

Sustainability Highlights

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Foreword



Dear Reader,

Welcome to our Sustainability Highlights publica-
tion. It provides an overview of the progress we
made toward our sustainability ambitions in the
2025/26 financial year and the actions we are
taking to create long-term value for our customers,
partners, and society.

Sustainability is embedded in our corporate strat-
egy and guides how we innovate, operate, and
collaborate across our value chain. As part of the
construction industry, we have both a responsibili-
ty and an opportunity to contribute to a more
sustainable built environment. Through our Sustain-
ability Framework, we develop sustainable solu-
tions, improve resource efficiency, and support our
customers in achieving their own sustainability
goals.

Over the past year, we continued to decrease our
water and waste consumption, as well as engage
with our suppliers to improve their sustainability
performance.

Our continued recognition on the CDP Supplier
Engagement A List reflects our commitment to
collaborative climate action, while our EcoVadis
Platinum Medal and CDP Climate A List acknowl-
edgments demonstrate our ongoing efforts to
improve our sustainability performance and
transparency.

Despite ongoing political discussions around
sustainability, customer expectations continue
to accelerate the integration of sustainability
into business decisions, product requirements,
and partnerships — from carbon emissions and
circularity to responsible sourcing and material
transparency. We remain committed to working
closely with our customers and partners to meet
these expectations and create lasting impact.

The 2026/27 financial year will mark the final year
of our current Sustainability Framework. Building on
the progress we have made, we are already devel-
oping our next sustainability strategy to further
strengthen our commitments and increase our
impact. Looking ahead, we will continue to build on
our achievements, hold ourselves accountable, and
work together with our stakeholders to advance
sustainability across our value chain.

Warm regards,

Stephanie Ossenbach
Group Sustainability Officer, dormakaba

Shaping a Sustainable Future

As part of our corporate strategy, Shape to Growth, we have committed to an industry-leading framework for sustainability with ambitious targets. We believe that sustainability is at the core of our industry's future and of the building industry in general, and thus critical for our business model.

Our sustainability framework is in line with our most material issues, based on three Pillars: People, Planet, and Partnerships. Within each Pillar,



	Aim	Material topics
People	We create a fair, inclusive and safe culture which enables our employees to thrive. We provide a workplace where they can continuously grow, openly contribute with their ideas and feel proud of their achievements.	- Fair Employment - Training & Education - Diversity, Equity & Inclusion - Occupational Health & Safety
Planet	We develop innovative and resource efficient solutions for the circular economy and do our part to ensure a climate resilient future. We offer durable and energy efficient products that help our customers achieve their own sustainability goals.	- Energy & Emissions - Circular Economy & Materials - Environmental Compliance
Partnerships	We lead by example and engage with our partners to drive more eco-friendly practices and support the protection of human rights. Through our secure access solutions, we also contribute to people's health and safety. We work with partners to raise awareness on safe operating practices of our products.	- Supplier Sustainable Development - Human Rights - Forced or Compulsory Labor - Customer Health & Safety - Marketing & Labeling

Key Achievements in FY 2025/26

 -26% reduction in operational CO ₂ emissions since FY 19/20	 -74% less landfill waste (2,543 tons) since FY 20/21	 281 sustainability-related product declarations / certifications published	 -40% lower recordable injury rate since FY 20/21
 77% of reassessed suppliers improved their sustainability score	 30 children onboarded to our child labor remediation program with Save the Children Switzerland	 30% of our fleet now electric from 0% in FY 20/21 Germany · France · UK	 EcoVadis Platinum medal and CDP A for climate and supplier engagement

External recognitions and acknowledgements underline the impact of our sustainability journey.

