

For every place that matters

Corporate presentation
July 2025



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A leading global provider in the access solutions market



160

years of experience



>15k

employees



> CHF 100 mn

investments in R&D in 2024/25



~1.6k

patents



130

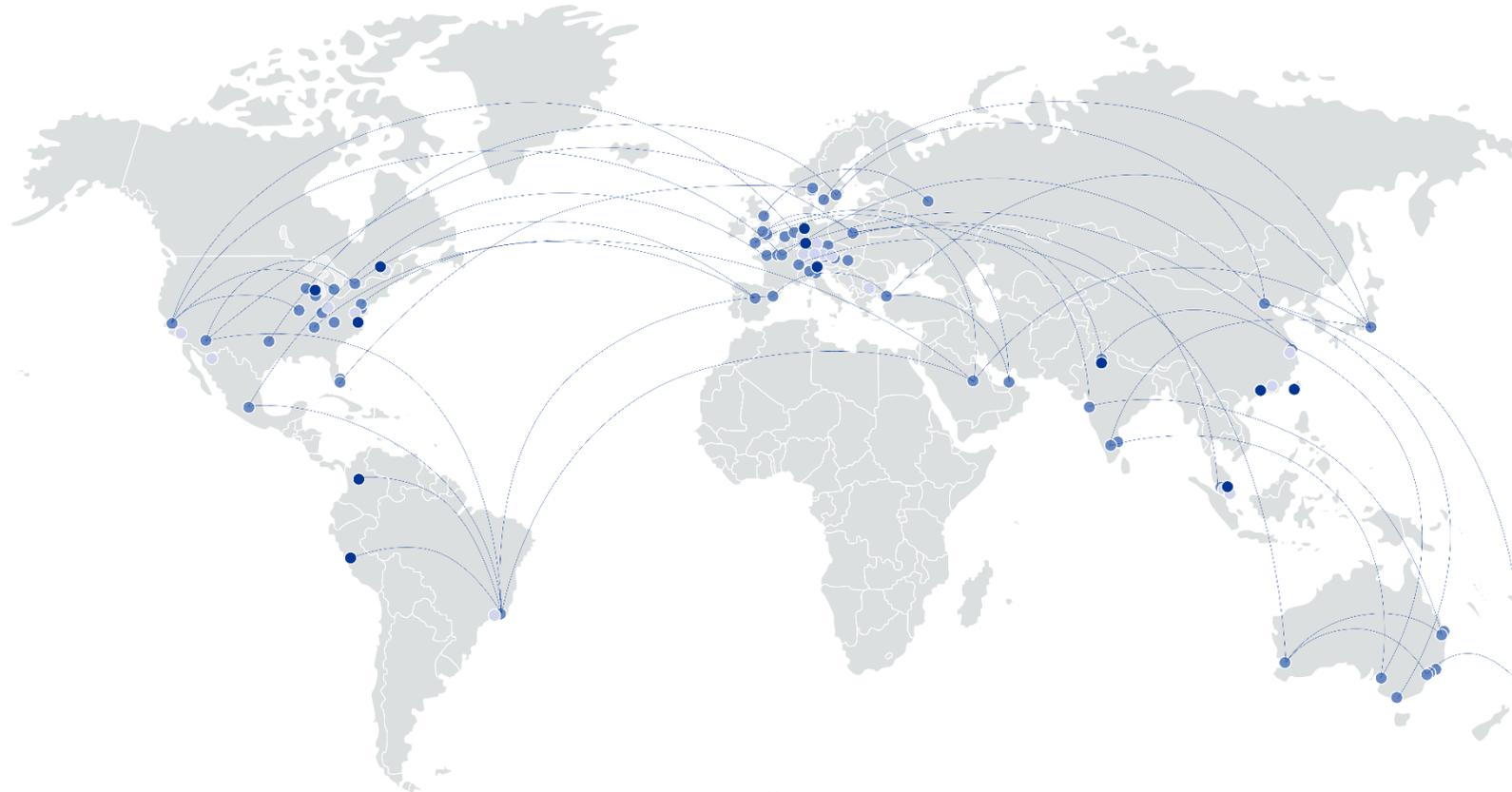
countries served
through partners



> CHF 2.87 bn

net sales in 2024/25

Geographical footprint around the world



111 Locations

81 Offices

12 Key & Wall Solutions and OEM Plants

18 Access Solutions Plants

130 Countries served through distribution parties

Executive Committee



Till Reuter
Chief Executive Officer



René Peter
Chief Financial Officer



Christian Baur
President KWO; Chief
Transformation Officer



Steve Bewick
Chief Commercial Officer

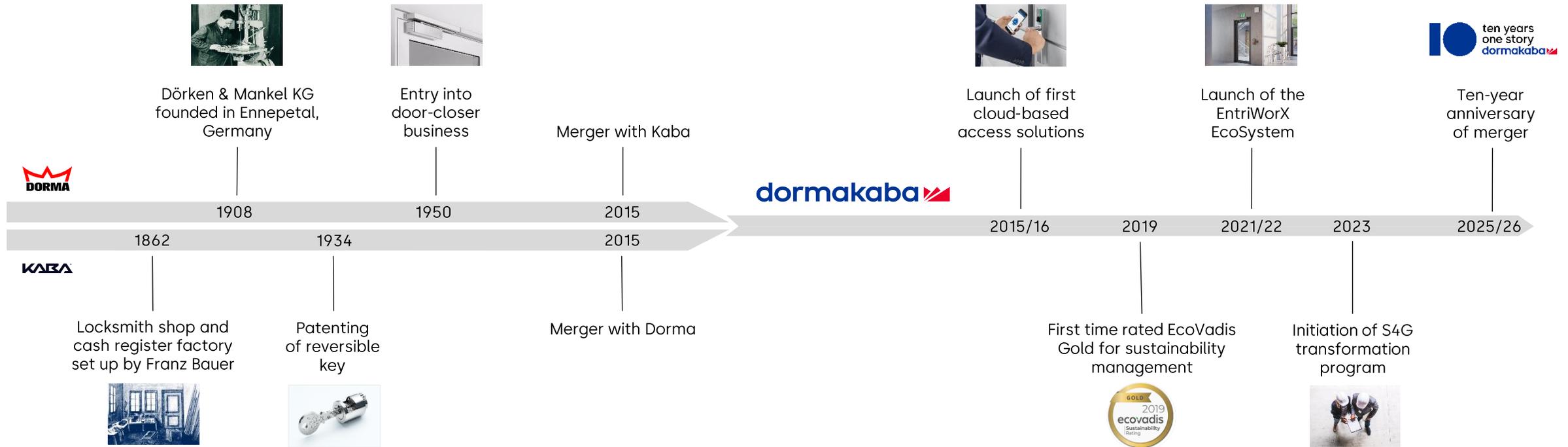


Carsten Franke
Chief Operations Officer



Magin Guardiola
Chief Innovation Officer

A strong heritage for future growth



A more detailed overview of dormakaba's history can be found here:
<https://www.dormakabagroup.com/en/about-us>

For every place that matters

Purpose

We reimagine access to enhance customer value and experience for a sustainable building lifecycle.

Mission

To become the trusted partner worldwide for safe, secure, and sustainable places where people can move seamlessly.

Vision

Shifting the focus from Shape to Growth: Current status in our strategy cycle



Elevate Performance

Strict execution of Shape4Growth

Launch commercial transformation

Establish performance culture



Reduce Complexity

Streamline product portfolio to free up resources to innovate

ONE dormakaba

Resilience, simplicity and cost efficiency in supply chain



Innovate & Grow

Integrated, innovative products & ecosystem

Grow North America / Grow verticals

External growth

Sustainability

Sustainability is embedded at the core of our strategy and vision, and it is reflected in everything we do

As part of our company strategy, Shape4Growth, dormakaba has committed to an industry-leading framework for sustainability with specific focus areas and ambitious ESG targets.

Strategy:



Focus Areas:



- Energy & Emissions
- Circular Economy & Materials
- Environmental Compliance



- Fair Employment
- Training & Education
- Diversity & Inclusion
- Occupational Health & Safety



