

Sika Business Year

2025

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BUILDING TRUST





FINANCIAL REPORT

NET PROFIT

1,045.3

OPERATING FREE CASH FLOW
IN CHF MILLION

1,356.1



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CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED INCOME STATEMENT for the year ended December 31

in CHF mn	Notes	%	2024	%	2025	Change in %
Net sales	1, 2	100.0	11,763.1	100.0	11,201.3	-4.8
Material expenses	3	-45.5	-5,347.1	-45.1	-5,047.7	
Gross result		54.5	6,416.0	54.9	6,153.6	-4.1
Personnel expenses	4	-18.2	-2,143.6	-19.5	-2,179.1	
Other operating expenses	5	-17.0	-2,002.9	-17.0	-1,909.8	
Operating profit before depreciation (EBITDA)	2	19.3	2,269.5	18.4	2,064.7	-9.0
Depreciation and amortization expenses	2, 14, 15	-4.7	-555.6	-4.8	-541.7	
Impairment	2, 14, 15	0.0	0.0	-0.3	-29.8	
Operating profit (EBIT)		14.6	1,713.9	13.3	1,493.2	-12.9
Interest income	7	0.2	26.6	0.2	17.3	
Interest expenses	6	-1.6	-185.9	-1.4	-157.9	
Other financial income		0.1	7.3	0.1	10.6	
Other financial expenses	6	0.0	-2.5	-0.1	-7.5	
Income from associated companies	16	0.0	3.6	0.0	0.0	
Profit before taxes		13.3	1,563.0	12.1	1,355.7	-13.3
Income taxes	8	-2.7	-315.4	-2.8	-310.4	
Net profit		10.6	1,247.6	9.3	1,045.3	-16.2

in CHF mn	Notes	%	2024	%	2025	Change in %
Net profit		10.6	1,247.6	9.3	1,045.3	-16.2
Profit attributable to Sika shareholders		10.6	1,245.5	9.3	1,044.0	
Profit attributable to non-controlling interests	23	0.0	2.1	0.0	1.3	
Basic earnings per share (in CHF)	9		7.76		6.51	-16.1
Diluted earnings per share (in CHF)	9		7.76		6.50	-16.2



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended December 31

in CHF mn	Notes	%	2024	%	2025	Change in %
Net profit		10.6	1,247.6	9.3	1,045.3	-16.2
Remeasurements of defined benefit plans	21	-0.1	-10.7	0.6	74.8	
Income tax effect	8	0.0	1.4	-0.1	-16.1	
Items that will not be reclassified to profit or loss		-0.1	-9.3	0.5	58.7	
Exchange differences taken to equity		2.7	320.6	-8.5	-955.8	
Income tax effect	8	-0.1	-6.8	0.1	12.0	
Items that may be reclassified subsequently to profit or loss		2.6	313.8	-8.4	-943.8	
Other comprehensive income		2.6	304.5	-7.9	-885.1	
Comprehensive income		13.2	1,552.1	1.4	160.2	-89.7
Attributable to Sika shareholders		13.2	1,549.3	1.4	159.4	
Attributable to non-controlling interests	23	0.0	2.8	0.0	0.8	



CONSOLIDATED BALANCE SHEET as at December 31

in CHF mn	Notes	2024	2025
Cash and cash equivalents	10, 25	707.5	801.8
Accounts receivable	11, 25	2,175.0	2,012.3
Inventories	12	1,348.9	1,237.5
Prepaid expenses and accrued income ¹		122.2	121.2
Current income tax assets ¹	8	151.3	174.6
Other assets	13, 25	55.9	63.8
Current assets		4,560.8	4,411.2
Property, plant, and equipment	14	2,458.5	2,443.8
Intangible assets and goodwill	15	8,619.7	7,934.1
Investments in associated companies	16	24.1	2.9
Deferred tax assets	8	150.7	135.9
Other assets	13, 25	164.5	220.4
Non-current assets		11,417.5	10,737.1
Assets		15,978.3	15,148.3

in CHF mn	Notes	2024	2025
Accounts payable	17, 25	1,212.3	1,176.4
Accrued expenses and deferred income	18	624.3	560.7
Financial liabilities	19, 25	337.4	1,417.5
Current income tax liabilities	8	368.8	317.2
Provisions	20	44.5	55.4
Current liabilities		2,587.3	3,527.2
Financial liabilities	19, 25	5,424.8	4,131.7
Provisions	20	183.1	141.7
Deferred tax liabilities	8	338.1	311.8
Employee benefit obligations	21	357.2	331.3
Other liabilities	22	41.0	37.9
Non-current liabilities		6,344.2	4,954.4
Liabilities		8,931.5	8,481.6
Capital stock	23	1.6	1.6
Treasury shares	23	-8.8	-7.5
Reserves	23	7,040.0	6,662.3
Equity attributable to Sika shareholders	23	7,032.8	6,656.4
Non-controlling interests	23	14.0	10.3
Shareholders' equity	23	7,046.8	6,666.7
Liabilities and shareholders' equity		15,978.3	15,148.3

1 See Accounting policies for information on the change in presentation.



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

in CHF mn	Capital stock	Capital surplus	Treasury shares	Currency translation differences	Retained earnings	Equity attributable to Sika shareholders	Non-controlling interests	Total equity
January 1, 2024	1.6	3,143.0	-11.9	-2,038.4	4,826.1	5,920.4	12.8	5,933.2
Net profit					1,245.5	1,245.5	2.1	1,247.6
Other comprehensive income				313.1	-9.3	303.8	0.7	304.5
Comprehensive income	0.0	0.0	0.0	313.1	1,236.2	1,549.3	2.8	1,552.1
Transactions with treasury shares			3.1		-8.7	-5.6		-5.6
Share-based payments					10.5	10.5		10.5
Dividends ¹					-264.7	-264.7	-1.6	-266.3
Repayment of reserves from capital contribution ¹		-264.7				-264.7		-264.7
Inflation adjustment ²					87.6	87.6		87.6
December 31, 2024	1.6	2,878.3	-8.8	-1,725.3	5,887.0	7,032.8	14.0	7,046.8
January 1, 2025	1.6	2,878.3	-8.8	-1,725.3	5,887.0	7,032.8	14.0	7,046.8
Net profit					1,044.0	1,044.0	1.3	1,045.3
Other comprehensive income				-943.3	58.7	-884.6	-0.5	-885.1
Comprehensive income	0.0	0.0	0.0	-943.3	1,102.7	159.4	0.8	160.2
Transactions with treasury shares			1.3		-9.2	-7.9		-7.9
Share-based payments					8.9	8.9		8.9
Dividends ³					-288.8	-288.8	-1.8	-290.6
Repayment of reserves from capital contribution ³		-288.8				-288.8		-288.8
Buyout of existing non-controlling interests					-1.0	-1.0	-2.7	-3.7
Inflation adjustment ²					41.8	41.8		41.8
December 31, 2025	1.6	2,589.5	-7.5	-2,668.6	6,741.4	6,656.4	10.3	6,666.7

1 Payout per share CHF 3.30, CHF 1.65 gross dividend, CHF 1.65 repayment of reserves from capital contribution.

2 Hyperinflation accounting relates to the subsidiaries in Argentina and Turkey.

3 Payout per share CHF 3.60, CHF 1.80 gross dividend, CHF 1.80 repayment of reserves from capital contribution.



CONSOLIDATED STATEMENT OF CASH FLOWS

in CHF mn	Notes	2024	2025
Profit before taxes		1,563.0	1,355.7
Depreciation, amortization, and impairment expenses	14, 15	555.6	571.5
Increase (+)/decrease (-) in provisions/ employee benefit obligations and assets		-13.8	-17.1
Increase (-)/decrease (+) in net working capital and accruals		-162.8	66.7
Net interest expenses		159.3	140.6
Non-liquidity-related financial expenses (+)/income (-) as well as cash flow from hedging transactions		7.7	-7.7
Other adjustments	24	31.3	5.7
Income taxes paid		-397.5	-407.5
Cash flow from operating activities		1,742.8	1,707.9
Property, plant, and equipment: capital expenditures	14, 24	-331.1	-348.1
Property, plant, and equipment: disposals	14, 24	18.9	23.1
Intangible assets: capital expenditures	15, 24	-27.9	-27.3
Intangible assets: disposals	15, 24	0.2	0.5
Acquisitions less cash and cash equivalents		-256.9	-199.6
Acquisitions (-)/disposals (+) of financial assets		-8.3	-0.5
Interest received		24.4	17.3
Cash flow from investing activities		-580.7	-534.6

in CHF mn	Notes	2024	2025
Increase in financial liabilities	19	1,865.6	864.2
Repayment of financial liabilities	19	-1,460.5	-1,937.0
Repayment of lease liabilities	19	-134.5	-141.6
Repayment of bonds	19	-1,021.4	-200.0
Issue of bonds	19	399.6	1,098.6
Interest paid		-143.4	-132.0
Purchase of treasury shares		-41.4	-8.2
Sale of treasury shares		34.7	0.0
Dividend payment to shareholders of Sika AG		-264.7	-288.8
Repayment of reserves from capital contribution		-264.7	-288.8
Dividend payment to non-controlling interests		-1.6	-1.8
Buyout of existing non-controlling interests ¹		-51.6	-3.7
Cash flow from financing activities		-1,083.9	-1,039.1
Exchange differences on cash and cash equivalents		-14.6	-39.9
Net change in cash and cash equivalents		63.6	94.3
Cash and cash equivalents at the beginning of the year	10	643.9	707.5
Cash and cash equivalents at the end of the year	10	707.5	801.8

1 The buyout amounting to CHF 51.6 million was completed in 2023, with the related cash consideration settled in 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

PRINCIPLES OF CONSOLIDATION AND VALUATION

Corporate Information

Sika is a specialty chemicals company active in the development and production of systems and products for bonding, sealing, damping, reinforcing, and protecting in the building sector and the motor vehicle industry.

Accounting policies

BASIS OF PREPARATION

The financial statements of Sika have been prepared in conformity with the provisions of the International Accounting Standards Board (IASB). All standards (IAS/IFRS) and interpretations (IFRIC/SIC) applicable as of December 31, 2025, were considered. The consolidated financial statements have been prepared according to the going-concern principle. Generally, assets and liabilities are valued at historical cost except for financial assets and liabilities (including derivative instruments) at fair value through profit and loss and the defined benefit liability, which is measured at the present value of the defined benefit obligation less the fair value of plan assets.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed on p.225 of this report.

CHANGES IN ACCOUNTING POLICY AND DISCLOSURES

The accounting standards applied correspond to those valid in the previous year, with the exception of the following revised and new standards, which Sika has implemented as of January 1, 2025. The application of these standards did not have any material impact on the consolidated financial statements of the Group:

- Amendments to IAS 21 – Lack of Exchangeability

A number of new standards and amendments to standards and interpretations are effective for the financial year 2026 and later and have not been applied in preparing these consolidated financial statements. Their assessment is still ongoing. Based on analysis to date their application is not expected to have a material impact on the Group's results and financial position.

- Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments (applicable as of January 1, 2026)
- Amendments to IFRS 9 and IFRS 7 – Contracts Referencing Nature-dependent Electricity (applicable as of January 1, 2026)
- Annual improvements (Volume 11) – Amendments to various IFRS standards with the primary goal to improve the clarity and internal consistency (applicable as of January 1, 2026)
- New standard IFRS 18 – Presentation and Disclosure in Financial Statements (applicable as of January 1, 2027) IFRS 18 replaces IAS 1 Presentation of Financial Statements. This standard sets out new requirements for the presentation and disclosure of information, but it will not affect the recognition or measurement of items in the financial statements. It will be required to classify income and expenses in the following five categories: operating, investing, financing, discontinued operations and income tax. It is required to present the new subtotal "profit or loss before financing and income taxes". Companies are required to start the cash flow statement from the operating profit subtotal when presenting cash flows from operating activities using the indirect method. The new standard establishes the term Management Performance Measures (MPMs) and sets out the related disclosure requirements. The standard is required to be applied retrospectively. Sika is currently assessing the impact of adopting IFRS 18.

New standards and interpretations are usually applied on the applicable date. However, the options for early adoption are considered individually.

To enhance transparency Sika has added the balance sheet line item Current income tax assets. The amounts presented were previously included in Prepaid expenses and accrued income. As at January 1, 2024, current income tax assets amounted to CHF 123.2 million.

Consolidation method

BASIS

The consolidated financial statements are based on the balance sheets and income statements of Sika AG, Baar (Switzerland) and its subsidiaries as of December 31, 2025, prepared in accordance with uniform standards.

SUBSIDIARIES

Companies controlled by Sika are fully consolidated. The consolidation includes 100% of their assets and liabilities as well as expenses and income; non-controlling interests in shareholders' equity and net income for the year are excluded and shown separately as part of non-controlling interests.

ASSOCIATED COMPANIES

The equity method is applied to account for investments ranging from 20% to 50%, if Sika exercises significant influence. The investments are included in the balance sheet under "Investments in associated companies" based on the Group's percentage share in net assets including goodwill; in the income statement, the Group's share in the net income for the year is disclosed in "Income from associated companies".

BUSINESS COMBINATIONS AND GOODWILL

Business combinations are accounted for using the acquisition method. The cost of an acquisition is the aggregate of the consideration transferred, measured at acquisition date fair value, and the amount of any non-controlling interests in the acquired company. For each business combination, the acquirer measures the non-controlling interests in the acquired company either at fair value or at the proportionate share of the acquired company's identifiable net assets. Acquisition-related costs are expensed as incurred.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value on the acquisition date. Subsequent changes to the fair value of the contingent consideration will be recognized in the income statement. A contingent consideration classified as equity is not revalued, and its subsequent settlement is accounted for within equity.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred and the non-controlling interest over the identifiable net assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit and loss.

Goodwill is subject to an annual impairment test. Impairments are recognized in the income statement. The impairment is not reversed later.

When subsidiaries are sold, the difference between the selling price and the net assets including goodwill plus cumulative translation differences is recognized in the consolidated financial statements as an operating result. The results of subsidiaries acquired or disposed of during the year are included in the consolidated income statement from the effective date of takeover of control or up to the effective date of loss of control.

Conversion of foreign currencies

Foreign currency transactions are translated into the functional (local) currency at the exchange rates prevailing at the date of the transaction. Monetary assets and liabilities in a foreign currency are translated into the functional currency at every balance sheet date by applying exchange rates valid at the balance sheet date. The resulting exchange rate differences are recognized in the income statement. The exception is that exchange differences arising on monetary items that form part of the net investment in a foreign operation (so-called equity-like loans) are recognized in other comprehensive income and are only recognized as profit or loss when control of the net investment is lost.

The financial statements of the foreign subsidiaries are translated into Swiss francs, with balance sheet positions translated using year-end rates and income statement positions translated at average rates. The effects from the translation of the functional currency into Swiss francs are recognized in other comprehensive income.

For subsidiaries operating in hyperinflationary economies, namely Argentina and Turkey, the annual financial statements are restated to the measuring unit current at the end of the reporting period by applying the relevant price indices. As a consequence of this restatement to year-end purchasing power, income statement positions are translated using year-end exchange rates instead of average rates.



The rates listed below were applied:

Country	Currency	Quantity	2024 Balance sheet ¹ CHF	2024 Income statement ² CHF	2025 Balance sheet ¹ CHF	2025 Income statement ² CHF
Argentina	ARS	100	0.0879	0.0879	0.0545	0.0545
Australia	AUD	1	0.5612	0.5808	0.5298	0.5349
Brazil	BRL	100	14.6500	16.3400	14.4700	14.8700
Canada	CAD	1	0.6296	0.6425	0.5789	0.5938
Chile	CLP	10,000	9.1000	9.3300	8.8000	8.7200
China	CNY	100	12.4100	12.2300	11.3200	11.5400
Colombia	COP	10,000	2.0561	2.1597	2.1000	2.0477
Czech Republic	CZK	100	3.7371	3.7907	3.8429	3.7948
Egypt	EGP	100	1.7800	1.9500	1.6600	1.6900
Eurozone	EUR	1	0.9412	0.9526	0.9314	0.9372
Great Britain	GBP	1	1.1351	1.1248	1.0674	1.0940
India	INR	100	1.0583	1.0514	0.8820	0.9523
Indonesia	IDR	100,000	5.5950	5.5510	4.7420	5.0370
Japan	JPY	100	0.5772	0.5814	0.5059	0.5552
Mexico	MXN	100	4.3674	4.7987	4.4105	4.3223
Peru	PEN	100	24.1000	23.4300	23.5700	23.2700
Poland	PLN	100	22.0200	22.1100	22.0700	22.1000
Romania	RON	1	0.1892	0.1914	0.1827	0.1859
Saudi Arabia	SAR	1	0.2416	0.2345	0.2114	0.2213
Thailand	THB	100	2.6382	2.4943	2.5026	2.5243
Turkey	TRY	100	2.5600	2.5600	1.8400	1.8400
UAE	AED	100	24.6700	23.9500	21.5800	22.6000
USA	USD	1	0.9060	0.8800	0.7927	0.8319

1 Year-end rates.

2 Average rates.

Significant accounting estimates

Explanations of the key assumptions concerning forward-looking elements and other estimation uncertainties are provided below. These include the risk that a material adjustment to the carrying amounts of assets and liabilities may become necessary within the next financial year.

IMPAIRMENT OF GOODWILL

The Group tests for impairment at least annually or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. The recoverable amounts of cash-generating units or groups of cash-generating units are determined based on value-in-use calculations. These calculations require the use of estimates such as expected future cash flows and discount rates.

FAIR VALUE MEASUREMENT RELATING TO ACQUISITION ACCOUNTING

In connection with acquisitions, all assets, liabilities, and contingent liabilities are valued at fair value. Newly identified assets and liabilities are also recognized in the balance sheet. Fair value is determined in part based on assumptions regarding factors that are subject to a degree of uncertainty, such as interest rates and sales.

TRADEMARKS AND CUSTOMER RELATIONS

Trademarks and customer relations are amortized over their estimated useful life. The estimated useful life is based on estimates of the time period during which this intangible asset generates cash flows. Calculation of the present value of estimated future cash flows includes significant assumptions, particularly in respect of future sales. Additionally, discounting is also based on assumptions and estimations concerning business-specific capital costs, which are themselves dependent on country risks, credit risks, and additional risks resulting from the volatility of the respective business.

DEFERRED TAX ASSETS

Deferred tax assets resulting from the carryforward of unrealized tax losses or timing differences are recognized to the extent that a realization of the corresponding tax advantage is probable. Assessing the probability of realizing the tax benefit requires assumptions based on planning data.

EMPLOYEE BENEFIT OBLIGATIONS

The Group maintains various employee benefit plans. Several statistical analyses and other variables are used in the calculation of expenses and liabilities to estimate future developments. These variables include estimations and assumptions concerning the discount rate established by management within certain guidelines. In addition, actuaries employ statistical information for the actuarial calculation of benefit liabilities such as withdrawal or death probabilities, which can deviate significantly from actual results due to changes in market conditions, the economic situation, as well as fluctuating rates of withdrawal and shorter or longer life expectancy of benefit plan participants.

PROVISIONS

The calculation of provisions requires assumptions regarding the probability, size, occurrence, and timing of a cash outflow. As long as an outflow of resources is probable and a reliable estimation is possible, a provision is recognized.

Scope of Consolidation and Acquisitions

The consolidated financial statements of the Group comprise the financial statements of Sika AG, Zugerstrasse 50, 6340 Baar (Switzerland) as well as its subsidiaries (see list starting on p.256 et seq. of this report) and associated companies (see note 16). In the year under review, the scope of consolidation was expanded to include the acquired companies (see the next pages).

The scope of consolidation was reduced to exclude the following companies:

- Sika MBCC Pakistan (Private) Limited, Karachi (Pakistan) was merged into Sika Pakistan (Pvt.) Limited, Lahore (Pakistan).
- United Gilsonite Laboratories, Inc., Dunmore/PA (USA), HPS North America Inc., Florence (USA), Sika MBCC US LLC, Lyndhurst/NJ (USA), Colorbiotics, LLC, Lyndhurst/NJ (USA), and Sika MBCC Holdings US, Inc., Lyndhurst/NJ (USA) were merged into Sika Corporation, Lyndhurst/NJ (USA).
- Sika MBCC Brasil Industria e Comercio de Quimicos para Construção Ltda., São Paulo (Eb) (Brazil) was merged into Sika S/A, Osasco (Brazil).
- Sika MBCC Chile Limitada, Pudahuel (Chile) was merged into Sika S.A. Chile, Santiago de Chile (Chile).
- Sika Construction Chemicals for Manufacturing LLC, Dhahran (Saudi Arabia) was merged into Sika Saudi Arabia Limited (A Single Shareholder LLC), Jeddah (Saudi Arabia).
- Sika MBCC Slovakia spol. s r.o., Zilina (Slovakia) was merged into Sika Slovensko, spol.s r.o., Bratislava (Slovakia).
- MBCC France S.A.S, Courcouronnes (France) was merged into Sika France SAS, Paris (France).
- Sika MBCC Belgium NV, Ham (Belgium) was merged into Sika Belgium NV, Nazareth (Belgium).
- Sika MBCC India Private Limited, Navi Mumbai (India) was merged into Sika India Private Ltd., Mumbai (India).
- Sika MBCC CZ s.r.o., Chrudim (Czech Republic) was merged into Sika CZ s.r.o., Brno (Czech Republic).
- TPH Bausysteme GmbH, Norderstedt (Germany) was merged into Sika Deutschland CH AG & Co KG, Stuttgart (Germany).