 Platinum We are in the top 1% of the more than 150,000 assessed companies.	 A List We are honored to be recognized on CDP's A List as a global leader in transparency on climate change.	 A List Being on the CDP Supplier Engagement A List, highlights our leadership in engaging with suppliers on climate change and environmental action.	MSCI AA We are among the industry leaders in managing the most significant ESG risks and opportunities.
 Prime Status dormakaba shares are eligible for responsible investment by over 3,000 institutional investors and clients of ISS.	 One of the world's most sustainable companies We ranked 662 nd among 5,800 assessed companies worldwide.	 One of Europe's Climate Leaders We are among the 600 European companies, that are moving the fastest on decarbonization in parallel to financial growth.	 Science Based Targets initiative Our climate reduction targets (Scope 1, 2 and 3) have been validated by the Science Based Targets initiative in 2021.

Sustainability Solutions for Customers

Sustainability is increasingly becoming a key factor in customer purchasing decisions. During tendering and ongoing business relationships, customers increasingly request sustainability-related information, making it an important criterion in supplier qualification and contract awards. This financial year, sustainability requirements were included in contracts worth more than CHF 200 million, with customer requests focusing on carbon emissions, circularity, material health, sustainability ratings, and supplier due diligence. dormakaba supports these needs through transparent documentation, as well energy-efficient, durable, and digitally enabled access solutions that contribute to sustainable buildings.

“dormakaba’s sustainability performance significantly influenced our selection process, with ESG accounting for 12.5% of our evaluation, including a strong focus on environmental impact and carbon footprint assessment. dormakaba achieved the highest overall sustainability score, standing out for the clarity and transparency of their responses, and their proactive approach to environmental issues such as energy consumption, ecodesign and circular economy principles, and its well-documented answers supported by precise numerical data. These sustainability aspects are essential for us as they support our own sustainable development commitments and help us meet stakeholder expectations.”

Elise Bertolotti, Environment and Decarbonization Project Manager, Aéroports de Paris (ADP) ADP Group

Partner for a low-carbon supply chain

As part of its commitment to achieving ambitious decarbonization targets, one of our longstanding partners in hospitality — a global player in the hotel industry — assesses the carbon maturity of its strategic suppliers to drive progress across its value chain. Following a review of our company’s carbon maturity, decarbonization strategy, action plans, and low-carbon innovations, dormakaba was recognized as a preferred low carbon supplier, which positions us as a high-performing partner within the customer’s procurement systems, increasing visibility and differentiating us from non-rated suppliers.



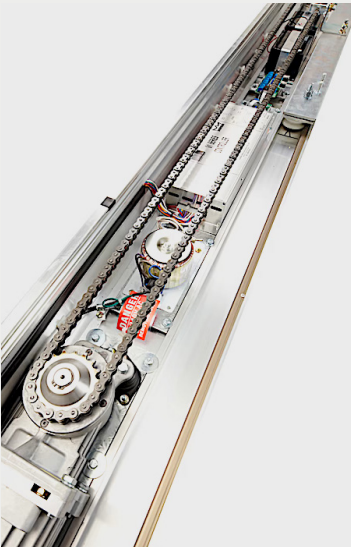
Innovative low-carbon solutions for a landmark project

A leading technical integration partner selected dormakaba to support the replacement of passport e-gates across UK airports, ports, and border crossings as part of a project with ambitious sustainability requirements. We provided detailed information on product carbon footprint, eco-design practices, Scope 3 emissions, decarbonization targets and planned reduction measures. The partnership demonstrates dormakaba’s ability to meet rigorous sustainability standards and reinforces our position as a trusted partner for critical infrastructure projects.



A trusted partner for sustainable infrastructure

Designed to cut both embodied carbon and energy consumption by 50% compared to conventional buildings, a landmark Australian high-rise project set ambitious sustainability requirements for its suppliers. To support these goals, they selected dormakaba as a partner for our ability to deliver innovative, low-carbon solutions. Working closely with the façade contractor, we developed customized EL301 automatic door operators using low-carbon (green billet) aluminium, an industry first. The project highlights dormakaba’s technical expertise, collaborative approach and commitment to help customers achieve ambitious sustainability targets.



