



# Trusted Access

Corporate Presentation 2020/21

**dormakaba** 

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# One of the Top 3 companies in our industry. Globally leading in smart and secure access solutions.



> 150  
years of experience



> 130  
countries



~ 15,000  
employees



Stock-listed  
SIX Swiss Exchange  
(DOKA)



CHF 2.5 billion  
net sales in 2019/20



Sustainable  
entrepreneurship

Who we are

## We make access in life smart and secure

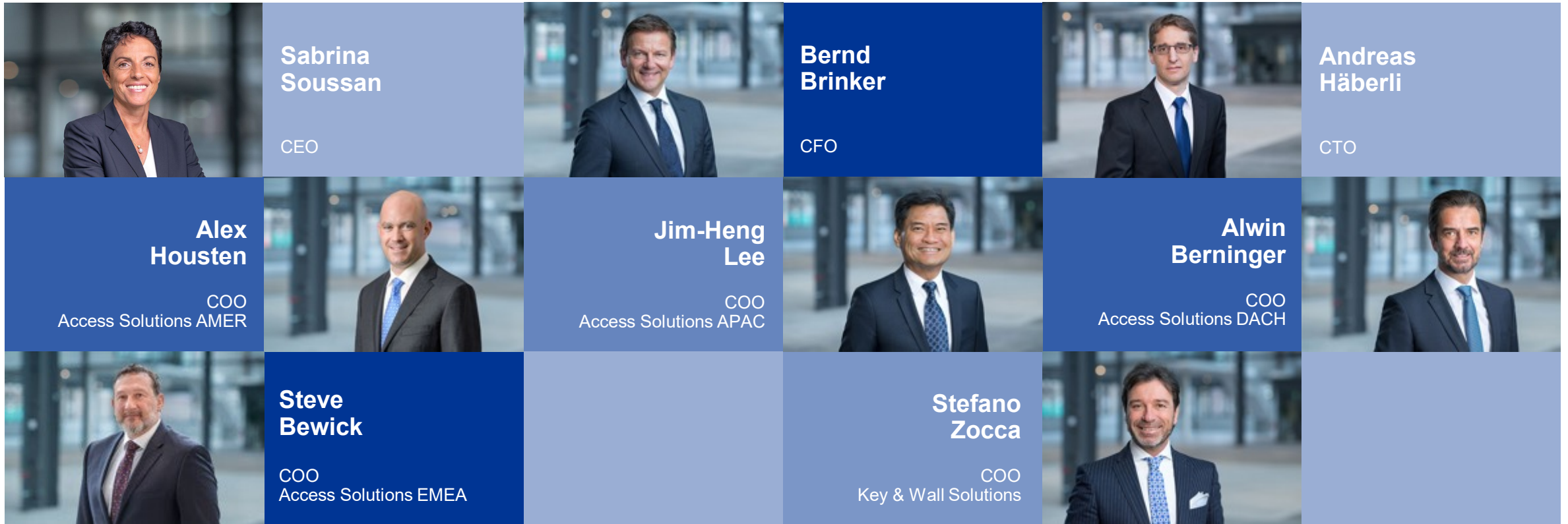
**dormakaba stands for a broad offering of products, solutions, and services for smart and secure access to buildings and rooms from a single source.**

dormakaba was created by merging the two well-established brands Dorma and Kaba.

Alongside the dormakaba brand, the Group's portfolio contains a number of other brands. They provide a wide range of security and access related products and thereby complete the offer of dormakaba.