ACQUISITIONS IN 2024

In 2024, Sika acquired Kwik Bond Polymers, LLC, USA, Vinaldom S.A.S., Dominican Republic, as well as Chema Group, Peru. The purchase price and purchase price allocation (PPA) of Kwik Bond Polymers and Vinaldom remained unchanged and are now final. Minor adjustments were applied to the Chema PPA, leading to corresponding changes in the comparative period's closing balance. The PPA of Chema is now finalized.

ACQUIRED NET ASSETS AT FAIR VALUES

in CHF mn	Chema	Other ²
Cash and cash equivalents	1.2	1.8
Accounts receivable	14.4	7.0
Inventories	3.8	7.2
Prepaid expenses and accrued income	3.1	0.4
Property, plant, and equipment	23.4	0.9
Right-of-use assets	0.2	1.9
Intangible assets	46.7	79.8
Other assets ¹	1.5	0.1
Total assets	94.3	99.1
Accounts payable	18.8	3.5
Accrued expenses and deferred income ²	2.6	11.0
Financial liabilities	0.1	1.9
Income tax liabilities ¹	1.7	1.6
Provisions ¹	0.8	2.8
Deferred tax liabilities ¹	14.8	0.9
Total liabilities	38.8	21.7
Net assets	55.5	77.4
Goodwill ¹	86.9	47.3
Total purchase price	142.4	124.7

1 Adjusted due to PPA revision Chema.

2 Kwik Bond Polymers and Vinaldom.

ACQUISITIONS IN 2025

In 2025, Sika acquired the following companies.

Company	Region	Type of transaction	Stake in %	Closing date
Elmich Pte Ltd, Singapore	Asia/Pacific	Share deal	100.0	01/31/2025
Cromar Building Products Limited, United Kingdom	EMEA	Share deal	100.0	02/28/2025
HPS North America, Inc., USA	Americas	Share deal	100.0	02/28/2025
Gulf Additive Factory WLL, Qatar	EMEA	Share deal	100.0	06/26/2025
Marlon Tørmørtel A/S, Denmark	EMEA	Share deal	100.0	09/30/2025
Awazil AlKhaleej Industrial Company LLC ("Gulf Seal"), Saudi Arabia	EMEA	Share deal	100.0	11/18/2025

On January 31, 2025, Sika acquired 100% of the shares of Elmich Pte Ltd, Singapore, a supplier of urban greening systems headquartered in Singapore. Elmich's products are highly regarded by specifiers and its solutions have been used in many iconic buildings in Singapore and Australia. The acquisition complements Sika's roofing portfolio in the region and strengthens its specification business for commercial and residential projects.

On February 28, 2025, Sika acquired 100% of the shares of Cromar Building Products Limited, a well-established supplier of roofing systems in the UK, mainly serving its customers through the distribution channel. The acquisition opens up significant cross-selling potential and will support Sika's further expansion in the UK roofing sector.

On February 28, 2025, Sika acquired the remaining 51% stake of HPS North America, Inc., a successful supplier of building finishing materials. Since 2019, Sika has held a non-controlling equity interest in the company. HPS distributes Schönnox branded products, manufactured by Sika Germany, in the US market. Fully integrating this business into Sika USA will create a strong platform for further expansion in the building finishing segment and lead to significant efficiency gains. The acquisition date fair value of the equity interest in HPS was CHF 21.5 million. A gain of CHF 3.3 million was recognized under other operating expenses as a result of remeasuring the equity interest in HPS held before the acquisition.

On June 26, 2025, Sika acquired 100% of the shares of Gulf Additive Factory LLC (GAF) in the state of Qatar. The company manufactures a wide range of construction chemical products and has a strong position in the fast-growing Qatar construction market. The acquisition strengthens Sika's foothold in the country and provides opportunities for further expansion.

On September 30, 2025, Sika acquired 100% of the shares of Marlon Tørmørtel A/S, Denmark, a mortar manufacturer with a strong product portfolio and excellent customer service. The acquisition creates a growth platform for Sika in the Nordics, providing opportunities for further market expansion and cross-selling with Sika's complementary solutions.

On November 18, 2025, Sika acquired 100% of the shares of Awazil AlKhaleej Industrial Company LLC ("Gulf Seal"), a leading manufacturer of bituminous waterproofing membranes based in Riyadh, Saudi Arabia. The acquisition will significantly strengthen Sika's position in the fast-growing Saudi and GCC construction markets and expand its product offering in the region.

Since the purchase, the acquired entities have contributed sales of CHF 77.3 million. The profit was not material. Accounts receivable had a gross value of CHF 33.8 million; CHF 2.6 million was expected to be uncollectible at the date of acquisition.

ACQUIRED NET ASSETS AT FAIR VALUES

in CHF mn	Combined ¹
Cash and cash equivalents	18.4
Accounts receivable	31.2
Inventories	16.9
Prepaid expenses and accrued income	2.0
Property, plant, and equipment	25.3
Right-of-use assets	1.7
Intangible assets	68.9
Deferred tax assets	0.3
Total assets	164.7
Accounts payable	9.1
Accrued expenses and deferred income	4.3
Financial liabilities	5.1
Income tax liabilities	1.5
Provisions	2.3
Employee benefit obligation	0.9
Deferred tax liabilities	12.3
Total liabilities	35.5
Net assets	129.2
Goodwill	112.3
Fair value of initial investment	-21.5
Total purchase price	220.0
Cash in acquired assets	-18.4
Payments still due	-2.0
Net cash outflow	199.6

1 Elmich, Cromar, HPS, GAF, Marlon, and Gulf Seal.

If the acquisitions had occurred on January 1, 2025, consolidated pro forma net sales would have been CHF 11,259.2 million (+CHF 57.9 million), the pro forma net profit CHF 1,047.5 million (+CHF 2.2 million). The amounts have been calculated using the results of the acquired entities and adjusted for differences in the accounting policies and the additional depreciation and amortization that would have been charged assuming the fair value adjustments to property, plant, and equipment and intangible assets had applied from January 1, 2025.

Since the purchase prices and the purchase price allocations for all acquisitions still entail some uncertainty all positions except for “Cash and cash equivalents” are provisional. Product synergies as well as combined distribution channels and product portfolios justify the goodwill recognized. Goodwill is tax-deductible in the amount of CHF 7.0 million.

The directly attributable transaction costs of all acquisitions amounted to CHF 2.4 million in 2025 and were charged to other operating expenses.

SUPPORTING INFORMATION TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. Net sales CHF 11,201.3 mn (CHF 11,763.1 mn)

Sika sells systems and products for bonding, sealing, damping, reinforcing, and protecting in the building sector and the motor vehicle industry. Sales are recognized when control of the products has been transferred to the customer, i.e., when the products have been physically transferred to the buyer and there is a right to receive payment. Revenue is recognized in the amount of the consideration expected to be received by Sika in exchange for these goods or services. A receivable from the buyer is recognized upon sale. The receivables do not bear interest and are generally due within 30 to 90 days. All proceeds from the sale of goods and services are recorded at sales prices less discounts granted.

In some cases, Sika grants retrospective volume discounts based on aggregate sales over a twelve-month period. Revenue from these sales is recognized based on the price specified in the contract, net of the estimated volume discounts. A refund liability (included in accrued expenses and deferred income) is recognized for expected volume discounts payable to customers in relation to sales made until the end of the reporting period.

Extended warranty contracts are sold for certain products on installed roofing systems. Revenue for separately priced extended warranties is deferred and recognized on a straight-line basis over the extended warranty period. The average warranty period is twelve (eleven) years. In 2025, revenues of CHF 5.6 million (CHF 3.4 million) were recognized. The deferred revenue positions are included in accrued expenses and deferred income (see note 18) as well as in other liabilities (see note 22).

Contract revenue and contract costs are recognized in accordance with the stage of completion. An expected loss is recognized as an expense immediately.

2. Segment reporting

Sika conducts its worldwide activities according to geographical regions. Heads of the segments are members of Group Management. Group Management is the highest executive body that measures the success of the operating segments and allocates resources. The key measure of profit by which the segments are directed is operating profit before depreciation (EBITDA), which is consistent with the corresponding line in the consolidated income statement.

Financing (including financial expenses and income) and income taxes are managed on a Group-wide basis and are not allocated to the individual segments. The composition of the segments is shown on p.36 of the download version of this report.

“Corporate Services” includes expenses for Group headquarters, and income from services provided to Group companies.



NET SALES

in CHF mn	2024			2025		
	With third parties	With other segments	Total	With third parties	With other segments	Total
EMEA	5,095.2	172.0	5,267.2	5,028.9	165.1	5,194.0
Americas	4,096.9	5.6	4,102.5	3,878.8	5.0	3,883.8
Asia/Pacific	2,571.0	33.6	2,604.6	2,293.6	25.4	2,319.0
Eliminations		-211.2	-211.2		-195.5	-195.5
Net sales	11,763.1	-	11,763.1	11,201.3	-	11,201.3
Products for construction industry			10,061.7			9,555.0
Products for industrial manufacturing			1,701.4			1,646.3

Sika's products for the construction industry include admixtures and additives for use in concrete, cement, and mortar production, waterproofing systems, roof waterproofing, flooring solutions, sealants, adhesive tapes, assembly foams and elastic adhesives for facade construction, interior and infrastructure construction, as well as concrete protection and repair solutions.

Products for industrial manufacturing are sold to manufacturers and service providers in automotive OEM, commercial vehicles, automotive aftermarket, marine vessels, renewable energy, sandwich panels, industrial equipment, HVAC, home and commercial appliances, modular building, facades, and fenestration.

CHANGES IN NET SALES/CURRENCY IMPACT

in CHF mn			Change compared to prior year (in %)		
	2024	2025	In Swiss francs	In local currencies	Currency impact
By region					
EMEA	5,095.2	5,028.9	-1.3	2.2	-3.5
Americas	4,096.9	3,878.8	-5.3	2.2	-7.5
Asia/Pacific	2,571.0	2,293.6	-10.8	-5.3	-5.5
Net sales	11,763.1	11,201.3	-4.8	0.6	-5.4
Products for construction industry	10,061.7	9,555.0	-5.0	0.5	-5.5
Products for industrial manufacturing	1,701.4	1,646.3	-3.2	1.4	-4.6

EBITDA

in CHF mn			Change compared to prior year	
	2024	2025	(in %)	
By region				
EMEA	990.8	950.0	-40.8	-4.1
Americas	906.9	849.8	-57.1	-6.3
Asia/Pacific	538.0	410.0	-128.0	-23.8
Corporate Services	-166.2	-145.1	21.1	n.a.
EBITDA	2,269.5	2,064.7	-204.8	-9.0

OTHER DISCLOSURES

in CHF mn	2024		2025	
	Depreciation/ amortization/ impairment	Capital expenditures	Depreciation/ amortization/ impairment	Capital expenditures
EMEA	213.4	108.4	222.0	114.8
Americas	165.1	139.7	179.8	142.0
Asia/Pacific	115.9	87.7	117.9	96.3
Corporate Services	61.2	23.2	51.8	22.3
Total	555.6	359.0	571.5	375.4

The following countries had a share of greater than 10% of at least one of the Group's key figures. Switzerland is listed as the country of domicile of Sika.

in CHF mn	Net sales				Non-current assets ¹			
	2024	%	2025	%	2024	%	2025	%
USA	2,664.4	22.7	2,531.2	22.6	3,131.7	28.2	2,811.6	27.1
China	1,226.7	10.4	993.7	8.9	1,567.7	14.1	1,248.8	12.0
Switzerland	388.1	3.3	366.8	3.3	872.2	7.9	821.0	7.9
All other	7,483.9	63.6	7,309.6	65.2	5,531.1	49.8	5,499.4	53.0
Total	11,763.1	100.0	11,201.3	100.0	11,102.7	100.0	10,380.8	100.0

1 Non-current assets less financial assets, deferred tax assets, and employee benefit assets.

3. Material expenses CHF 5,047.7 mn (CHF 5,347.1 mn)

Material expenses decreased as a percentage of net sales by 0.4 percentage points. Favorable input cost dynamics led to an increase in the material margin from 54.5% to 54.9%.

Unsaleable goods are written down to their fair value less costs of disposal, missing inventory to zero. The related cost of CHF 86.0 million (CHF 56.8 million) is included in material expenses. CHF 18.1 million of this increase is related to the Fast Forward program (see note 4).

4. Personnel expenses CHF 2,179.1 mn (CHF 2,143.6 mn)

in CHF mn	2024	2025
Wages and salaries	1,730.4	1,761.0
Social charges	413.5	418.1
Government support	-0.3	0.0
Personnel expenses	2,143.6	2,179.1

Personnel expenses include CHF 57.2 million from the Fast Forward program announced in November 2025. The measures aim to enhance profitability in persistently weak markets. The program includes, among other measures, structural adjustments and a reduction of the global workforce by close to 1,500 employees.

Personnel expenses comprise all payments to persons in an employment relationship with Sika. This item also includes expenses such as pension fund contributions, health insurance contributions, as well as taxes and levies directly related to personnel remuneration. Government grants related to employment relationships are recognized in personnel expenses when there is reasonable certainty that the grant will be received and all related conditions are met. They are recognized as income over the same period as the expenses they serve to compensate.

POST-EMPLOYMENT BENEFIT EXPENSES

in CHF mn	2024	2025
Defined benefit plans ¹	33.6	37.3
Defined contribution plans	78.0	81.4
Post-employment benefit expenses	111.6	118.7

1 Includes pension expense recognized in income statement (see note 21) without interest income/interest expenses.

EMPLOYEE PARTICIPATION PLAN – SHARE-BASED PAYMENTS

Sika operates the following share-based compensation plans. The cost of these compensation systems is recognized in personnel expenses over the period in which services are rendered by the employees.

The share-based payments are made by means of transfer of treasury shares of Sika AG or are settled in cash. Recognized personnel expenses for share-based compensation for the fiscal year 2025 totaled CHF 19.7 million (CHF 26.8 million), CHF 8.9 million (CHF 10.5 million) of which was recorded in equity and CHF 10.8 million (CHF 16.3 million) in liabilities. At year-end, liabilities from share-based compensation plans amounted to CHF 16.9 million (CHF 22.1 million). Of this, CHF 10.6 million (CHF 15.2 million) is recognized in accrued expenses and deferred income and CHF 6.3 million (CHF 6.9 million) is included in employee benefit obligations.

PERFORMANCE BONUS (SHORT-TERM INCENTIVE)

Sika Senior Management (SSM)

Part of the performance bonus of Sika Senior Management (by definition, Sika Senior Management includes the management level reporting to Group Management, managing directors of subsidiaries, and heads of central and regional functions; 136 (144) participants) is paid in Sika AG shares. The allocated shares are subject to a four-year blocking period from allocation. Sika Senior Managers can choose to receive 0%, 20%, or 40% of their performance bonus in Sika AG shares plus one bonus share for every two shares chosen. The market value of the grant was CHF 2.6 million. In the prior year, the market value of the grant amounted to CHF 4.9 million.

LONG-TERM INCENTIVE (LTI PLAN)

Group Management

The members of the top management (extended Group Management) participate in a long-term incentive plan. It consists of performance share units (PSUs). At the beginning of the vesting period, a number of PSUs is granted to each plan participant. The PSUs vest after a period of three years, conditionally upon fulfilling performance conditions. The performance share units under the 2025 and 2024 plans include components based on the relative total shareholder return (rTSR) and the relative return on capital employed (rROCE), both equally weighted 40% as well as a sustainability component weighted 20%. The rTSR and the rROCE are measured in relation to a peer group as a percentile rank and the objective is to reach the median of the peer group. The sustainability component is based on the scope 1 and 2 CO₂ reduction (weighted 10%) as well as the waste and water reduction per ton sold (each weighted 5%). Performance shares under the 2023 plan include components based on the return on capital employed (ROCE), and relative total shareholder return (rTSR), both equally weighted. Thresholds and targets are determined at the beginning of the vesting period by the Board of Directors and are measured at the end of the vesting period as the weighted average of the vesting level of each component. For all performance conditions, the maximum achievement level is capped at 200%. For the LTI plans 2023 and 2024 the overall vesting level is capped at 150%. The share-based compensation is settled in Sika AG shares.

The market value of the PSUs includes all targets and is determined once at the time of grant. Thereby, in a Monte Carlo simulation generally available market data regarding Sika, including expected dividend payments, and the peer group as well as internal estimates regarding the degree of achievement of the ROCE target are combined.

Senior Management

Sika Senior Management (see above), together with the 313 (308) members of Regional Senior Management (RSM) and Corporate Senior Management (CSM), participate in long-term incentive plans, which are structured in the same way as that for Group Management (see above), except that they are settled in cash.

The fair value of the PSUs includes all targets and is determined at the time of allocation and redetermined at each balance sheet date. Thereby, in a Monte Carlo simulation, generally available market data regarding Sika, including expected dividend payments, and the peer group as well as internal estimates regarding the degree of achievement of the ROCE target are combined. For Senior Managers who transfer to another country during the performance period, a payment based on the share price at the time of transfer is made for the portion earned up to that date. The shares are granted at market value on the grant date and are blocked until the end of the vesting period.

LONG-TERM INCENTIVE

	Number of PSUs granted	Fair value per PSU in CHF	Fair value of grant in CHF million
Group Management LTI 2024–2026	21,277	232.47	4.9
Senior Management LTI 2024–2026	37,767	232.47	8.8
Granted in 2024			13.7
Group Management LTI 2025–2027	24,831	198.81	4.9
Senior Management LTI 2025–2027	40,779	196.77	8.0
Granted in 2025			12.9

Board of Directors

Part of the compensation for Members of the Board of Directors is awarded in Sika AG shares. The entitlement to shares is allocated at the beginning of the term of office and converted into shares at the end of the term of office. The shares are subject to a three-year blocking period. For the term of office from April 2025 to April 2026, entitlements to 6,595 shares were granted at a market value of CHF 1.5 million (CHF 232.84 per share). The conversion into shares will take place in April 2026. For the term of office from April 2024 to April 2025, entitlements to 5,968 shares were granted with a market value of CHF 1.5 million (CHF 257.42 per share). The conversion into shares took place in April 2025.

5. Other operating expenses CHF 1,909.8 mn (CHF 2,002.9 mn)

in CHF mn	2024	2025
Production and operations ¹	621.6	602.7
Logistics and distribution	605.3	591.3
Sales, marketing, and travel costs	370.9	336.0
Administration and other costs ²	405.1	379.8
Total	2,002.9	1,909.8

1 This position includes primarily costs for maintenance, repairs, energy, and subcontracting.

2 This position includes primarily costs of services and consulting in the fields of law, tax, and information technology. Furthermore, it covers training costs and government fees, costs for warranty settlements and legal claims, as well as the remuneration of the Board of Directors.

Other operating expenses remained stable at 17.0% of net sales. As part of the Fast Forward program (see note 4) one-time costs of CHF 10.8 million were incurred. In 2024, acquisition and integration costs related to the MBCC Group amounting to CHF 16.0 million were included in “Administration and other costs”.

Other operating expenses include government support of CHF 6.8 million (CHF 6.5 million). Government grants are recognized where there is reasonable certainty that the grant will be received, and all attached conditions will be complied with. The grant is recognized as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

Research and development expenses are not capitalized since the recognition criteria are not met. Expenditures on research and development in the Group during the year under review totaled CHF 280.8 million (CHF 278.1 million), equivalent to 2.5% (2.4%) of sales. Research and development expenses are included in personnel expenses, other operating expenses, as well as in depreciation and amortization expenses.

6. Interest expenses/other financial expenses

CHF 165.4 mn (CHF 188.4 mn)

In general, interest and other financing related expenses are charged to the income statement. Interest incurred in the course of development projects, such as the construction of new production facilities or the development of software, is capitalized together with the asset created.