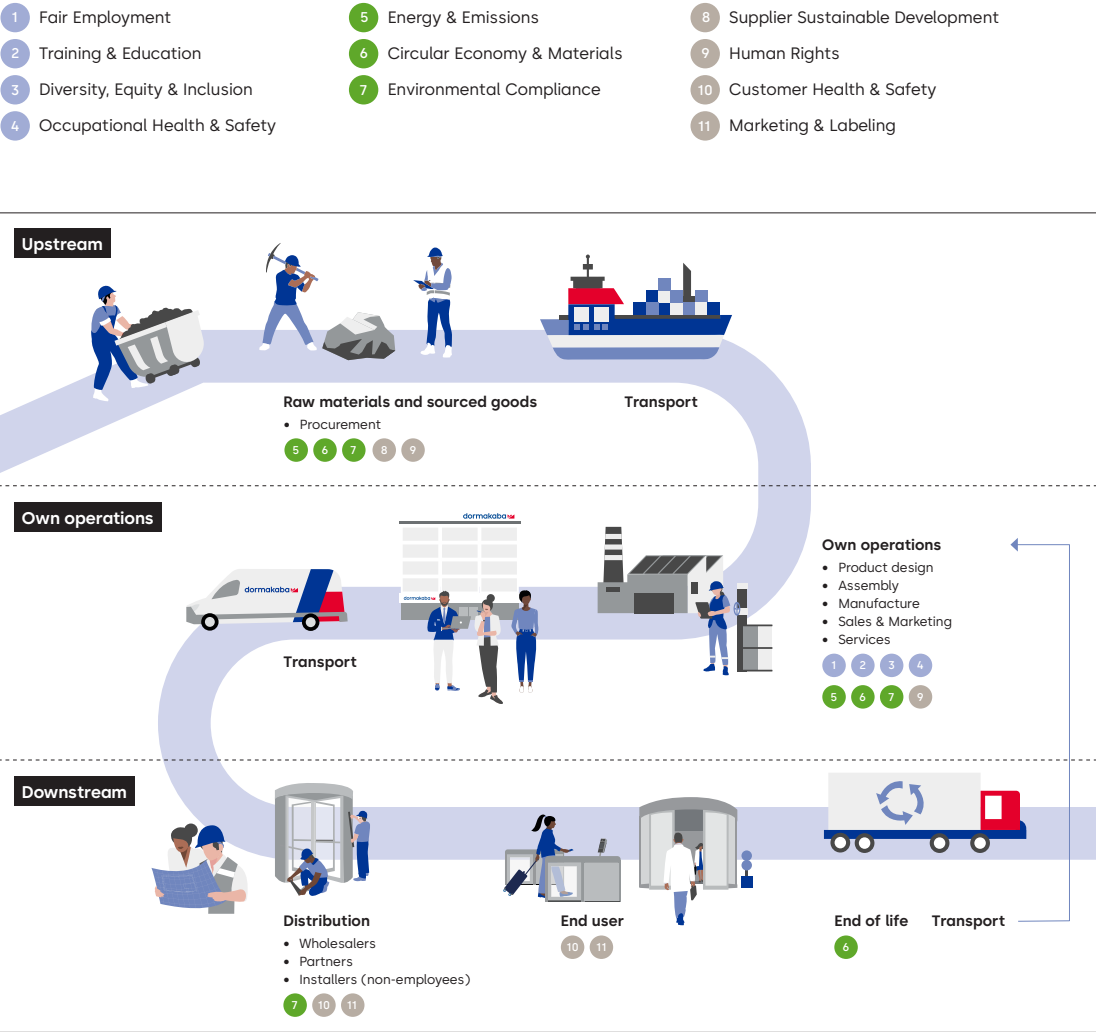
From Source to End of Life: Sustainability in Action

At dormakaba, sustainability is embedded throughout the entire value chain. From the sourcing of raw materials to the end of life of our products, we integrate responsible practices at every stage.

This begins with upstream efforts such as responsible procurement and active supplier engagement, continues through our own operations with sustainable product design, environmentally conscious manufacturing, and the promotion of fair and safe

working conditions, and extends to downstream activities focused on customer and end user health and safety, as well as the circular handling of products at their end of life.

