

# For every place that matter

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 2023/24



**~1.6k**

patents



**130**

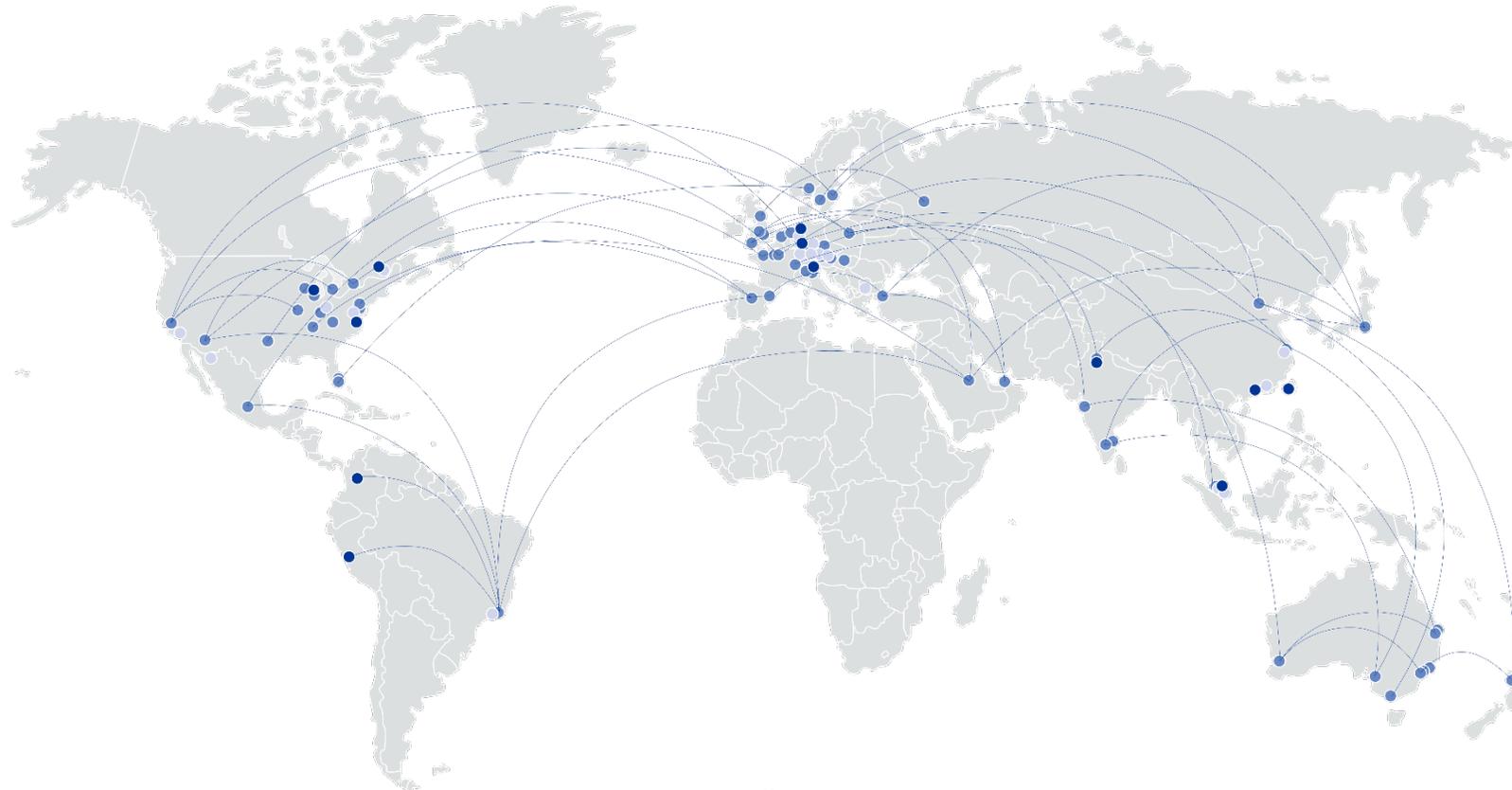
countries served  
through partners



**> CHF 2.9 bn**

net sales in 2024/25

# Geographical footprint around the world



**111** Locations

**81** Offices

**11** Key & Wall  
Solutions and  
OEM Plants

**17** 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

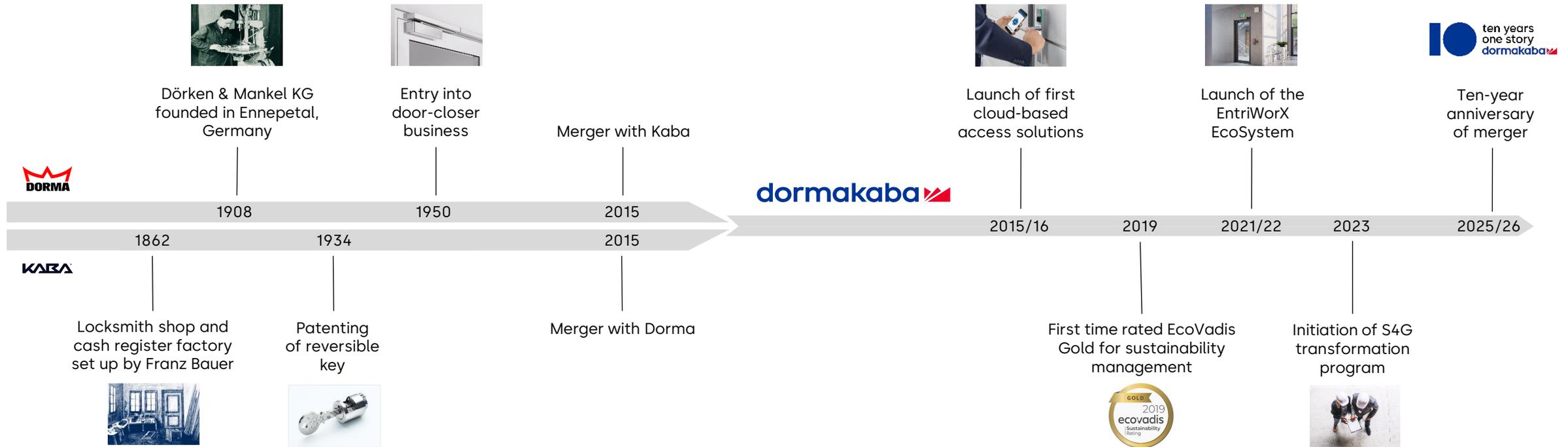


**Carsten Franke**  
Chief Operations Officer



**David Fuller**  
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



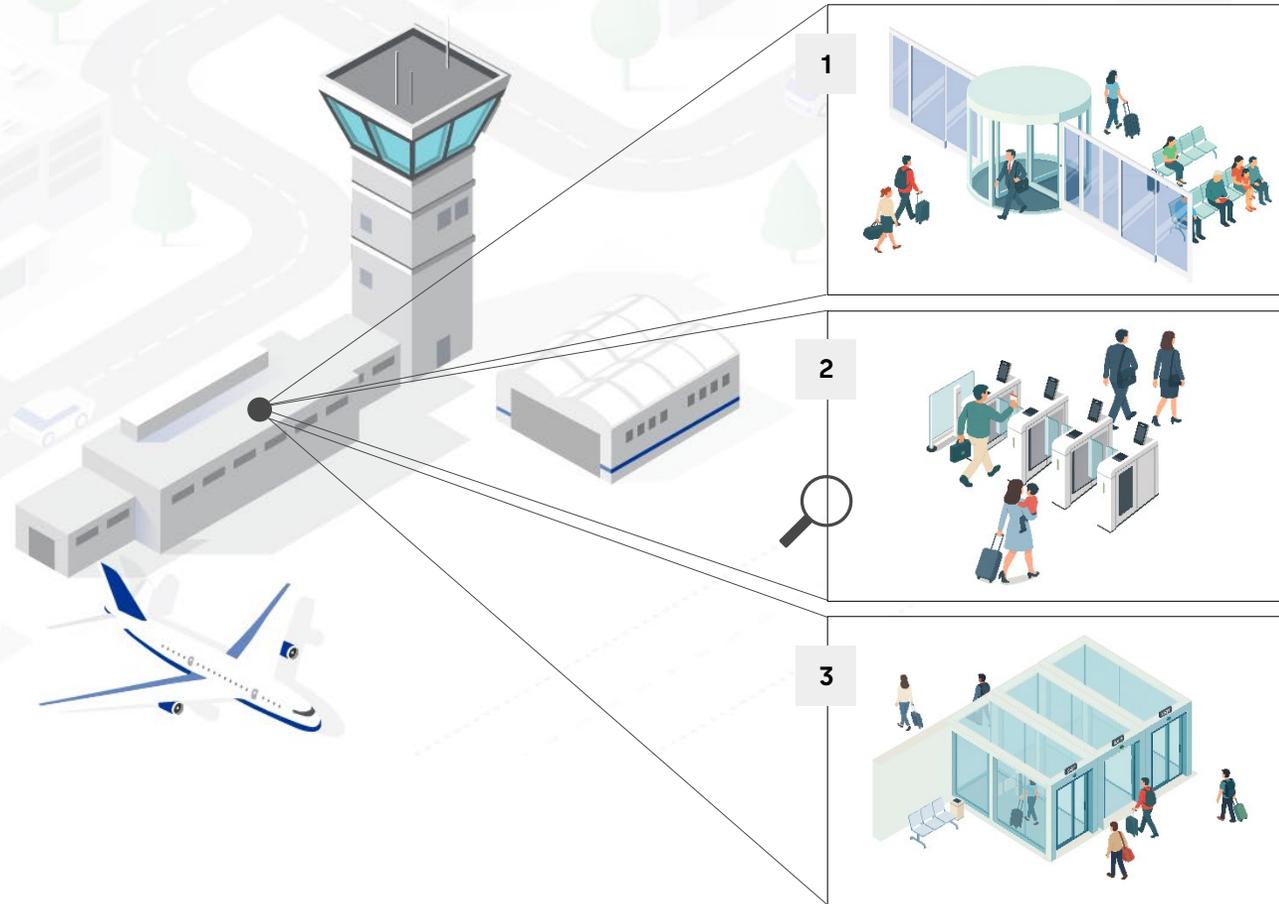
Energy efficiency

# 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



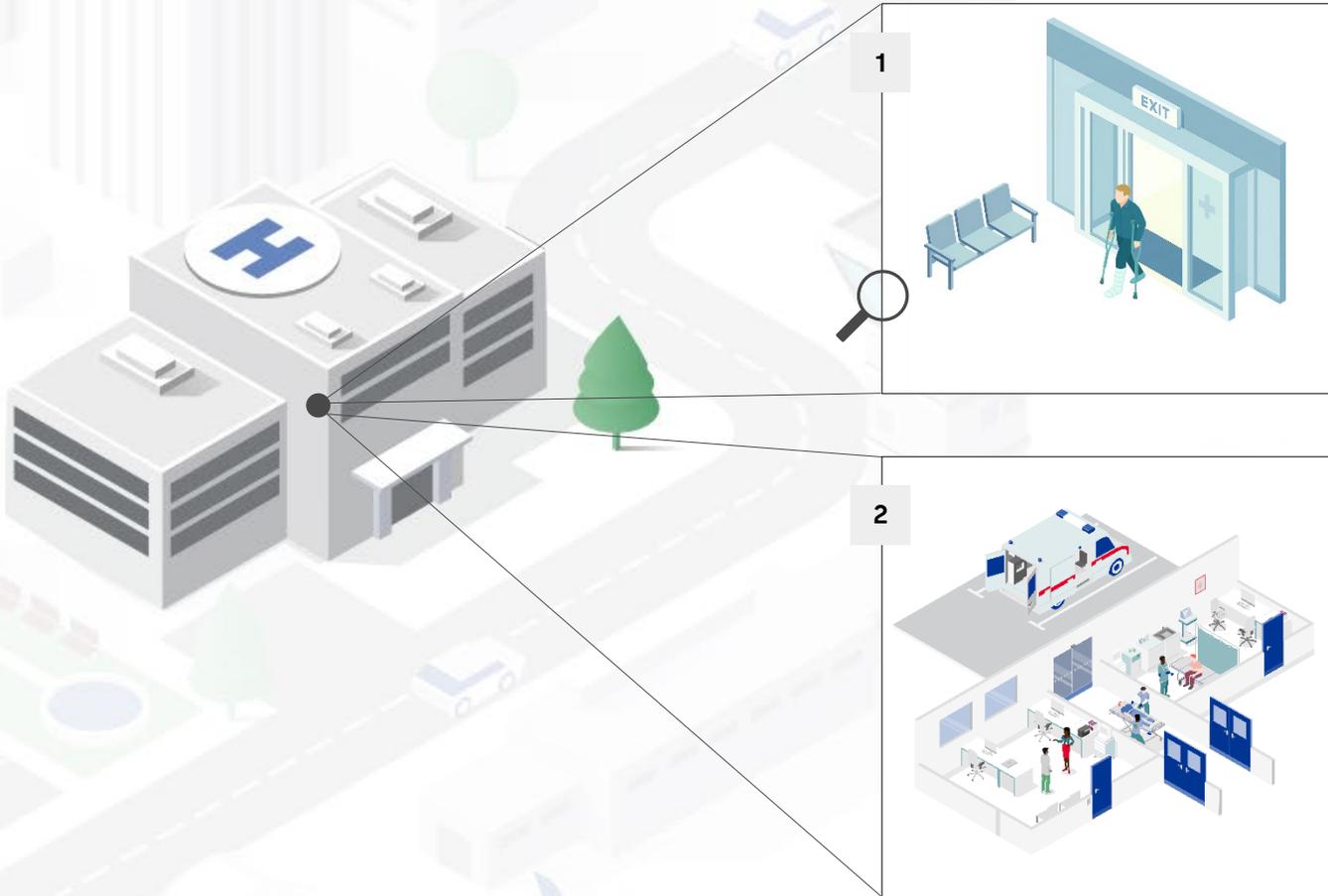
## At the airport

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



