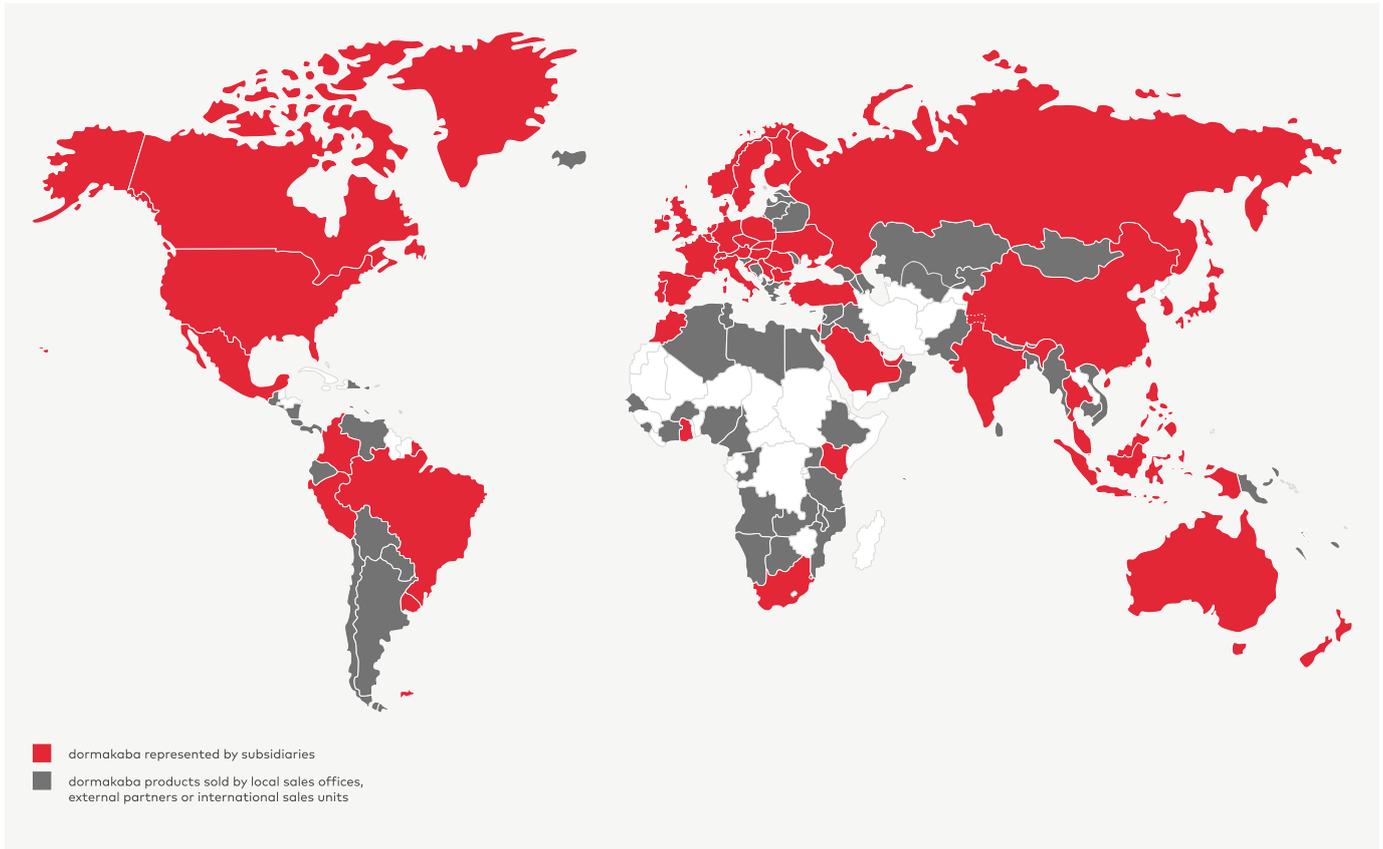


## 2020/21 in brief

- Consolidated net sales of CHF 2,499.7 million
- Organic sales growth of 1.3%, with a strong second half-year (10.0%)
- EBITDA reaches CHF 353.1 million, with an EBITDA margin of 14.1%
- Cash flow margin of 12.5%
- Strong balance sheet; reduced net debt and higher equity ratio
- Net profit of CHF 193.3 million
- Dividend proposal of CHF 12.50 per share

### dormakaba worldwide



# Segment Access Solutions AMER

AS AMER achieved total sales of CHF 669.6 million in financial year 2020/21. Organic sales declined by 5.2% compared to the previous year. Due to the weakening of the US commercial business the sales recovery in 2020/21 was less pronounced than in Europe and Asia – organic sales increased by just 1.6% in the second half of 2020/21 compared to the previous year.