The dormakaba logo features the brand name in a bold, blue, sans-serif font. To the right of the text is a red graphic element consisting of three slanted parallel lines of increasing height, forming a stylized 'A' or a mountain peak.The BEST logo features the word "BEST" in a bold, black, sans-serif font. To the right of the text is a red circular icon containing a white stylized 'B' or a similar geometric shape. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.The DORMAHÜPPE logo features the brand name in a bold, black, sans-serif font. To the left of the text is a red circular icon containing a white stylized 'D' or a similar geometric shape. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.The ilco logo features the brand name in a bold, black, sans-serif font. To the left of the text is a blue icon consisting of three horizontal slanted lines of increasing height, forming a stylized 'I' or a mountain peak. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.The Kilargo logo features the brand name in a bold, black, sans-serif font. To the left of the text is a green icon consisting of three slanted parallel lines of increasing height, forming a stylized 'K' or a mountain peak. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.The madinoz logo features the brand name in a bold, black, sans-serif font. To the left of the text is a green icon consisting of three slanted parallel lines of increasing height, forming a stylized 'M' or a mountain peak. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.The MODERNFOLD logo features the brand name in a bold, black, sans-serif font. To the left of the text is a blue icon consisting of three horizontal slanted lines of increasing height, forming a stylized 'M' or a mountain peak. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.The PROBUCK logo features the brand name in a bold, black, sans-serif font. To the left of the text is a blue icon consisting of three horizontal slanted lines of increasing height, forming a stylized 'P' or a mountain peak. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.The SKYFOLD logo features the brand name in a bold, black, sans-serif font. To the left of the text is a blue icon consisting of three horizontal slanted lines of increasing height, forming a stylized 'S' or a mountain peak. Below the main text and icon, the words "dormakaba Group" are written in a smaller, lighter font.