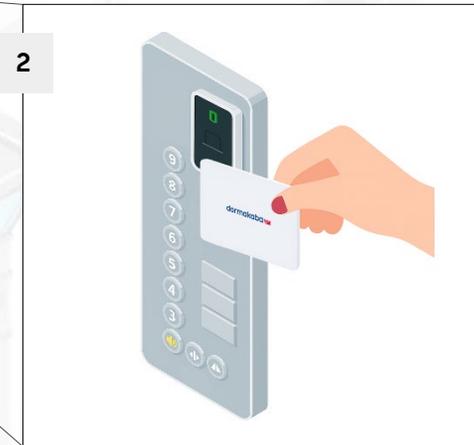
**In the healthcare sector,  
e.g. in hospitals**

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



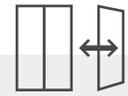
## Access Hardware Solutions (AHS)

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



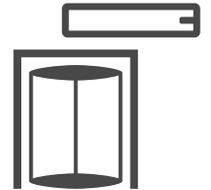
**ST PRO Green**  
high-performance door system combining energy efficiency, security, and durability

- **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



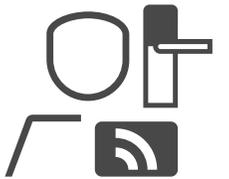
**MATRIX Cloud with skyra**  
cloud-connected access control with secure, battery-free hardware

- **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



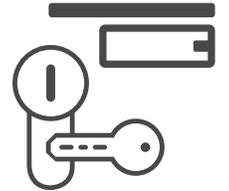
**G-UBIVIS XEA**  
wire-free, hold-open system with simple installation and compact design

- **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