The Lodging Systems business showed the most notable decline with organic sales 20% below the pre-Covid level; this is due to its high proportion of customers in the severely impacted hospitality industry. However, business sentiment and the aftermarket business continued to recover. Safe Locks and Mechanical Key Systems experienced double-digit sales growth whereas Door Hardware, Interior Glass Systems, and Services were below the previous year.

Major parts of the Entrance Systems business, including its touchless offering, experienced a good sequential recovery. This was supported by the continued strong performance of Alvarado, [which was acquired in 2019](#). Sales in Electronic Access & Data were above the previous year's level due to good demand for integrated electronic security systems and several well-received product launches.

EBITDA was at CHF 109.8 million (previous year CHF 128.1 million). The EBITDA margin was at 16.4% (previous year 17.0%), impacted by volume contraction, the very weak performance of Mesker, increasing raw material costs, and higher freight costs which offset lower discretionary spending and cost-saving measures. The continued weak hollow metal door business (Mesker) had a negative effect of 240 basis points on the segment's EBITDA margin. As the performance at Mesker continued to be very unsatisfactory, the segment must focus on the turnaround of the business; on top, management is evaluating strategic options.

The segment expects moderate organic growth in financial year 2021/22 driven by a recovery of the US commercial market which already showed an uptick during the fourth quarter of 2020/21. In addition, the order book and the project pipeline improved based on several contract acquisitions, including a number of airport projects in the US, and Resorts World in Las Vegas, a hospitality project that includes 4,000 digital door locks interlinked to the [Ambiance software platform](#). Strategic investments will support further performance progress and profitable growth over time. These efforts include a dedicated Sales Excellence initiative, which is designed to drive performance by tailoring sales activities more effectively to geographic and market opportunities.

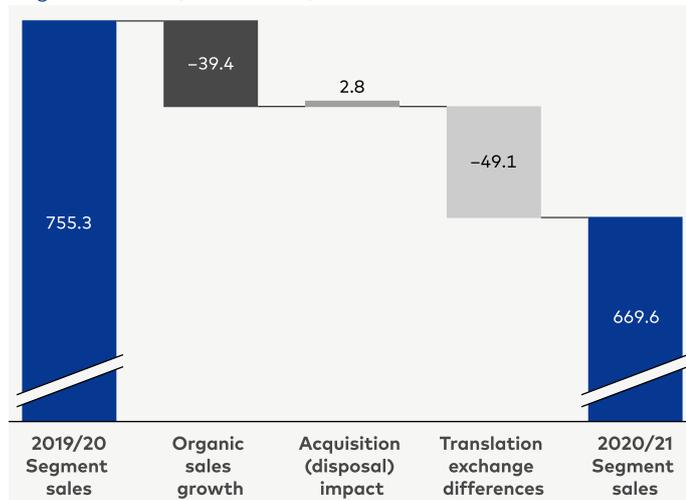
Growth is also expected from new, innovative solutions in Electronic Access & Data, Entrance Systems, and Safe Locks.

AS AMER will continue to increase sales prices to compensate for higher raw material costs and has initiated measures to secure supplies of scarce electronic components to enable further growth for its electronic access solutions.

## Key figures - segment AS AMER

CHF million, except where indicated	Financial year ended 30.06.2021		Financial year ended 30.06.2020		Change on previous year in %
		%		%	
Net sales third parties	640.9		720.4		-11.0
Intercompany sales	28.7		34.9		
<b>Total segment sales</b>	<b>669.6</b>		<b>755.3</b>		<b>-11.3</b>
Change in segment sales	-85.7	-11.3	-61.4	-7.5	
Of which translation exchange differences	-49.1	-6.5	-18.6	-2.3	
Of which acquisition (disposal) impact	2.8	0.4	23.8	2.9	
<b>Of which organic sales growth</b>	<b>-39.4</b>	<b>-5.2</b>	<b>-66.6</b>	<b>-8.1</b>	
<b>Operating profit before depreciation and amortization (EBITDA)</b>	<b>109.8</b>	<b>16.4</b>	<b>128.1</b>	<b>17.0</b>	<b>-14.3</b>
Average number of full-time equivalent employees	2,677		2,811		

