



Trusted Access

Corporate Presentation 2020/21

dormakaba 

Table of contents

[Who we are](#)

[Our industry](#)

[What we offer](#)

[Innovation](#)

[Sustainability](#)

[Trust](#)



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 2020/21



Sustainable
entrepreneurship

Who we are

We make access in life smart and secure

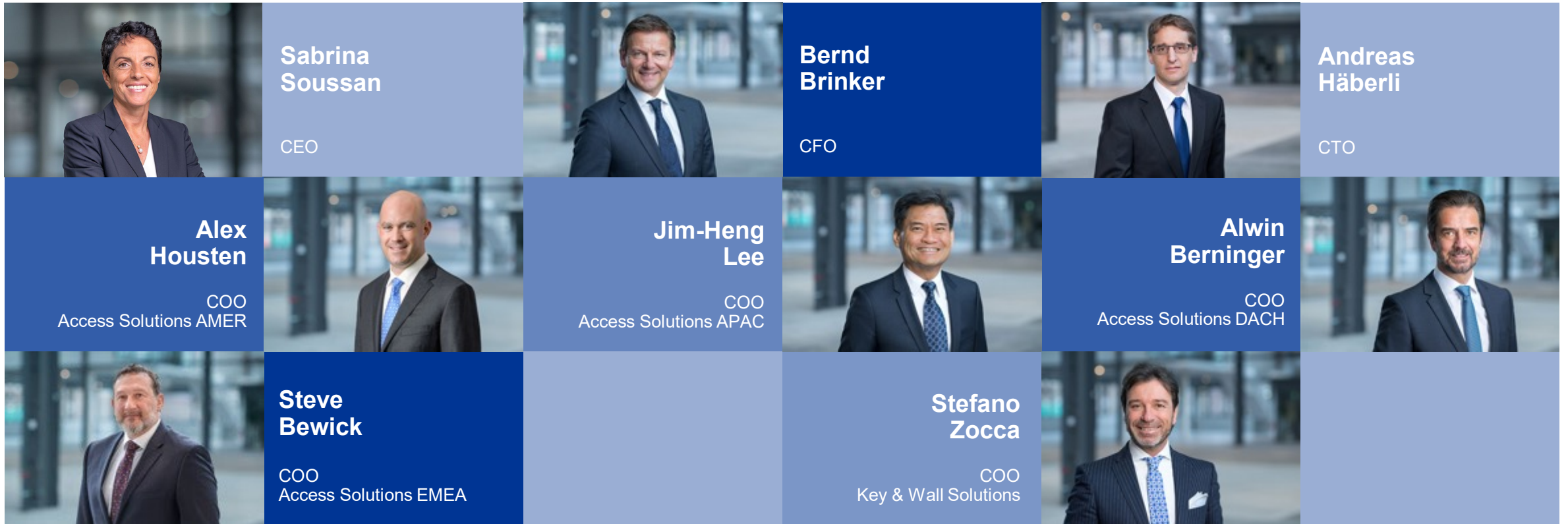
dormakaba stands for a broad offering of products, solutions, and services for smart and secure access to buildings and rooms from a single source.

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 logo for dormakaba, featuring the word "dormakaba" in a bold, blue, sans-serif font, followed by a red graphic element consisting of three slanted parallel lines.The logo for BEST, featuring the word "BEST" in a bold, black, sans-serif font, followed by a red circular icon with a white stylized 'B' inside. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for DORMAHÜPPE, featuring the word "DORMAHÜPPE" in a bold, black, sans-serif font, followed by a red circular icon with a white stylized 'D' inside. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for ilco, featuring the word "ilco" in a bold, black, sans-serif font, followed by a blue graphic element consisting of three slanted parallel lines. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for Kilargo, featuring the word "Kilargo" in a bold, black, sans-serif font, followed by a green graphic element consisting of three slanted parallel lines. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for madinoz, featuring the word "madinoz" in a bold, black, sans-serif font, followed by a green graphic element consisting of three slanted parallel lines. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for LCA, featuring a red graphic element consisting of a stylized 'L' and 'C' inside a red diamond shape, followed by the letters "LCA" in a bold, black, sans-serif font. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for MODERNFOLD, featuring the word "MODERNFOLD" in a bold, black, sans-serif font, followed by a blue graphic element consisting of three slanted parallel lines. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for PROBUCK, featuring the word "PROBUCK" in a bold, black, sans-serif font, followed by a blue graphic element consisting of three slanted parallel lines. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.The logo for SKYFOLD, featuring the word "SKYFOLD" in a bold, black, sans-serif font, followed by a blue graphic element consisting of three slanted parallel lines. Below the logo, the text "dormakaba Group" is written in a smaller, black, sans-serif font.

