the center. A second, smaller yellow triangle points from the center towards the right, creating a continuous arrow-like shape across the middle of the image.

REGION ASIA/PACIFIC AT A GLANCE

AS PER 2025 YEAR-END

Overview

8,393

Team members

20

Countries

103

Factories

2.3 bn

Net Sales 2025 (CHF)

Asia/Pacific share of Sika Group

20%

of Sales

19%

of Countries

25%

of Employees

27%

of Factories



REGION ASIA/PACIFIC AREAS

North Asia

- Hong Kong
- Taiwan
- Korea
- Mongolia

China

Japan

South Asia

- India
- Sri Lanka
- Bangladesh
- Pakistan

Automotive
& Industry

Southeast Asia

- Indonesia
- Thailand
- Vietnam
- Singapore
- Malaysia
- Philippines
- Cambodia
- Myanmar

Pacific

- Australia
- New Zealand



“Asia/Pacific is a region of strategic importance for Sika, offering strong growth potential driven by rapid urbanization, infrastructure development, and rising demand for sustainable and digital solutions. Amid evolving market dynamics, the region presents significant opportunities for innovation and expansion. With dedicated teams and targeted investments, Sika is committed to reinforcing its leadership in Asia/Pacific and driving sustainable, innovation-led growth.”

Philippe Jost
Regional Manager Asia/Pacific

REGION ASIA/PACIFIC

RECENT ACQUISITIONS

14

2019

Parex

China, Australia, SEA



Building Finishing

2021

Landun

China



**Waterproofing,
Roofing**

2021

Hamatite

Japan, China, Thailand



**Industry,
Sealing & Bonding**

2023

MBCC

Global, Asia/Pacific



**Concrete,
Refurbishment, Flooring**

2025

Elmich Pte Ltd

Singapore



**Waterproofing, Roofing
Urban Greenery**

PEOPLE & CULTURE

CELEBRATING SIKA SPIRIT IN ASIA/PACIFIC



PEOPLE & CULTURE

TALENT DEVELOPMENT IN ASIA/PACIFIC

16



PEOPLE & CULTURE

DRIVING ENGAGEMENT AND INNOVATION

17

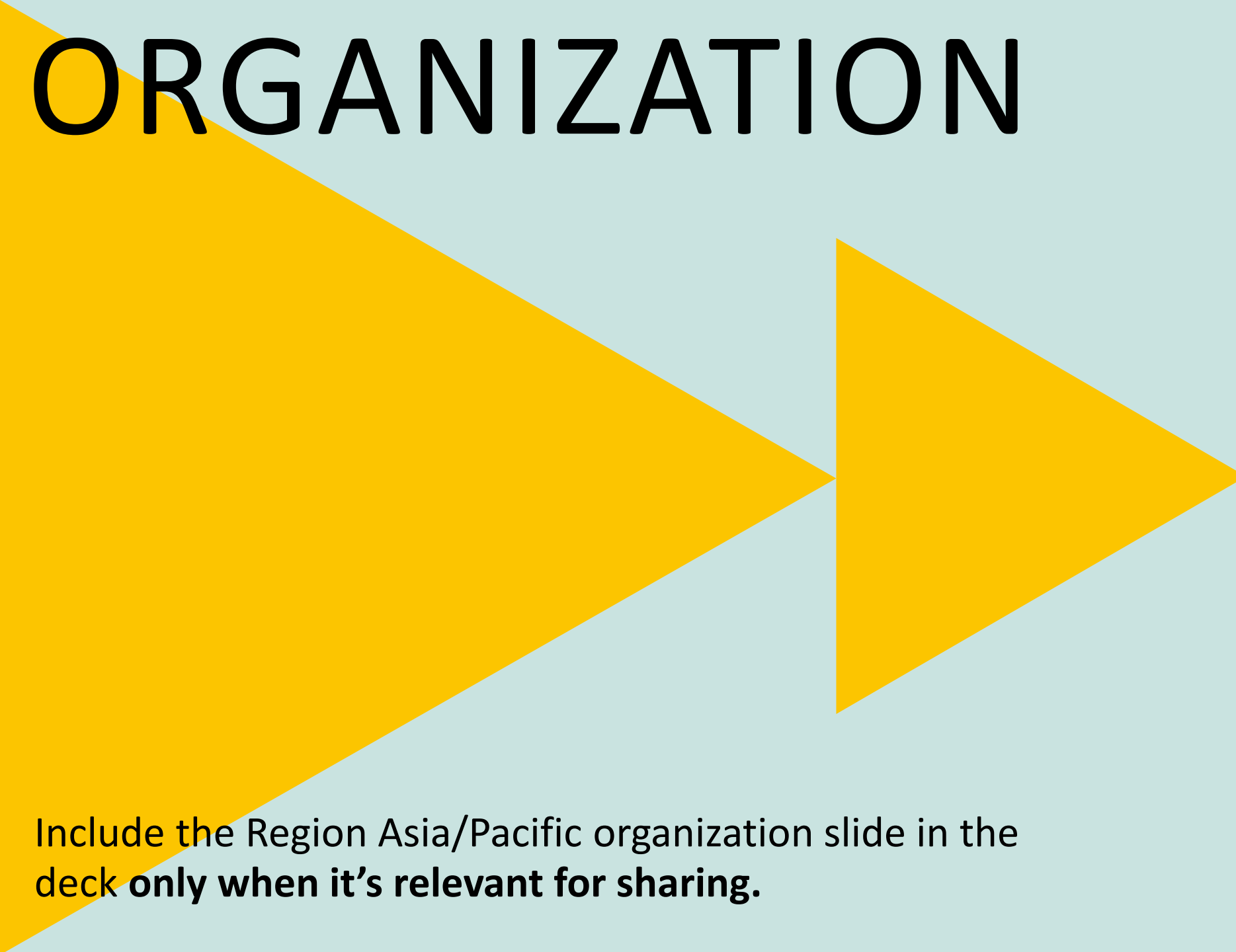


HIGH ENGAGEMENT SCORE

Sika's workforce has a strong identification with company and confidence in management and strategy.



ORGANIZATION



Include the Region Asia/Pacific organization slide in the deck **only when it's relevant for sharing.**