# The Executive Committee



## Financial year 2019/20 (1 July 2019 – 30 June 2020): results impacted by Covid-19 pandemic



Net sales

**2,539.8**  
million CHF



Organic sales

**-6.9%**



EBITDA

**325.0**  
million CHF



EBITDA margin

**12.8%**



Dividend

**10.50**  
CHF per share



R&D investment

**4.4%**  
of sales

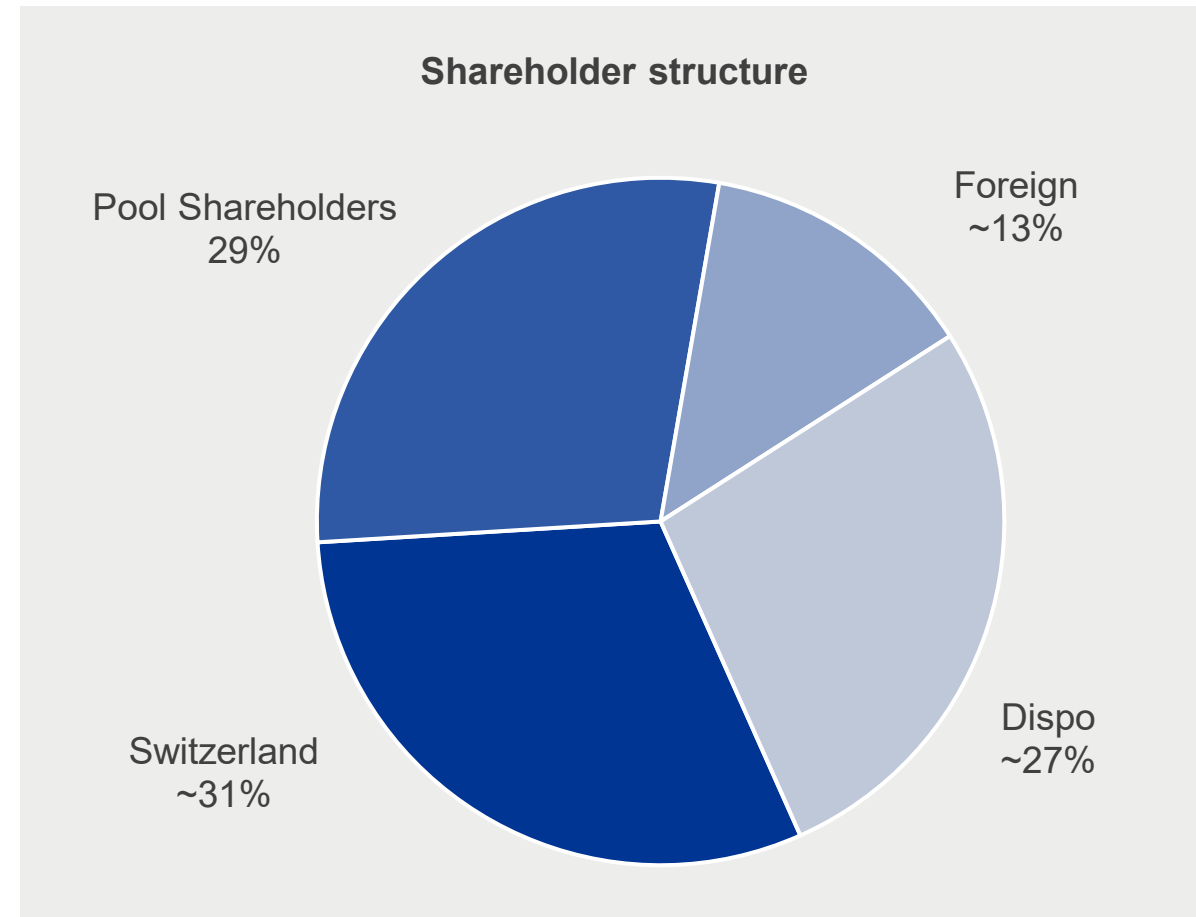


More information: [https://report.dormakaba.com/2019\\_20](https://report.dormakaba.com/2019_20)

## Our ownership structure supports long-term focus

**Our pool shareholders, connected to dormakaba through the histories of Dorma and Kaba, stand for long-term focus and stability.**

- Stock-listed at SIX Swiss Exchange, Zurich, since November 1995: DOKA
- Issued shares: 4,200,026
- Market capitalization: approx. CHF 2.2 billion (as of 30 June 2020)





