

Media release

Ad hoc announcement pursuant to Art. 53 LR

Capital Markets Day 2024 – dormakaba is well positioned to take the next step: “From Shape to Growth”

- Strategy execution moving from “Shape” to “Growth”
- Continued focus on execution of ongoing transformation program
- Adding commercial transformation with cost savings of CHF 40 million by 2027/28
- Complexity reduction in product offering, starting with streamlining of door closer portfolio delivering at least CHF 10 million of savings by 2027/28, and another CHF 10 million beyond
- Grow North American market at GDP plus 2% per annum over the next three years
- Reiterated mid-term targets 2025/26

Rümlang, 20 November 2024 – Till Reuter, CEO dormakaba, comments: **“We are making good progress on our strategic transformation, delivering consistent tangible results. Execution remains key to achieving our mid-term targets. Our strong position within this attractive industry allows us to gradually pivot from reshaping our foundation to focusing on further growth. With new initiatives, we are freeing up resources to reinvest in innovation and go-to-market strategies. This will enable us to provide even greater value for our customers.”**

“dormakaba is ready to take the next step in becoming the leading access solutions provider, uniquely combining the physical and digital worlds. Our strategy not only strengthens our core business but also positions us to lead in innovation, improve the customer journey, and expand our sustainable impact. By focusing on both the ongoing transformation and future growth, we are creating a dynamic, forward-looking company that meets the evolving needs of our customers.”

dormakaba today hosts the Capital Markets Day 2024 at its headquarters in Rümlang to provide investors and analysts with an update on its strategy. The strategy is focused on transforming the company to reach its full potential and drive profitable growth. In 2023/24, execution of the strategy delivered tangible results with efficiency and cost improvements through the transformation program.

Well positioned to operate in an attractive industry with a holistic global offering

dormakaba operates in one of the most attractive sectors in the industrial goods industry, a resilient and late-cyclical market that consistently outpaces GDP growth. This industry’s expansion is driven by powerful megatrends, coupled with emerging developments in construction that are shaping and accelerating change in the access solutions market.

dormakaba is well positioned to leverage these megatrends with a holistic, global portfolio of products and solutions tailored for a wide range of verticals. With key competencies in both electro-mechanical and digital technologies, the company is well-equipped to meet evolving customer needs. Its strong emphasis on refurbishment and retrofitting allows the company to deliver value throughout the entire building lifecycle. This approach uniquely positions dormakaba to maximize the potential of its installed base and drive upselling opportunities through advanced, technology-driven solutions that help customers enhance efficiency and sustainability.

Taking the next step: From Shape to Growth with three value drivers

dormakaba is now taking the next step in strategy implementation, advancing from "shape" to "growth" by focusing on three value drivers – Elevate Performance, Reduce Complexity, and Innovate & Grow – and underpinned by a leading position in sustainability:

Elevate Performance

- Continued stringent execution of the transformation program as announced in July 2023.
- While execution of the ongoing program remains key, additional initiatives are launched to drive commercial transformation with regard to productivity, shared business services, and automation and digitalization. These additional initiatives are expected to deliver CHF 40 million in savings by the end of financial year 2027/28 with one-off costs of CHF 60 million.
- Create a global performance culture to underpin a growth mindset and customer centricity.

Reduce Complexity

- Introduce one global R&D roadmap to gain more market impact: Focus on major opportunities, aligned with key markets for a synchronized go-to-market approach
- Streamline access control solutions portfolio: Software platforms to be consolidated to at least half the number
- Streamline hardware portfolio: Starting with door closers, build a modular portfolio based on customer needs. This initiative is expected to deliver savings of at least CHF 10 million by 2027/28, and another CHF 10 million beyond.
- Develop global supply chain towards resilience, simplicity, and cost efficiency: Optimize best-cost country share while capitalizing on a strong local-for-local operations footprint.
- Continuous business portfolio review: Divest under-critical business, reduce unprofitable business, and optimize go-to-market by leveraging market hub structures

Innovate & Grow

- Innovation centered on evolving products to be connected and interoperable, and integrating them seamlessly in a unified ecosystem
- Grow market North America: Strengthen market position by focusing on selected geographies and go-to-market and improve commercial productivity by simplifying and automating elements of the customer journey. The goal is to deliver growth of nominal GDP plus 2% per annum in the North American market over the next three years.
- Grow verticals: Grow selected verticals with big potential such as multi-housing and global hospitality while expanding the currently strong presence e.g. in industrial, offices, and airports.
- Accelerate growth by participating in ongoing industry consolidation

On track to achieve mid-term targets

dormakaba has an attractive business and financial profile characterized by limited volatility, low capital intensity, and attractive profitability.

With its financial performance getting traction, the company reiterates its mid-term targets of an annual organic sales growth of 3-5%, 16-18% adjusted EBITDA margin reached in 2025/26, and a Return of Capital Employed (ROCE) of above 30% from 2025/26 onwards.

With the ongoing transformation, the company will reach the range of 16% to 18% adjusted EBITDA while the additional savings will allow to further progress within the range. Current and new initiatives will deliver through June 2026 and beyond.

Further information

Today's Capital Markets Day starting at 9:00 a.m. CET will be held in English and will be broadcast live on the dormakaba website www.dormakabagroup.com.

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About dormakaba Group

dormakaba is a leading global provider in the access solutions market. The company reimagines access by setting industry standards for smart systems and sustainable solutions across the lifecycle of a building. More than 15,000 employees worldwide provide their expertise together with distribution partners to a growing customer base in more than 130 countries. dormakaba supports its customers with a broad, innovative portfolio of integrated access products, solutions and services that easily fit into building ecosystems to create safe, secure and sustainable places where people can move around seamlessly.

dormakaba is listed on the SIX Swiss Exchange and is headquartered in Rümlang near Zurich (Switzerland). It generated a turnover of CHF 2.8 billion in financial year 2023/24.
SIX Swiss Exchange: DOKA

Further information about dormakaba Group on www.dormakabagroup.com/en

Insights and inspirations from the world of urbanization blog.dormakaba.com

The latest on corporate topics, products and innovation from dormakaba at www.dormakabagroup.com/en/newsroom

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