REGION ASIA/PACIFIC AREAS



Jonathon Sharkey
Area North Asia

North Asia

- Hong Kong
- Taiwan
- Korea
- Mongolia



Vijay Raman
Area South Asia

South Asia

- India
- Sri Lanka
- Bangladesh
- Pakistan



Thomas Robert
Area Automotive & Industry

Automotive & Industry



Leo Zhang
China



Xu Ying
China BFM

China



Marco Ammann
Area Japan

Japan



Adam Sharp
Area SEA & NZ

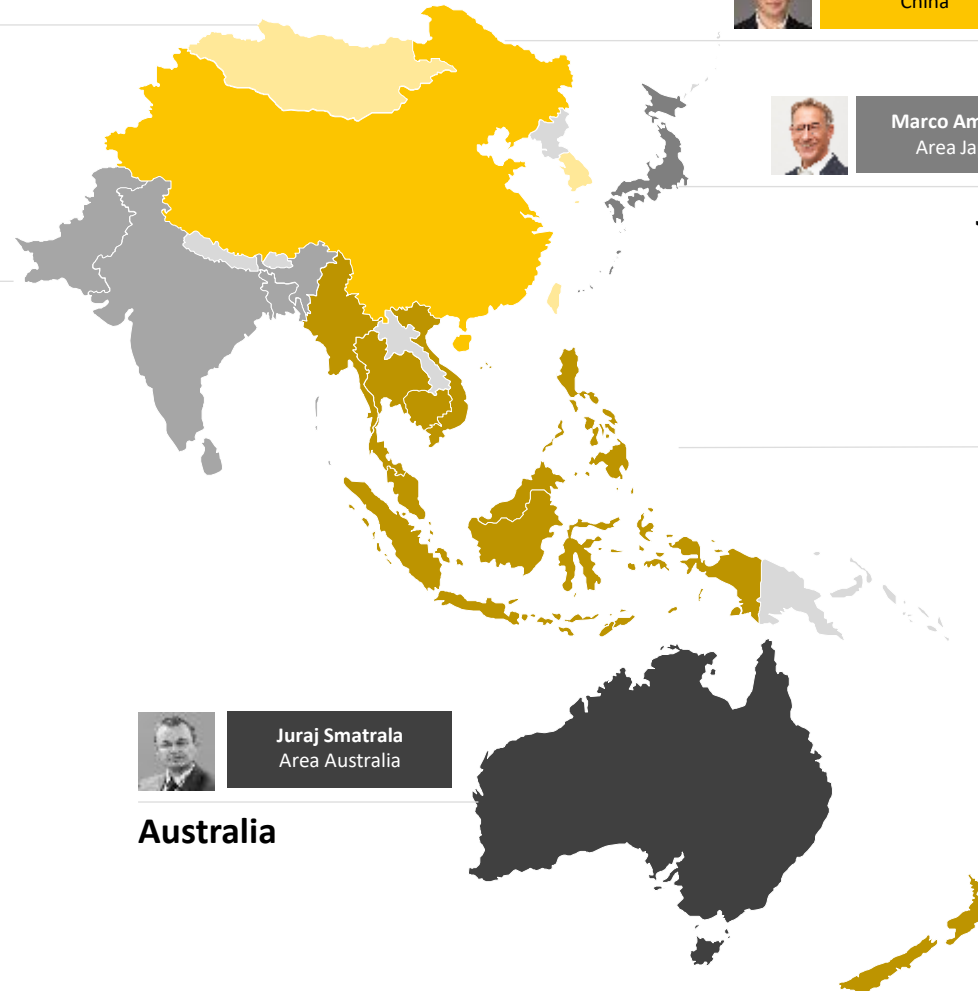
Southeast Asia

- Indonesia
- Thailand
- Vietnam
- Singapore
- Malaysia
- Philippines
- Cambodia
- Myanmar
- New Zealand