The Executive Committee



Financial year 2020/21 (1 July 2020 – 30 June 2021): Good and improved business results in a demanding environment



Net sales

2,499.7
million CHF



Organic sales

1.3%



EBITDA

353.1
million CHF



EBITDA margin

14.1%



Net profit

193.3
million CHF



Dividend

12.50
CHF per share / proposal to the AGM

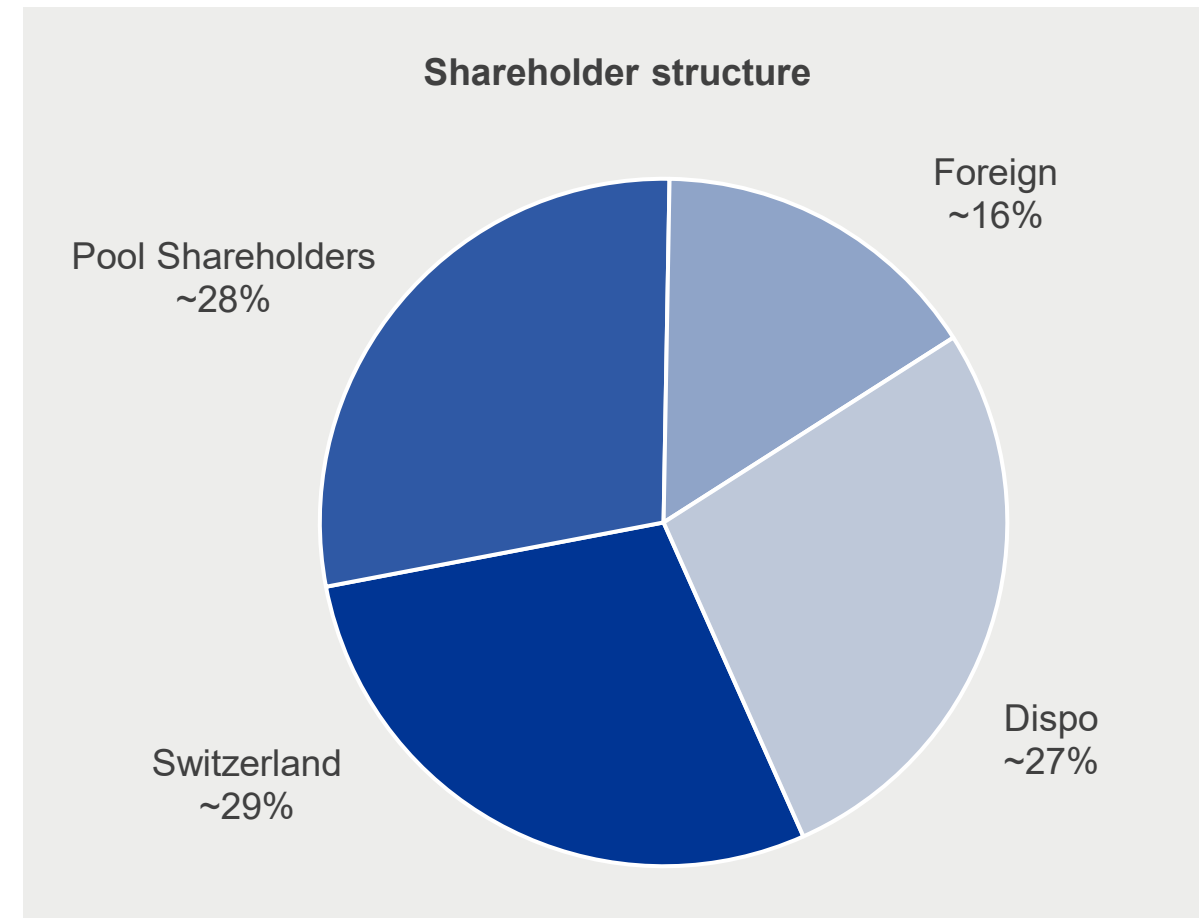


More information: https://report.dormakaba.com/2020_21

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 2.6 billion (as of 30 June 2021)