Through this comprehensive approach, dormakaba is committed to reducing environmental impact, safeguarding human rights, and creating long-term value for all stakeholders.



Strengthening Accountability and Transparency

At the heart of our sustainability strategy lies a comprehensive due diligence framework designed to proactively identify, assess, and address potential environmental and human rights risks across our value chain. This ensures transparency, accountability, and continuous improvement in the areas most critical to our resilience and stakeholder trust.

Our due diligence processes are guided by internationally recognized frameworks. For environmental

risks, we apply the Task Force on Climate-related Financial Disclosures (TCFD), ISO 14001, and ISO 50001 to ensure integration of environmental considerations into governance, risk management, and strategic planning. For human rights, our process is shaped by our [Statement of Commitment on Human Rights](#), which sets out our principles, focus areas, and alignment with global standards to identify and mitigate risks across our operations and value chain.

Driving responsible business practices through risk-based assessments

As part of dormakaba's commitment to responsible business conduct and human rights due diligence, we conducted 13 on-site audits across our own operations over a three-year period. These locations were identified as high-priority sites through our Human Rights Risk Management System, enabling a targeted and risk-based approach. Through close collaboration with local management teams, comprehensive corrective action plans, and dedicated capacity-building support from the Group, significant progress has been achieved. To date, nine of the 13 sites have successfully met the required standards and been greenlighted, demonstrating tangible improvements in human rights and responsible business practices.

Building on this success, our assessment activities are now expanding to medium-risk priority plants.



Driving a Low-carbon Future

We are tackling climate change head-on – cutting energy use, reducing emissions, and driving bold action toward a low-carbon future. Guided by the latest scientific knowledge, our emissions targets have been validated by the Science Based Targets initiative (SBTi). We focus on both minimizing the environmental impact of our operations and enabling our customers to reduce the carbon footprint of the buildings and projects to which we supply our products. By embedding climate risk and sustainability into our solutions and processes, we strengthen our resilience and support our customers in achieving their sustainability goals.



FY 25/26 Highlights

- Reduced Scope 1 and 2 emissions by 19,621 tCO₂e, a 26% decrease compared to the FY 19/20 baseline year.
- Nearly doubled the number of electric vehicles (30% vs. 16%) since the previous financial year across Germany, France and UK.

Our climate transition plan

We are targeting a 42% reduction in CO₂ emissions (31,403 tCO₂e) by 2030 against our FY 19/20 base-line. Our climate transition plan leverages six strategic levers, each addressing key areas of emission reduction. These “Must-Have” initiatives are being implemented across dormakaba sites, where we can have the greatest impact.

-7,798 tCO₂e
On-site solar energy generation
Taishan, Singapore, Melaka, Suzhou, Rocky Mount and Dyersville

-774 tCO₂e
Improve vehicle fuel economy by 30%
US, Austria and Australia

-7,193 tCO₂e
100% eMobility
Germany, France and UK

-22,936 tCO₂e
Green electricity
Indianapolis, Reamstown, Rocky Mount, Singapore, Melaka, Suzhou, Chiayi, Grea Noida, Dyersville, Taishan and Nogales

-2,336 tCO₂e
Energy efficiency initiatives
Taishan, Rocky Mount, Singapore, Melaka, Dyersville, Montreal, Suzhou and Chiayi

-2,296 tCO₂e
Heating fuels reduction
Indianapolis, Quebec, Ennepetal, Wetzikon, Vittorio Veneto, Villingen-Schwenningen and Bühl

Performance Overview

In FY 25/26, our total Scope 1+2 emissions were around 55,000 tCO₂e. Key decarbonization projects and initiatives launched during the year are expected to avoid approximately 2,300 tCO₂e.

Among these, energy efficiency and heating fuels reduction measures will deliver annual energy savings of 3,331 MWh.