## Segment sales (CHF million) - AS AMER



# Segment Access Solutions APAC

AS APAC achieved total sales of CHF 415.2 million in the financial year 2020/21. Organic sales grew by 4.3% year-on-year. In the first half of 2020/21, organic sales were 10.5% below the previous year due to the pandemic and related project delays. Despite major countries (e.g. Australia) and regions (e.g. Southeast Asia) still being negatively impacted by regional lockdowns, there was a strong recovery in the second half-year, thanks to good demand in China and India. This resulted in 24.0% organic growth compared to the second half of 2019/20.

Most Product Clusters contributed to growth. Good growth came from Services, electronic products such as digital locks, and particularly from the business with touchless access solutions in China where dormakaba is a market leader.

EBITDA reached CHF 58.9 million (previous year CHF 54.8 million). The EBITDA margin increased by 0.6 percentage points to 14.2% compared to the previous year's level of 13.6%. The EBITDA margin improvement was driven by higher volumes, cost and efficiency gains as well as procurement savings, which offset a negative mix effect caused by stronger sales in the lower margin OEM business (Wah Yuet, China) for the US market.

Barring new waves of Covid-19 outbreaks, AS APAC expects moderate organic growth based on continued strength in China, a strong order intake and a solid project pipeline. The segment will benefit from project wins, including several hospitals in Australia, airports in China and India, the Shangri-La Hotel in Beijing, and the Shanghai Bank in China.

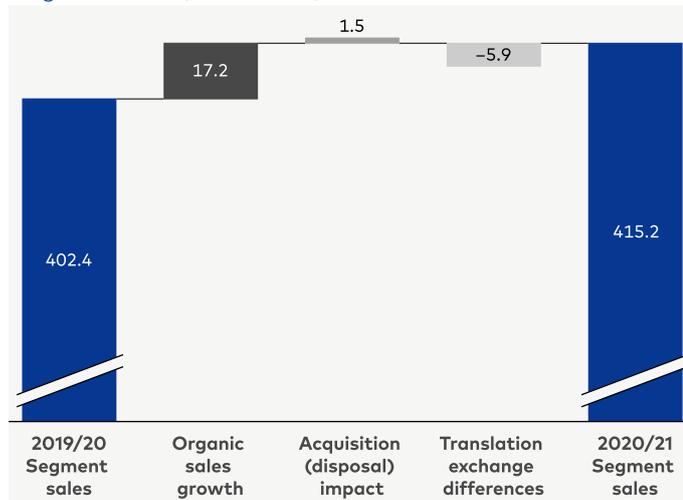
Growth will also be driven by new, innovative products for touchless solutions, like a new face recognition terminal that is easily integrated with automatic doors or physical access systems, thus enabling touchless access to buildings and rooms. Another example is [anti-microbial surface protection](#) for hardware which people have to touch. This product has been certified as helping to prevent transmission of Covid-19. It has been launched in India in February 2021 and will be rolled out to other countries during financial year 2021/22.

The segment will continue to increase sales prices to compensate for higher raw material costs. It has initiated measures to secure supplies of scarce electronic components to enable further growth for its electronic access solutions.

## Key figures - segment AS APAC

CHF million, except where indicated	Financial year ended 30.06.2021		Financial year ended 30.06.2020		Change on previous year in %
		%		%	
Net sales third parties	390.2		378.2		3.2
Intercompany sales	25.0		24.2		
<b>Total segment sales</b>	<b>415.2</b>		<b>402.4</b>		<b>3.2</b>
Change in segment sales	12.8	3.2	-59.9	-12.9	
Of which translation exchange differences	-5.9	-1.5	-20.6	-4.4	
Of which acquisition (disposal) impact	1.5	0.4	0.0	0.0	
<b>Of which organic sales growth</b>	<b>17.2</b>	<b>4.3</b>	<b>-39.3</b>	<b>-8.5</b>	
<b>Operating profit before depreciation and amortization (EBITDA)</b>	<b>58.9</b>	<b>14.2</b>	<b>54.8</b>	<b>13.6</b>	<b>7.5</b>
Average number of full-time equivalent employees	3,073		3,299		