Growth drivers shaping our industry



Urbanization



Increasing prosperity
in emerging markets



Demographic
change



Increasing need
for security



Technology



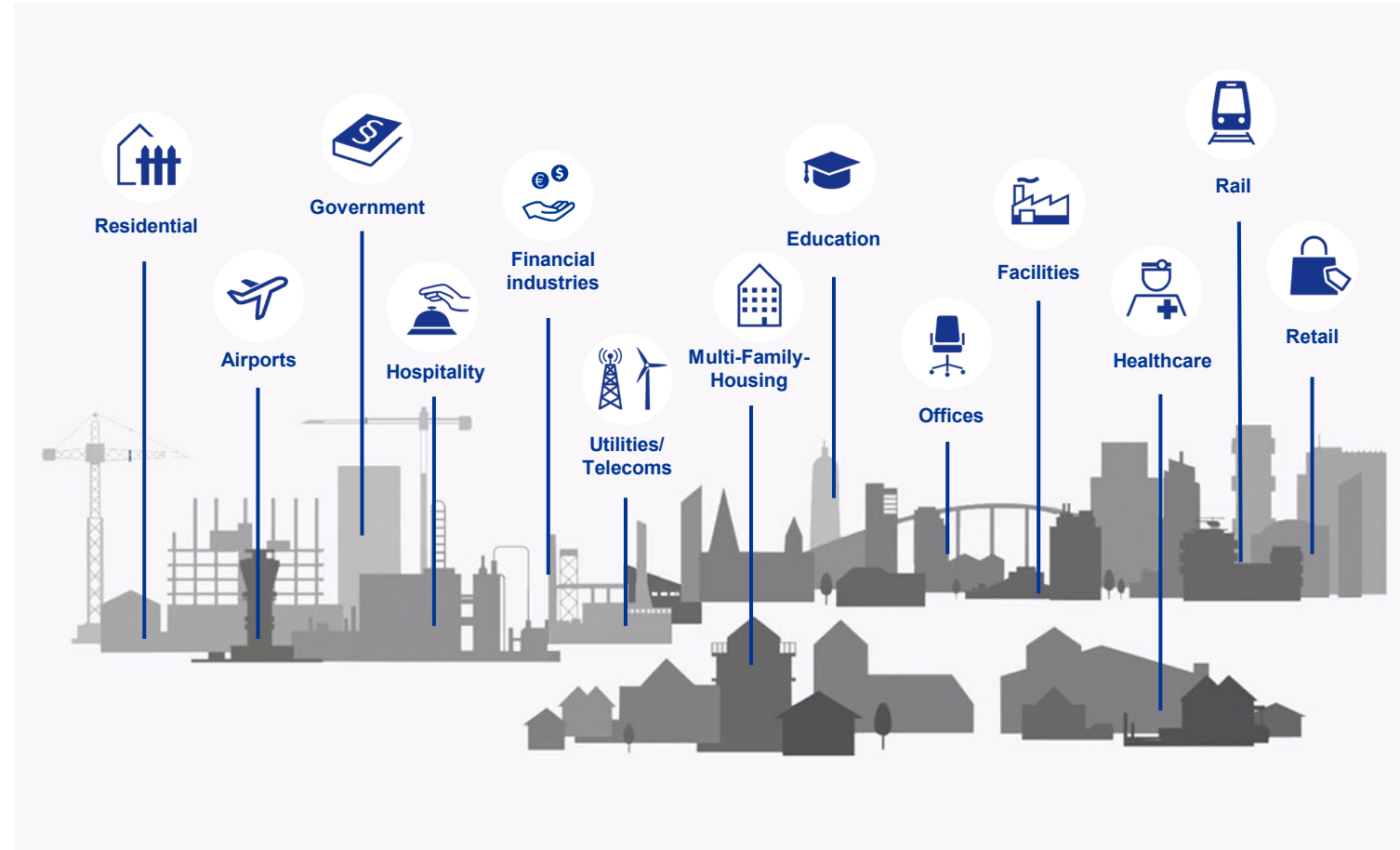
Sustainability

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.

*) divestment of business unit announced 30 August 2021



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

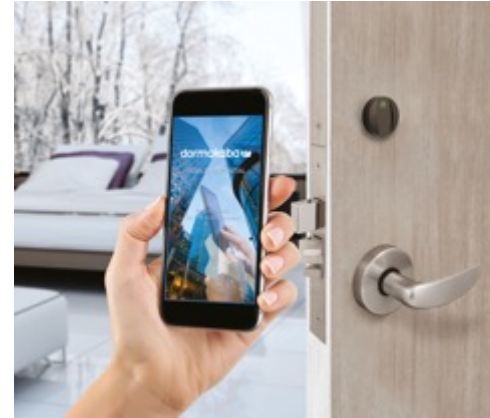
Optimal security with flexible allocation of access rights – for the best possible control, low costs, and greater convenience.