Lever	Location	Initiative	Expected energy savings (MWh / year)	Expected CO ₂ savings (tCO ₂ e/year)
On-site solar generation	Dyersville (USA)	Photovoltaic solar installation	N/A	367
	Nogales (Mexico)	Photovoltaic solar installation	N/A	548
Vehicle fuels reduction	Dyersville (USA)	Electric forklifts	36	5
	Hallam (Australia)	Switch to hybrids and more efficient vehicles	369	92
Heating fuels reduction	Quebec (Canada)	Electrical heaters	0	277
	Dyersville (USA)	Air make-up unit replacement	262	54
	Wetzikon (Switzerland)	Heat pump	568	123
		Electroplating process optimization	26	19
	Vittorio Veneto (Italy)	Setpoint temp management	475	88
Energy efficiency	Singapore	Chiller replacement	453	184
		Electric resistance optimization	313	140
		Cooling panel replacements	22	9
		Air handling unit optimization	98	40
		Air compressor replacement	158	66
	Bühl (Germany)	Laser cutting machine	150	0
	Ennepetal (Germany)	Turning/milling machine replacement	37	0
	Senai (Malaysia)	Laser machine replacement	5	3
	Taishan City (China)	Polishing line optimization	22	14
		Motor replacements	41	24
		Air compressor replacement	240	142
		Energy efficient upgrade of pneumatic press machines	59	35
		Variable speed drive installations	79	58
	Greater Noida (India)	Air compressor replacement	33	0
	Vittorio Veneto (Italy)	Installation of electric filter	41	0

Designing for a Circular Future

We adopt circular economy principles to create material- and energy-efficient products that support a more sustainable built environment. Through life cycle thinking and innovative environmental technologies, we reduce environmental impact, while continuously improving the sustainability performance of both our products and operations. Our circular approach starts with smart product design. Guided by our EcoDesign Specification Template, all new developments meet sustainability criteria, covering energy efficiency, material selection, durability, repairability, disassembly and recyclability. This ensures our products are built to last, easy to maintain, and simple to disassemble at the end of life.