Interest expenses consist of interest expenses for outstanding bonds in the amount of CHF 111.1 million (CHF 126.2 million), interests on lease liabilities of CHF 25.3 million (CHF 23.9 million), other interest expenses of CHF 14.9 million (CHF 29.0 million), as well as the interest component of pension expenses of defined benefit plans of CHF 6.6 million (CHF 6.8 million).

Other financial expenses include foreign exchange gains and losses from the management of foreign currency, net gains and losses from hedging and revaluation of loans to Group companies denominated in foreign currencies, as well as the result of the application of hyperinflation accounting. Other financial expenses amounted to CHF 7.5 million (CHF 2.5 million).

7. Interest income CHF 17.3 mn (CHF 26.6 mn)

Interest income is recognized on a time-proportion basis using the effective interest method. Short-term surpluses in liquidity in various countries resulted in interest income of CHF 17.3 million (CHF 26.6 million).

8. Income taxes

in CHF mn	2024	2025
Income tax during the year under review	372.5	329.5
Deferred income tax	-48.0	-17.5
Income tax from prior years	-9.1	-1.6
Total	315.4	310.4

RECONCILIATION BETWEEN EXPECTED AND EFFECTIVE TAX EXPENSE

in CHF mn	%	2024	%	2025
Profit before taxes		1,563.0		1,355.7
Expected tax expense	21.3	332.8	19.6	265.3
Non-taxable income/non-tax-deductible expenses	1.4	21.6	1.5	20.7
Effect of changes in tax rates	-0.1	-1.2	-1.0	-13.5
Adjusted tax expense from earlier periods	-0.6	-9.1	-0.1	-1.6
Valuation adjustment on deferred tax assets	0.5	7.5	0.5	7.2
Withholding tax on dividends, licenses, and interests	2.3	36.5	2.2	29.3
Other ¹	-4.6	-72.7	0.2	3.0
Tax expense as per consolidated income statement	20.2	315.4	22.9	310.4

1 In the prior period this position included CHF 55.1 million for changes in estimates of deferred taxes related to Parex China, as well as CHF 8.9 million relating to tax-deductible impairments of subsidiaries.

The effective tax rate increased to 22.9% (20.2%). The expected average Group income tax rate of 19.6% (21.3%) corresponds with the average tax on profits of the individual Group companies in their respective fiscal jurisdictions. The expected average tax rate was calculated using absolute values. The change in the expected tax rate is attributable to changing profits of the Group companies in their respective fiscal jurisdictions and to changes in their tax rates in some cases.

CURRENT AND DEFERRED INCOME TAX ASSETS/LIABILITIES

in CHF mn	2024	2025
Assets	151.3	174.6
Liabilities	-368.8	-317.2
Net current income tax liabilities	-217.5	-142.6
Assets	150.7	135.9
Liabilities	-338.1	-311.8
Net deferred income tax liabilities	-187.4	-175.9

Current income tax liabilities include taxes due and accrued. If there is uncertainty as to whether a tax treatment will be accepted by the tax authorities, the uncertainty is reflected in the income tax payable based on a best estimate of the expected future cash outflow.

Deferred taxes are calculated using the liability method. According to this method, the effects on income taxes resulting from temporary differences between Group-internal and taxable balance sheet values are recorded as deferred tax assets or deferred tax liabilities, respectively. Deferred tax assets and liabilities are measured at the tax rates expected to apply to the period when the asset is recognized, or the liability is settled, based on the rates (and tax laws) that have been substantively enacted.

Changes in deferred tax assets and liabilities are reflected in income tax expense, the statement of comprehensive income, or directly in equity. Deferred income tax liabilities are provided for taxable temporary differences arising from investments in subsidiaries and associates, except for deferred tax liabilities where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets including those that can be applied to carried forward tax losses are recognized to the extent that their realization is probable. Deferred tax liabilities are recognized for all taxable temporary differences insofar as the accounting regulations foresee no exception.

RECONCILIATION OF DEFERRED TAX ASSETS AND LIABILITIES

in CHF mn	2024	2025
January 1	-214.1	-187.4
Credited (+)/debited (-) to income statement ¹	48.0	17.5
Credited (+)/debited (-) to other comprehensive income	1.4	-16.1
Credited (+)/debited (-) to equity	-0.1	-5.9
Exchange differences	-6.9	28.0
Acquisitions	-15.7	-12.0
December 31	-187.4	-175.9

1 Of the amounts recognized in the income statement, a debit of CHF 11.2 million (CHF 20.3 million) originates from tax losses and tax credits. In 2024, an additional CHF 55.1 million was credited in relation to temporary differences on investments.

ORIGIN OF DEFERRED TAX ASSETS AND LIABILITIES

in CHF mn	2024			2025		
	Assets	Liabilities	Net	Assets	Liabilities	Net
Tax losses and tax credits	39.7		39.7	28.5		28.5
Current assets	55.1	-12.2	42.9	51.0	-15.0	36.0
Property, plant, and equipment	14.6	-177.3	-162.7	14.3	-154.9	-140.6
Other non-current assets	82.6	-337.4	-254.8	72.4	-319.0	-246.6
Liabilities	197.1	-16.3	180.8	185.1	-12.6	172.5
Temporary differences on investments ¹	0.0	-33.3	-33.3	0.0	-25.7	-25.7
Gross values	389.1	-576.5	-187.4	351.3	-527.2	-175.9
Offsetting	-238.4	238.4	0.0	-215.4	215.4	0.0
Total	150.7	-338.1	-187.4	135.9	-311.8	-175.9

1 This position includes expected withholding taxes of CHF 14.3 million (CHF 17.9 million) on undistributed dividends from Group companies. Deferred tax liabilities CHF 11.4 million (CHF 15.4 million) pertain to expected tax payments in connection with legal restructurings of the acquired MBCC companies in the coming years.

CARRY FORWARD OF TAX LOSSES FOR WHICH NO DEFERRED TAX ASSETS HAVE BEEN RECOGNIZED

in CHF mn	2024	2025
1 year or less	3.6	15.6
1-5 years	36.9	50.0
Over 5 years or non-expiring	8.6	5.4
Total	49.1	71.0

The underlying average tax rate of tax losses for which no deferred tax assets have been recognized is 25.1% (25.3%).

In the year under review, deferred tax assets from carried forward tax losses of CHF 12.4 million (CHF 25.3 million) were used and deferred carried forward tax losses of CHF 5.7 million (CHF 5.0 million) were capitalized.

PILLAR TWO INCOME TAXES

The Organization for Economic Co-operation and Development (OECD) has published Global Anti-Base Erosion (GloBE) Model Rules, which include a minimum tax of 15% by jurisdiction (Pillar Two). Various countries have enacted tax legislation to either fully or partially comply with Pillar Two. The Group is within the scope of OECD's Pillar Two.

Effective January 1, 2024, the Swiss government introduced a Qualified Domestic Minimum Top-up Tax (QDMTT) to reach the required taxation level of 15% on Pillar Two-qualifying profits of companies domiciled in Switzerland. Effective January 1, 2025, the Swiss government introduced in addition the Income Inclusion Rule (IIR), which requires Switzerland to levy taxes on Pillar Two-qualifying profits not only in Switzerland but of subsidiaries in other jurisdictions not reaching the 15% minimum rate.

The Pillar Two tax legislation resulted in tax expense of CHF 2.3 million (CHF 0.4 million).

9. Earnings per share

BASIC EARNINGS PER SHARE

	2024	2025
Net profit used to calculate basic earnings per share (CHF mn)	1,245.5	1,044.0
Weighted average number of shares issued	160,479,293	160,479,293
Treasury shares	-35,881	-23,022
Weighted average number of shares used to calculate basic earnings per share	160,443,412	160,456,271
Basic earnings per share (CHF)	7.76	6.51

DILUTED EARNINGS PER SHARE

	2024	2025
Net profit used to calculate diluted earnings per share (CHF mn)	1,245.5	1,044.0
Weighted average number of shares used to calculate basic earnings per share	160,443,412	160,456,271
Potential shares needed for share-based compensation plans	77,620	85,837
Weighted average number of shares used to calculate diluted earnings per share	160,521,032	160,542,108
Diluted earnings per share (CHF)	7.76	6.50

10. Cash and cash equivalents CHF 801.8 mn (CHF 707.5 mn)

The cash management of the Group includes cash pooling, in which cash and cash equivalents available within the Group are pooled. The item "Cash and cash equivalents" includes cash and cash equivalents with a maturity of less than three months from the date of acquisition, bearing interest at a respectively valid rate.

11. Accounts receivable CHF 2,012.3 mn (CHF 2,175.0 mn)

Receivables are recognized net of an allowance for expected credit losses over the entire lifetime. The classification and valuation principles for accounts receivable are described in note 25.

The following tables show accounts receivable, the portion of not overdue and overdue receivables including their age structure as well as the development of the allowance for doubtful debts. Accounts receivable are non-interest-bearing and are generally due within 30 to 90 days.

AGE DISTRIBUTION OF ACCOUNTS RECEIVABLE

in CHF mn	2024	2025
Not overdue	1,766.2	1,595.0
Past due <31 days	210.6	199.7
Past due 31-60 days	77.3	90.9
Past due 61-180 days	80.8	86.8
Past due 181-365 days	11.7	13.8
Past due >365 days	28.4	26.1
Net accounts receivable	2,175.0	2,012.3

MOVEMENTS ON THE ALLOWANCE FOR DOUBTFUL DEBTS

in CHF mn	2024	2025
January 1	101.3	129.2
Additions to or increase in allowances	32.2	32.0
Reversal of allowances	-6.3	-9.8
Utilization of allowances	-4.0	-16.2
Exchange differences	6.0	-14.1
December 31	129.2	121.1

The increase and decrease of allowances for doubtful debts are recognized in other operating expenses. Amounts recognized as allowances are usually derecognized when payment is no longer expected.

12. Inventories CHF 1,237.5 mn (CHF 1,348.9 mn)

in CHF mn	2024	2025
Raw materials and supplies	538.9	469.4
Semi-finished goods	71.1	68.9
Finished goods	606.1	579.4
Merchandise	132.8	119.8
Total	1,348.9	1,237.5

Raw materials and merchandise are stated at historical cost and finished and semi-finished products are stated at production cost, however not exceeding net realizable sales value. The production costs comprise all directly attributable material and manufacturing costs as well as other costs incurred in bringing the inventories to their present location and condition. Acquisition or production costs are determined using a standard cost approach, or alternatively using the weighted average cost method. Net realizable value corresponds to the estimated selling price in the ordinary course of business less the estimated costs of completion and the selling costs. Allowances are made for obsolete and slow-moving inventories.

13. Other assets CHF 284.2 mn (CHF 220.4 mn)

OTHER CURRENT ASSETS

in CHF mn	2024	2025
Derivatives (at fair value through profit and loss)	30.0	30.8
Securities (at fair value through profit and loss)	5.4	5.8
Loans (at amortized cost)	18.8	12.1
Other financial assets	54.2	48.7
Other non-financial assets ¹	1.7	15.1
Other current assets	55.9	63.8

¹ Contains assets held-for-sale in the amount of CHF 15.1 million (CHF 0.7 million).

OTHER NON-CURRENT ASSETS

in CHF mn	2024	2025
Securities (at fair value through profit and loss)	79.2	83.1
Loans (at amortized cost)	23.8	21.5
Other financial assets	103.0	104.6
Employee benefit assets ¹	61.1	115.8
Other	0.4	0.0
Other non-financial assets	61.5	115.8
Other non-current assets	164.5	220.4

¹ Includes the excess of assets for employee benefit plans with defined benefits, see note 21.

Other current assets consist of assets with maturities of less than twelve months. Other non-current assets have a term of more than one year. The classification and valuation principles for financial assets are described in note 25.

14. Property, plant, and equipment CHF 2,443.8 mn (CHF 2,458.5 mn)

in CHF mn	2024	2025
Own property, plant, and equipment	2,044.8	2,024.4
Right-of-use assets	413.7	419.4
Property, plant, and equipment	2,458.5	2,443.8

OWN PROPERTY, PLANT, AND EQUIPMENT

Property, plant, and equipment is carried at historical cost less accumulated depreciation required for business purposes. The capitalization is made based on components. Value-enhancing expenses are capitalized and depreciated over their useful lives. Repair, maintenance, and replacement costs are charged directly to the income statement. Depreciation is calculated using the straight-line method and is based on the anticipated useful life of the asset, including its operational usefulness and age-related technical viability. Property and plants include land and buildings. Equipment and vehicles include machinery, vehicles, laboratory and other equipment, furnishings and IT hardware.



OWN PROPERTY, PLANT, AND EQUIPMENT

in CHF mn	Property	Plant	Equipment and motor vehicles	Plants and buildings under construction	Total
Acquisition cost	277.9	1,080.2	2,413.6	201.6	3,973.3
Cumulative depreciation and impairment	-0.6	-529.5	-1,577.9	0.0	-2,108.0
Net values at January 1, 2024	277.3	550.7	835.7	201.6	1,865.3
Additions	17.6	14.8	69.1	229.6	331.1
Acquired on acquisition	7.4	9.8	7.1	0.0	24.3
Exchange differences	3.2	16.8	30.3	8.2	58.5
Disposals	-3.4	-2.2	-7.8	0.0	-13.4
Depreciation charge for the year	0.0	-39.6	-181.1	0.0	-220.7
Reclassifications ¹	-0.1	16.4	142.3	-158.9	-0.3
December 31, 2024	302.0	566.7	895.6	280.5	2,044.8
Acquisition cost	302.6	1,139.7	2,671.2	280.5	4,394.0
Cumulative depreciation and impairment	-0.6	-573.0	-1,775.6	0.0	-2,349.2
Net values at January 1, 2025	302.0	566.7	895.6	280.5	2,044.8
Additions	0.7	8.0	61.9	277.5	348.1
Acquired on acquisition	6.2	9.6	9.5	0.0	25.3
Exchange differences	-16.6	-30.3	-54.5	-25.4	-126.8
Disposals	-2.6	-4.6	-5.6	0.0	-12.8
Depreciation charge for the year	0.0	-37.7	-178.9	0.0	-216.6
Reclassifications ¹	10.1	34.1	143.6	-188.7	-0.9
Transfer to assets held-for-sale	-1.1	-8.0	-2.4	0.0	-11.5
Impairments	-1.3	-10.6	-13.3	0.0	-25.2
December 31, 2025	297.4	527.2	855.9	343.9	2,024.4
Acquisition cost	299.2	1,118.6	2,666.7	343.9	4,428.4
Cumulative depreciation and impairment	-1.8	-591.4	-1,810.8	0.0	-2,404.0
Net values at December 31, 2025	297.4	527.2	855.9	343.9	2,024.4

1. Plants and buildings under construction are reclassified after completion within property, plant, and equipment as well as intangible assets.

DEPRECIATION SCHEDULE

Plant: Buildings	25 years
Plant: Infrastructure	15 years
Equipment: Machinery	5–15 years
Equipment: Furnishings	6 years
Equipment: Laboratory and tools	4 years
Equipment: IT hardware	3–4 years
Motor Vehicles	4 years

The recoverability of property, plant, and equipment is reviewed if events or changes in circumstances indicate that the carrying amount may not be recoverable. If the carrying amount exceeds the recoverable amount, an impairment loss is recognized. The recoverable amount corresponds to the higher of an asset's fair value less costs of disposal and its value in use, which is based on discounted anticipated future cash flows. For the purpose of impairment tests, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

As part of the restructuring program announced in November 2025, impairment expenses of CHF 21.6 million were recognized on both property, plant and equipment and right-of-use assets. These impairments reflect structural adjustments in markets with persistently weak demand and are directly linked to the measures aimed at improving profitability. Further information to the restructuring program can be found in note 4.

CAPITAL COMMITMENTS

Significant capital expenditure for property, plant, and equipment contracted for as at December 31, 2025, but not recognized as liabilities is CHF 29.3 million (CHF 54.5 million).

RIGHT-OF-USE ASSETS

Sika recognizes a right-of-use (ROU) asset and a lease liability at the lease commencement date, except for short-term leases of twelve months or less, low-value asset leases of CHF 5,000 or less, and variable lease payments, which are expensed in the income statement over the lease term. The following expenses were recorded in other operating expenses:

in CHF mn	2024	2025
Expenses relating to leases of low-value assets	19.9	15.2
Expenses relating to short-term leases	31.1	35.8
Expenses relating to variable lease payments not included in lease liabilities	3.2	3.4

The cash outflow from all lease payments amounts to CHF 196.0 million (CHF 188.7 million), of which CHF 141.6 million (CHF 134.5 million) is included in financing activities and the residual amount in operating activities in the statement of cash flows.

For the asset class “motor vehicles”, the non-leasing components (e.g., services included in the lease payments) are accounted for separately and are directly expensed in the income statement. For all other asset classes, Sika does not account for the non-lease components separately.

At the commencement date of the lease, the lease liability, measured at the present value of the lease payments to be made over the lease term, is recognized. The lease liability is subsequently measured at amortized cost using the effective interest rate method. The lease payments are discounted using the incremental borrowing rate. For the Group, the rate implicit in the lease cannot be readily determined.

At the commencement date of the lease, the ROU asset comprises the initial lease liability and initial direct costs. ROU assets are depreciated on a straight-line basis over the lease term. If Sika is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized ROU assets are depreciated on a straight-line basis over their estimated useful life.

Leases contractually committed but not yet commenced amount to CHF 4.5 million (CHF 12.3 million) as at December 31, 2025.



RIGHT-OF-USE ASSETS

in CHF mn	Right-of-use production sites	Right-of-use offices and warehouses	Right-of-use equipment and motor vehicles	Total
Acquisition cost	179.5	300.1	170.1	649.7
Cumulative depreciation and impairment	-63.4	-111.8	-82.5	-257.7
Net values at January 1, 2024	116.1	188.3	87.6	392.0
Additions	28.5	41.3	64.5	134.3
Acquired on acquisition	1.2	0.8	0.1	2.1
Exchange differences	2.9	4.8	0.8	8.5
Remeasurements	2.1	5.7	6.3	14.1
Disposals	-10.3	-4.4	-2.1	-16.8
Depreciation charge for the year	-22.5	-48.5	-49.8	-120.8
Reclassifications	3.0	-2.7	0.0	0.3
December 31, 2024	121.0	185.3	107.4	413.7
Acquisition cost	205.1	333.6	212.8	751.5
Cumulative depreciation and impairment	-84.1	-148.3	-105.4	-337.8
Net values at January 1, 2025	121.0	185.3	107.4	413.7
Additions	35.3	71.4	60.0	166.7
Acquired on acquisition	0.4	0.8	0.5	1.7
Exchange differences	-9.3	-13.3	-6.1	-28.7
Remeasurements	4.4	9.3	0.9	14.6
Disposals	-3.8	-9.9	-4.6	-18.3
Depreciation charge for the year	-22.9	-49.5	-52.9	-125.3
Reclassifications	2.3	-0.6	0.3	2.0
Transfer to assets held-for-sale	-2.9	0.0	0.0	-2.9
Impairments	-4.1	0.0	0.0	-4.1
December 31, 2025	120.4	193.5	105.5	419.4
Acquisition cost	219.0	371.3	233.3	823.6
Cumulative depreciation and impairment	-98.6	-177.8	-127.8	-404.2
Net values at December 31, 2025	120.4	193.5	105.5	419.4

15. Intangible assets and goodwill CHF 7,934.1 mn (CHF 8,619.7 mn)

in CHF mn	Goodwill	Software	Trademarks	Customer relations	Other intangibles	Total
Acquisition costs	6,198.9	208.3	469.8	1,799.3	408.8	9,085.1
Cumulative amortization and impairment	-4.0	-142.1	-151.5	-437.4	-132.0	-867.0
Net values at January 1, 2024	6,194.9	66.2	318.3	1,361.9	276.8	8,218.1
Additions	0.0	27.2	0.0	0.0	0.7	27.9
Acquired on acquisition	134.2	0.1	11.7	101.5	13.2	260.7
Exchange differences	243.9	0.8	7.5	74.7	0.3	327.2
Disposals	0.0	-0.1	0.0	0.0	0.0	-0.1
Amortization for the year	0.0	-21.1	-40.6	-122.6	-29.8	-214.1
December 31, 2024	6,573.0	73.1	296.9	1,415.5	261.2	8,619.7
Acquisition costs	6,577.0	232.4	478.1	1,992.9	419.7	9,700.1
Cumulative amortization and impairment	-4.0	-159.3	-181.2	-577.4	-158.5	-1,080.4
Net values at January 1, 2025	6,573.0	73.1	296.9	1,415.5	261.2	8,619.7
Additions	0.0	26.4	0.0	0.0	0.9	27.3
Acquired on acquisition	112.3	0.0	4.5	61.1	3.3	181.2
Exchange differences	-546.8	-3.1	-10.1	-129.8	-2.4	-692.2
Disposals	0.0	0.0	0.0	-0.5	0.0	-0.5
Amortization for the year	0.0	-20.6	-31.4	-122.3	-25.5	-199.8
Reclassifications	0.0	1.2	0.0	0.0	-2.3	-1.1
Impairment	0.0	0.0	0.0	-0.5	0.0	-0.5
December 31, 2025	6,138.5	77.0	259.9	1,223.5	235.2	7,934.1
Acquisition costs	6,142.5	248.7	442.5	1,877.8	408.5	9,120.0
Cumulative amortization and impairment	-4.0	-171.7	-182.6	-654.3	-173.3	-1,185.9
Net values at December 31, 2025	6,138.5	77.0	259.9	1,223.5	235.2	7,934.1

Internally generated patents, trademarks, and other rights are not capitalized. Research and development expenditures for new products are recognized in the income statement, since these do not fulfil the recognition criteria. Acquired intangible assets are generally capitalized and amortized using the straight-line method.