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



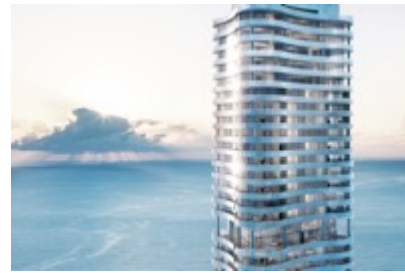
Groundbreaking projects are built with our solutions

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



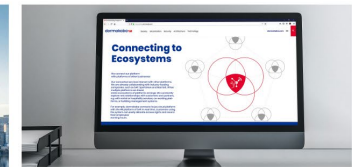
2017

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:

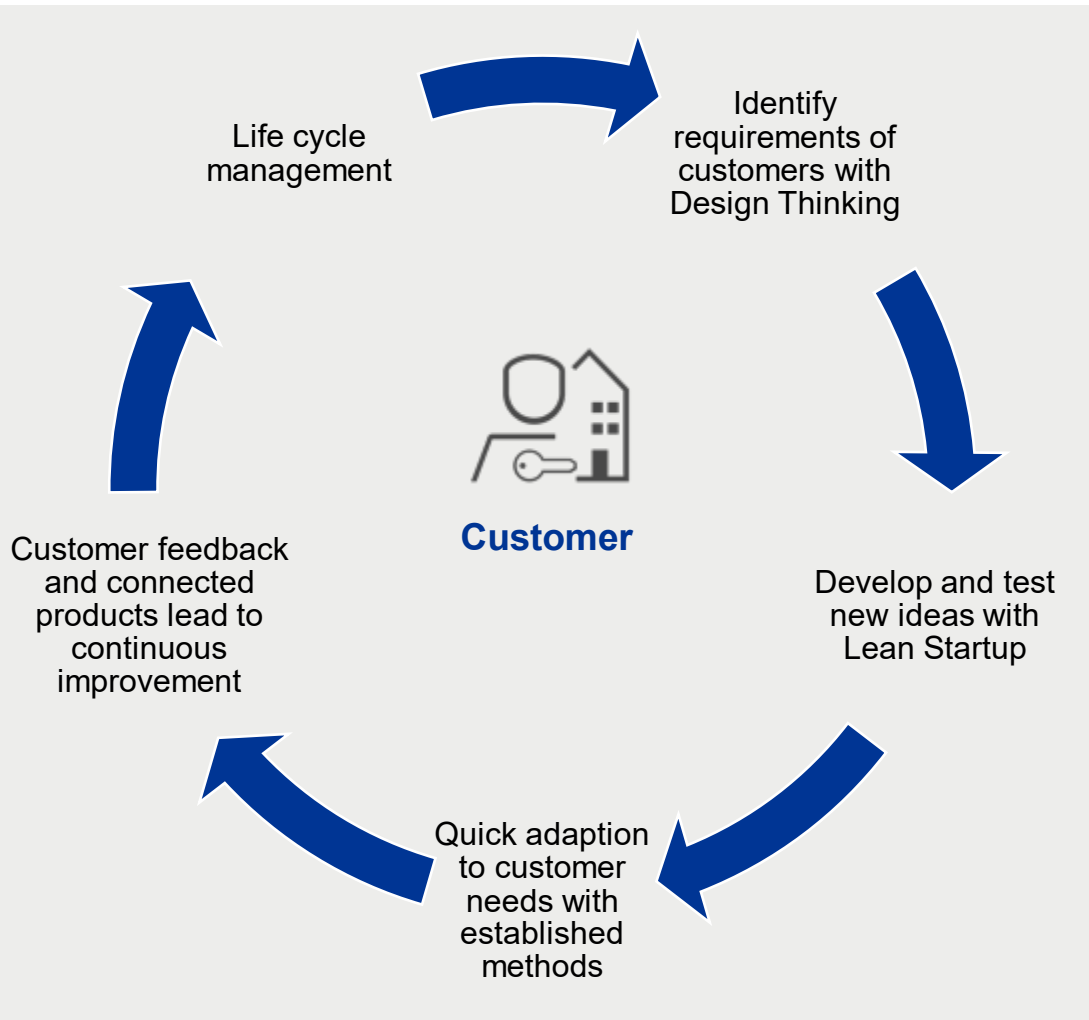
- Switch™ Tech platform
(retrofitting electronic access control)
- Mobile Access Solutions
(access via smartphone)
- ES Proline
(a new generation of sliding door drive units)
- FleXline
(the first fully automated key cutting system)