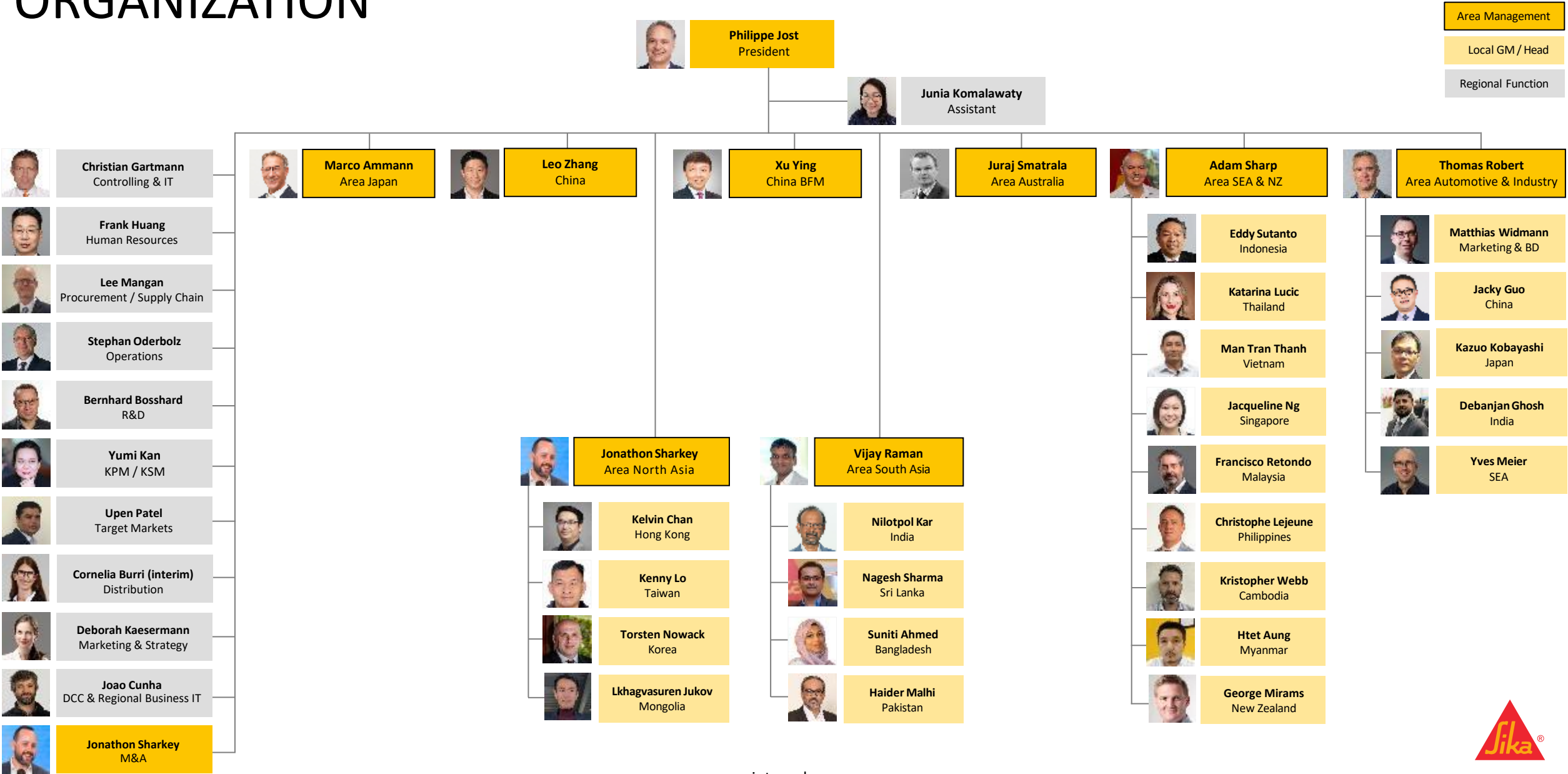
Juraj Smatralla
Area Australia

Australia



REGION ASIA/PACIFIC ORGANIZATION

January 2026