# Growth drivers shaping our industry



Urbanization



Increasing prosperity  
in emerging markets



Demographic  
change



Increasing need  
for security



Technology



Sustainability

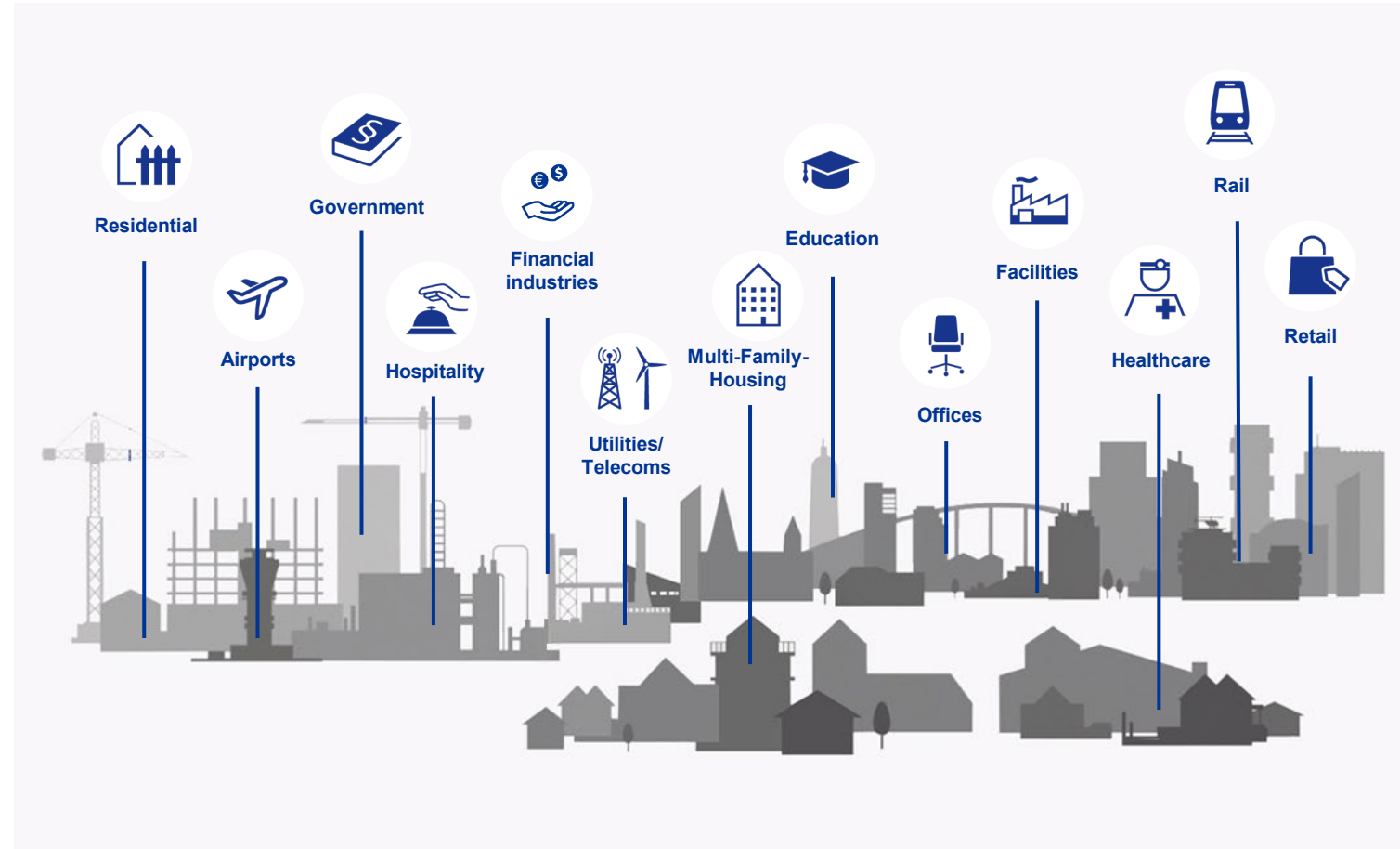


## We offer in-depth knowledge and expertise to diverse sectors

Economic, technological and social developments impact the industries we supply in different ways.

**Understanding trends in these sectors is key to aligning our offering with our customers' needs.**

From automated doors in healthcare facilities to ensuring people flow in retail and airports to digital building management in smart offices – we provide custom-tailored solutions in each sector.



# Delivering comprehensive access solutions and services worldwide



Broad product & solutions portfolio



Global sales and services presence

XEA®

Awarded product design



Preferred brands, trusted for generations



Expertise at every phase



Iconic references around the globe

# Smart and secure access solutions from a single source

## Door Hardware

Long-life, attractive door technology solutions – for greater on-site convenience, easy assembly, and reliable functionality from a single source.

## Electronic Access & Data

Electronic access control and workforce management – for efficient access management, security, and data collection.

## Entrance Systems

Automated crowd flow and access control – for convenient, safe and secure access and egress.

## Interior Glass Systems

High-quality system solutions made from glass – for a wide range of everyday and office applications.





# Smart and secure access solutions from a single source

## Lodging Systems

Hotel locks and locking systems as well as access management solutions for holiday homes – for reliable yet convenient and efficient protection of all kinds of property.

## Mechanical Key Systems

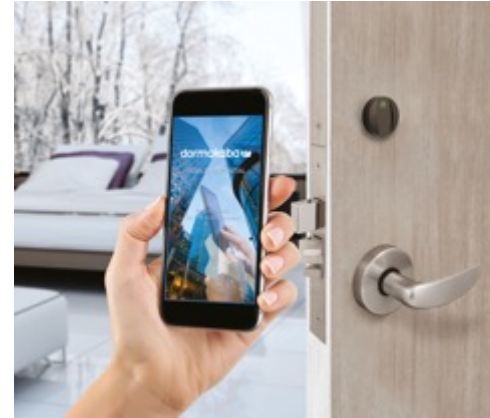
Optimal security with flexible allocation of access rights – for the best possible control, low costs, and greater convenience.

## Safe Locks

Security locks – for optimal protection of goods, valuables, information, or hazardous substances against unauthorized access.

## Key Systems

Key blanks and key-cutting machines as well as automotive solutions ranging from vehicle keys up to programming devices – for every access situation.



# Smart and secure access solutions from a single source

## Movable Walls

Flexible, efficient partition wall solutions – for individual space configuration in hotels, conference centers, studios and other venues.

## Services

Customized service and maintenance – for the sustained function of all kinds of access solutions.

## Digital Solutions

Digital products complement and enhance the core business with digital features, for example by enabling connectivity – to make the customer experience more digital, convenient and efficient.



# We support customers at every stage of their project and beyond





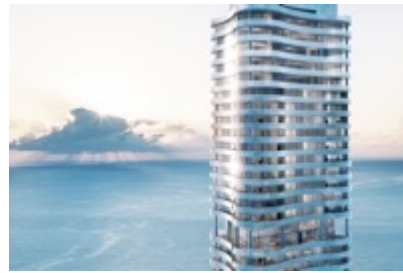
# Groundbreaking projects are built with our solutions

Around the world, cutting-edge buildings and complex facilities rely on our convenient, secure, and attractive access systems.