Development costs for software are capitalized as intangible assets, provided that the software will generate a future economic benefit through sale or use within the Group and that its cost can be reliably measured. Conditions for capitalization are the technical feasibility of the asset and the intention and ability to complete its development, as well as the availability of adequate resources.

AMORTIZATION SCHEDULE

Software	3–8 years
Trademarks	3–20 years
Customer relations	1–23 years
Other intangibles / Patents	5–10 years
Other intangibles / Technology	5–20 years

The intangible assets (except for goodwill) each have finite useful lives over which the assets are amortized. Useful life assumptions are regularly reviewed. No acquired brand's useful life had been assessed to be indefinite.

GOODWILL ITEMS TESTED FOR IMPAIRMENT

Impairment tests were performed on all goodwill items (including the still provisionally allocated goodwill items from the purchase price allocations of the acquired companies) on the level of operating segments. The operating segment is the level where benefits from synergies are manifesting and goodwill is monitored.

The impairment tests are based on the discounted cash flow method. The calculation of the value in use is based on the target figures and cash flow forecasts, which were approved by the Board of Directors. The sales growth rates used in the impairment test correspond to market expectations of the segments. The forecasting horizon extends to 2029.

The growth rates used outside the planning period (terminal growth rates) correspond to weighted expected inflation rates of the segments. The discount rates are determined based on the weighted average cost of capital of the Group, considering country- and currency-specific risks within the context of cash flows taken into consideration. The sensitivity analyses performed on the growth rate outside the planning period and the discount rates indicate that a realistic change in assumptions would not result in the realizable value falling below the carrying amount.

KEY ASSUMPTIONS AND GOODWILL POSITIONS

in CHF mn	Growth rates beyond the planning period (%)	Discount rates pre-tax (%)	Goodwill
EMEA	2.5	11.2	2,251.5
Americas	2.4	12.4	2,512.1
Asia/Pacific	2.2	9.3	1,809.4
December 31, 2024			6,573.0

EMEA	2.6	11.4	2,254.9
Americas	2.5	12.0	2,243.0
Asia/Pacific	2.3	8.8	1,640.6
December 31, 2025			6,138.5

16. Investments in associated companies CHF 2.9 mn (CHF 24.1 mn)

The following associated companies are included in the consolidated financial statements as at December 31, 2025: Condensil SARL, France (40%), Chemical Sangyo Ltd., Japan (50%), Seven Tech Co. Ltd., Japan (50%), and Concria Oy, Finland (30%). As at December 31, 2024, Sika held 49% of the shares of HPS North America, LLC, USA. – on February 28, 2025, Sika acquired the remaining 51%.

STAKE IN NET SALES AND NET INCOME OF ASSOCIATES

in CHF mn	2024	2025
Sales	19.0	2.5
Profit (+)/loss (–)	3.6	0.0

17. Accounts payable CHF 1,176.4 mn (CHF 1,212.3 mn)

Accounts payable do not bear interest and will usually become due within 30 to 60 days.

18. Accrued expenses and deferred income CHF 560.7 mn (CHF 624.3 mn)

Accrued expenses and deferred income relate to outstanding invoices and liabilities for the past financial year, including performance-based compensation payable to employees and social security expenses in the following year, as well as refund liabilities for expected volume discounts. In addition, deferred revenues for warranty extensions in the amount of CHF 4.2 million (CHF 4.2 million) are included (see note 1).

Accrued expenses in the amount of CHF 180.6 million (CHF 217.9 million) fulfil the requirements for recognition as a financial liability.

19. Financial liabilities CHF 5,549.2 mn (CHF 5,762.2 mn)

in CHF mn	2024			2025		
	Current	Non-current	Total	Current	Non-current	Total
Derivatives	9.7	0.0	9.7	7.1	0.0	7.1
Bank loans	6.0	1,097.4	1,103.4	4.8	3.0	7.8
Lease liabilities	113.7	309.6	423.3	115.9	322.3	438.2
Straight bonds	199.8	3,997.2	4,197.0	1,270.3	3,801.7	5,072.0
Other financial liabilities	8.2	20.6	28.8	19.4	4.7	24.1
Total	337.4	5,424.8	5,762.2	1,417.5	4,131.7	5,549.2

Sika has access to the following credit facilities:

- Revolving credit facility of CHF 1,100.0 million, drawable in CHF, EUR, USD, or GBP. The term ends on December 13, 2028.
- Revolving credit facility of CHF 1,100.0 million, drawable in CHF, EUR, USD, or GBP. The term ends on August 9, 2030.

As at December 31, 2025, the credit facility was unused. In the prior year CHF 1,097.4 million of these credit facilities had been drawn in CHF, EUR, and USD. The liability thereof was recorded as a bank loan (see table above).



in CHF mn						2024	2025
Issuer	Bond		Nominal	Coupon	Term	Book value	Book value
Sika AG, Baar, Switzerland	Straight bond	CHF	200.0	1.900%	2022-11/28/2025	199.8	n.a.
	Straight bond	CHF	140.0	0.600%	2018-03/27/2026	140.0	140.0
	Straight bond	CHF	200.0	2.250%	2023-04/13/2026	200.1	200.0
	Straight bond	CHF	100.0	0.450%	2025-08/27/2027	n.a.	99.6
	Straight bond	CHF	150.0	0.750%	2025-09/24/2027	n.a.	149.7
	Straight bond	CHF	130.0	1.125%	2018-07/12/2028	130.4	130.3
	Straight bond	CHF	300.0	2.350%	2022-11/28/2028	299.6	299.7
	Straight bond	CHF	250.0	2.250%	2023-04/13/2029	249.6	249.7
	Straight bond	CHF	200.0	1.650%	2024-11/28/2029	199.6	199.7
	Straight bond	CHF	250.0	0.850%	2025-11/28/2030	n.a.	249.7
	Straight bond	CHF	150.0	1.100%	2025-09/24/2031	n.a.	149.9
	Straight bond	CHF	200.0	1.875%	2024-05/27/2033	200.1	200.1
	Straight bond	CHF	250.0	1.200%	2025-11/28/2034	n.a.	250.0
	Straight bond	CHF	200.0	1.350%	2025-03/22/2035	n.a.	199.6
Sika Capital B.V., Utrecht, Netherlands	Straight bond	EUR	1,000.0	3.750%	2023-11/03/2026	938.7	930.2
	Straight bond	EUR	500.0	0.875%	2019-04/29/2027	469.7	465.2
	Straight bond	EUR	750.0	3.750%	2023-05/03/2030	700.8	694.5
	Straight bond	EUR	500.0	1.500%	2019-04/29/2031	468.6	464.1
Total						4,197.0	5,072.0



CHANGE IN FINANCIAL LIABILITIES

in CHF mn	Bank loans	Bonds	Lease liabilities	Derivatives and other financial liabilities	Total financial liabilities
January 1, 2024	673.9	4,765.2	399.0	111.8	5,949.9
Proceeds	1,865.3	399.6	0.0	0.3	2,265.2
Repayments	-1,453.2	-1,021.4	-134.5	-7.3	-2,616.4
Cash flow	412.1	-621.8	-134.5	-7.0	-351.2
Acquired on acquisition	0.0	0.0	2.0	0.0	2.0
Exchange differences	-0.5	50.0	8.3	-1.2	56.6
New leases	0.0	0.0	133.0	0.0	133.0
Other changes	17.9	3.6	15.5	-65.1	-28.1
Non-cash movements	17.4	53.6	158.8	-66.3	163.5
December 31, 2024	1,103.4	4,197.0	423.3	38.5	5,762.2
January 1, 2025	1,103.4	4,197.0	423.3	38.5	5,762.2
Proceeds	863.9	1,098.6	0.0	0.3	1,962.8
Repayments	-1,935.8	-200.0	-141.6	-1.2	-2,278.6
Cash flow	-1,071.9	898.6	-141.6	-0.9	-315.8
Acquired on acquisition	3.2	0.0	1.9	0.0	5.1
Exchange differences	-1.1	-26.8	-28.7	-3.3	-59.9
New leases	0.0	0.0	162.8	0.0	162.8
Other changes	-25.8	3.2	20.5	-3.1	-5.2
Non-cash movements	-23.7	-23.6	156.5	-6.4	102.8
December 31, 2025	7.8	5,072.0	438.2	31.2	5,549.2

The classification and valuation principles for financial liabilities are described in note 25.

20. Provisions and contingent liabilities CHF 197.1 mn (CHF 227.6 mn)

Provisions required for liabilities arising from guarantees, warranties, and environmental risks as well as restructuring costs are recognized as liabilities. Provisions are only recognized if Sika has a third-party liability that is based on a past event and can be reliably measured. Contingent liabilities are not recognized in the balance sheet except when assumed in an acquisition and their value can be measured reliably. Potential losses due to future incidents are not recognized in the balance sheet.

in CHF mn	Warranties	Sundry risks	Total
Current provisions	13.8	41.6	55.4
Non-current provisions	47.9	93.8	141.7
Provisions	61.7	135.4	197.1
Reconciliation			
January 1, 2025	77.4	150.2	227.6
Additions	12.4	46.8	59.2
Assumed on acquisition	0.6	1.7	2.3
Exchange differences	-6.4	-6.0	-12.4
Utilization	-7.5	-25.0	-32.5
Reversal	-16.2	-30.9	-47.1
Transfers	1.4	-1.4	0.0
December 31, 2025	61.7	135.4	197.1

Warranties comprise provisions related to both existing and anticipated product- or service-related claims. Sundry risks primarily comprise provisions for existing and anticipated legal cases with a probability of occurrence exceeding 50%. They also include provisions for restructuring measures and decommissioning costs. In addition, sundry risks cover tax exposures arising from acquisitions with a probability of occurrence below 50%.

Sika AG acts as guarantor in the share and purchase agreement (SPA) regarding certain subsidiaries of the MBCC Group, executed between Sika Investments GmbH (formerly Sika International GmbH), as the seller, and the purchaser. Further to the obligations in the SPA, and as between the Sika entities, Sika AG agreed to accept all of the rights, claims, title, benefit and interest to, in and under the SPA, whether current or future, actual or contingent of Sika Investments GmbH. The recognition of risks embedded in the business acquired (mainly fiscal), as well as the fair value measurement of the contingent liabilities related thereto, led to the recognition of provisions (included in sundry risks).

The timing of cash outflows depends on when warranty claims are filed and ultimately resolved. The amounts recognized as provisions are determined based on past experience and are consequently subject to estimation uncertainty.

Of the sum of provisions, CHF 141.7 million (CHF 183.1 million) are shown as non-current liabilities, since an outflow of funds is not expected within the next twelve months. For provisions of CHF 55.4 million (CHF 44.5 million), an outflow of funds is expected during the next twelve months. These amounts are shown as current provisions.

This year, as in the previous year, several legal cases were resolved or forfeited where the amount accrued exceeded the amount required for settlement. In addition, certain legal cases were reassessed based on the current best estimates.

CONTINGENT LIABILITIES

In ongoing business activity, the Group may be involved in legal proceedings such as lawsuits, claims, investigations, and negotiations due to product liability, mercantile law, environmental protection, health, and safety, etc.

Sika is involved in two ongoing investigations into suspected antitrust irregularities. Sika supports the investigations and it has been fully cooperating with the various authorities since their start. In the UK, Turkey, and the US the authorities closed their investigations into suspected irregularities in the area of additives for concrete and cement investigations in 2025.

The Group is active in countries in which political, economic, social, and legal developments could impair business activity. The effects of such risks which can occur in the normal course of business is unforeseeable, but their probability of occurring is below 50%.

21. Employee benefit obligations

in CHF mn	2024			2025		
	Assets	Liabilities	Net	Assets	Liabilities	Net
Employee benefit plans with defined benefits	61.1	223.6	162.5	115.8	202.4	86.6
Other employee commitments		133.6	133.6		128.9	128.9
Total	61.1	357.2	296.1	115.8	331.3	215.5

The Group maintains various employee benefit plans that differ in accordance with local practices. Group contributions to defined contribution plans are recognized in the income statement. Defined benefit plans are administered either through self-governed pension funds (funded) or recognized directly in the balance sheet (unfunded). The amount of the liabilities resulting from defined benefit plans is regularly determined by independent experts under application of the projected unit credit method. Actuarial gains and losses are recognized directly in the statement of other comprehensive income and are not reclassified subsequently to profit and loss. Asset surpluses of employee pension plans are considered only to the extent of possible future reimbursement or reduction of contributions.

Other long-term liabilities arise from long-service bonuses and similar benefits that Sika grants to its employees.

DEFINED CONTRIBUTION PENSION PLANS

The majority of Sika subsidiaries operate defined contribution pension plans. In these, employees and employer regularly contribute to funds administered by third parties. This does not give rise to any assets or liabilities in the consolidated balance sheet.

DEFINED BENEFIT PENSION PLANS

Defined benefit pension plans for staff exist within 46 (52) Group companies. The biggest plans are in Switzerland, accounting for 81.2% (79.8%) of Sika's entire defined benefit pension obligations and 96.6% (96.6%) of plan assets.

SWISS PENSION PLANS

Sika companies in Switzerland have legally independent foundations, thereby segregating their pension obligation liabilities. The Federal Law on Occupational Retirement, Survivors' and Disability Pensions (BVG) regulates occupational benefits in Switzerland. In the event of a significant deficit, employees and employers must jointly bear any restructuring measures, for example through additional contributions. The Swiss pension plans therefore qualify as defined benefit plans and the actuarially determined surplus or deficit is recognized in the consolidated balance sheet unless the asset ceiling applies. In accordance with local statutory requirements, Sika has no further obligations towards the pension plans beyond the regulatory contribution payments.

The Sika pension plan insures employees in Switzerland against the risks of old age, death, and disability. In addition, there is a welfare foundation which provides for further regulatory benefits. Together with the statutory requirements, the retirement regulations form the basis for occupational pension benefits. The retirement pension is calculated by multiplying the retirement assets available at the time of retirement by the conversion rates stipulated in the regulations. The employee has the option of drawing the retirement benefit as a lump sum. The employee also has the right to early retirement.

The administration of the Sika pension plan is the responsibility of the board of trustees as the supreme body, which is composed of the same number of employee and employer representatives. It is responsible for the implementation of the pension fund regulations, the financing of benefits, and the investment of assets. The investment strategy is structured so that benefits can be paid when they fall due. The Sika pension fund as well as the welfare foundation bear the investment risks and the longevity risk themselves. The pension fund has taken out congruent reinsurance for the risks of death and disability. The insurance-related and investment risks of the management pension scheme are fully reinsured.

In the current year, as in the prior year, the Swiss pension plans are showing a surplus under BVG and it is not expected that additional contributions will be necessary for the next year.

MOVEMENT IN THE NET DEFINED BENEFIT OBLIGATION

in CHF mn	Present value of obligation	Fair value of plan assets	Impact of asset ceiling	Total
January 1, 2024	-1,103.1	967.3	0.0	-135.8
Current service cost	-32.3			-32.3
Past service cost (-) and gains (+)/ losses (-) on settlements and curtailments	-1.3			-1.3
Interest expense (-)/interest income (+)	-22.4	15.7	0.0	-6.7
Total expense recognized in income statement	-56.0	15.7	0.0	-40.3
of which Switzerland	-37.5	14.1	0.0	-23.4
of which others	-18.5	1.6	0.0	-16.9
Return on plan assets, excluding amounts included in interest income		54.9		54.9
Actuarial gains (+)/losses (-) from change in financial assumptions	-56.4			-56.4
Actuarial gains (+)/losses (-) from change in demographic assumptions	-0.4			-0.4
Experience gains (+)/losses (-)	-8.8			-8.8
Change in asset ceiling			0.0	0.0
Total remeasurement recognized in other comprehensive income	-65.6	54.9	0.0	-10.7
of which Switzerland	-69.4	57.0	0.0	-12.4
of which others	3.8	-2.1	0.0	1.7
Exchange differences	-2.8	-0.1		-2.9
Contributions by employers		20.7		20.7
Contributions by plan participants	-16.7	16.7		0.0
Benefits paid	34.2	-23.6		10.6
Others	-4.8	0.7		-4.1
December 31, 2024	-1,214.8	1,052.3	0.0	-162.5
of which Switzerland	-970.0	1,016.2	0.0	46.2
of which others	-244.8	36.1	0.0	-208.7

in CHF mn	Present value of obligation	Fair value of plan assets	Impact of asset ceiling	Total
January 1, 2025	-1,214.8	1,052.3	0.0	-162.5
Current service cost	-37.2			-37.2
Past service cost (-) and gains (+)/ losses (-) on settlements and curtailments	-0.1			-0.1
Interest expense (-)/interest income (+)	-17.3	10.7	0.0	-6.6
Total expense recognized in income statement	-54.6	10.7	0.0	-43.9
of which Switzerland	-38.2	9.2	0.0	-29.0
of which others	-16.4	1.5	0.0	-14.9
Return on plan assets, excluding amounts included in interest income		42.4		42.4
Actuarial gains (+)/losses (-) from change in financial assumptions	48.5			48.5
Actuarial gains (+)/losses (-) from change in demographic assumptions	-0.2			-0.2
Experience gains (+)/losses (-)	-15.0			-15.0
Change in asset ceiling			-0.9	-0.9
Total remeasurement recognized in other comprehensive income	33.3	42.4	-0.9	74.8
of which Switzerland	17.6	42.4	-0.9	59.1
of which others	15.7	0.0	0.0	15.7
Exchange differences	7.2	-0.8		6.4
Contributions by employers		25.6		25.6
Contributions by plan participants	-17.4	17.4		0.0
Benefits paid	50.1	-36.6		13.5
Acquisitions and others	-0.5	0.0		-0.5
December 31, 2025	-1,196.7	1,111.0	-0.9	-86.6
of which Switzerland	-972.1	1,073.6	-0.9	100.6
of which others	-224.6	37.4	0.0	-187.2

The contributions expected to be paid into the defined benefit pension plans for 2026 amount to CHF 26.7 million.

The Group's total expenses for employee benefits are included in the consolidated financial statements under personnel expenses, excluding net interest that is recognized under interest expenses.

The stated deficit results mainly from the defined benefit obligation of the unfunded benefit plans of CHF 170.1 million (CHF 187.7 million). Schemes in Germany, in particular, do not have segregated assets. For the Swiss pension plan, the result is a surplus of CHF 100.6 million (surplus of CHF 46.2 million).

MAJOR CATEGORIES OF TOTAL PLAN ASSETS

in CHF mn	2024			2025		
	Switzerland	Others	Total	Switzerland	Others	Total
Cash and cash equivalents	24.6	7.3	31.9	23.8	7.2	31.0
Equity instruments	414.8	0.9	415.7	442.3	0.9	443.2
Debt instruments	349.9	24.2	374.1	377.3	25.8	403.1
Real estate investments	199.9	1.4	201.3	207.0	1.6	208.6
Other assets	27.0	2.3	29.3	23.2	1.9	25.1
Total	1,016.2	36.1	1,052.3	1,073.6	37.4	1,111.0

Most of the plan assets of the pension schemes are invested in assets with quoted market prices. In the year under review, 8.6% (8.9%) of the investments in real estate as well as 12.3% (20.4%) of the other assets did not have a quoted market price.