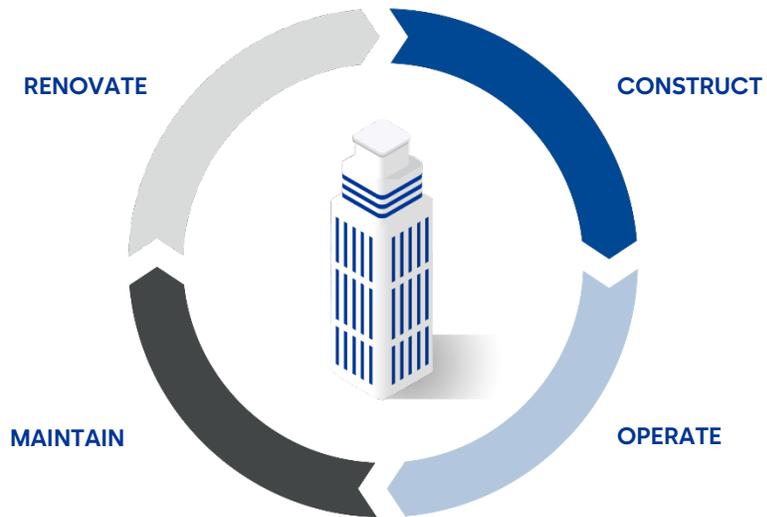


# Premium services throughout the full building lifecycle



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

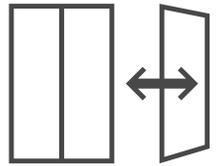
- **Key blanks** for residential and automotive applications
- **Key cutting machines:** mechanical and electronic for both the basic and professional ranges
- **Automotive solutions:** devices and consumables for vehicle key duplication



## 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



## SUSTAINABILITY

### MotionIQ

Automatic door system that adapts to user behavior



Enabling our customers to save energy and reduce CO2

## DIGITALIZATION

### EasyAssist

Service that provides businesses with remote support for their ACS.



Bringing door closers to the digital age



## URBANIZATION

### EntriWorX

Smart ACS to manage access rights to people and areas



Boosting efficiency in specification and planning

# People, Planet, Partnerships: Making an impact



## People

Fair Wages

# 100%

dormakaba sites that have undergone living wage gap assessment



## Planet

Climate Transition<sup>1</sup>

# 17%

Reduction in CO<sub>2</sub> 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 are courageous and play to win

**Growing the business**



We act as ONE global team



We are respectful and communicate openly

**Growing together**



We develop ourselves



We celebrate success

**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



Engage with us

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



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## Links:

Read about our latest news:  
<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