**These references highlight the quality and flexibility of our products, solutions and services.**



Elbphilharmonie, Hamburg (Germany)



Hedges Ave Residence, Gold Coast (Australia)



Barangaroo Business District, Sydney (Australia)



One World Trade Center, New York (USA)



Marina Bay Sands Hotel, Singapore



Galaxy Soho Office Building, Beijing (China)



Aalt Stadhaus, Differdange (Luxembourg)



The Squire Airport Business Center, Frankfurt (Germany)



Liondes Chalets, St. Vigil (Italy)

# As technology evolves, we create new opportunities



Connected Customers  
& Partners



Connected  
Products



Connected  
Company



Connected  
Services

# We are proud of our tradition in smart access and security solutions

**1862**

Founding of a workshop for locks and safes

**KABA**

**DORMA**

**1934**

Patent registration for reversible key lock



**2000/01**

Acquisition of Uican



**2009**

First worldwide airport e-gates for selfboarding



**2015**

Merger of Dorma and Kaba



**2015/16**

First cloud-based access solutions



**2017**

Acquisition of Skyfold



**2019**

Rated EcoVadis Gold for sustainability management



**1908**

Founding of Dörken & Mankel KG

**1950**

Entry into the door closer market

**1962**

Production of the first automatic operators

**2002**

Entry into the mobile partition systems business

**2016/17**

Acquisitions in North America



**2018/19**

Building a digital business of ecosystems





# We continuously drive innovation in our industry

**To ensure innovation leadership, we invest above-average 4–5% of annual sales in R&D.**

Many of our products have been awarded due to their function, look, and sustainability.

As an innovation leader, we take an active role in the digital transformation of our industry. Recent innovations include:

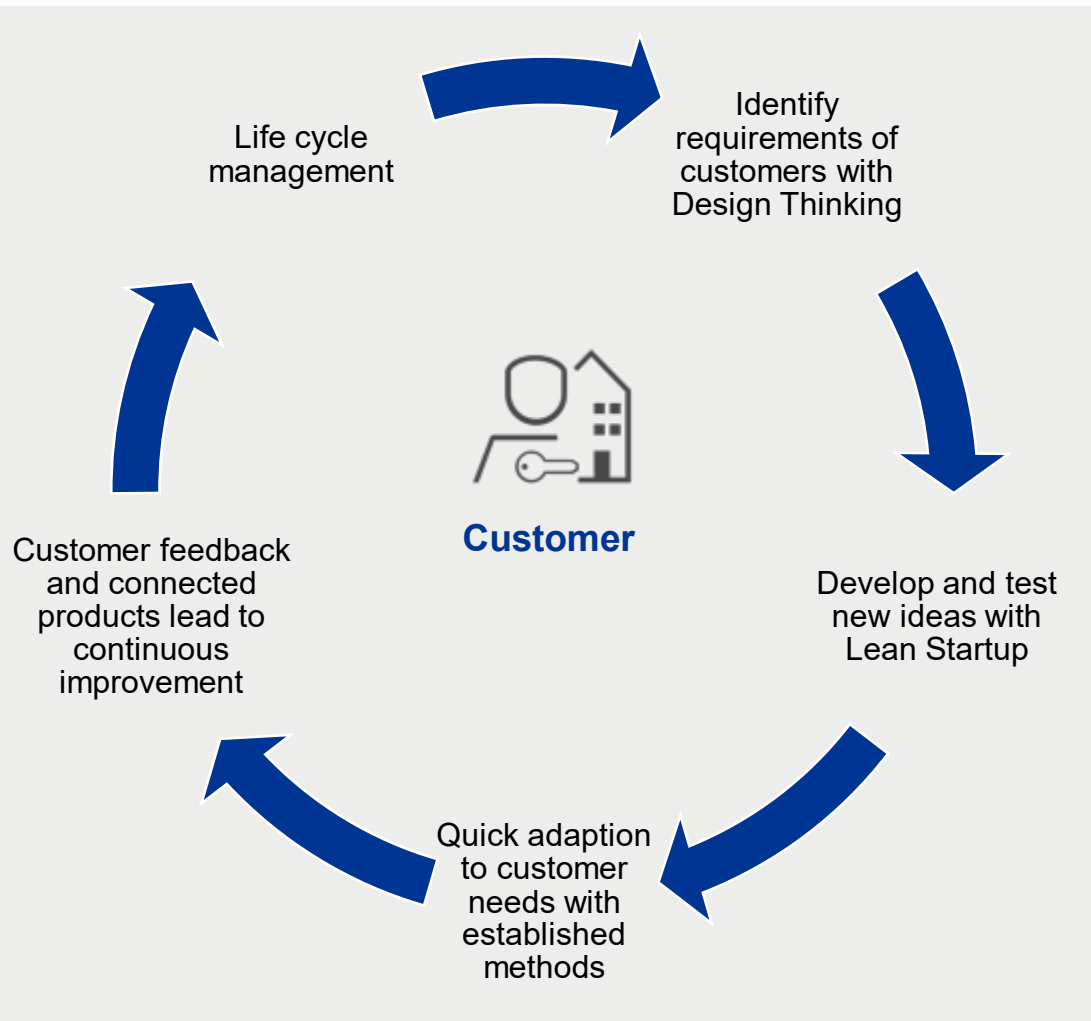
- Switch™ Tech platform  
(retrofitting electronic access control)
- Mobile Access Solutions  
(access via smartphone)
- ES Proline  
(a new generation of sliding door drive units)
- FleXline  
(the first fully automated key cutting system)