AMOUNTS INCLUDED IN PLAN ASSETS

in CHF mn	2024		2025	
	Switzerland	Others	Switzerland	Others
Shares Sika AG ¹	24.5	0.0	18.3	0.0
Property occupied by Sika	13.6	0.0	14.6	0.0
Total	38.1	0.0	32.9	0.0

1 According to Swiss law, employer shareholdings may not exceed 5% of assets.

ACTUARIAL ASSUMPTIONS - WEIGHTED AVERAGE

	2024		2025	
	Switzerland	Others	Switzerland	Others
Discount rate in the year under review (%)	0.90	3.64	1.20	4.07

Significant actuarial assumptions for pension plans in Switzerland are the above stated discount rate in the year under review, interest rate on retirement savings capital of 1.2% (0.9%) as well as the life expectancy of plan participants, for which the mortality table BVG 2020 GT (BVG 2020 GT) is applied. Actuarial assumptions for pension plans outside Switzerland are individually not significant.

SENSITIVITY OF THE DEFINED BENEFIT OBLIGATION TO CHANGES IN THE ACTUARIAL ASSUMPTIONS AS AT DECEMBER 31, 2024

in CHF mn	Change in assumptions	DBO increase (+)/decrease (-)	
		Switzerland	Others
Discount rate	+0.25%	-33.4	-7.0
Discount rate	-0.25%	35.7	6.8
Life expectancy	one year increase	21.9	
Interest rate on retirement savings capital	+0.25%	9.2	
Interest rate on retirement savings capital	-0.25%	-9.0	

SENSITIVITY OF THE DEFINED BENEFIT OBLIGATION TO CHANGES IN THE ACTUARIAL ASSUMPTIONS AS AT DECEMBER 31, 2025

in CHF mn	Change in assumptions	DBO increase (+)/decrease (-)	
		Switzerland	Others
Discount rate	+0.25%	-31.6	-5.8
Discount rate	-0.25%	33.7	6.1
Life expectancy	one year increase	20.9	
Interest rate on retirement savings capital	+0.25%	2.4	
Interest rate on retirement savings capital	-0.25%	-2.3	



Each sensitivity analysis considers the change of one assumption at a time while keeping all others constant. This isolates the effect of the individual change but does not reflect interdependencies between assumptions. The method applied is consistent with the prior year.

FURTHER INFORMATION

	2024		2025	
	Switzerland	Others	Switzerland	Others
Total number of defined benefit plans	2	53	2	47
of which number of defined benefit plans funded	2	18	2	15
of which number of defined benefit plans unfunded	0	35	0	32
Average weighted duration in years	14.4	12.6	13.6	11.3

22. Other liabilities CHF 37.9 mn (CHF 41.0 mn)

Other liabilities consist of deferred revenue for warranty extensions that will not be realized within the next twelve months.

23. Shareholders' equity CHF 6,666.7 mn (CHF 7,046.8 mn)

in CHF mn	2024	2025
Capital stock	1.6	1.6
Capital surplus	2,878.3	2,589.5
Treasury shares ¹	-8.8	-7.5
Currency translation differences	-1,725.3	-2,668.6
Retained earnings	5,887.0	6,741.4
Equity attributable to Sika shareholders	7,032.8	6,656.4
Non-controlling interests	14.0	10.3
Shareholders' equity	7,046.8	6,666.7

¹ Correspond to 40,052 (34,778) units.

Equity accounts for 44.0% (44.1%) of the balance sheet total.

CAPITAL STOCK

The capital stock is equal to the nominal capital of all issued registered shares at par value of CHF 0.01. Share capital is structured as follows:

	Units ¹	Par value in CHF
December 31, 2024	160,479,293	1,604,793
December 31, 2025	160,479,293	1,604,793

¹ Includes treasury shares which do not carry voting and dividend rights.

CAPITAL SURPLUS

This item consists of the value of paid-in capital in excess of par value (less transaction costs).

TREASURY SHARES

Treasury shares are valued at acquisition cost and deducted from shareholders' equity. Differences between the purchase price and sales proceeds of treasury shares are shown as a change in retained earnings.

CURRENCY TRANSLATION DIFFERENCES

This item consists of the differential amount that arises from the translation into Swiss francs of assets, liabilities, income, and expenses of Group companies that do not use Swiss francs as their functional currency.

RETAINED EARNINGS

Retained earnings mainly comprise accumulated retained earnings of the Group companies that are not distributed to shareholders, profit/loss on treasury shares, as well as remeasurements of defined benefit plans recognized in other comprehensive income. Profit distribution is subject to local legal restrictions.

The Board of Directors proposes to the Annual General Meeting a distribution to the shareholders in the total amount of CHF 3.70 per single-class registered share. This corresponds to a maximum possible payout of CHF 593.8 million. The payout for 2024 was CHF 3.60 per single-class registered share.

NON-CONTROLLING INTERESTS

Non-controlling interests are accounted for at the corresponding share of the respective company. There are no material companies with non-controlling interests. The capital shares of all companies are disclosed in the list of Group companies (p.256 et seq. of this report).

24. Cash flow statement

CASH FLOW ANALYSIS

in CHF mn	2024	2025
Cash flow from operating activities	1,742.8	1,707.9
Cash flow from investing activities	-580.7	-534.6
Cash flow from financing activities	-1,083.9	-1,039.1
Exchange differences	-14.6	-39.9
Net change in cash and cash equivalents	63.6	94.3

FREE CASH FLOW AND OPERATING FREE CASH FLOW

in CHF mn	2024	2025
Cash flow from operating activities	1,742.8	1,707.9
Net investment in		
Property, plant, and equipment	-312.2	-325.0
Intangible assets	-27.7	-26.8
Acquisitions less cash and cash equivalents	-256.9	-199.6
Acquisition of associated companies	0.0	0.0
Acquisitions (-)/disposals (+) of financial assets	-8.3	-0.5
Free cash flow	1,137.7	1,156.0
Acquisitions (+)/disposals (-) less cash and cash equivalents	256.9	199.6
Acquisitions (+)/disposals (-) of financial assets	8.3	0.5
Operating free cash flow	1,402.9	1,356.1

Operating free cash flow represents the cash generating capability of the Group to conduct and maintain its operations, to finance dividend payments, to repay debt, and to undertake acquisitions. Operating free cash flow is calculated as the unadjusted cash flow from operating activities after deducting net investment in property, plant, and equipment, net investment in intangible assets, and cash payments for acquisitions of associated companies.

Free cash flow is calculated as the sum of the unadjusted cash flows from operating and investing activities less interests received.

OTHER ADJUSTMENTS

in CHF mn	2024	2025
Profit (-)/loss (+) from disposals of non-financial assets	-5.6	-10.3
Personnel expenses settled with treasury shares	10.0	8.9
Hyperinflation adjustment	17.4	5.5
Others	9.5	1.6
Total	31.3	5.7

25. Financial instruments and risk management

Sika's financial instruments and the related risk management are presented in this note.

Classification and measurement of financial assets

The classification depends on the financial asset's contractual cash flow characteristics. Sika uses the following categories:

- At amortized cost – financial assets at amortized cost are measured using the effective interest method and are subject to impairment. Gains and losses are recognized in the income statement when the asset is derecognized, modified, or impaired. Financial assets measured at amortized cost mainly comprise accounts receivable as well as smaller loans and other receivables. Accounts receivable are carried at amortized cost less allowances for loss. Sika applies a simplified approach in calculating expected credit losses. Under this approach, an allowance is recognized at initial recognition and at each subsequent balance sheet date for the expected credit losses over the entire term. Sika has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors. For this purpose, the fluctuations of applicable credit default swap indexes are considered. Receivables are derecognized if they are considered uncollectible.
- At fair value through profit or loss – financial assets held for trading and derivatives are carried at fair value through profit or loss. Fluctuations in value are recognized in the income statement. The classification of equity instruments in this category is consistent with the Group's risk management and investment strategy. Sika does not apply hedge accounting.

All purchases and sales of financial assets are recognized on the settlement date. Financial assets are derecognized when Sika loses the rights to receive cash flows that comprise the financial asset. Normally, this occurs through the sale of assets or the repayment of loans and accounts receivable.

PROVISION MATRIX OF ACCOUNTS RECEIVABLE

in CHF mn	Estimated total gross carrying amount at default	Expected credit losses
Not overdue	1,769.1	2.9
Past due <31 days	213.4	2.8
Past due 31–60 days	81.1	3.8
Past due 61–180 days	96.6	15.8
Past due 181–365 days	34.3	22.6
Past due >365 days	109.7	81.3
December 31, 2024	2,304.2	129.2

Not overdue	1,595.8	0.8
Past due <31 days	202.3	2.6
Past due 31–60 days	94.8	3.9
Past due 61–180 days	103.2	16.4
Past due 181–365 days	31.9	18.1
Past due >365 days	105.4	79.3
December 31, 2025	2,133.4	121.1

Classification and measurement of financial liabilities

All financial liabilities are initially recognized at fair value, in the case of bonds and loans less directly attributable transaction costs. Subsequent measurement depends on their classification:

- At amortized cost – after initial recognition, interest-bearing bonds and loans are measured at amortized cost using the effective interest method. Gains and losses are recognized in the income statement when the liabilities are amortized or derecognized. Amortized cost is calculated taking into account any premium or discount and any fees or costs that are an integral part of the effective interest rate. Amortization using the effective interest method is included in the income statement as part of interest expense.
- At fair value through profit or loss – financial liabilities held for trading and derivative financial instruments are carried at fair value through profit or loss. Fluctuations in fair value are recognized in the income statement. Sika does not apply hedge accounting.

All purchases and sales of financial liabilities are recognized on the settlement date. A financial liability is derecognized when the underlying obligation has been fulfilled, cancelled, or expired. If an existing financial obligation is replaced by another financial liability of the same lender with substantially different contractual terms or if the terms of an existing liability are significantly changed, such an exchange or change is treated as a derecognition of the original liability and recognition of a new liability.

Fair value of financial assets and financial liabilities

The hierarchy below classifies financial instruments, by valuation method. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: procedures in which all input parameters having an essential effect on the registered market value are either directly or indirectly observable.
- Level 3: procedures applying to input parameters that have an essential effect on the registered market value but are not based on observable market data.

An active market is one in which transactions for the asset or liability take place with sufficient frequency and volume to provide pricing data on an ongoing basis.

Sika holds level 2 derivative financial instruments, namely swaps and forward contracts. Their fair value is based on forward exchange rates.

Although the own bonds are listed on the stock exchange, their transaction frequency does not reliably meet Sika's expectation of an active market and they are therefore assigned to level 2. The disclosed fair value is based on the prices of the last transactions at or before the balance sheet date.

Sika does not own any financial instruments requiring valuation according to level 3 procedures.

FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

in CHF mn	Level	2024		2025	
		Book value	Fair value	Book value	Fair value
Cash and cash equivalents		707.5		801.8	
Accounts receivable		2,175.0		2,012.3	
Loans (at amortized cost)		42.6		33.6	
Securities (at fair value through profit and loss)	1	84.6	84.6	88.9	88.9
Derivatives (at fair value through profit and loss)	2	30.0	30.0	30.8	30.8
Financial assets at December 31		3,039.7		2,967.4	
Bank loans		1,103.4		7.8	
Accounts payable		1,212.3		1,176.4	
Accrued expenses ¹		217.9		180.6	
Lease liabilities		423.3		438.2	
Bonds	2	4,197.0	4,250.9	5,072.0	5,109.1
Other financial liabilities		28.8		24.1	
Financial liabilities measured at amortized cost		7,182.7		6,899.1	
Derivatives (at fair value through profit and loss)	2	9.7	9.7	7.1	7.1
Financial liabilities at December 31		7,192.4		6,906.2	

1 Financial portion of accrued expenses and deferred income. Refer to note 18.

The book value of cash and cash equivalents, accounts receivable, loans, bank loans, accounts payable, lease liabilities, as well as other financial liabilities almost equal the fair value.

MANAGEMENT OF FINANCIAL RISKS

BASIC PRINCIPLES

The Group's activities expose it to a variety of financial risks: market risks (primarily foreign exchange risks, price risks, and interest rate risks), credit risks, and liquidity risks.

The corporate finance department identifies, evaluates, and hedges financial risks in close cooperation with the Group's operating units. Property, plant, and equipment of CHF 6.6 million (CHF 0.7 million) are pledged as security for own liabilities.

FOREIGN EXCHANGE RISKS

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the euro and the US dollar. Foreign exchange risks arise when commercial transactions as well as recognized assets or liabilities are denominated in a currency that is not the entity's functional currency.

The Group makes every effort to offset the impact of exchange rate movements as far as possible by utilizing natural hedges. Foreign exchange forward contracts/swaps are used to hedge foreign exchange risks. Gains and losses on foreign exchange hedges and assets or liabilities carried at fair value are recognized through profit or loss. The Group does not apply hedge accounting.

OPEN DERIVATIVES

in CHF mn	Fair value		Contractual value upon maturity		
	(+)	(-)	Contract value	Up to 3 months	3 to 12 months
Forward contracts (foreign exchange)	2.5	-1.7	192.6	87.6	105.0
Swaps (foreign exchange)	27.5	-8.0	2,842.9	641.9	2,201.0
Open derivatives 2024	30.0	-9.7	3,035.5	729.5	2,306.0

Forward contracts (foreign exchange)	0.9	-1.5	173.7	85.2	88.5
Swaps (foreign exchange)	29.9	-5.6	3,345.3	1,010.9	2,334.4
Open derivatives 2025	30.8	-7.1	3,519.0	1,096.1	2,422.9

Losses from currency differences recognized amounted to CHF 33.5 million (loss CHF 85.5 million). Furthermore, a net gain of CHF 30.5 million (net gain of CHF 87.8 million) from currency hedging transactions was recognized. Both effects are included in financial expenses. The currency differences arise from purchases and sales as well as financing activities in foreign currencies and are recognized in the corresponding income statement account.

Sika carries out a sensitivity analysis for the dominant foreign currencies, namely the Euro and US dollar. The assumption is that the Euro and US dollar respectively change against all other currencies by +/-10%. The other currencies remain constant. The assumed possible currency fluctuations are based on historical observations and future prognoses. Incorporated into calculations are the financial instruments, Group-internal financing, and foreign currency hedge transactions in the corresponding currencies. The following table shows the sensitivity of a reasonably possible change in exchange rates in relation to the financial instruments included in the balance sheet. All other variables remain constant for this test. Changes in exchange rates can have an impact on consolidated profit before tax and, in the case of net investments in a foreign operation, on the translation differences recognized directly in other comprehensive income.

SENSITIVITY ANALYSIS ON EXCHANGE RATES

Impact in CHF mn on	2024		2025	
	Profit before tax	Comprehensive income	Profit before tax	Comprehensive income
EUR: +10%	-5.5	0.0	-4.9	0.0
EUR: -10%	5.5	0.0	4.9	0.0
USD: +10%	19.5	50.4	-11.2	52.7
USD: -10%	-19.5	-50.4	11.2	-52.7

PRICE RISKS

The Group is exposed to purchasing price risks because the cost of materials represents one of the Group's largest cost factors. Purchasing prices are influenced far more by the interplay between supply and demand, the general economic environment, and intermittent disruptions of processing and logistics chains, ranging from crude oil to purchased merchandise, than by crude oil prices themselves. Short-term crude oil price increases have only limited impact on raw material prices. Sika limits market price risks for important products by means of maintaining corresponding inventories. The most important raw materials are polymers such as polyurethane, epoxy resins, polyvinyl chloride, and cementitious basic materials. Other measures such as hedging are not practical because there is no corresponding market for these semi-finished products.

INTEREST RATE RISK

Interest rate risk arises from movements in interest rates which could affect the Group's financial result or the value of the Group's equity. The interest rate risk is limited through the issue of fixed-interest long-term bonds (see note 19). The revolving credit facility, of which none (CHF 1,097.4 million) was utilized at the balance sheet date, is largely the only financial instrument exposed to variable interest rates. An increase of one percentage point in interest rates at the balance sheet date would not have an impact on the profit. In prior year, an increase of one percentage point in interest rates at the balance sheet date would have reduced profit before tax by CHF 11.0 million over a one-year period, assuming all other variables remain constant. A decrease of one percentage point would have had a beneficial effect on profit before tax in the same amount.

CREDIT RISK

Credit risks arise from the possibility that the counterparty to a transaction may not be able or willing to discharge its obligations, thereby causing the Group to suffer a financial loss. Counterparty risks are minimized by only concluding contracts with reputable business partners and banks. Accounts receivable are monitored on an ongoing basis via internal reporting procedures. Potential concentrations of risks are reduced by the large number of customers and their geographic dispersion. No individual customer represents more than 1.5% of the Group's net sales. The Group held no securities for loans and accounts receivable at year-end 2024 nor at year-end 2025. The maximum exposure to credit risk resulting from financial activities is equal to the carrying amount of the Group's financial assets.

LIQUIDITY RISK

Liquidity risk refers to the risk of Sika no longer being able to meet its financial obligations in full. Prudent liquidity management includes maintaining sufficient cash and cash equivalents and securing the availability of liquidity reserves which can be called upon at short notice. Group Management monitors the Group's liquidity reserve based on expected cash flows.



The table below summarizes the maturity profile of the Group's financial liabilities at the balance sheet date based on contractual undiscounted payments.

MATURITY PROFILE OF FINANCIAL LIABILITIES

in CHF mn	Book value	Less than 1 year	Between 1 and 5 years	Over 5 years	Total undis- counted payments
Bank loans	1,103.4	6.0	1,097.4	0.0	1,103.4
Accounts payable	1,212.3	1,212.3	0.0	0.0	1,212.3
Accrued expenses ¹	217.9	217.9	0.0	0.0	217.9
Lease liabilities	423.3	127.0	258.5	157.6	543.1
Bonds	4,197.0	303.3	2,890.0	1,443.2	4,636.5
Other financial liabilities	28.8	8.3	3.6	16.9	28.8
Financial liabilities measured at amortized cost	7,182.7	1,874.8	4,249.5	1,617.7	7,742.0
Financial liabilities at fair value through profit and loss	9.7	9.7	0.0	0.0	9.7
December 31, 2024	7,192.4	1,884.5	4,249.5	1,617.7	7,751.7

Bank loans	7.8	4.8	0.7	2.3	7.8
Accounts payable	1,176.4	1,176.4	0.0	0.0	1,176.4
Accrued expenses ¹	180.6	180.6	0.0	0.0	180.6
Lease liabilities	438.2	130.4	265.5	140.0	535.9
Bonds	5,072.0	1,381.0	2,779.3	1,327.1	5,487.4
Other financial liabilities	24.1	19.5	4.6	0.0	24.1
Financial liabilities measured at amortized cost	6,899.1	2,892.7	3,050.1	1,469.4	7,412.2
Financial liabilities at fair value through profit and loss	7.1	7.1	0.0	0.0	7.1
December 31, 2025	6,906.2	2,899.8	3,050.1	1,469.4	7,419.3

1. Financial portion of accrued expenses and deferred income. Refer to note 18.

CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy equity ratios to support its business. The Group manages its capital structure and adjusts it considering changes in economic conditions. No changes were made in the objectives, policies, or processes during the years ended December 31, 2025, and December 31, 2024. The Group monitors its equity using the equity ratio, which is shareholders' equity divided by total capital.

TAX RISK MANAGEMENT

Sika's multinational operations are taxed under the laws of the countries in which they operate. Changes in tax laws or in their application could lead to an increased risk of international tax disputes and an increase in the effective tax rate, which could adversely affect the financial results.

Other disclosures

SIGNIFICANT SHAREHOLDERS

At December 31, 2025, based on information supplied to the Group, there are three significant shareholders whose voting rights exceed 3%: (1) BlackRock Inc., which owned 7.7% of all voting rights, (2) UBS Fund Management (Switzerland AG), which held 5.6% of all voting rights, and (3) Norges Bank, which held 3.4% of all voting rights.

A list of changes in significant shareholdings reported to the Disclosure Office of SIX Swiss Exchange during the year under review can be found at <https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/>. There are no cross-shareholdings exceeding 3%, either in terms of capital or votes.

At December 31, 2024, based on information supplied to the Group, there are three significant shareholders whose voting rights exceed 3%: (1) BlackRock Inc., which owned 7.7% of all voting rights, (2) UBS Fund Management (Switzerland AG), which held 5.6% of all voting rights, and (3) The Capital Group Companies, which held 5.0% of all voting rights via Capital Research and Management Company, Capital Bank and Trust Company, Capital International Limited, Capital International, Inc., and Capital International Sarl.

RELATED PARTIES

EMPLOYEE BENEFIT PLANS

In Switzerland, employee benefit plans are handled through independent foundations, to which a total of CHF 39.0 million (CHF 37.6 million) was paid in the year under review. At the balance sheet date, no material receivables or payables were due from these foundations. Sika's headquarter offices are located in a building leased from the pension fund foundation. Rent for 2025 amounted to CHF 0.8 million (CHF 0.7 million).