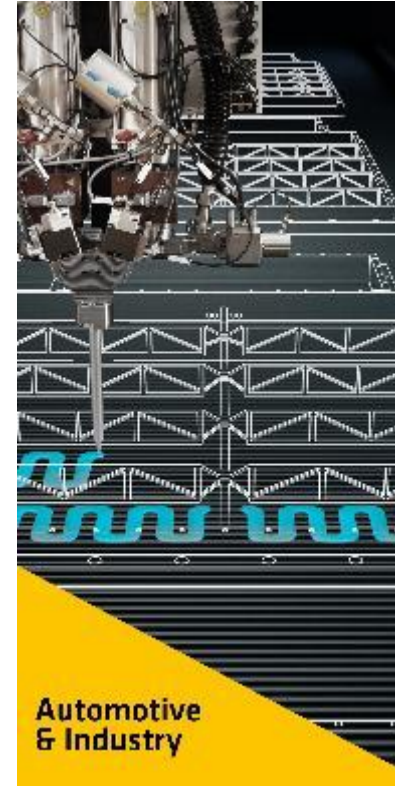
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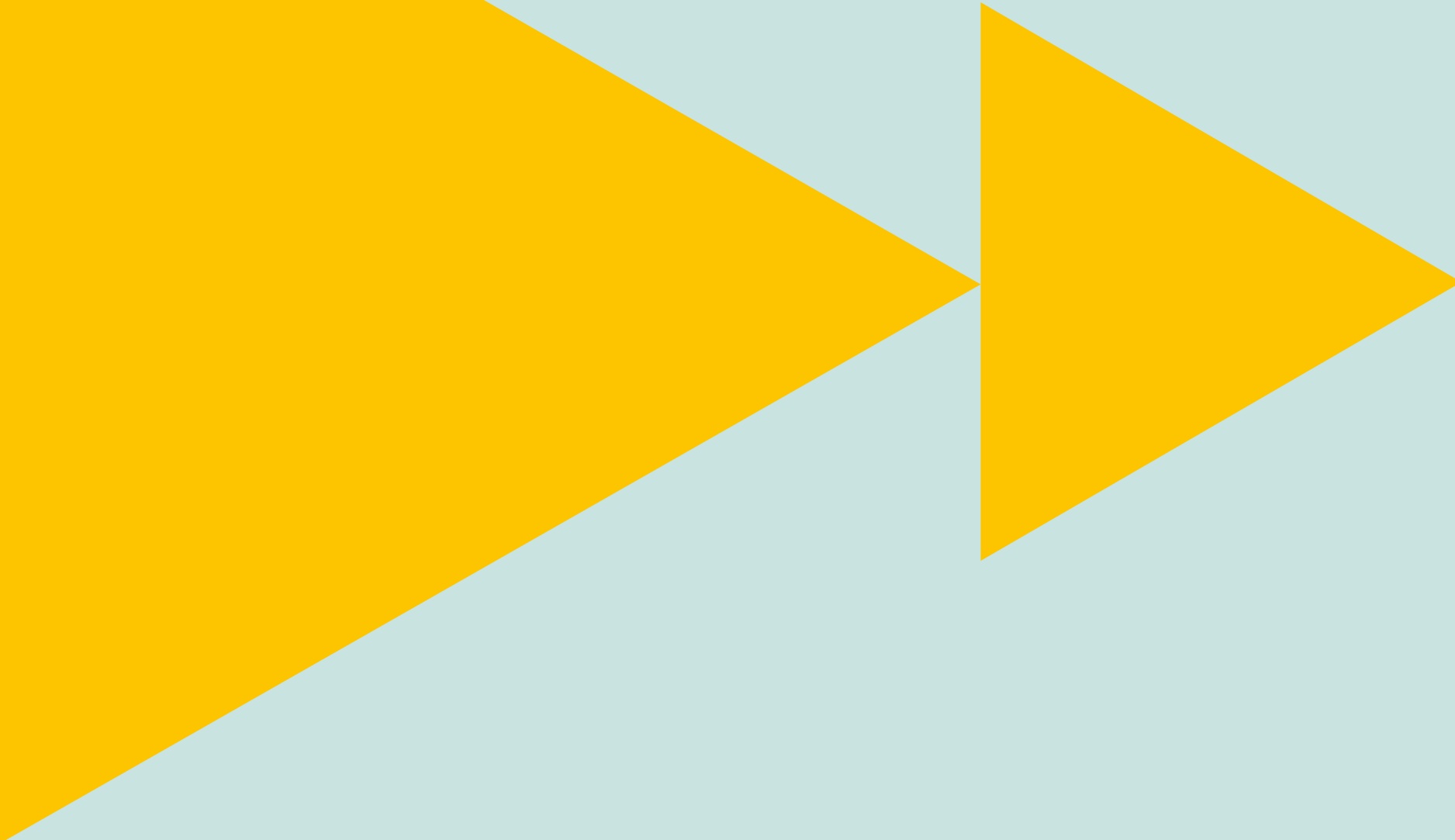
REGION ASIA/PACIFIC