More Information: [dormakaba.com/en/about-us/innovation](https://dormakaba.com/en/about-us/innovation)



## How we continuously improve our products and services



**Innovation is focused on solving our customers' pain points. We aim to create a wow-effect for our customers when they see the benefits of our solutions.**

We achieve that by identifying and meeting their needs at every stage during product development and life cycle. Our focus lies on

- Value-driven offering
- Connecting products
- Data-driven support and feedback
- Predictive product maintenance
- Embedment of our solutions in digital eco-systems

We explore new and flexible business models from classical sales to new opportunities like pay per use or solution as a service.

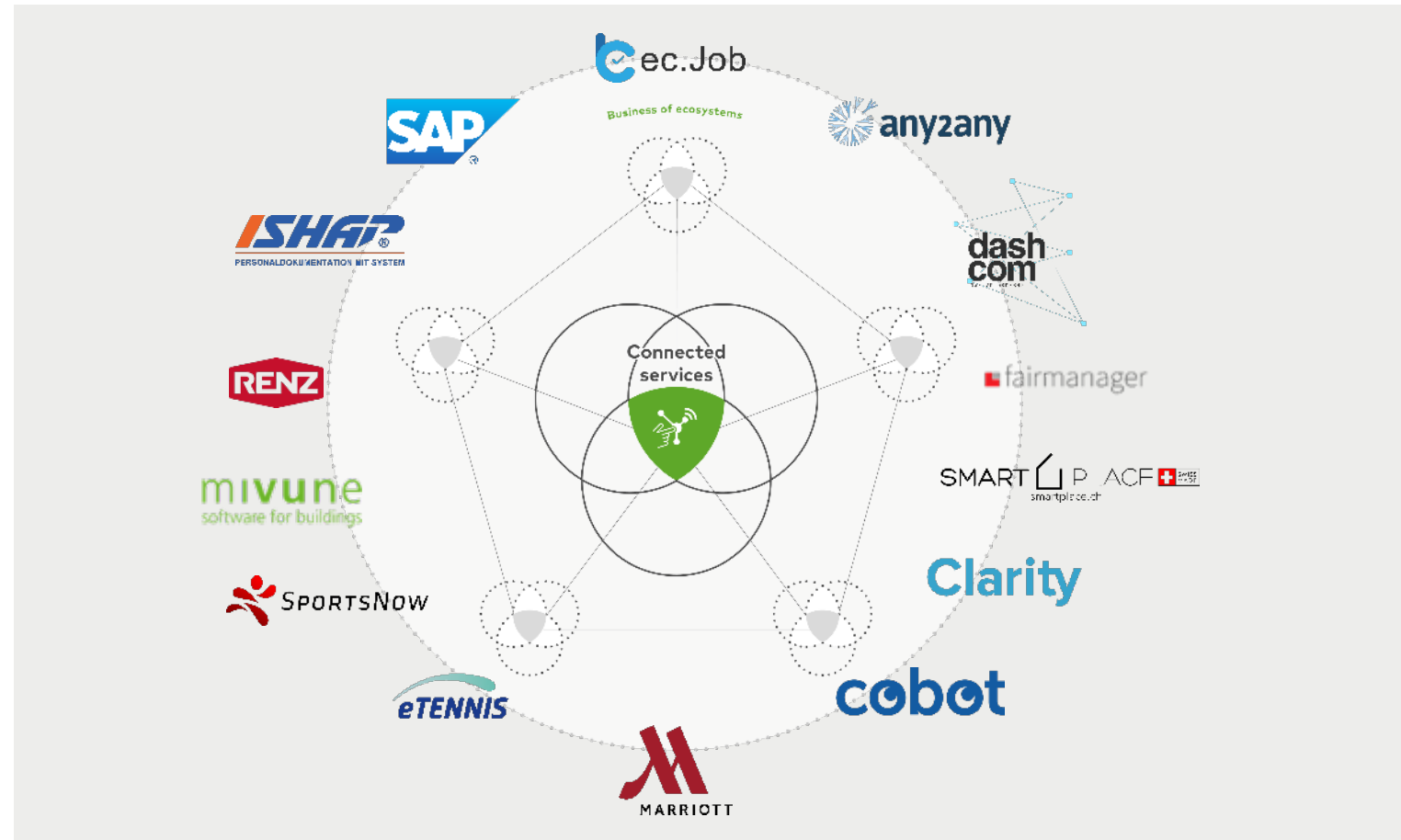
# Open platforms allow for new forms of connectivity