FY 25/26 Highlights

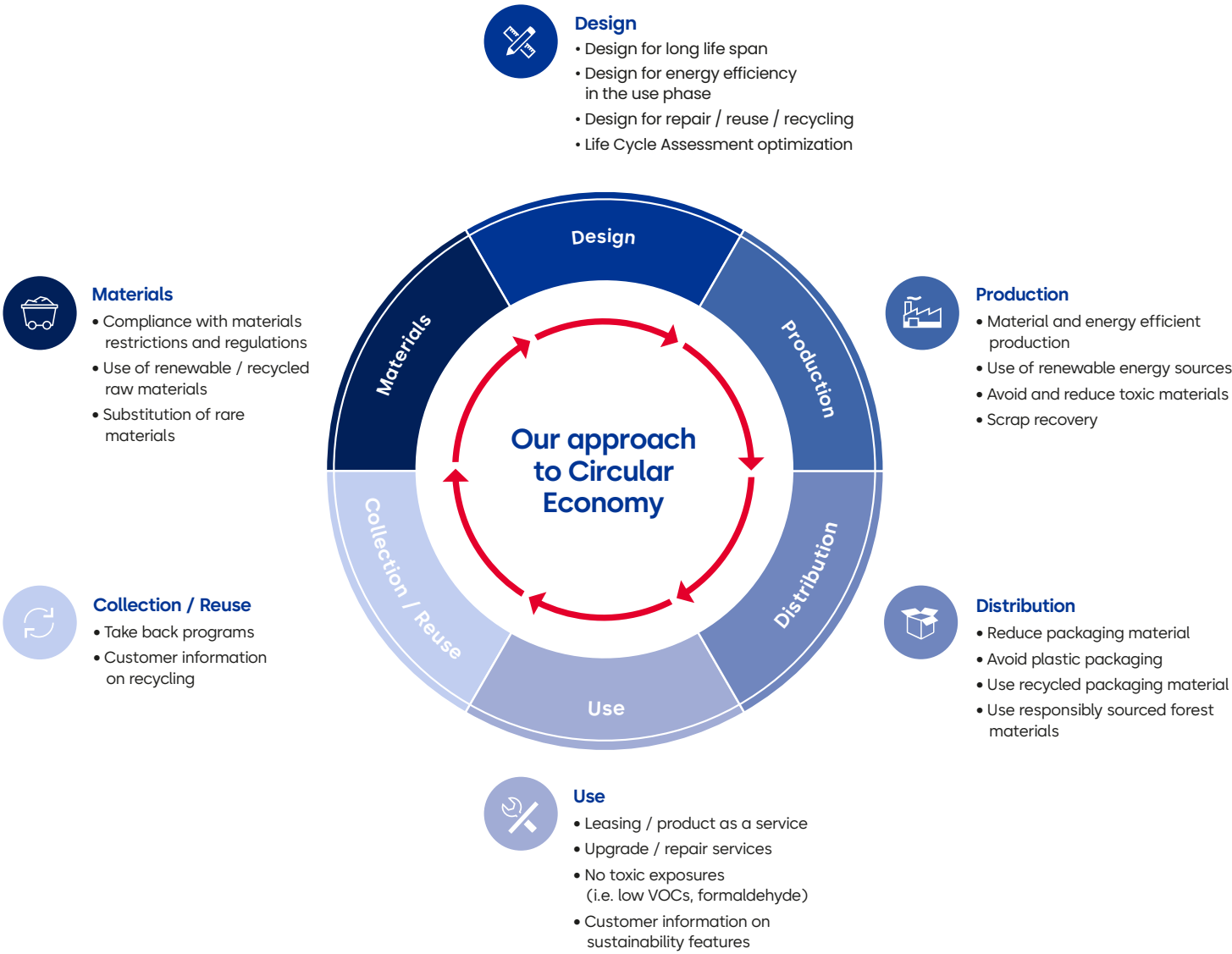
- Around 60% of all purchased paper, wood and carton comes from responsible forestry sources, nearly double the spend coverage in the previous financial year.
- Cut landfill waste by 74% compared to FY 20/21.

EasyAssist Pro: Turning circular design into reality

One of the first products developed under the EcoDesign Specification Template was **EasyAssist Pro**, a power-assisted door closer for fire-rated doors. It helps people open heavy doors more easily while ensuring safe, controlled closing.

Instead of conventional hydraulic technology, EasyAssist Pro uses an innovative mechanical system that reuses energy generated during door operation. This eliminates hydraulic oil, reducing maintenance requirements, preventing fluid leakage, and improving fire resistance.

Recycled aluminum, steel, and zinc are used in key components and packaging, while lead has been eliminated from metal alloys to support more environmentally friendly buildings and safer end-of-life recycling. EasyAssist Pro demonstrates how dormakaba's circularity approach translates sustainability principles into innovative product solutions.



People First: Safe, Inclusive, Empowered

We are dedicated to fostering a fair, inclusive, and safe workplace that empowers our employees to thrive and ensures their rights are respected. Through clear policies, regular risk assessments, and robust training, we foster diversity, and safeguard well-being. Rooted in a culture of collaboration, transparency, and respect, our employee-focused sustainability efforts span Fair Employment, Training & Education, Diversity, Equity & Inclusion, Occupational Health & Safety, and Human Rights.

FY 25/26 Highlights

- Reduced recordable work-related injury rate by 40% since FY 20/21.
- Doubled the number of women in succession planning for top management positions (28%) since FY 20/21.

Engagement Throughout the Value Chain

We are committed to upholding human rights across our value chain, collaborating with suppliers and partners to ensure fair labor conditions, in line with the UN Guiding Principles. This commitment is supported by a series of policies, and is based on the [dormakaba Statement of Commitment on Human Rights](#). Additionally, we assess our high-risk suppliers through EcoVadis, and on-site evaluations to enhance and further develop their sustainability performance.