- Supplier Sustainable Development
- Human Rights
- Customer Health & Safety

Enabling our customers through smart access and creating measurable value



Access Reimagined

deliver the architectural vision of a building



Seamless Flow

provide a safe and secure flow of people throughout their premises



Integrated Access

integrate planning, management, and maintenance of access



Sustainability

sustainably create value across the building lifecycle



Reducing total cost of ownership



Increasing productivity and operational efficiency



Ensuring safety



Easy planning, installation, commissioning, use, and maintenance



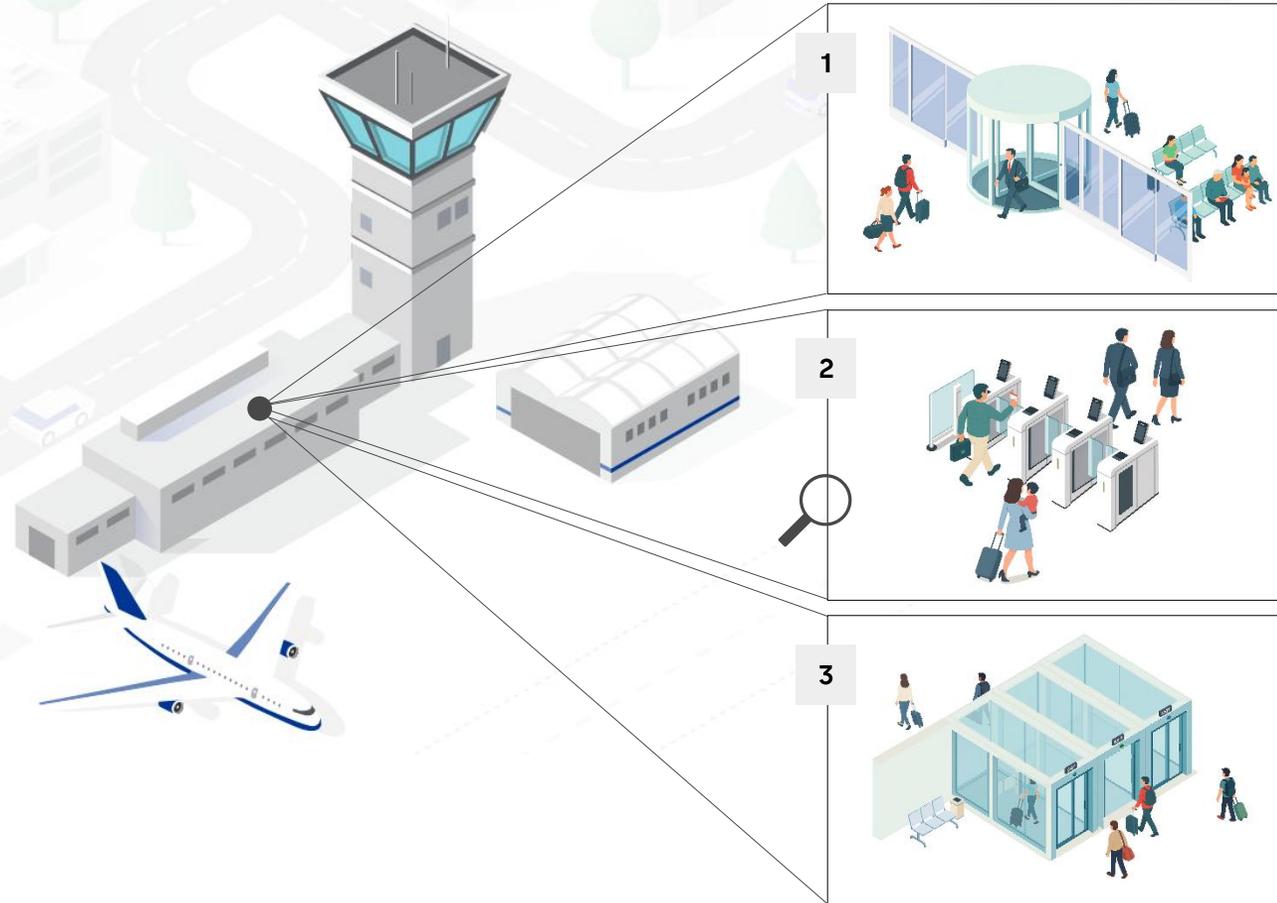
Energy efficiency

dormakaba in daily life: In the heart of every place



-  Retail
-  Offices
-  Utilities & Telecom
-  Industry & Manufacturing
-  Sports & Culture
-  Transport & Logistics
-  Residential & Housing
-  Hospitality
-  Healthcare
-  Airports

dormakaba in daily life: This is where you meet us



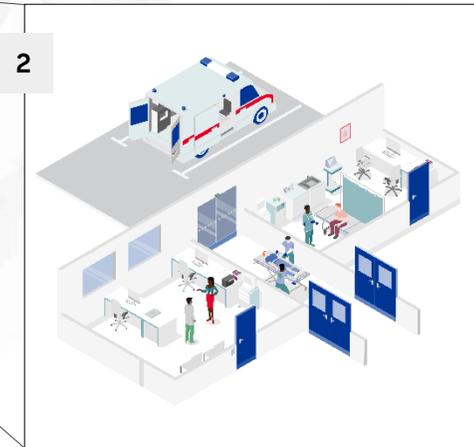
At the airport

1. At the entrance, when passing through automatic sliding and revolving doors
2. At self-boarding gates, when validating your ticket
3. In one-way corridors, when exiting airports