More Information: <https://www.dormakabagroup.com/en/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.

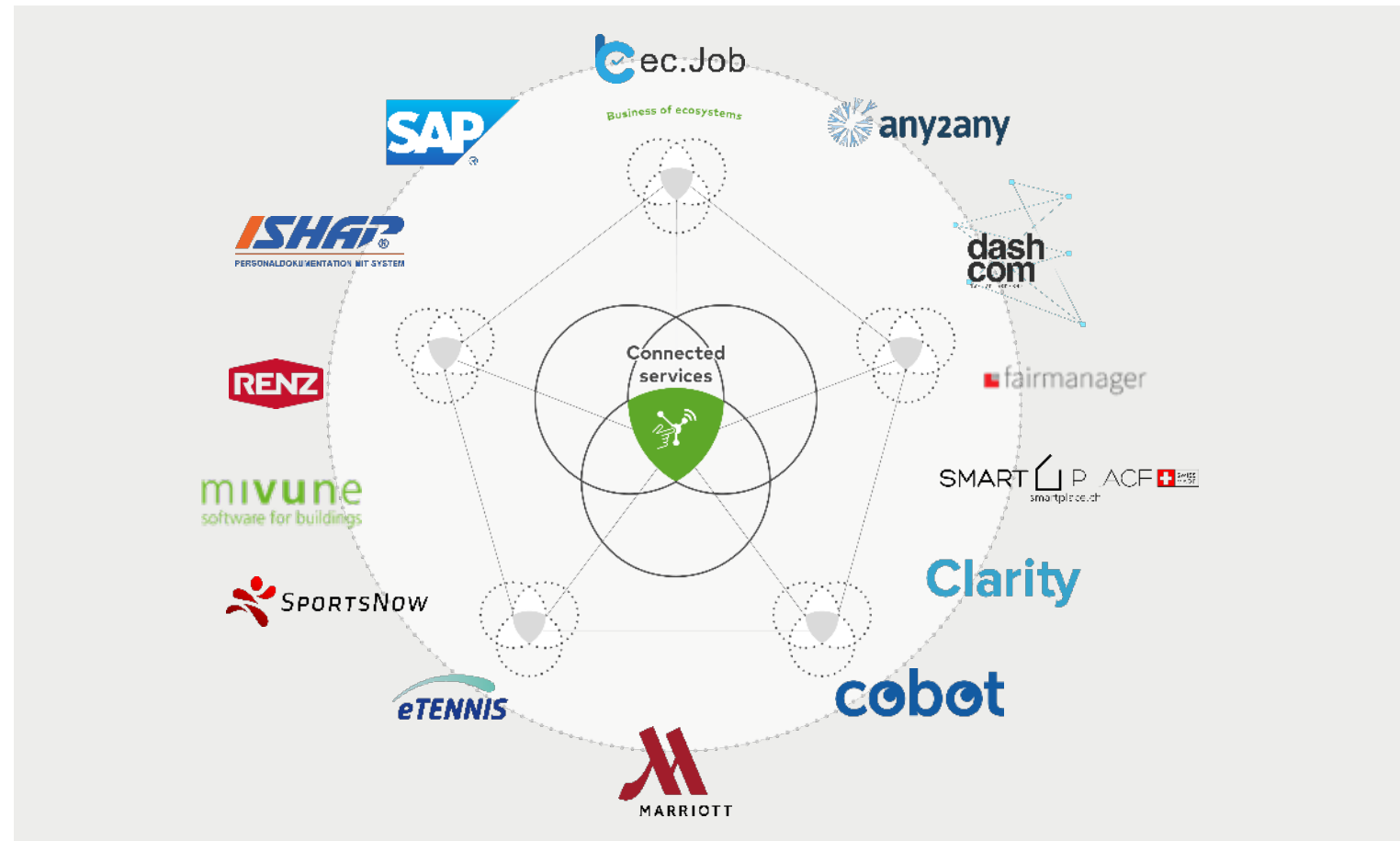
Open platforms allow for new forms of connectivity