GROWTH INITIATIVES STRATEGY 2028

21

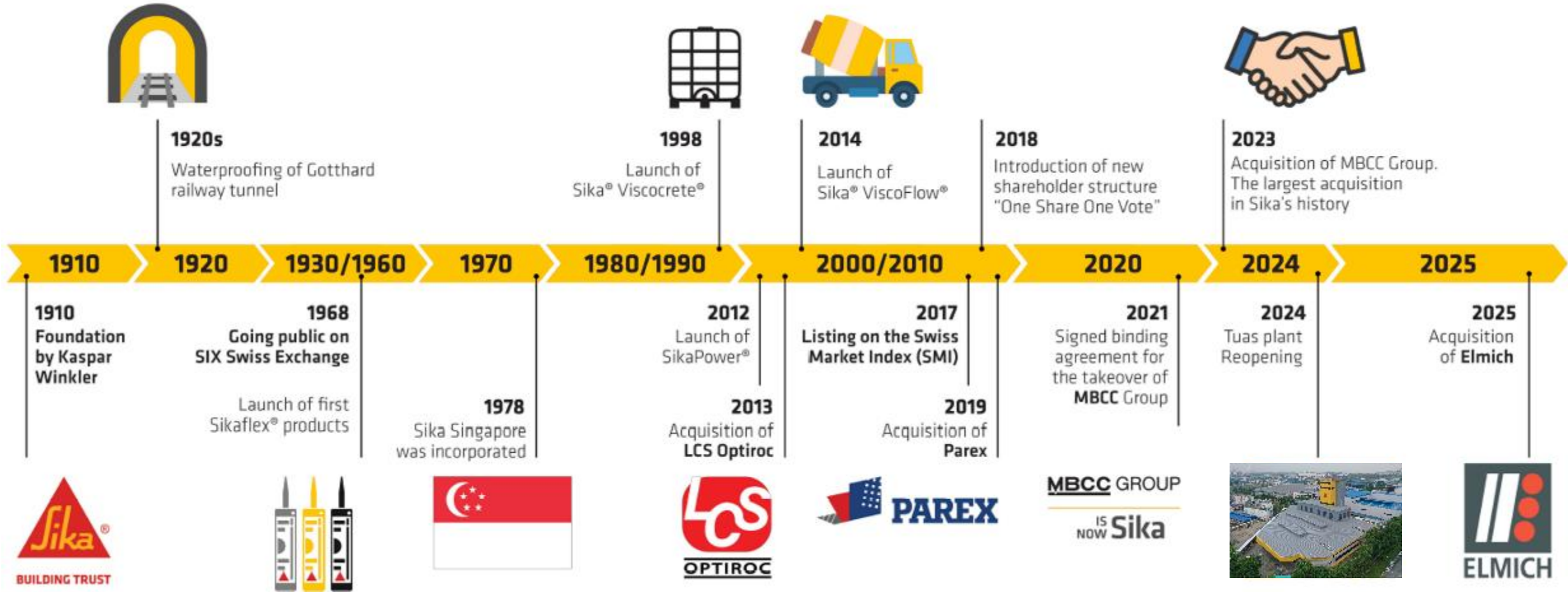


SIKA (SINGAPORE)



SIKA SINGAPORE'S HISTORY

HISTORICAL MILESTONES



SIKA SINGAPORE'S HISTORY

HISTORICAL MILESTONES

1910

Foundation by Kaspar Winkler



Kaspar Winkler invented Sika-1, a quick-setting waterproofing admixture for mortar, which was used to waterproof the Gotthard Tunnel. It enabled the Swiss railway company to electrify the important connection between Northern and Southern Europe.

In the 1930s, Sika established 15 subsidiaries in Europe, USA, Argentina, Brazil and Japan established new construction chemicals markets.

1920

Waterproofing of Gotthard Railway Tunnel

The Swiss Federal Railways ran successful trials using Sika to waterproof the tunnels of the Gotthard section. This became necessary so that electric trains could be used.

The Swiss National Railways waterproofed 6.7 tunnels with Sika during the following years.



BUILDING TRUST



1930/1960

Launch of first Sikaflex® products



Sika extended into the automotive industry with the invention of Sikaflex® used on the BMW 7 series wind screen of the late 80s.

1970

Sika Singapore was incorporated in 1978



Just over a decade after beginning the journey in Singapore through a locally appointed representative, Sika acquired the business and established a local subsidiary.

1980/1990

Launch of Sika® Viscocrete®



To meet the market demand for high performance concrete, Sika introduced Viscocrete®, featuring substantial water reduction, extended workability, and rapid early strength development.

These qualities result in concrete that is less prone to cracking and shrinkage, allows for extended working time, and enables faster construction progression.

BUILDING TRUST



2010

Launch of SikaPower® 2012

With the launch of SikaPower adhesives, Sika expanded into high performance adhesives for the automotive and industrial sectors.