Our references:

<http://www.dormakaba.com/us-en/inspire>

dormakaba in daily life: This is where you meet us



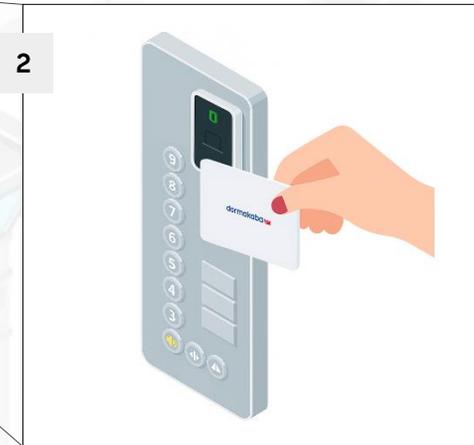
**In the healthcare sector,
e.g. in hospitals**

1. At the entrance, when passing through automatic doors
2. At access control points, such as when ambulances enter the hospital grounds or patients are brought to treatment rooms

Our references:

<http://www.dormakaba.com/us-en/inspire>

dormakaba in daily life: This is where you meet us



**In the hospitality industry,
e.g. in hotels**

1. At the door to your hotel room, which can be opened using mobile access
2. In the hotel elevator, which can only be operated by holding your card up to the reader

Our references:

<http://www.dormakaba.com/us-en/inspire>

Our portfolio: A broad, holistic, global offering

dormakaba supports its customers with a broad and innovative portfolio of integrated access products, solutions, and services that seamlessly fit into building ecosystems to create safe, secure, and sustainable places where people can move around freely.



Access Automation Solutions (AAS)

Entrance Automation
Entrance Security



Access Control Solutions (ACS)

Electronic Access & Data
Lodging Systems
Escape and Rescue
Safe Locks



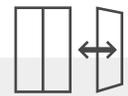
Access Hardware Solutions (AHS)

Door Closers
Architectural Hardware
Mechanical Key Systems



Services

Consulting and Planning
Implementation
Commissioning
Maintenance & Repair



Key and Wall Solutions & OEM (KWO)

Movable / Sliding Walls
Key Systems
Original Equipment
Manufacturing (OEM)

Access Automation Solutions

For smooth access in life and at work, with security and comfort for everyone.

Selected product highlights



MotionIQ
smart door control for efficient flow, safety, and energy savings

- **Faster access:** doors open only when needed
- **Safer use:** smooth, reliable operation
- **Lower costs:** less energy loss, longer lifespan



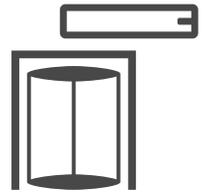
ST PRO Green
high-performance door system combining energy efficiency, security, and durability

- **Higher efficiency:** thermal separation and triple glazing
- **Strong performance:** durable design-focused drive



Argus V60
compact speed gate for barrier-free, safe, and elegant access control

- **240mm:** depth of compact, space-saving design
- **900mm:** size of passages allowed by sensors



Access Control Solutions

Managing escape and rescue routes, access permissions, working hours, stays, and check-out

Selected product highlights



Lyazon with Saffire EVO
real-time cloud access with smart, flexible credentials for any use case

- **24/7:** Control via secure cloud API integration



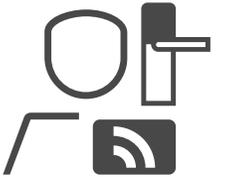
MATRIX Cloud with skyra
cloud-connected access control with secure, battery-free hardware

- **Full connectivity:** cloud-based access control directly linked to each door
- **Maximum security:** end-to-end encryption at hardware and software levels



dormakaba Terminal 96 00
touchscreen terminal with energy-saving features and flexible authentication

- **Energy efficiency:** proximity sensor for sustainable, power-saving use
- **Secure authentication:** supports RFID, smartphone, and optional fingerprint



Access Hardware Solutions

Intelligent solutions for almost any initial situation, so that everyone in the building can enter and leave safely

Selected product highlights



SVA 2000

versatile emergency escape lock with monitoring and barrier-free design

- **Comfort & security:** dependable emergency escape lock for active doors
- **Barrier-free design:** simple, accessible operation for all users