## Segment sales (CHF million) - AS APAC



# Segment Access Solutions DACH

AS DACH generated total sales of CHF 812.9 million in financial year 2020/21. Organic sales grew by 2.6% compared to the previous year's level. Total third-party sales in Germany, Switzerland, and Austria were 6.3% above the prior-year period. While the first half of 2020/21 was still impacted by the effect of the Covid-19 pandemic, there was a good recovery particularly in intercompany demand, resulting in organic growth of 8.6% for AS DACH in the second half of 2020/21 compared to prior-year period.

Sales growth in the DACH countries in 2020/21 was driven by the Product Clusters Electronic Access & Data (EAD) and Services, both with double-digit growth, as well as Entrance Systems. The segment benefited from the strategic transformation program initiated back in 2018. Besides improvements in operating efficiency (e.g. reduction of personnel expenses, productivity improvements) measures included a strengthening of marketing efforts. On top, the segment intensified its R&D efforts and successfully launched innovative products like EntriWorX (see below).

EBITDA stood at CHF 140.9 million which represents an 9.0% increase year-on-year (CHF 129.3 million). The EBITDA margin was up to 17.3% from the previous year's 16.3%. This improvement was driven by a positive contribution from the strategic transformation program, higher volumes, positive mix effects, productivity improvements and effective cost management.

AS DACH expects moderate organic growth for the financial year 2021/22 based on a good order backlog and continued growth in Product Clusters such as EAD. Further contributions are expected from several project wins, for example for the campus of the University of Vienna (Austria), where the offered solutions include several product clusters enabling touchless access.

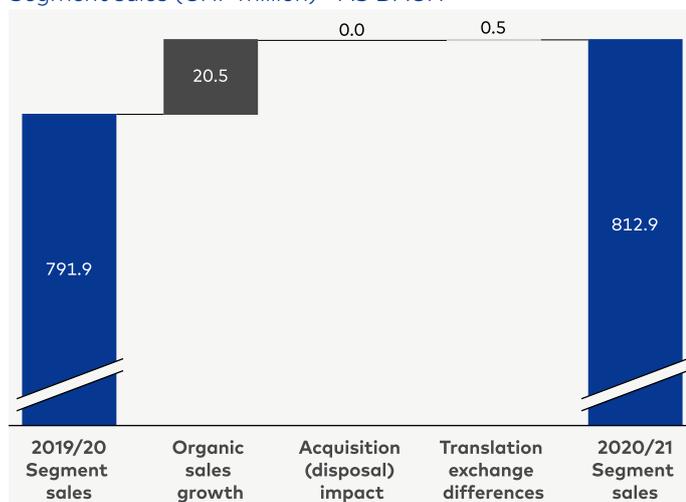
The segment will continue to focus on the introduction of new, innovative products such as [EntriWorX](#), which supports smart planning processes for buildings, simple installation of door solutions and secure, smooth operations of these solutions. EntriWorX networks door technology components through simple plug & play instead of complex wiring and different transmission protocols, thus enabling door systems to be commissioned using a simple app. Once the building is in operation, the data from the connected door components can be processed in the customer's existing management system or with dormakaba's own all-in-one customized solution for managing access, occupancy, energy supply and maintenance. At the same time, the interfaces between the door components and the customer's system can be reduced from up to four interfaces to one. Overall, EntriWorX creates significant productivity gains for the customers throughout the entire building life cycle; for example, the initial time for commissioning a complex door is reduced from several hours to less than 30 minutes. AS DACH launched the solution in the German market at the end of April 2021, with a phased, international market rollout across all Access Solutions segments planned in the coming year.

The segment will continue to increase sales prices to compensate for higher raw material costs. It has initiated measures to secure supplies of scarce electronic components to enable continued growth for its electronic access solutions.