Acquisition of LCS Optiroc 2013



Sika established a local manufacturing base through the acquisition of LCS Optiroc and broadened its product portfolio in grouts, mortars, floor screeds, tile adhesives, and interior and exterior renders in Singapore.

Launch of Sikalastic® -598 (Formerly known as Davcol® K10 Green Sheet R) 2015



Liquid applied membrane for wall and roof waterproofing

Acquisition of Parex 2019



PAREX

Parex was a leading mortar manufacturer. With its acquisition, Sika further expanded its product portfolio for the building finishing market globally.

BUILDING TRUST



2023

MBCC GROUP

IS NOW **Sika**

Acquisition of MBCC Group

The largest acquisition in Sika's history yet.

The integration of MBCC Group has further enhanced Sika's global presence and strengthened its position in the Singapore market, enabling the delivery of innovative and sustainable solutions to meet market demands and challenges.

2024

Tuas Plant reopening



Sika Singapore's Tuas plant, equipped with state-of-the-art technology, boasts a fully automated system for conveying, weighing, and bagging, complemented by a high-precision palletizing system that boosts manufacturing efficiency.



SIKA SINGAPORE

Sika (Singapore) Pte Ltd is a leading manufacturer and supplier of construction chemicals in Singapore. With over 40 years of experience, the company offers a wide range of products and systems for application from basement to the roof.

Sika's product lines include high-quality concrete admixtures, specialty mortars, sealants and adhesives, structural strengthening systems, industrial flooring, as well as roofing and waterproofing systems. Our Industry department is servicing non-construction market fields in areas for providing solutions on bonding, damping and acoustic applications.