Where several platforms interact,  
entire new digital ecosystems emerge.

**We develop digital products and  
services based on open platforms that  
can connect and share data with others.**

For example

- Hospitality services
- Rental services
- Delivery services
- Building management
- Co-working platforms





# We safeguard buildings, communities, and nature



Environmental  
sustainability



Social  
responsibility



Economic  
accountability

# A foundation of our business strategy

**We are committed to foster a sustainable development along our entire value chain in line with our economic, environmental and social responsibilities toward current and future generations.**

- Sustainable development and production of products
- Responsible dealings with employees and business partners
- Transparent reporting through recognized standards:
  - Global Reporting Initiatives Standards
  - Carbon Disclosure Project
- dormakaba is part of the following initiatives:
  - UN Global Compact
  - Responsible Labor Initiative
  - Science-Based Targets Initiative
  - US Green Building Council & German Green Building Council



More Information: [dormakaba.com/en/about-us/sustainability](https://dormakaba.com/en/about-us/sustainability)

## We contribute to the United Nations Sustainable Development Goals



These eight SDG's are the most aligned to our sustainability strategy.



## Sustainability progress in the financial year 2019/20 in strategic focus areas



Emissions avoided through green electricity purchase and energy efficiency

**16,400**  
tonnes CO2



Environmental Product Declarations published

**13**



ISO 14001 certified manufacturing sites

**36%**  
of baseline  
FY 2017/18

**50%**  
target



Products with environmental and/or health product declarations

**19%**  
of revenue share

**30%**  
target



Manufacturing sites with health & safety management systems

**73%**

**100%**  
target



Suppliers invited for sustainability assessment

**475**



Participation rate in employee survey dormakaba dialogue

**80%**  
of full-time equivalent employees



Statement of Commitment on Human Rights published



Process & Production



Products



People



Transparency

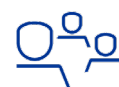
# Trust is what guides us in every aspect of business