## Key figures - segment AS DACH

CHF million, except where indicated	Financial year ended 30.06.2021		Financial year ended 30.06.2020		Change on previous year in %
		%		%	
Net sales third parties	531.9		501.4		6.1
Intercompany sales	281.0		290.5		
<b>Total segment sales</b>	<b>812.9</b>		<b>791.9</b>		<b>2.7</b>
Change in segment sales	21.0	2.7	-71.1	-8.2	
Of which translation exchange differences	0.5	0.1	-32.6	-3.7	
Of which acquisition (disposal) impact	0.0	0.0	-8.7	-1.0	
<b>Of which organic sales growth</b>	<b>20.5</b>	<b>2.6</b>	<b>-29.8</b>	<b>-3.5</b>	
<b>Operating profit before depreciation and amortization (EBITDA)</b>	<b>140.9</b>	<b>17.3</b>	<b>129.3</b>	<b>16.3</b>	<b>9.0</b>
Average number of full-time equivalent employees	3,315		3,452		

## Segment sales (CHF million) - AS DACH



# Segment Access Solutions EMEA

AS EMEA achieved total sales of CHF 712.9 million in the 2020/21 financial year. Organic sales grew by 4.4% compared to the previous year. Financial year 2020/21 continued to be impacted by the pandemic; however, the sequential quarter-by-quarter recovery resulted in 13.0% organic growth in the second half of 2020/21 compared to the prior-year period.

All major countries and regions saw good growth. There was a particular strong upswing in growth in Southern Europe, with France reaching all-time high sales levels, as well as good growth in the UK and Benelux. Scandinavia returned to organic growth supported by the successful turnaround of the business in Norway. The Norwegian business returned to organic growth and profitability thanks to the successful divestment of its project installation business in August 2020. The only region with negative organic growth was Middle East owing to larger non-repeated projects in the 2019/20 financial year as well as market liquidity constraints.

Sales growth in AS EMEA was driven by strong double-digit growth for the Product Cluster Electronic Access & Data (EAD). Most other Product Clusters experienced good growth as well, though Lodging Systems showed a double-digit decline due to the severe impact of the pandemic on the hospitality vertical.

EBITDA increased by CHF 15.4 million to CHF 60.9 million compared to the prior-year period, supported by strong volume growth and favorable product mix including price increases, as well as tight cost control and procurement benefits. At the same time, there was higher factory output especially with the growth of the EAD product cluster. The EBITDA margin therefore rose by 2.0 percentage points to 8.5%, which is above the pre-Covid level.

For the 2021/22 financial year, AS EMEA expects moderate organic growth with continued recovery of its main markets supported by a good order book above prior-year level in all regions. The segment will benefit from several project wins, for example for major airports in Spain, Poland, and the Middle East, a major business park in Moscow as well as a major contract for the Drammen hospital in Norway. In all these projects, the installed solutions will include several Product Clusters.

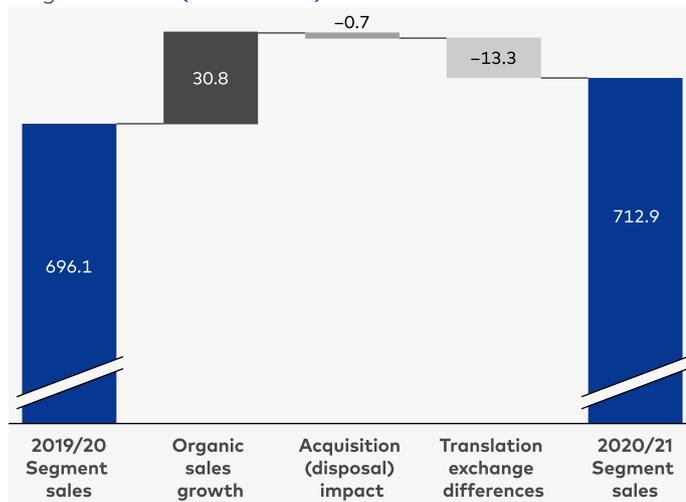
Recent product development efforts focus on the development of new, innovative solutions such as an automatic door system that uses biometric and telemetry imaging to manage people flow especially in stores with Covid-19 distancing requirements. The solution was launched in 2020/21 in the UK and the rollout across various other markets will continue in 2021/22.

The segment will continue to increase sales prices to compensate for higher raw material costs and has initiated measures to secure supplies of scarce electronic components to enable growth for its electronic access solutions.