REMUNERATION OF THE BOARD OF DIRECTORS AND GROUP MANAGEMENT

The Board of Directors and Group Management are entitled to the following remuneration:

in CHF mn	2024	2025
Short-term employee benefits	16.2	12.4
Share-based payments ¹	6.4	6.8
Post-employment benefits	1.5	1.6
Total	24.1	20.8

1 Refer to note 4, employee participation plan – share-based payments.

Information regarding participations of the Board of Directors and Group Management of Sika AG can be found in the Compensation Report (p.213 of this report).

RELEASE OF FINANCIAL STATEMENTS FOR PUBLICATION

The Board of Directors of Sika AG approved the consolidated financial statements for publication on February 17, 2026. The financial statements will be submitted for approval to the Annual General Meeting on March 24, 2026.

EVENTS AFTER THE BALANCE SHEET DATE

The following event occurred between December 31, 2025, and the release of these consolidated financial statements:

On February 2, 2026, Sika acquired Finja, a leading Swedish manufacturer of a wide range of mortars and integrated solutions that enhance efficiency and sustainability in construction. The acquisition will strengthen Sika's Nordic presence and provide major cross-selling opportunities through the highly complementary product portfolios and increased presence in the distribution channel. In addition, it will enable substantial capacity expansion, supporting future growth by bringing a wider product offering closer to Nordic customers. The family-owned company generates annual net sales of approximately CHF 60 million. The purchase consideration amounts to approximately CHF 130 million. Its allocation to the acquired assets and assumed liabilities has yet to be performed.

On February 13, 2026, Sika announced that it had reached an agreement to acquire Akkim, a leading global manufacturer of adhesives and sealants based in Turkey. This acquisition will strengthen Sika's position in the global adhesives and sealants industry and unlock substantial growth opportunities through expanded presence in the distribution channel and broader geographic reach, namely in the high-growth markets in Eastern Europe, Central Asia, the Middle East, and North Africa. Akkim will add considerable production capacity, enabling a more efficient operational footprint. With its large product portfolio, the company covers a wide range of adhesive and sealant applications and technologies for the construction sector. The offering is based on proprietary formulations developed by a strong R&D team. The company generated net sales of approximately CHF 220 million in 2025. The closing of the acquisition is subject to regulatory approval and is expected to occur in the third quarter of 2026.



LIST OF GROUP COMPANIES

Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
EMEA (Europe, Middle East, Africa)					
Albania	❖ Sika Albania SHPK, Tirana	ALL	96,831	100	
Algeria	○ Sika El Djazaïr SpA, Les Eucalyptus	DZD	313,400	100*	◆ ★ *
	○ Mortero Spa, Béjaia	DZD	60,000	100*	
	❖ Sika Trading DZ Sarl, Algiers	DZD	43,000	49 ² *	◆
	○ Master Builder Solution Algeria SARL, Sidi Mousa	DZD	30,000	100*	
Angola	○ Sika Angola (SU), Limitada, Luanda	AOA	6,219,275	100	
Austria	○ Sika Österreich GmbH, Bludenz	EUR	2,500	100	◆ ★
Azerbaijan	○ Sika Limited Liability Company, Baku	AZN	5,759	100	◆ ★
Bahrain	○ Sika Gulf B.S.C., Adliya	BHD	1,000	100*	◆ ★ *
	▲ Sika Arabia Holding Company WLL, Manama	BHD	6,000	100	
Belarus	○ BellNECO LLC, Brest	BYN	49,742	100	◆
Belgium	○ Sika Belgium NV, Nazareth	EUR	10,264	100	◆ ★
	❖ Sika Automotive Belgium S.A., Saintes	EUR	1,649	100	
Bosnia- Herzegovina	❖ Sika BH d.o.o., Sarajevo	BAM	795	100	
Bulgaria	○ Sika Bulgaria EOOD, Sofia	BGN	340	100	◆ ★ *
Cameroon	○ Sika Cameroon SARL, Douala	XAF mn	1,058	100	◆ ★
Croatia	❖ Sika Croatia d.o.o., Zagreb	EUR	531	100	◆ ★
Czech Republic	○ Sika CZ s.r.o., Brno	CZK	30,983	100	◆ ★ *
	○ Krkonošské vápenky Kunčice, a.s., Kunčice nad Labem	CZK	19,446	100*	◆ ★
Denmark	○ Sika Danmark A/S, Farum	DKK	8,000	100	◆ ★ *
	○ Marlon Tørmørtel A/S, Braedstrup	DKK	1,000	100*	
	❖ Marlon Marine A/S, Braedstrup	DKK	500	100*	
	▲ Marlon Ejendomme A/S, Braedstrup	DKK	500	100*	
Djibouti	❖ Sika Djibouti FZE, Djibouti City	USD	300	100	

Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
Egypt	○ Sika Egypt for Construction Chemicals S.A.E., Cairo	EGP	246,025	100	◆ ★ *
	○ Sika Manufacturing for Construction S.A.E., Cairo	EGP	2,000	99.81	◆ ★ *
	○ Modern Waterproofing Company S.A.E., Cairo	EGP	119,000	98.89*	◆ ★ *
	○ MBCC Egypt for Construction Chemicals (SAE), Monufia – Sadat City	EGP	6,000	100	◆ ★
	❖ Sika MB Trading Egypt (SAE), New Cairo	EGP	5,000	100*	
Estonia	❖ Sika Estonia Oü, Tallinn	EUR	3	100	
Ethiopia	○ Sika Abyssinia Chemicals Manufacturing PLC, Addis Ababa	ETB	260,320	100	◆ ★ *
Finland	○ Oy Sika Finland Ab, Espoo	EUR	850	100	◆ ★
France	○ Sika France SAS, Paris	EUR	468,018	100	◆ ★ *
	○ Sika Automotive France SAS, Cergy-Pontoise Cedex	EUR	1,343	100*	◆ ★ *
	○ Dixel SAS, Les Salles du Gardon	EUR	37	100*	◆
Germany	○ Sika Deutschland CH AG & Co KG, Stuttgart	EUR	26,000	100*	◆ ★ *
	○ Sika Manufacturing Deutschland GmbH, Troisdorf	EUR	4,000	100*	◆ ★ *
	○ Sika Automotive Deutschland GmbH, Frankfurt am Main	EUR	1,000	100*	◆ ★ *
	▲ Sika Frankfurt Grundstücksgesellschaft mbH, Frankfurt am Main	EUR	25	100*	
	▲ Sika Worms Grundstücksgesellschaft mbH, Frankfurt am Main	EUR	25	100*	
	○ Hago PU GmbH, Munich	EUR	1,000	100	◆ ★ *
	○ PCI Augsburg GmbH, Augsburg	EUR	10,000	100*	◆
	○ Wolman Wood and Fire Protection GmbH, Sinzheim	EUR	2,100	100*	◆ ★
	▲ Sika MBCC Oldenburger Grundbesitz GmbH, Oldenburg	EUR	25	100*	
	▲ MBCC Investments GmbH, Mannheim	EUR	25	100*	◆ ★
Ghana	○ Sika Chemicals Ghana Ltd., Accra	GHS	41,767	100	



Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
Greece	○ Sika Hellas ABEE, Kryoneri	EUR	9,000	100	◆ ★ *
Hungary	○ Sika Hungária Kft., Biatorbágy	HUF	483,000	100	◆ ★ *
Iran	○ Sika Parsian P.J.S. Co., Tehran	IRR mn	293,229	100	
Iraq	○ Sika Company for General Trading LLC, Erbil	IQD	422,000	100	
Ireland	○ Sika Ireland Ltd., Dublin	EUR	635	100	◆ ★
Italy	○ Sika Italia S.p.A., Peschiera Borromeo	EUR	5,000	100	◆ ★ *
	○ Sika Polyurethane Manufacturing S.r.l., Cerano	EUR	1,600	100*	◆ ★ *
	○ Index Construction Systems and Products S.P.A., Castel d'Azzano	EUR	7,740	100*	◆ ★ *
Ivory Coast	○ Sika Côte d'Ivoire SARL, Abidjan	XOF mn	1,942	100	
Jordan	○ Jordanian Swiss Company for Manufacturing and Marketing Construction Chemicals Limited, Amman	JOD	372	100	
Kazakhstan	○ Sika Central Asia LLP, Almaty	KZT	8,158,000	100	◆
Kenya	○ Sika Kenya Limited, Nairobi	KES	50,000	100	◆
	○ Sika MBCC Kenya Limited, Nairobi Machakos	KES	202,900	100*	
Kuwait	✦ Sika Kuwait for Construction Materials & Paints Co WLL, Shuwaikh Industrial Area	KWD	2,221	100*	
Latvia	○ Sika Baltic SIA, Dreilīņi	EUR	1,237	100	
Lebanon	○ Sika Near East s.a.l., Beirut	LBP mn	1,340	100	◆
Mauritius	○ Sika (Mauritius) Ltd., Plaine Lauzun	MUR	2,600	100*	◆
Morocco	○ Sika Maroc, Casablanca	MAD	264,000	100	◆ ★ *
Mozambique	○ Sika Moçambique Limitada, Boane	MZN	565,383	100	
Netherlands	○ Sika Nederland B.V., Utrecht	EUR	1,589	100	◆ ★ *
	▲ Sika Capital B.V., Utrecht	EUR	10,000	100	
Nigeria	○ Sika Manufacturing Nigeria Limited, Lagos	NGN mn	4,537	100	
	○ Sika MBCC Nigeria Limited, Lagos	NGN mn	2,843	100	
Norway	○ Sika Norge AS, Skjetten	NOK	42,900	100	◆ ★ *

Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
Oman	✦ Sika LLC, Muscat	OMR	150	100	
	○ Sika MB LLC, Muscat Misfah	OMR	150	95	◆
Poland	○ Sika Poland Sp. z o.o., Warsaw	PLZ	12,188	100	◆ ★ *
	○ Sika Automotive Zlotoryja Sp. z o.o., Zlotoryja	PLZ	6,001	100	◆ ★ *
Portugal	○ Sika Portugal – Produtos Construção e Indústria SA, Vila Nova de Gaia	EUR	1,500	100	◆ ★ *
Qatar	○ Sika Qatar LLC, Doha	QAR	200	100	◆ ★ *
	○ Parex Group WLL, Doha	QAR	200	97*	◆ ★ *
	▲ Sika Factory for Construction Chemical Materials LLC, Doha	QAR	5,000	100	
	○ Gulf Additive Factory WLL, Doha	QAR	10,000	100*	◆ ★ *
Romania	○ Sika Romania s.r.l., Bucharest	RON	665,138	100	◆ ★ *
	○ Adeplast S.R.L., Ploiești City	RON	157,632	100*	◆ ★ *
Russia	○ Sika LLC, Lobnya	RUB	535,340	100	◆ ★
	○ Krepis Limited Liability Company, St. Petersburg	RUB	338,379	100	
	○ Building Systems LLC, Podolsk	RUB	100,000	100*	
Saudi Arabia	○ Sika Saudi Arabia Limited (A Single Shareholder LLC), Jeddah	SAR	41,750	100*	◆ ★ *
	○ Awazil AlKhaleej Industrial Company LLC, Riyadh	SAR	3,300	100*	
Senegal	○ Sika Sénégal S.U.A.R.L, Dakar	XOF mn	2,979	100	◆ ★ *
Serbia	○ Sika Srbija d.o.o., Simanovci	RSD	234,564	100	◆ ★ *
Slovakia	✦ Sika Slovensko, spol.s r.o., Bratislava	EUR	1,131	100	◆ ★ *
	○ Sika Automotive Slovakia s.r.o., Zlaté Moravce	EUR	7	100	◆ ★ *
Slovenia	✦ Sika d.o.o., Trzin	EUR	1,029	100	◆ ★
South Africa	○ Sika South Africa (Pty) Ltd, Pinetown	ZAR	25,000	100	◆ ★ *
	○ Sika MBCC South Africa (Pty) Ltd., Johannesburg	ZAR	581,250	100	◆
Spain	○ Sika S.A.U., Alcobendas	EUR	19,867	100	◆ ★ *
	○ Sika Automotive Terrassa S.A., Barcelona	EUR	2,965	100	◆ ★ *



Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
Sweden	○ Sika Sverige AB, Spånga	SEK	10,000	100	◆ ★ *
Switzerland	○ Sika Schweiz AG, Zurich	CHF	1,000	100	◆ ★ *
	▲ Sika AG, Baar	CHF	1,605	100	◆ ★ *
	▲ Sika Services AG, Zurich	CHF	300	100	◆ ★ *
	▲ Sika Technology AG, Baar	CHF	300	100	◆ ★ *
	▲ Sika Informationssysteme AG, Zurich	CHF	400	100	
	■ SikaBau AG, Schlieren	CHF	5,300	100	◆
	▲ Sika Finanz AG, Baar	CHF	2,400	100	
	○ Sika Manufacturing AG, Sarnen	CHF	14,000	100	◆ ★ *
	❖ Sika Supply Center AG, Sarnen	CHF	1,000	100	◆ ★
	○ Sika Automotive AG, Romanshorn	CHF	3,000	100	◆ ★ *
	▲ Sika Europe Management AG, Baar	CHF	100	100	
	▲ Sika Americas Management AG, Baar	CHF	100	100	
	▲ Sika Germany Management AG, Baar	CHF	50	100	
	○ Polypag AG, Altstätten	CHF	700	100	◆ ★
	▲ Sika Venture AG, Baar	CHF	100	100	
	▲ Sika Investments GmbH, Baar	CHF	20	100	
Tanzania	○ Sika Tanzania Construction Chemicals Limited, Dar es Salaam	TZS mn	11,700	100	◆ ★ *
Tunisia	❖ Sika Tunisia SARL, Douar Hicher	TND	150	100*	◆ ★ *
	○ Sika Manufacturing Tunisia Sarl, Douar Hicher	TND	683	100*	◆ ★ *
Turkey	○ Sika Yapi Kimyasallari A.S., Istanbul	TRY	48,700	100	◆ ★ *
	○ ABC Kimya Sanayi ve Dış Ticaret Anonim Şirketi, Istanbul	TRY	165,200	100*	◆ ★ *
	❖ Sika Turkey Otomotiv Sanayi ve Tic. Ltd. Şti., Istanbul	TRY	5,900	100	◆
	▲ ParexGroup Yapi Kimyasallari Sanayi ve Ticaret AŞ., Istanbul	TRY	57,301	100*	
	○ Sika MBCC Turkey Yapi Kimyasallari Sanayi ve Ticaret Ltd. Şti., Istanbul	TRY	747,825	100	◆ ★
UAE	○ Sika UAE LLC, Dubai	AED	1,000	100*	◆ ★ *
	❖ Sika International Chemicals LLC, Abu Dhabi	AED	300	100*	◆ ★ *

Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
	▲ Sumam Arabia Holding Co Limited, Dubai	AED	1	100	
	▲ MBCC Construction Chemicals FZE, Dubai	AED	1,000	100	
	❖ Sika MB Construction Chemicals L.L.C, Dubai	AED	300	100	
Ukraine	○ LLC Sika Ukraina, Kyiv	UAH	2,933	100	
	▲ LLC Sika Property, Kyiv	UAH	4,000	100*	
United Kingdom	○ Sika Limited, Welwyn Garden City	GBP	146,000	100	◆ ★ *
	▲ Everbuild Building Products Limited, Leeds	GBP	21	100*	◆ ★ *
	○ Incorez Limited, Preston	GBP	1	100	◆ ★ *
	○ MBCC Construction Chemicals Limited, Welwyn Garden City	GBP	0	100*	
	▲ MBCC Investments UK Limited, Welwyn Garden City	GBP	65,000	100	
	○ Cromar Building Products Limited, Goole	GBP	9	100*	◆
Uzbekistan	○ Sika FE LLC, Tashkent	UZS	3,800,000	100	
Americas					
Argentina	○ Sika Argentina SAIC, Caseros	ARS	15,292	100	◆ ★ *
	▲ VDP Logistica SA, Ciudad de Buenos Aires	ARS	100	100*	
Bolivia	○ Sika Bolivia SA, Santa Cruz de la Sierra	BOB	1,800	100	◆ ★ *
Brazil	○ Sika S/A, Osasco	BRL	432,004	100	◆ ★ *
Canada	○ Sika Canada Inc., Pointe Claire/QC	CAD	88,384	100	◆ ★
	❖ Sika MBCC Canada Inc., Pointe Claire/QC	CAD	4,899	100*	
Chile	○ Sika S.A. Chile, Santiago de Chile	CLP mn	4,494	100	◆ ★
Colombia	○ Sika Colombia S.A.S, Tocancipá	COP mn	14,588	100	◆ ★ *
Costa Rica	○ Sika productos para la construcción S.A., Heredia	CRC mn	2,620	100	
Dom. Republic	❖ Sika Dominicana SRL, Santo Domingo Oeste	DOP	37,848	100	
	○ Vinaldom, S.A.S., Santo Domingo Oeste	DOP	11,000	100	
Ecuador	○ Sika Ecuatoriana S.A., Durán	USD	2,333	100	◆ ★
El Salvador	❖ Sika El Salvador S.A. de C.V., San Salvador	USD	2	100	◆ *



Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
Guatemala	○ Sika Guatemala S.A., Ciudad de Guatemala	GTQ	2,440	100	◆ ★ *
Honduras	❖ Sika Honduras, S.A. de C.V., Ciudad de San Pedro Sula	HNL	236	100	◆
Mexico	○ Sika Mexicana SA de CV, Corregidora	MXN	1,851,620	100	◆ ★ *
	○ Sika MBCC Mexicana, S.A. de C.V., Ciudad De Mexico	MXN	200,050	100*	◆ ★
	❖ Imperarva S.A. de C.V., Cuautitlan Izcalli	MXN	300	100*	
	○ Pinturas Térmicas del Norte S.A. de C.V., Monterrey	MXN	80,906	100*	◆ ★ *
Nicaragua	❖ Sika Nicaragua, Sociedad Anonima, Managua	NIO	20,000	100	
Panama	○ Sika Panama S.A., Panama City	USD	7,200	100	
	○ Sika MBCC Panama S.A., Panama City	USD	10	100	◆
Paraguay	○ Sika Paraguay S.A., Asunción	PYG mn	40	100	
	○ Parex Group S.A., Limpio	PYG mn	5,867	67*	◆ *
Peru	○ Sika Perú S.A.C., Lima	PEN	3,500	100	◆ ★
	○ Sika MBCC Peru S.A., Lima Cercado	PEN	7,552	70*	◆ ★
	❖ Importadora Técnica Industrial y Comercial S.A., Lima	PEN	3,600	100	◆
	○ Chem Masters del Perú S.A., Lima	PEN	3,600	100	◆
	○ Industrias IGAAM S.A.C., Lima	PEN	90	100	◆
	○ Industrias Las Tres Marías S.A.C., Lima	PEN	45	100	◆
	○ Industrias Mapar S.A.C., Lima	PEN	5,100	100	◆
	○ M&P Andina S.A.C., Lima	PEN	345	100	
	▲ Chema Corp S.A., Lima	PEN	15	100	
	▲ GMP Logística S.A.C., Lima	PEN	30	100	
	▲ GMP Técnica S.A.C., Lima	PEN	30	100	
	▲ GMP Marketing S.A.C., Lima	PEN	30	100	
Uruguay	○ Sika Uruguay SA, Montevideo	UYP	22,800	100	◆ ★
	▲ Parex Group SA, Montevideo	UYP	18,551	100*	
USA	○ Sika Corporation, Lyndhurst/NJ	USD	72,710	100	◆ ★
	❖ Sarnafil Services Inc., Canton/MA	USD	1	100*	

Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
	○ Emseal Joint Systems Ltd., Westborough/MA	USD	1,040	100*	
	○ Emseal LLC, Westborough/MA	USD	0	100*	
	○ Parex USA, Inc., Anaheim/CA	USD	7,176	100*	
	○ Watson Bowman Acme Corp., Lyndhurst/NJ	USD	1	100*	◆
	○ Sika MBCC Puerto Rico Corporation, Caguas/PR	USD	3,667	100	
	▲ Sika US Urban Renewal LLC, Lyndhurst/NJ	USD	0	100*	
	○ Kwik Bond Polymers, LLC, Benicia/CA	USD	0	100*	
Venezuela	○ Sika Venezuela SA, Valencia	VED	0	100	
Asia/Pacific					
Australia	○ Sika Australia Pty. Ltd., Wetherill Park	AUD	49,200	100	◆ ★ *
	❖ Elmich Australia Pty Ltd, Newington	AUD	30	100*	
Bangladesh	○ Sika Bangladesh Limited, Dhaka	BDT	557,167	100	◆
	○ Sika MBCC Bangladesh Limited, Dhaka	BDT	1,400,100	100	
Cambodia	○ Sika (Cambodia) Ltd., Phnom Penh	KHR	422,000	100	◆ *
China	○ Sika (China) Ltd., Suzhou	USD	50,000	100	◆ ★ *
	○ Sika Sarnafil Waterproofing Systems (Shanghai) Ltd., Shanghai	USD	22,800	100	◆ ★ *
	○ Sika Guangzhou Ltd., Guangzhou	CNY	80,731	100	◆ ★
	❖ Sika (Jiaxing) Trading Company Ltd., Jiaxing	CNY	3,723	100*	
	○ Sika (Sichuan) Building Material Ltd., Chengdu	CNY	60,010	100*	◆ ★
	○ Sika (Jiangsu) Building Material Ltd., Zhengjiang	CNY	60,010	100*	◆ ★ *
	○ Sika Automotive Shanghai Co. Ltd., Shanghai	CNY	2,666	100	◆ ★
	○ Sika Automotive (Tianjin) Co. Ltd., Tianjin	CNY	178,468	100	◆ ★ *
	○ Ronacrete (Guangzhou) Construction Products Limited, Guangzhou	CNY	17,056	100*	◆ ★ *
	❖ Home of Heart (Shanghai) E-Commerce Co. Ltd., Shanghai	CNY	10,000	100*	
	❖ Sika (Shanghai) Management Co., Ltd., Shanghai	USD	10,000	100*	



Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
	❖ SikaDavco (Guangzhou) Management Co. Ltd., Guangzhou	USD	2,000	100*	
	❖ SikaDavco (Guangzhou) Co. Ltd., Guangzhou	USD	10,000	100*	◆★★
	○ SikaDavco (Guangdong) New Materials Co. Ltd., Conghua	CNY	30,000	100*	◆★★
	○ Changsha SikaDavco New Materials Co. Ltd., Changsha	CNY	10,000	100*	◆★★
	○ SikaDavco (Chengdu) New Materials Co. Ltd., Chengdu	CNY	20,000	100*	◆★★
	○ SikaDavco (Chongqing) New Materials Co. Ltd., Chongqing	CNY	10,000	100	◆★★
	○ SikaDavco (Dezhou) New Materials Co. Ltd., Dezhou City	USD	1,500	100	◆★★
	○ SikaDavco (Dongguan) Co. Ltd., Dongguan	CNY	10,000	100*	◆★★
	○ SikaDavco (Nanjing) Co. Ltd., Nanjing	CNY	10,000	100*	◆★★
	○ SikaDavco (Quanzhou) Co. Ltd., Quanzhou	CNY	10,000	100*	◆★★
	○ SikaDavco (Shanghai) Co. Ltd., Shanghai	CNY	25,000	100*	
	○ Davco (Shijiazhuang) Co. Ltd., Shijiazhuang	CNY	10,000	100*	◆★★
	○ SikaDavco (Hubei) Co. Ltd., Ezhou	CNY	10,000	100*	◆★★
	○ Suzuka International (Shanghai) Co. Ltd., Shanghai	CNY	50,000	100*	◆★★
	▲ Suzuka International (Shijiazhuang) Co. Ltd., Shanghai	CNY	10,000	100*	
	○ Sika (Jiangsu) Industrial Material Ltd., Jiangsu	CNY	59,312	100*	◆
	○ SikaDavco (Zhejiang) New Materials Co. Ltd., Zhejiang	CNY	32,760	100	◆★★
	○ SikaDavco (Zhanjiang) New Materials Co. Ltd., Zhanjiang	CNY	10,000	100	◆★★
	○ Sika Hamatite Automotive (Zhejiang) Ltd., Zhejiang	CNY	113,700	100*	◆★★
	▲ Shenzhen Landun Holding Co. Ltd., Shenzhen	CNY	60,000	100*	
	○ Guangdong Landun Science and Technology Star Co., Ltd., Shenzhen	CNY	38,000	100*	

Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
	○ Hubei Landun Science and Technology Star Co., Ltd., Xiaogan	CNY	36,660	100*	
	○ Sika MBCC Construction Chemicals (Shanghai) Co., Ltd., Shanghai	CNY	209,040	100*	◆★★
	○ Sika MBCC Construction Systems (Huzhou) Co., Ltd., Huzhou City	CNY	30,113	100*	◆★★
	○ Shanghai MBT & SCG Co. Ltd., Shanghai	CNY	56,000	60	◆★★
	○ SikaDavco (Liaoning) New Materials Co., Ltd., Liaoning	USD	1,500	100	◆★★
	▲ Sika (Zhejiang) Novel Material Co., Ltd., Jiaxing City	USD	63,500	100	
	○ SikaDavco (Shaanxi) New Materials Co., Ltd., Weinan City	CNY	10,695	100	
	○ Sika (Shanghai) New Materials Co., Ltd., Shanghai	CNY	10,670	100	◆★★
	○ Sika Hongkong Ltd., Hong Kong	HKD	35,950	100*	◆★
	▲ Suzuka International Ltd, Hong Kong	HKD	10	100*	
	▲ MBCC Hong Kong Establishment Limited, Hong Kong	HKD	0	100	
	▲ MBCC Hong Kong Limited, Hong Kong	HKD	0	100	
India	○ Sika India Private Ltd., Mumbai	INR	674,040	100	◆★★
	❖ Axson India Private Limited, Pune	INR	3,000	100*	
Indonesia	○ Sika Indonesia P.T., Bogor	IDR mn	3,282	100	◆★★
	❖ PT Sika MBCC Indonesia, Cikarang	IDR	82,500,000	100*	
Japan	○ Sika Japan Ltd., Minato-ku	JPY	490,000	100	◆★★
	■ DCS Co. Ltd., Toda-shi	JPY	30,000	100*	
Korea	○ Sika Korea Ltd., Anseong-si	KRW mn	5,596	100	◆★
Malaysia	○ Sika Kimia Sdn. Bhd., Kuala Lumpur	MYR	43,200	100	◆★★
	▲ Sika Asia Pacific Services Sdn. Bhd., Kuala Lumpur	MYR	500	100	
	○ Sika MBCC Malaysia Sdn. Bhd., Klang	MYR	92,833	100	◆★
	○ Nautec Materials Sdn. Bhd, Johor	MYR	16,732	100	◆★★
	❖ Elmich (Malaysia) Sdn Bhd, Selangor	MYR	100	100*	



Country	Company ¹		Capital stock in thousands	Voting and capital share in %	Certifi- cation
Mongolia	○ Sika Mongolia LLC, Ulaanbaatar	MNT mn	7,091	100	◆✱
Myanmar	○ Sika Myanmar Limited, Dagon Myothit (South) Township	USD	3,018	100	◆★
	✦ Sika MBCC Myanmar Ltd, Yangon	MMK	5,978,002	100	
New Zealand	○ Sika (NZ) Ltd., Auckland	NZD	1,100	100	◆★✱
Pakistan	○ Sika Pakistan (Pvt.) Limited, Lahore	PKR	824,786	100	◆★✱
Philippines	○ Sika Philippines Inc., Taguig	PHP	55,610	100	◆★✱
	○ Sika MBCC Philippines Inc., Taguig	PHP	10,500	100	
Singapore	○ Sika (Singapore) Pte. Ltd., Singapore	SGD	6,250	100	◆★
	▲ Sika Asia Pacific Mgt. Pte. Ltd., Singapore	SGD	100	100	
	✦ Elmich Pte Ltd, Singapore	SGD	3,000	100*	
Sri Lanka	○ Sika Lanka (Private) Limited, Ekala	LKR	711,506	100	◆★
Taiwan	○ Sika Taiwan Ltd., Taoyuan County	TWD	40,000	100	◆★
Thailand	○ Sika (Thailand) Ltd., Chonburi	THB	302,100	100	◆★✱
Vietnam	○ Sika Limited (Vietnam), Dong Nai	VND mn	44,190	100	◆★✱

▣ Production, sales, construction contracting

○ Production and sales

✦ Sales

▲ Real estate and service companies

■ Construction contracting

◆ ISO 9001 (Quality Management)

★ ISO 14001 (Environmental Management)

✱ ISO 45001 (Occupational Health and Safety)

1 For associated companies see note 16.

2 Fully consolidated – control over the company through shareholder agreement.

* Company indirectly held by Sika AG.

Material changes are indicated on p.226 of this report.



Statutory Auditor's Report

To the General Meeting of Sika AG, Baar

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Sika AG and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2025, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements (pages 218 to 261) give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law.

Basis for Opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities, as well as those of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters



VALUATION OF GOODWILL

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



VALUATION OF GOODWILL

Key Audit Matter

As of 31 December 2025, the consolidated financial statements included goodwill amounting to CHF 6,139 million.

Goodwill is assessed for impairment by management at least on a yearly basis by determining the value in use, which is then compared to the carrying amount.

For determining the value in use the discounted cashflow (DCF) method is applied. This requires the use of a number of key assumptions by management, including assumptions regarding expected future cash flows, long-term growth rates, future profitability levels and applicable discount rates, as well as assessments concerning the determination and allocation of assets to the cash generating units (CGUs).

In relation to total assets and net assets as per 31 December 2025, goodwill is of material importance.

In the financial year 2025 no impairment of goodwill was identified.

There is a risk that a potential impairment of goodwill is not or not adequately identified due to inappropriate assumptions.

Our response

Amongst others, we have performed the following audit procedures:

- We evaluated the determination of the CGUs by management as well as the methodological and mathematical correctness of the valuation method used for the impairment test.
- We assessed the appropriateness of the most important assumptions used to determine the value in use as well as the method applied for the cash-flow projections. This included the allocation of goodwill to the CGUs, the long-term growth rates and the determination of the discount rate based on our business understanding of the respective CGUs. In this respect, we made comparisons with publicly available market data, where possible. Our valuation specialists supported us in assessing the appropriateness of the most important assumptions.
- We gained an understanding of the business plans and made comparisons with prior-year assumptions. Also, we traced back the data used in the value in use calculation of the CGUs to the business plans approved by the Board of Directors.
- We conducted sensitivity analyses taking into account the historical forecasting accuracy.
- We assessed the appropriateness of the disclosures related to the impairment test.

For further information on the valuation of goodwill refer to the following:

- Note "Principles of consolidation and valuation" on pages 223 - 228
- Note 15 "Intangible assets and goodwill" on pages 240 – 241



Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the company, the compensation report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISA and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law, ISA and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG AG

Toni Wattenhofer
Licensed Audit Expert
Auditor in Charge

Anna Pohle
Licensed Audit Expert

Zug, 17 February 2026



FIVE-YEAR REVIEWS

CONSOLIDATED INCOME STATEMENT for the year ended December 31

in CHF mn	2021	2022	2023	2024	2025
Net sales	9,252.3	10,491.8	11,238.6	11,763.1	11,201.3
Material expenses	-4,461.0	-5,312.0	-5,213.8	-5,347.1	-5,047.7
Gross result	4,791.3	5,179.8	6,024.8	6,416.0	6,153.6
Personnel expenses	-1,635.3	-1,710.5	-2,006.8	-2,143.6	-2,179.1
Other operating expenses	-1,398.0	-1,505.1	-1,973.3	-2,002.9	-1,909.8
Operating profit before depreciation (EBITDA)	1,758.0	1,964.2	2,044.7	2,269.5	2,064.7
Depreciation/amortization/impairment	-366.6	-384.5	-495.6	-555.6	-571.5
Operating profit	1,391.4	1,579.7	1,549.1	1,713.9	1,493.2
Interest income/interest expense	-45.4	-40.4	-134.8	-159.3	-140.6
Financial income/expense and income from associated companies	-10.4	-41.1	-77.9	8.4	3.1
Profit before taxes	1,335.6	1,498.2	1,336.4	1,563.0	1,355.7
Income taxes	-287.1	-335.7	-273.8	-315.4	-310.4
Net profit	1,048.5	1,162.5	1,062.6	1,247.6	1,045.3
Free cash flow	594.9	930.8	-1,801.3	1,137.7	1,156.0
Operating free cash flow	908.4	865.2	1,441.5	1,402.9	1,356.1
Gross result as % of net sales	51.8	49.4	53.6	54.5	54.9
EBITDA as % of net sales	19.0	18.7	18.2	19.3	18.4
Net profit as % of net sales (ROS)	11.3	11.1	9.5	10.6	9.3
Net profit as % of shareholders' equity (ROE)	23.9	23.4	17.9	17.7	15.7



SEGMENT INFORMATION

in CHF mn	EMEA					Americas				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Net sales	4,397	4,509	4,880	5,095	5,029	2,646	3,477	3,736	4,097	3,879
EBITDA	893	959	914	991	950	531	676	808	907	850
in % of net sales	20.3	21.3	18.7	19.5	18.9	20.1	19.4	21.6	22.1	21.9
Depreciation/amortization	167	156	198	214	222	88	105	138	165	180
Capital expenditures	61	96	85	108	115	50	75	91	140	142

in CHF mn	Asia/Pacific					Corporate Services				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Net sales	2,209	2,507	2,623	2,571	2,293	0	0	0	0	0
EBITDA	449	492	566	538	410	-115	-162	-243	-166	-145
in % of net sales	20.3	19.6	21.6	20.9	17.9					
Depreciation/amortization	82	93	110	116	118	30	31	50	61	52
Capital expenditures	48	70	79	88	96	12	25	25	23	22

in CHF mn	Total				
	2021	2022	2023	2024	2025
Net sales	9,252	10,492	11,239	11,763	11,201
EBITDA	1,758	1,964	2,045	2,270	2,065
in % of net sales	19.0	18.7	18.2	19.3	18.4
Depreciation/amortization	367	385	496	556	572
Capital expenditures	171	266	280	359	375

**CONSOLIDATED BALANCE SHEET as at December 31**

in CHF mn		2021	2022	2023	2024	2025
Cash and cash equivalents		1,175.0	1,873.3	643.9	707.5	801.8
Accounts receivable	a	1,576.8	1,719.6	2,013.1	2,175.0	2,012.3
Inventories	b	1,158.3	1,212.8	1,240.7	1,348.9	1,237.5
Other assets ¹		255.4	215.6	307.6	329.4	359.6
Current assets		4,165.5	5,021.3	4,205.3	4,560.8	4,411.2
Property, plant, and equipment		1,776.6	1,822.3	2,257.3	2,458.5	2,443.8
Intangible assets		4,379.9	4,229.1	8,218.1	8,619.7	7,934.1
Other assets ²		384.8	246.5	368.5	339.3	359.2
Non-current assets		6,541.3	6,297.9	10,843.9	11,417.5	10,737.1
Assets		10,706.8	11,319.2	15,049.2	15,978.3	15,148.3
Accounts payable	c	1,033.2	1,016.6	1,108.2	1,212.3	1,176.4
Financial liabilities		343.1	303.0	1,217.9	337.4	1,417.5
Other liabilities ³		719.9	721.8	1,089.0	1,037.6	933.3
Current liabilities		2,096.2	2,041.4	3,415.1	2,587.3	3,527.2
Financial liabilities		3,393.9	3,634.2	4,732.0	5,424.8	4,131.7
Non-current provisions, employee benefit obligations		418.5	317.9	530.5	540.3	473.0
Other liabilities ⁴		402.3	358.6	438.4	379.1	349.7
Non-current liabilities		4,214.7	4,310.7	5,700.9	6,344.2	4,954.4
Liabilities		6,310.9	6,352.1	9,116.0	8,931.5	8,481.6
Capital stock		1.4	1.5	1.6	1.6	1.6
Treasury shares		-10.7	-15.1	-11.9	-8.8	-7.5
Reserves		4,403.1	4,979.8	5,930.7	7,040.0	6,662.3
Equity attributable to Sika shareholders		4,393.8	4,966.2	5,920.4	7,032.8	6,656.4
Non-controlling interests		2.1	0.9	12.8	14.0	10.3
Shareholders' equity	d	4,395.9	4,967.1	5,933.2	7,046.8	6,666.7
Liabilities and shareholders' equity	e	10,706.8	11,319.2	15,049.2	15,978.3	15,148.3

1 Prepaid expenses and accrued income, current income tax assets, other current assets, and assets classified as held-for-sale.

2 Investments in associated companies, deferred tax assets, and other non-current assets.

3 Accrued expenses and deferred income, income tax liabilities, current provisions, other current liabilities, and liabilities classified as held-for-sale.

4 Deferred tax liabilities and other non-current liabilities.



KEY BALANCE SHEET DATA

in CHF mn	Calculation	2021	2022	2023	2024	2025
Net working capital	(a+b-c)	1,701.9	1,915.8	2,145.6	2,311.6	2,073.4
Net working capital as % of net sales		18.4	18.3	19.1	19.7	18.5
Net debt ¹	f	2,547.1	2,051.6	5,219.7	5,039.6	4,734.5
Gearing in %	(f:d)	57.9	41.3	88.0	71.5	71.0
Equity ratio in %	(d:e)	41.1	43.9	39.4	44.1	44.0

1 Net debt: financial liabilities (less derivatives) less interest-bearing current assets (cash and cash equivalents and securities).

VALUE-BASED KEY DATA

in CHF mn	Calculation	2021	2022	2023	2024	2025
Capital employed ¹		7,263.0	7,366.2	11,634.3	12,544.6	11,729.4
Annual average capital employed	g	6,922.6	7,314.6	9,500.3	12,089.5	12,137.0
Operating profit	h	1,391.4	1,579.7	1,549.1	1,713.9	1,493.2
Return on capital employed (ROCE) in %	(h:g)	20.1	21.6	16.3	14.2	12.3

1 Capital employed: current assets, PPE, intangible assets less cash and cash equivalents, current securities, current liabilities (excluding bank loans and bond).



EMPLOYEES

	2021	2022	2023	2024	2025
EMEA (Europe, Middle East, Africa)¹	13,004	12,972	16,214	16,214	16,103
Germany	2,256	2,168	3,469	3,245	3,240
Switzerland	1,985	1,948	2,071	2,129	2,158
France	1,375	1,396	1,515	1,581	1,485
United Kingdom	972	1,013	1,001	1,025	1,007
America¹	6,820	7,394	8,825	9,538	9,211
USA	2,671	2,893	3,355	3,343	3,267
Mexico	1,061	1,046	1,711	1,704	1,540
Brazil	833	854	905	917	902
Asia/Pacific¹	7,235	7,342	8,508	8,724	8,393
China	3,414	3,480	3,773	3,840	3,524
Japan	988	930	1,151	1,135	1,091
Total	27,059	27,708	33,547	34,476	33,707
Personnel expenses (in CHF mn)					
Wages and salaries	1,328	1,399	1,637	1,730	1,761
Social charges, other	307	312	370	414	418
Personnel expenses	1,635	1,711	2,007	2,144	2,179
Personnel expenses as % of net sales	17.7	16.3	17.9	18.2	19.5
Key data per employee (in CHF thousands)					
Net sales	356	383	367	346	329
Net value-added ²	118	121	116	116	110

1 Does not correspond to the Sika segments. The employees of Corporate Services were assigned to the respective company locations, i.e. EMEA.