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: <https://www.dormakabagroup.com/en/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 2020/21 in strategic focus areas



Emissions avoided through green electricity purchase and energy efficiency

15,500
tonnes CO2



Environmental Product Declarations published

>70



ISO 14001 certified manufacturing sites

50%
of baseline
FY 2017/18

50%
target



Products with environmental and/or health product declarations

32%
of revenue share

30%
target



Manufacturing sites with health & safety management systems

82%

100%
target



Suppliers invited for sustainability assessment

146



Participation rate in Pulse Check employee survey

70%
of full-time equivalent employees



Social audits of own operations

2



Process & Production



Products



People



Transparency

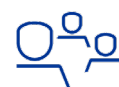
Trust is what guides us in every aspect of business



Values-based
working culture



Code of Conduct
as fundament for
all employees



Collaboration within
one global team

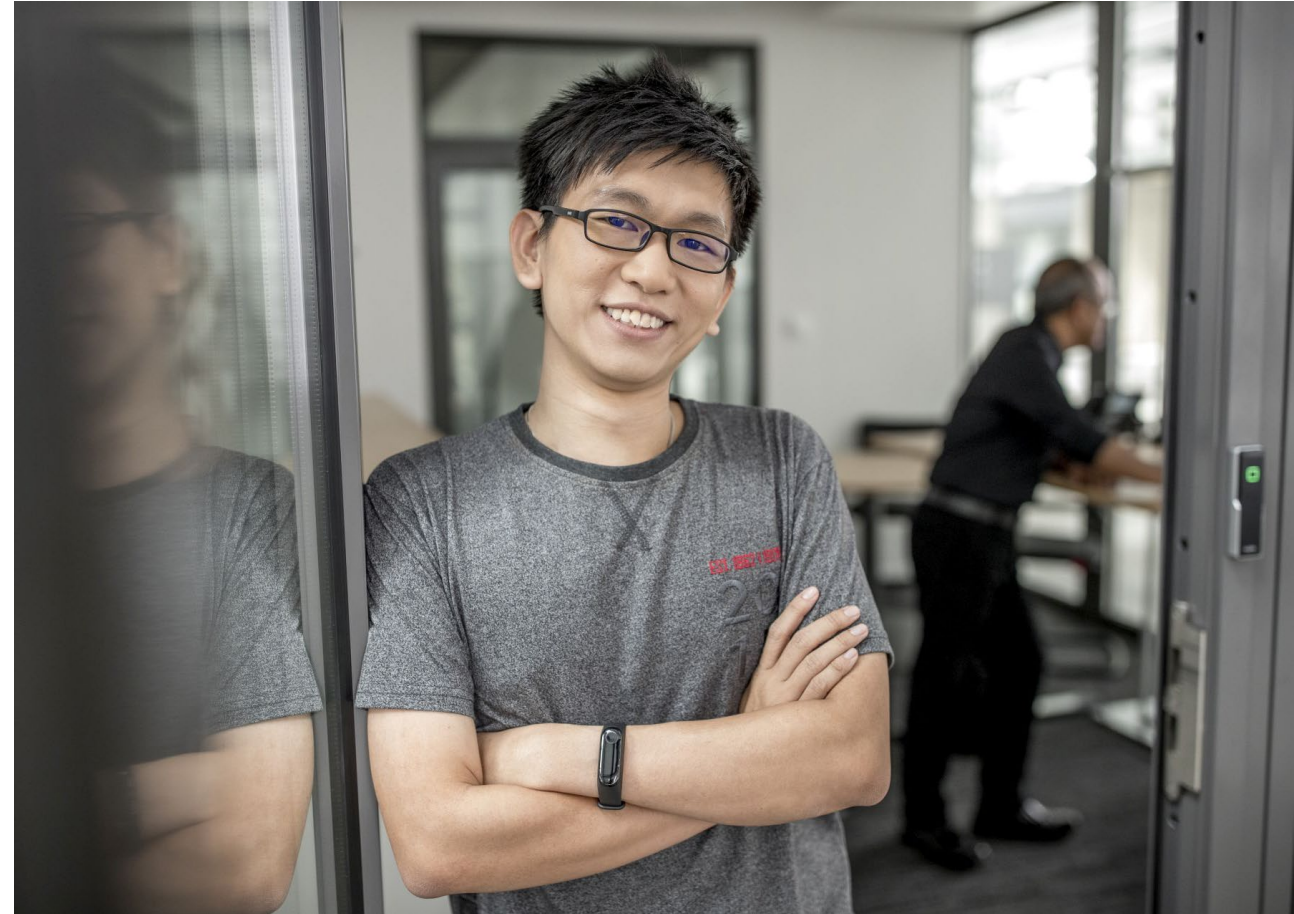
Our ambition derives from the values we live every day

**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: <https://www.dormakabagroup.com/en/careers>

Engage with us!

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



Website:

www.dormakabagroup.com

Blog:

blog.dormakaba.com

Newsroom:

newsroom.dormakaba.com

Career:

www.dormakabagroup.com/en/careers

Annual Report 2020/21:

report.dormakaba.com/2020_21

Sustainability Report 2020/21:

report.dormakaba.com/2020_21/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

This communication contains certain forward-looking statements including, but not limited to, those using the words “believes”, “assumes”, “expects” or formulations of a similar kind. Such forward-looking statements reflect the current judgement of the company, involve risks and uncertainties and are made on the basis of assumptions and expectations that the company believes to be reasonable at this time but may prove to be erroneous. Undue reliance should not be placed on such statements because, by their nature, they are subject to known and unknown risks, uncertainties and other factors outside of the company's and the Group's control which could lead to substantial differences between the actual future results, the financial situation, the development or performance of the company or the Group and those either expressed or implied by such statements. Except as required by applicable law or regulation, the company accepts no obligation to continue to report, update or otherwise review such forward-looking statements or adjust them to new information, or future events or developments.

This communication does not constitute an offer or an invitation for the sale or purchase of securities in any jurisdiction.

dormakaba®, dorma+kaba®, Kaba®, Dorma®, Ilco®, LEGIC®, Silca®, BEST® etc. are registered trademarks of the dormakaba Group. Due to country-specific constraints or marketing considerations, some of the dormakaba Group products and systems may not be available in every market.