Sika is a professional partner for owners, building contractors, specialty applicators, architects, and consultants.

Over the years, we have successfully established our technical assistance, service and product solutions for various in different sectors. The company manufactures a wide range of high and consistent quality construction products for the building and renovation industries. We are confident that we can be of assistance to you in all your present and future projects.



Sika (Singapore) Pte Ltd

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Email: sales@sg.sika.com

Website: sika.com.sg

Online Store: sika-online.com.sg



Sikasgp



SikaSingapore



COMMUNITY ENGAGEMENT

MAKING A DIFFERENCE - SINGAPORE



BEACH CLEAN UP

Sika Singapore partnered with Habitat for Humanity Singapore to organise a beach and park clean-up at East Coast Park. Our colleagues collected 195 kg of litter, reinforcing our commitment to environmental sustainability and the belief that small collective actions can make a big impact.



Giving Back to Our Community

Sika Singapore joined hands with Helping Joy Ltd (助乐) to distribute 400 goody bags to low-income families and elderly residents in rental flats. Employees volunteered to pack and deliver the bags door-to-door, spreading care and compassion within the community.

PROJECT HIGHLIGHT

JEWEL CHANGI AIRPORT

Project Description

Indoor landscapes and water features are designed not just for function but for visual impact, sustainability, and long-term performance.

Construction : 2014 – 2019

Contractor: Obayashi Corporation, Woh Hup Pte. Ltd.



- Sikalastic®-680 RT Primer
- Sikalastic®-680 RT GRS 2000
- Sikalastic®-598
- SikaRoof® VersiCell®
- SikaRoof® VersiJack®

PROJECT HIGHLIGHT

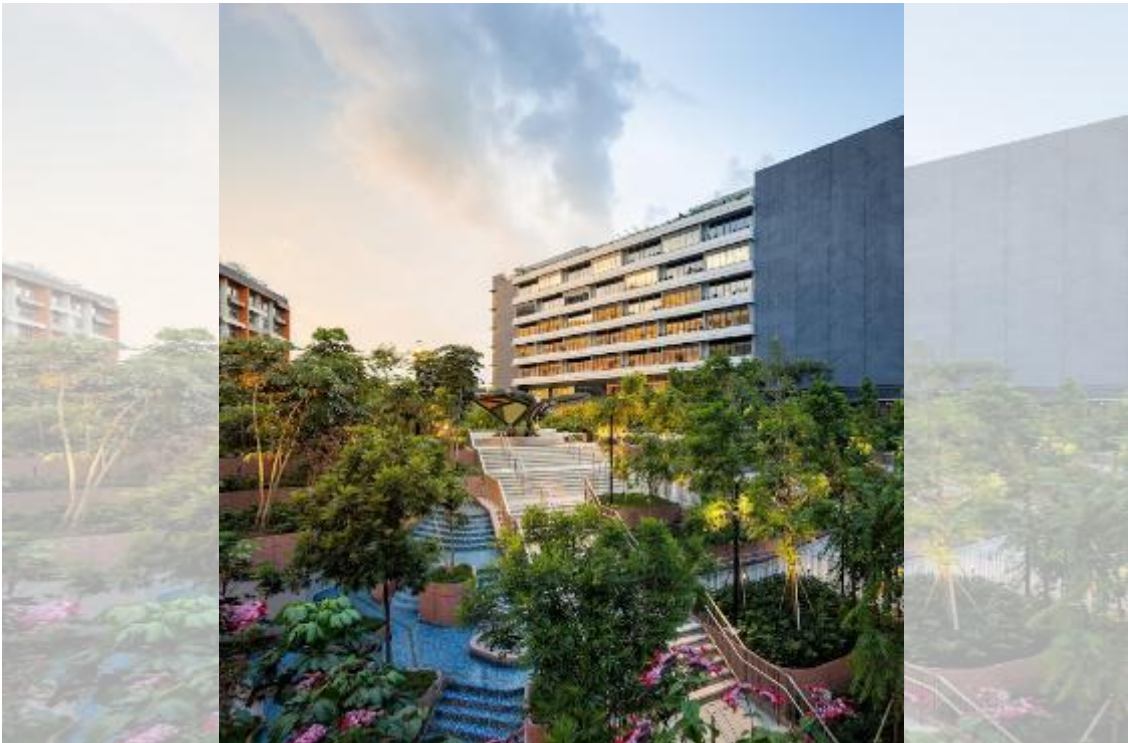
WOODLANDS HEALTH CAMPUS

Project Description

A healthcare model based on an ecosystem of preventive care, for the community of the future.