G-UBIVIS XEA

wire-free, hold-open system with simple installation and compact design

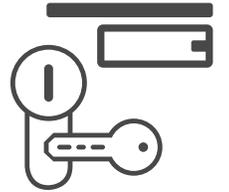
- **Simple installation:** built-in battery power streamlines setup
- **No wiring required:** eliminates electrical work and structural modifications



dormakaba revy

reliable, tailored locking solutions combining security, quality, and cost efficiency

- **Long service life:** durable quality for extended use
- **Versatile functionality:** product range covering all application needs

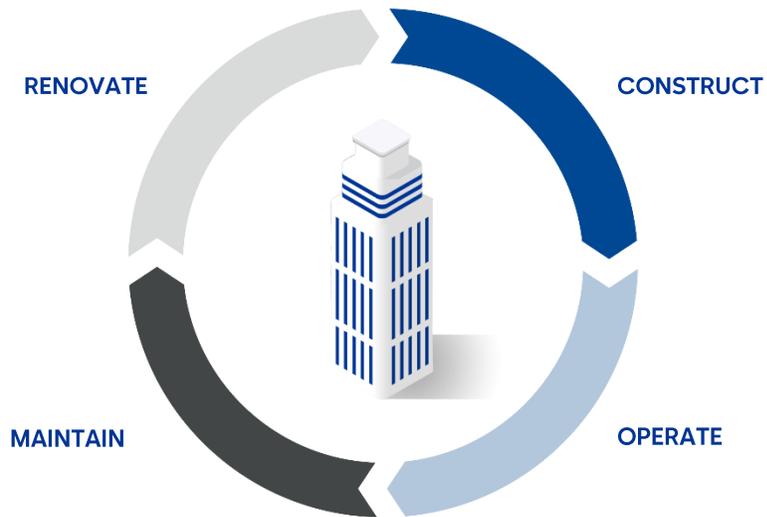


Premium services throughout the full building lifecycle



At dormakaba, we provide comprehensive solutions that support the entire building lifecycle – from design and construction to operation, maintenance, and renovation – ensuring that buildings remain secure, efficient, and adaptable while reducing costs and enhancing the user experience.

BUILDING LIFECYCLE



OUR SERVICE OFFERING



Key and Wall Solutions & OEM

With innovative solutions for flexible space design and customized access systems, we create added value in every environment



Movable Walls
cutting-edge acoustics and automation for versatile, design-forward space divisions

- **#1** world provider of movable wall systems
- **1M+** installations



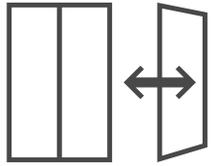
Key Systems
customized keys for every access situation

- **Key blanks** for residential and automotive applications
- **Key cutting machines:** mechanical and electronic for both the basic and professional ranges
- **Automotive solutions:** devices and consumables for vehicle key duplication



Original Equipment Manufacturing
one-stop shopping for door locks and door hardware

- **50+** years of experience in manufacturing and development of high-quality products



Iconic projects built with our solutions

Around the world, cutting-edge buildings and complex facilities rely on our convenient, secure, and attractive access systems. **These examples highlight the quality and flexibility of our products, solutions, and services.**



Elbphilharmonie, Hamburg (Germany)



Hedges Ave Residence, Gold Coast (Australia)



Marina Bay Sands Hotel, Singapore (Singapore)



Galaxy Soho Office Building, Beijing (China)



Taicang Alps Resort, Taicang (China)



Barangaroo Business District, Sydney (Australia)



One World Trade Center, New York (United States)



The Squire Airport Business Center, Frankfurt (Germany)



Bengaluru International Airport (India)

Powerful megatrends and evolving customer needs call for innovation in access solutions

SAFETY & SECURITY



- Mobile access and contactless, biometric, seamless flow
- Convergence of physical and cybersecurity

DIGITALIZATION



- Electromechanical transition
- Connectivity and cloud
- Data and artificial intelligence

SUSTAINABILITY



- Energy efficiency
- Service and lifecycle

URBANIZATION



- Interoperability and open standards
- Flexible usage and roles
- Multi-use and housing densification

+38%

increase in number of attacks on critical infrastructures year-over-year
(ENISA, 2023)

90%

Of the world's data was generated within the past two years

~40%

of greenhouse gas emissions can be attributed to buildings

7 bn

people will be living in urban areas by 2050

Driven by trends, creating customer value, and shaping a secure and sustainable future