Values-based  
working culture



Code of Conduct  
as fundament for  
all employees



Collaboration within  
one global team

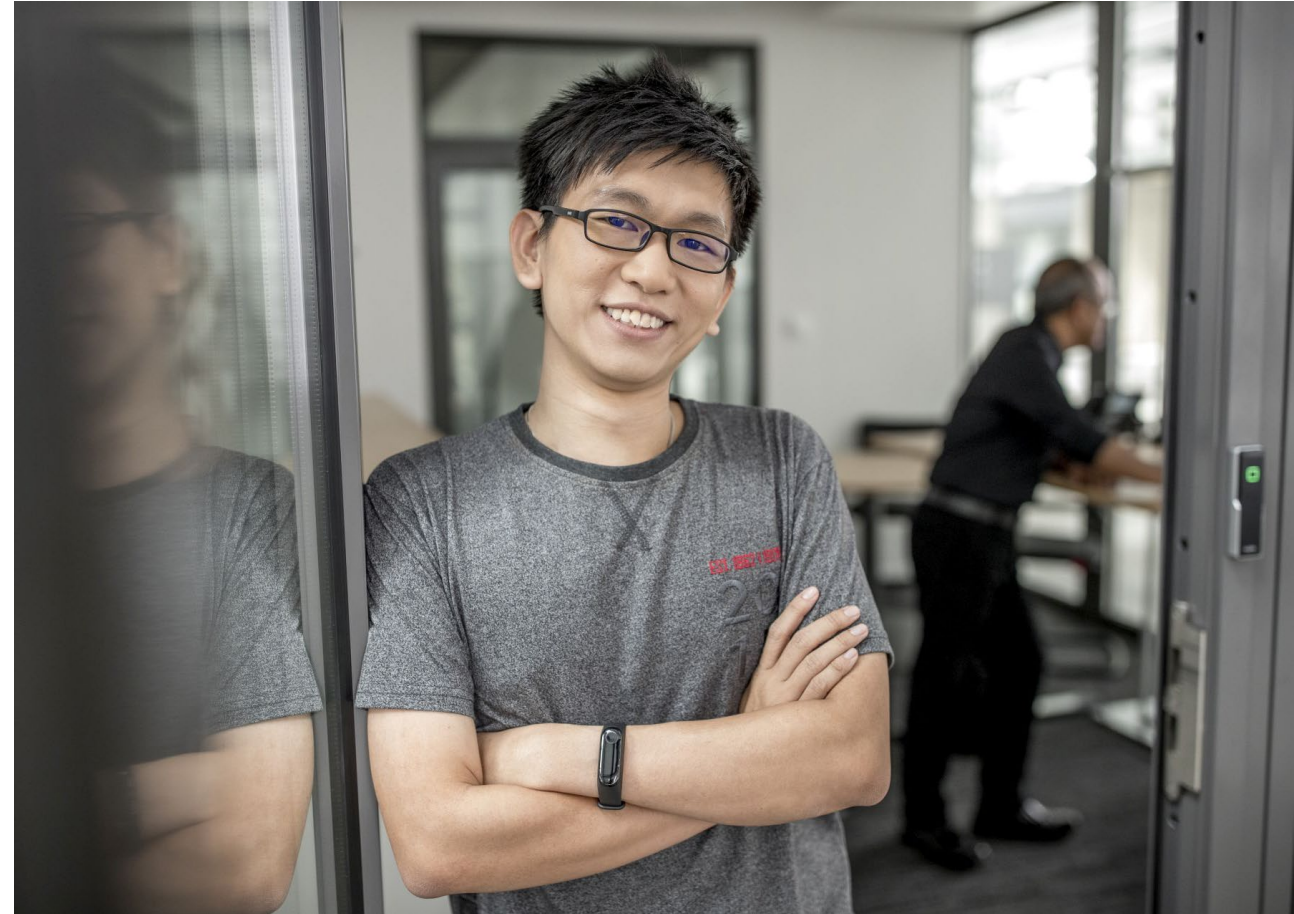
## Our ambition derives from the values we live every day

**Anchored in our brand promise “Trust”,  
we strive for being the trusted industry leader.**

Our mission is to make access in life smart and secure.

We reaffirm our brand promise by acting according to  
our values.

**Customer First**  
**Curiosity**  
**Performance**  
**Courage**  
**Trust**





## Trust in our people is the basis of our success

**We rely on employees who have the courage to ask questions and the passion to supply the solutions of tomorrow.**

As an employer, dormakaba offers

- a vivid culture of feedback and dialogue
- systematic further employee development which focusses on strengths
- regular employee surveys and team workshops
- compensation that encourages excellence
- an international working environment



More Information: [www.dormakaba.com/en/career](http://www.dormakaba.com/en/career)

Engage with us!

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



**Website:**

[www.dormakaba.com](http://www.dormakaba.com)

**Blog:**

[blog.dormakaba.com](http://blog.dormakaba.com)

**Newsroom:**

[newsroom.dormakaba.com](http://newsroom.dormakaba.com)

**Career:**

[www.dormakaba.com/en/career](http://www.dormakaba.com/en/career)

**Annual Report 2019/20:**

[report.dormakaba.com/2019\\_20](http://report.dormakaba.com/2019_20)

**Sustainability Report 2019/20:**

[report.dormakaba.com/sustainability](http://report.dormakaba.com/sustainability)



# dormakaba

## Trusted Access



Industry experience  
since 150+ years



Global presence with  
~ 15,000 employees



Worldwide top three  
market position



Innovation leadership  
in access solutions



Integrated product &  
solutions portfolio



Sustainable and  
future-oriented  
entrepreneurship





# Thank you

# Disclaimer

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