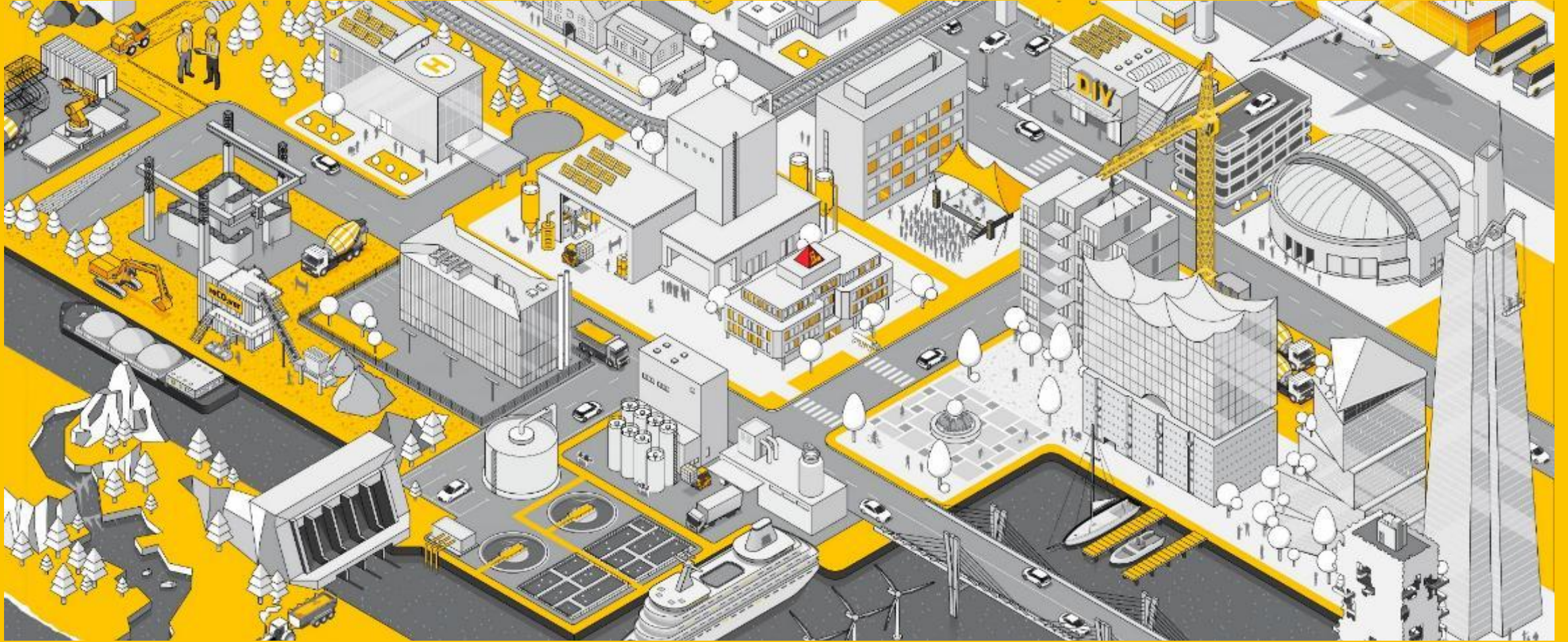
Construction : 2018 – 2024

Contractor: Koh Brothers Eco Engineering Ltd, Daewoo Engineering & Construction Co., Ltd, Ssangyong Engineering & Construction Co. Ltd



- SikaScreed®-138
- SikaGrout®-128 (G280)
- SikaGrout®-770 (G70)
- SikaGrout®-900 (HGG 100)
- SikaGrout®-780 (HGG)
- Sikalastic®-680 RT GRS 2000
- Sikalastic®-510 AP
- SikaTop®-118 K11 Flex
- Sarnafil® G 476-15
- Sikafloor®-160 HC
- Sikafloor®-161 HC
- SikaGrout® GP
- Sikalastic®-632 R
- Sikalite®

THANK YOU.



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