SAFETY & SECURITY

skyra

Cloud-based access control solution



Keeps teams on the move without compromising security



MotionIQ

Automatic door system that adapts to user behavior



Enabling our customers to save energy and reduce CO2

SUSTAINABILITY

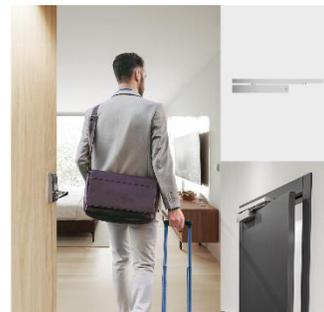
DIGITALIZATION

EasyAssist

Service that provides businesses with remote support for their ACS.



Bringing door closers to the digital age



EntriWorX

Smart ACS to manage access rights to people and areas



Boosting efficiency in specification and planning

URBANIZATION

People, Planet, Partnerships: Making an impact



People

Fair Wages

100%

dormakaba sites that have undergone living wage gap assessment



Planet

Climate Transition¹

17%

Reduction in CO₂ in our operations (Scope 1+2) vs. baseline FY2019/20



Partnerships

Save the children

CHF 1 m

dormakaba's commitment to donate over a ten-year period to support children in DRC

External recognition for our progress in sustainability



dormakaba behaviors



We make things simple for our customers



We act as ONE global team



We develop ourselves



We are courageous and play to win



We are respectful and communicate openly



We celebrate success

Growing the business

Growing together

Growing ourselves



Real culture. Real people. Real stories.



This year marks our fifth anniversary of partnering with Greater Indy Habitat for Humanity. Through this partnership, dormakaba has donated more than \$400,000 to help families in central Indiana achieve homeownership. With the dedication of more than 250 employee volunteers, three families now have a safe place to call home.

"This is the third Habitat for Humanity home I've had the opportunity to work on, and each one is just as meaningful as the last. From helping with the initial panel build to seeing it come to life during our marketing team's build day on-site, it's incredibly rewarding to be part of something that makes a lasting impact on a local family."

*Lindsey Houston
Digital Marketing Communications Manager*

Real culture. Real people. Real stories.



During the winter holidays, the Suzhou Plant hosted a Family Day event, inviting employees' children to experience their parents' workplace firsthand. This initiative, aimed at strengthening family bonds, promoting understanding of workplace roles, and fostering a sense of pride in the company's mission, featured educational activities and creative workshops, reinforcing the company's inclusive and supportive culture.

"We want our employees and their families to feel connected, supported, and valued. Events like these remind us of the importance of family and community within the workplace. As dormakaba grows, it remains dedicated to work-life balance and a culture of care, inclusion, and connection."

Mavis Liu
HR Manager

Real culture. Real people. Real stories.



At dormakaba Montréal, we take environmental responsibility seriously. Once rich with waterways, Montréal Island has lost many streams to urbanization. To help preserve the Bouchard Stream, we partnered with LE GRAME, an organization committed to environmental protection. On May 3, 2025, 15 dormakaba volunteers joined forces to remove more than 800 kg of waste – a record for LE GRAME since 2023. Among the debris were tires, metal, glass, and even air conditioner parts.

"If everyone did their part at home, work, or outdoors, the difference would be incredible."

Domenic Spatolisano
Site Head

If you want to find out more, visit us on one of our channels

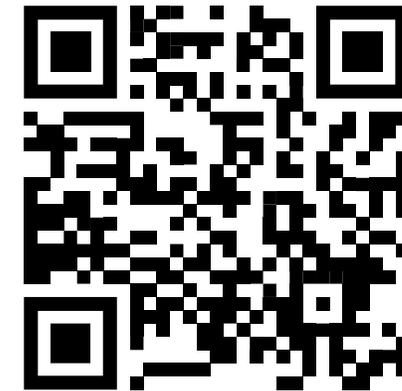


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Links:

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<https://newsroom.dormakaba.com/>
Discover our blog:
[dormakaba Blog: Insights and
Inspiration from the World of Access](#)



Scan the QR code or
click here to get
more information about us:
<https://www.dormakabagroup.com/en/about-us>

Appendix

Board of Directors: Strategic oversight for long-term success



Svein Richard Brandtzæg

Chairman



Kenneth Lochiatto

Vice-Chairman



Thomas Aebischer



Jens Birgersson



Stephanie Brecht-Bergen



Hans Gummert



Marianne Janik



Ilias Läber



Ines Pöschel



Michael Regelski