2 See next page, five-year reviews, value-added statement.



VALUE-ADDED STATEMENT

in CHF mn	2021	2022	2023	2024	2025
Source of value-added					
Corporate performance (net sales)	9,252	10,492	11,239	11,763	11,201
Intermediate inputs	-5,838	-6,806	-7,196	-7,267	-6,890
Gross value-added	3,414	3,686	4,043	4,496	4,311
Non-liquidity-related expenses					
Depreciation and amortization	-367	-385	-496	-556	-572
Change in provisions	25	20	10	14	17
Net value-added	3,072	3,321	3,557	3,954	3,756
Distribution of value-added					
To employees					
Wages and salaries	1,328	1,399	1,637	1,730	1,761
Social charges	309	312	370	414	418
To governments	331	390	328	383	381
To lenders (interest expenses)	55	57	159	179	151
To shareholders (dividend payout, incl. non-controlling interests)	355	446	493	531	579
To the company					
Net profit for the year	1,049	1,163	1,063	1,248	1,045
Less dividend payout	-355	-446	-493	-531	-579
Net value-added	3,072	3,321	3,557	3,954	3,756
Number of employees					
End of year	27,059	27,708	33,547	34,476	33,707
Annual average	25,954	27,384	30,628	34,012	34,092
Net value-added per employee (in CHF thousands)	118	121	116	116	110

SIKA AG, BAAR, FINANCIAL STATEMENTS

SIKA AG INCOME STATEMENT for the year ended December 31

in CHF mn	Notes	2024	2025
Dividend income	1	586.9	681.4
Financial income	2	578.9	637.1
Other income	3	94.1	101.9
Income		1,259.9	1,420.4
Financial expenses	2	-417.9	-689.1
Personnel expenses	4	-19.3	-19.3
Other operating expenses	5	-136.7	-88.7
Operating profit before depreciation		686.0	623.3
Impairment losses (-)/reversal of impairment losses (+) on investments	9	-75.7	-81.5
Depreciation and amortization expenses		-0.1	-0.1
Net profit before taxes		610.2	541.7
Direct taxes	1	-24.4	-14.8
Net profit for the year		585.8	526.9

SIKA AG BALANCE SHEET as at December 31

in CHF mn	Notes	2024	2025
Cash and cash equivalents	6	147.8	113.0
Securities		7.2	3.2
Other current receivables ¹	7	3,772.8	3,343.5
Prepaid expenses and accrued income		17.7	15.4
Current assets¹		3,945.5	3,475.1
Financial assets ¹	8	881.5	830.4
Investments	9	5,965.7	6,117.4
Property, plant, and equipment		0.7	0.7
Other non-current assets		14.7	13.0
Non-current assets¹		6,862.6	6,961.5
Assets		10,808.1	10,436.6

in CHF mn	Notes	2024	2025
Accounts payable	10	15.9	8.8
Current interest-bearing liabilities	11	991.7	1,086.6
Other current liabilities	12	2.7	0.0
Accrued expenses and deferred income	13	86.3	67.1
Current provisions	14	1.0	1.0
Current liabilities		1,097.6	1,163.5
Non-current interest-bearing liabilities	11	5,105.7	4,741.4
Other non-current liabilities		3.0	4.4
Non-current provisions	14	35.3	11.1
Non-current liabilities		5,144.0	4,756.9
Liabilities		6,241.6	5,920.4
Share capital		1.6	1.6
Legal capital reserves		2,736.2	2,447.4
Legal retained earnings		4.0	4.0
Voluntary retained earnings		121.7	121.7
Treasury shares	15	-8.8	-7.5
Profit brought forward		1,126.0	1,422.1
Net profit for the year		585.8	526.9
Shareholders' equity	16	4,566.5	4,516.2
Liabilities and shareholders' equity		10,808.1	10,436.6

1 Prior year amounts have been restated by CHF 414.9 million to classify designated loans granted to subsidiaries as non-current.

NOTES TO THE SIKA AG FINANCIAL STATEMENTS

Principles

GENERAL

The 2025 financial statements were prepared according to the Swiss Law on Accounting and Financial Reporting. The significant accounting and valuation principles applied are as described below.

SECURITIES

Securities are valued at historical costs.

RECEIVABLES

The receivables are recorded at nominal value. If necessary, an allowance for doubtful debts is made on receivables from third parties, whereas for receivables from subsidiaries no allowance for doubtful debts is considered.

INVESTMENTS

Investments are initially recognized at cost. On an annual basis, the investments are assessed individually and adjusted to their recoverable amount if required (individual value adjustment principle).

FINANCIAL ASSETS

Loans granted to subsidiaries are recognized at nominal value. For loans denominated in foreign currency, they are measured at the lower of historical cost or actual value at the balance sheet date.

OTHER NON-CURRENT ASSETS/OTHER NON-CURRENT LIABILITIES

Discounts and issue costs for bonds are recognized as other non-current assets and amortized on a straight-line basis over the bond's maturity period. Premiums (less issue costs) are recognized in other non-current liabilities and amortized on a straight-line basis over the bond's maturity period.

CURRENT AND NON-CURRENT INTEREST-BEARING LIABILITIES

Interest-bearing liabilities are recognized in the balance sheet at nominal value.

PROVISIONS

Provisions are recognized to cover general business risks based on the most probable cash outflow, considering the principle of prudence.

TREASURY SHARES

Treasury shares are recognized at acquisition cost and disclosed as a negative component within shareholders' equity. Gains and losses arising from transactions involving treasury shares are directly recorded in shareholders' equity.

SHARE-BASED PAYMENTS

For treasury shares used for share-based payment programs, the difference between the acquisition cost and the value at vesting date is recognized as personnel expenses.

INFORMATION ON BALANCE SHEET AND INCOME STATEMENT ITEMS

1. Dividend income CHF 681.4 mn (CHF 586.9 mn)

Dividends from subsidiaries are recognized in this position.

Within Direct taxes, withholding taxes on dividends amounting to CHF 16.5 million (CHF 14.8 million) are recognized.

2. Financial income CHF 637.1 mn (CHF 578.9 mn)/ Financial expenses CHF 689.1 mn (CHF 417.9 mn)

Financial income includes interest income and gains from foreign exchange transactions. Financial expenses include the interest costs on bonds, bank debts, cashpool and loan payables to subsidiaries (see note 11), as well as foreign currency losses on loans to subsidiaries and other financing costs.

in CHF mn	2024			2025		
	Income	Expenses	Net	Income	Expenses	Net
Interest – 3 rd party	1.4	–58.3	–56.9	0.6	–47.6	–47.0
Interest – subsidiaries	338.8	–145.0	193.8	152.7	–108.0	44.7
Realized foreign exchange result	101.7	–169.1	–67.4	107.4	–163.8	–56.4
Unrealized net foreign exchange result	136.7	–42.5	94.2	373.2	–365.9	7.3
Other financial result	0.3	–3.0	–2.7	3.2	–3.8	–0.6
Total	578.9	–417.9	161.0	637.1	–689.1	–52.0

Interest income has decreased compared to the previous year, driven by globally lower interest rate levels.

The realized and unrealized foreign exchange gains and losses are primarily attributable to the depreciation of the US dollar as well as the moderate depreciation of the euro. However, the net foreign exchange risk is limited due to largely congruent intra-group financing positions and effective hedging strategies.

3. Other income CHF 101.9 mn (CHF 94.1 mn)

Other income comprises revenue from cost allocations to subsidiaries and the recharge of external consulting costs incurred in connection with group-wide projects, to the extent that such projects benefit the respective subsidiaries. In addition, during 2025 a provision of CHF 27.2 million was released relating to potential value adjustments on intercompany transactions involving the transfer of intellectual property.

4. Personnel expenses CHF 19.3 mn (CHF 19.3 mn)

Personnel expenses include all payments to individuals in an employment relationship, as well as costs for pension fund contributions, health insurance contributions, employee participation plans, and taxes or levies directly linked to personnel remuneration. The annual cost of the long-term employee participation plan depends on Sika's share price performance.

5. Other operating expenses CHF 88.7 mn (CHF 136.7 mn)

This position includes the general expenses of the holding company. Other operating expenses primarily comprise legal and consulting fees, reimbursed employee costs, management training costs, marketing expenses, and other operational outlays.

In 2024, a provision of CHF 27.2 million was recognized to account for potential value adjustments on intercompany transactions involving the transfers of intellectual property. This provision was released in the current year (see note 3). Additionally, CHF 12.9 million (CHF 21.3 million) in costs were incurred for external consulting costs for Group-wide projects as well as integration work related to the acquisition of the MBCC Group.

6. Cash and cash equivalents CHF 113.0 mn (CHF 147.8 mn)

Bank deposits of CHF 63.5 million (CHF 115.2 million) are invested in Swiss francs and CHF 49.5 million (CHF 32.6 million) in foreign currencies.

7. Other current receivables CHF 3,343.5 mn (CHF 3,772.8 mn)

in CHF mn	2024	2025
Receivables from third parties	0.4	0.4
Receivables from subsidiaries	137.0	33.0
Cashpool receivables from subsidiaries	3.3	0.7
Dividend receivables from subsidiaries	5.1	5.8
Loan receivables from subsidiaries	3,626.0	3,302.6
Loan receivables from related parties	1.0	1.0
Total	3,772.8	3,343.5

8. Financial assets CHF 830.4 mn (CHF 881.5 mn)

in CHF mn	2024	2025
Loan receivables from subsidiaries ¹	878.2	826.4
Other financial assets	3.3	4.0
Total	881.5	830.4

¹ This includes a subordinated loan to a subsidiary in the amount of CHF 463.3 million (CHF 463.3 million).
Prior year amounts have been restated by CHF 414.9 million to classify designated loans granted to subsidiaries as non-current.

9. Investments CHF 6,117.4 mn (CHF 5,965.7 mn)

The change in investments is primarily the result of acquisitions, legal restructurings, and capital increases in subsidiaries. Other changes result from valuation adjustments, the formation of new companies, and liquidations. Major participations are listed in the Group companies overview beginning on p.256 of this report.

In 2025, a valuation adjustment of CHF 81.5 million (CHF 75.7 million) was recognized based on the valuation method applied to investments.

10. Accounts payable CHF 8.8 mn (CHF 15.9 mn)

in CHF mn	2024	2025
Payables to third parties	11.8	2.6
Payables to subsidiaries	4.1	6.2
Total	15.9	8.8

11. Interest-bearing liabilities current CHF 1,086.6 mn (CHF 991.7 mn)/ non-current CHF 4,741.4 mn (CHF 5,105.7 mn)

in CHF mn	2024			2025		
	Current	Non-current	Total	Current	Non-current	Total
Bank debt	–	1,097.4	1,097.4	–	–	–
Cashpool liabilities to subsidiaries	351.5	–	351.5	257.9	–	257.9
Loan payables to subsidiaries	440.2	2,588.3	3,028.5	488.7	2,561.4	3,050.1
Bonds	200.0	1,420.0	1,620.0	340.0	2,180.0	2,520.0
Total	991.7	5,105.7	6,097.4	1,086.6	4,741.4	5,828.0

In 2025, the bank financing previously provided under the revolving credit facility was repaid and replaced by the issuance of new bonds. As of December 31, 2025, the revolving credit facilities remained available but unused.

OUTSTANDING BONDS

in CHF mn	Coupon	Term	2024	2025
			Book value	Book value
Straight bond	1.900%	2022-11/28/2025	200.0	n.a.
Straight bond	0.600%	2018-03/27/2026	140.0	140.0
Straight bond	2.250%	2023-04/13/2026	200.0	200.0
Straight bond	0.450%	2025-08/27/2027	n.a.	100.0
Straight bond	0.750%	2025-09/24/2027	n.a.	150.0
Straight bond	1.125%	2018-07/12/2028	130.0	130.0
Straight bond	2.350%	2022-11/28/2028	300.0	300.0
Straight bond	2.250%	2023-04/13/2029	250.0	250.0
Straight bond	1.650%	2024-11/28/2029	200.0	200.0
Straight bond	0.850%	2025-11/28/2030	n.a.	250.0
Straight bond	1.100%	2025-09/24/2031	n.a.	150.0
Straight bond	1.875%	2024-05/27/2033	200.0	200.0
Straight bond	1.200%	2025-11/28/2034	n.a.	250.0
Straight bond	1.350%	2025-03/22/2035	n.a.	200.0
Total			1,620.0	2,520.0

12. Other current liabilities CHF 0.0 mn (CHF 2.7 mn)

in CHF mn	2024	2025
Payables to third parties	1.8	0.0
Payables to related parties	0.9	0.0
Total	2.7	0.0

13. Accrued expenses and deferred income CHF 67.1 mn (CHF 86.3 mn)

Accrued expenses and deferred income include pro rata interest on bonds issued of CHF 15.0 million (CHF 17.9 million) as well as accrued interest expenses on loan payables to subsidiaries and banks of CHF 34.3 million (CHF 41.0 million). Also included are employee-related accruals of CHF 4.6 million (CHF 5.9 million) and accruals for outstanding invoices.

14. Provisions current CHF 1.0 mn (CHF 1.0 mn)/ non-current CHF 11.1 mn (CHF 35.3 mn)

In 2024, a provision of CHF 27.2 million was recognized to account for potential value adjustments on intercompany transactions involving the transfers of intellectual property. This provision was released in the current year (see note 3).

15. Treasury shares CHF 7.5 mn (CHF 8.8 mn)

In general, treasury shares are used for a Group-wide employee participation program. The shares are traded on the stock exchange at current market prices.

in CHF mn	Units	Share value
January 1, 2024	48,787	11.9
Reductions	-176,168	-44.5
Additions	162,159	41.4
December 31, 2024	34,778	8.8
January 1, 2025	34,778	8.8
Reductions	-37,726	-9.5
Additions	43,000	8.2
December 31, 2025	40,052	7.5

In the year under review, the average share price was CHF 198.30 (CHF 255.59).

16. Shareholders' equity CHF 4,516.2 mn (CHF 4,566.5 mn)

The ratio of shareholders' equity to total assets amounts to 43.3% (42.3%).

in CHF mn	Capital stock	Legal capital reserves ¹	Retained earnings ²	Treasury shares	Shareholders' equity
January 1, 2024	1.6	3,000.9	1,515.1	-11.9	4,505.7
Dividend payment			-264.7		-264.7
Distribution of contribution reserves		-264.7			-264.7
Transactions with treasury shares			1.3	3.1	4.4
Net profit for the year			585.8		585.8
December 31, 2024	1.6	2,736.2	1,837.5	-8.8	4,566.5
January 1, 2025	1.6	2,736.2	1,837.5	-8.8	4,566.5
Dividend payment			-288.8		-288.8
Repayment of reserves from capital contribution		-288.8			-288.8
Transactions with treasury shares			-0.9	1.3	0.4
Net profit for the year			526.9		526.9
December 31, 2025	1.6	2,447.4	2,074.7	-7.5	4,516.2

¹ Including reserves from capital contribution.

² Retained earnings: legal retained earnings, voluntary retained earnings, and available earnings.

The lower profit in 2025 was mainly due to reduced interest income from lower interest rates on intercompany loans and foreign exchange losses resulting from the depreciation of the US dollar, partially offset by lower operating expenses (see note 5). In April 2025, CHF 577.6 million was distributed to shareholders, comprising CHF 288.8 million from profit brought forward and CHF 288.8 million from reserves from capital contribution.

SHARE CAPITAL

The share capital corresponds to the nominal capital of all issued registered shares with a par value of CHF 0.01 each and includes treasury shares, which do not carry voting and dividend rights. The capital is fully paid, and structured as follows:

	Units	Par value in CHF
December 31, 2024	160,479,293	1,604,793
December 31, 2025	160,479,293	1,604,793

CAPITAL BAND

The Company has a capital band between CHF 1,527,925 (lower limit) and CHF 1,681,660 (upper limit). Within the capital band, the Board of Directors is authorized, until March 28, 2028 or until the earlier expiration of the capital band, to increase or decrease the share capital once or several times and in any amounts. The capital increase or reduction may be effected by the issuance of up to 7,686,752 fully paid-up registered shares with a nominal value of CHF 0.01 each or by cancelling up to 7,686,752 registered shares with a nominal value of CHF 0.01 each or by increasing or reducing the nominal value of the existing registered shares within the capital band. As at December 31, 2025, and December 31, 2024, the capital band had not been used.

RESERVES FROM CAPITAL CONTRIBUTION

The reserves from capital contribution include the premium from capital increases less repayment to shareholders.

in CHF mn	2024	2025
January 1	2,944.7	2,680.0
Repayment to shareholders	-264.7	-288.8
December 31	2,680.0	2,391.2

Due to differing practices in accounting for stamp duties and other issue costs incurred in connection with the increase in share capital, there is a deviation of CHF 20.8 million between the reserves from capital contribution reported in the statutory financial statements of Sika AG and the amount recognized by the Swiss Federal Tax Administration.

Other information

FULL-TIME EQUIVALENTS

The number of full-time equivalents for the reporting year is 47 (49) employees.

PARTICIPATIONS IN SIKA AG

Sika AG granted the following number of shares as part of employee participation plans.

in CHF thousands	2024			2025		
	Units	FV per PSU in CHF	FV of grant	Units	FV per PSU in CHF	FV of grant
Board of Directors	5,968	257.42	1,536.3	6,595	232.84	1,535.6
Group Management	12,586	232.47	2,925.9	14,274	198.81	2,837.8
Employees	1,239	232.47	288.0	1,469	196.77	289.1
Total	19,793		4,750.2	22,338		4,662.5

CONTINGENT LIABILITIES

Letters of guarantee are issued to finance business transactions. Sika AG guarantees for euro bonds issued by Sika Capital B.V., Netherlands (a 100% subsidiary of Sika AG), in the total amount of nominal EUR 2,750.0 million (EUR 2,750.0 million).

Letters of comfort are issued to subsidiaries, e.g., to secure rents for buildings, obligations to customers, or when required by local regulations.

in CHF mn	2024	2025
Letters of guarantee		
Issued	2,588.3	2,561.4
Used	0.0	0.0
Letters of comfort		
Issued	p.m.	p.m.
Used	0.0	0.0

Sika AG is part of Sika Schweiz AG's value-added tax group and is jointly liable to the tax authorities for the value-added tax obligations of the tax group.

Sika AG acts as the guarantor in the share and purchase agreement (SPA) regarding certain subsidiaries of the MBCC Group, executed between Sika Investments GmbH (formerly Sika International GmbH), as the seller, and the purchaser. Further to the obligations in the SPA, and as between the Sika entities, Sika AG agreed to accept all of the rights, claims, title, benefit and interest to, in and under the SPA, whether current or future, actual or contingent of Sika Investments GmbH.

NET RELEASE OF HIDDEN RESERVES

There was no net release of hidden reserves in the current year nor in the previous year.



Proposed appropriation of available earnings and repayment of reserves from capital contribution

The Board of Directors proposes to the Annual General Meeting the following appropriation of available earnings:

in CHF mn	2025
Profit brought forward	1,422.1
Net profit for the year	526.9
Available earnings	1,949.0
Dividend payment out of the available earnings	-296.9
To be carried forward	1,652.1

The Board of Directors proposes to the Annual General Meeting the following repayment of reserves from capital contribution:

in CHF mn	2025
Reserves from capital contribution	2,391.2
Repayment of reserves from capital contribution	-296.9
To be carried forward	2,094.3

On approval of this proposal, the following payment will be made per registered share:

in CHF	2025
Gross dividend	1.85
Repayment of reserves from capital contribution	1.85
Payout per registered share¹	3.70
35% withholding tax on gross dividend	0.65
Net payout per registered share	3.05

1 Registered shares held by Sika AG are non-voting shares and do not qualify for a dividend.

The Board of Directors proposes to the Annual General Meeting a distribution to the shareholders in the total amount of CHF 3.70 per single-class registered share. The total distribution for 2024 was CHF 3.60 per single-class registered share.

Payment of the distribution is tentatively scheduled for Monday, March 30, 2026. Registered shareholders will receive payment of the distributed amount at the address provided to the company for the purposes of dividend distribution.

The Annual General Meeting of Sika AG will be held on Tuesday, March 24, 2026.

Baar, February 17, 2026

For the Board of Directors

The Chair of the Board:

Thierry F. J. Vanlacker



Statutory Auditor's Report

To the General Meeting of Sika AG, Baar

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Sika AG (the Company), which comprise the income statement for the year ended 31 December 2025, and the balance sheet as at 31 December 2025, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 271 to 280) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters



VALUATION OF INVESTMENTS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



VALUATION OF INVESTMENTS

Key Audit Matter

As of 31 December 2025, the financial statements of Sika AG include investments in subsidiaries in the total amount of CHF 6,117.4 million.

On an annual basis, the Company assesses whether there is a need for impairment on investments in subsidiaries. The assessment of the recoverability is based on a comparison of the carrying amount with the value in use. The value in use is calculated based on EBITDA multiples whereas the EBITDA used is an average of historical and forecasted EBITDAs. This requires the use of assumptions by management.

In relation to total assets and net assets as per 31 December 2025, investments in subsidiaries are of material importance.

In the financial year 2025, an impairment expense on investments in the amount of CHF 81.5 million was recognized.

There is a risk that a potential impairment of investments is not or not adequately identified due to inappropriate assumptions.

Our response

Amongst others, we have performed the following audit procedures:

- We evaluated the methodical and mathematical accuracy of the model used for the impairment tests.
- We agreed historical EBITDAs used in the impairment tests to the numbers reported in the consolidation tool.
- We agreed forecasted EBITDAs used in the impairment tests to the business plans approved by the Board of Directors
- We challenged the multiples used and compared them with publicly available data if possible. Our valuation specialists supported us with our procedures.



For further information on the valuation of investments refer to the following:

- Notes to the Sika AG financial statements: Principles on page 273
- Information on balance sheet and income statement items, 9. Investments on page 275

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the company, the compensation report and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Board of Directors' Responsibilities for the Financial Statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our



independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposals of the Board of Directors comply with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG AG

Toni Wattenhofer
Licensed Audit Expert
Auditor in Charge

Anna Pohle
Licensed Audit Expert

Zug, 17 February 2026