## Key figures - segment AS EMEA

CHF million, except where indicated	Financial year ended 30.06.2021		Financial year ended 30.06.2020		Change on previous year in %
		%		%	
Net sales third parties	591.1		585.2		1.0
Intercompany sales	121.8		110.9		
<b>Total segment sales</b>	<b>712.9</b>		<b>696.1</b>		<b>2.4</b>
Change in segment sales	16.8	2.4	-81.7	-10.5	
Of which translation exchange differences	-13.3	-1.9	-37.4	-4.8	
Of which acquisition (disposal) impact	-0.7	-0.1	0.2	0.0	
<b>Of which organic sales growth</b>	<b>30.8</b>	<b>4.4</b>	<b>-44.5</b>	<b>-5.7</b>	
<b>Operating profit before depreciation and amortization (EBITDA)</b>	<b>60.9</b>	<b>8.5</b>	<b>45.5</b>	<b>6.5</b>	<b>33.8</b>
Average number of full-time equivalent employees	3,358		3,468		

## Segment sales (CHF million) - AS EMEA



# Segment Key & Wall Solutions

Key & Wall Solutions generated total sales of CHF 344.9 million in the financial year 2020/21. Organic sales grew by 1.8% year-on-year. In the first half of 2020/21, organic sales were 9.2% below the previous year due to the impact of the pandemic, with key shops still closed due to regional lockdowns for example. In the second half-year, demand improved in most regions, which resulted in 16.0% organic sales growth compared to the second half of 2019/20.

**Business Unit Key Systems** recorded double-digit growth in the year under review. Growth was driven by a good recovery in demand from the global automotive industry, and a strong key cutting machines business that benefitted from the introduction of a new platform of high-end electronic key cutting machines and a major contract in the USA. In addition, the previous year provided a weak baseline particularly for Key Systems as both supply and demand in major markets such as Italy, India, and Latin America were heavily impacted by the pandemic.

Organic sales for **Business Unit Movable Walls** were below the previous year due to a base effect stemming from having finalized a major project in Las Vegas. On top, delays in the finalization of existing projects, postponed construction projects as well as regional lockdowns had an impact. However, both order backlog and order entry remained strong.

EBITDA stood at CHF 54.2 million, up by 7.3% compared to the previous year. The EBITDA margin increased to 15.7% (previous year 14.4%) and has already achieved pre-Covid levels. Both Business Units improved their EBITDA margin, with Movable Walls reaching an all-time high. The increase in profitability was driven by higher volumes, continued tight cost management, and the reduction of personnel expenses as well as procurement savings and a favorable product mix in Movable Walls.

Barring new additional waves of Covid-19, Key & Wall Solutions expects moderate organic growth. Growth will be driven by both a good order backlog in Movable Walls and good demand for Key Systems in major regions and markets such as the automotive industry. The Movable Wall business has won several major contracts that will support growth such as the Shangri-La Hotel in Beijing (China), the expansion of the Las Vegas Convention Center (USA), and The Circle convention center at Zurich airport (Switzerland).

Sales will continue to be driven by new, innovative products like the [Unocode F Series](#), a new platform of five models of high-end electronic key cutting machines. The Unocode F Series was launched successfully in the second half of 2020/21 and already contributed to growth in the financial year 2020/21. For Movable Walls, growth potential is expected from new cost-effective automated movable walls.

Both Business Units will continue to increase sales prices to compensate for higher raw material costs.

## Key figures - segment Key &amp; Wall Solutions

CHF million, except where indicated	Financial year ended 30.06.2021		Financial year ended 30.06.2020		Change on previous year in %
		%		%	
Net sales third parties	329.8		340.2		-3.1
Intercompany sales	15.1		11.2		
<b>Total segment sales</b>	<b>344.9</b>		<b>351.4</b>		<b>-1.8</b>
Change in segment sales	-6.5	-1.8	-50.5	-12.6	
Of which translation exchange differences	-12.6	-3.6	-14.6	-3.7	
Of which acquisition (disposal) impact	0.0	0.0	0.0	0.0	
<b>Of which organic sales growth</b>	<b>6.1</b>	<b>1.8</b>	<b>-35.9</b>	<b>-8.9</b>	
<b>Operating profit before depreciation and amortization (EBITDA)</b>	<b>54.2</b>	<b>15.7</b>	<b>50.5</b>	<b>14.4</b>	<b>7.3</b>
Average number of full-time equivalent employees	2,001		2,188		

## Segment sales (CHF million) - Key &amp; Wall Solutions