FY 25/26 Highlights

- 42% of high-risk suppliers assessed via EcoVadis since FY 19/20.
- Collected more than 1,100 Conflict and Extended Mineral Reporting Templates (CMRTs / EMRTs) to improve responsible mineral sourcing.

AI-enabled ergonomics for safer workplaces

We launched the DORN ergonomic pilot project across four locations in the USA and France to make physically demanding work safer. By combining AI-based ergonomic risk detection, workplace assessments, employee coaching, and practical engineering improvements, the project significantly reduced ergonomic risks, with overall risk scores decreasing by 21% to 71% across key tasks. Low back compression forces were cut by around 50%, severe back bending was nearly eliminated in several tasks, and work performed within the ergonomic “Power Zone” increased to almost 100% — helping reduce physical strain and strengthen our culture of injury prevention.



Child labor remediation in the Democratic Republic of Congo (DRC)

We partnered with Save the Children Switzerland and The Centre for Child Rights and Business to address child labor in small-scale mining communities in the DRC, where 70% of the world's cobalt is mined. The project aims to reintegrate children from cobalt mines into education or vocational training, offering stipends, covering educational and medical costs up to age 16, and providing tailored support. With a CHF 1 million investment over 10 years, the project focuses on long-term remediation and local collaboration to prevent future child labor.

To date, 30 children have joined the program, with nine already completing their individual plans. Our support also enables 138 underage siblings to access school, while the growing number of case managers ensures the program can continue to expand. In addition, we have engaged Swiss and international companies to broaden the initiative and raised awareness through industry forums, including the Responsible Minerals Initiative and the Cobalt Congress.



Advancing Product Safety and Transparency

We focus on designing user-friendly solutions for safe, secure, and sustainable places. Continuous product testing, certifications, and customer feedback ensure enhanced product safety and usability. We provide detailed guidance on installation and maintenance for safe and reliable operations. Additionally, we provide transparent information about the possible environmental and health impacts of our products in the form of Environmental and Health Product Declarations, among others.

FY 25/26 Highlights

- 281 sustainability-related product declarations and certifications provide transparent environmental and health-related information about our products.
- We rolled out new standard contract clause "Terms & Conditions for Installers" in the U.S., establishing minimum labor and health and safety standards for those working on our behalf.

Sustainability Data in Action

We are turning sustainability data into actionable insights – compiling, consolidating, and digitizing it to stay ahead of future requirements like the EU's upcoming Digital Product Passport (DPP). Our Environmental Product Declarations (EPDs) give a clear, credible view of our products' environmental impact across their entire life cycle, backed by internationally recognized ISO standards (14025, 14040, 14044) and rigorous Life Cycle Assessments. Furthermore, we started the Cradle to Cradle (C2C) certification process for our TS 98 XEA and ITS 96 door closers, reinforcing our commitment to circular product development and the responsible use of materials. The products have been submitted for certification under Version 5.0, with a target of achieving bronze level. All of our sustainability-related product declarations/certifications are available at <https://www.dormakabagroup.com/en/sustainability/product-declarations>.



Shaping a Sustainable Future

Explore how dormakaba is embedding sustainability across all areas of our business. Our latest Sustainability Report offers insights into the strategies we are implementing and the initiatives driving our commitment to foster environmental responsibility, positive social impact, and sustainable growth.

Learn More

Visit our online Sustainability Report 2025/2026 at dk.world/sustainability.



Our offering

Access Automation Solutions

Entrance Automation
Entrance Security



Access Control Solutions

Electronic Access & Data
Escape and Rescue Systems
Lodging Systems



Access Hardware Solutions

Door Closers
Architectural Hardware
Mechanical Key Systems



Services

Technical Support
Installation and commissioning
Maintenance and Repair



Key & Wall Solutions

Key Systems
Movable / Sliding Walls



Safe Locks

Electronic Safe Locks
Mechanical Safe Locks
Boltworks and Accessories



Glass systems

Manual door systems
Glass fittings
Horizontal Sliding Walls



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