Consolidated Financial Statements

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Key figures

The key headlines concerning the Group's performance are:

- Organic net sales growth of 4.7%
- Adjusted EBITDA margin increased by 120bps to 14.7%
- Transformation program on track, delivers tangible results
- Net profit of CHF 82.2 million
- Strong balance sheet, solid free cash flow generation

CHF million, except where indicated	Note	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Net sales	1.2	**2,837.1**		**2,848.8**	
Change in sales		–11.7	–0.4	91.9	3.3
translation exchange difference		–139.5	–4.9	–109.2	–4.0
acquisition impact		0.0	0.0	33.9	1.3
divestment impact		–0.1	0.0	–50.2	–1.8
organic sales growth	5.2	**127.9**	**4.7**	**217.4**	**8.4**
Adjusted EBITDA (Adjusted operating profit before depreciation and amortization)	1.1	**416.9**	**14.7**	**384.8**	**13.5**
Adjusted EBIT (Adjusted operating profit)	1.1	344.0	12.1	307.5	10.8
Profit before taxes		134.1	4.7	142.2	5.0
Net profit		82.2	2.9	88.5	3.1
Dividend per share (in CHF)[1]	3.3	8.0		9.5	
Other key figures					
ROCE (Return on capital employed)[2]	5.2	29.0%		25.1%	
Net debt	3.1	454.8		596.9	
Market capitalization		1,932.1		1,683.0	
Average number of full-time equivalent employees	1.3	15,336		15,519	

1 In 2023/24: proposal to the Annual General Meeting
2 The ROCE calculation is based on EBIT, adjusted for items affecting comparability (IAC). The detailed calculation is disclosed in the note on alternative performance measures (APM) (5.2).

The consolidated financial statements have been prepared in accordance with Swiss GAAP FER (GAAP = Generally Accepted Accounting Principles, FER = Fachempfehlung zur Rechnungslegung or "accounting and reporting recommendations"). Financial performance measures not defined by Swiss GAAP FER are described in 5.2 Alternative performance measures (APM).

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Five-year performance overview

Consolidated income statement

CHF million, except share amounts	Note	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Net sales	1.2	**2,837.1**	**100.0**	**2,848.8**	**100.0**
Cost of goods sold		–1,695.4	–59.8	–1,711.6	–60.1
Gross margin		**1,141.7**	**40.2**	**1,137.2**	**39.9**
Sales and marketing		–545.4	–19.2	–484.3	–17.0
General administration		–263.8	–9.3	–283.0	–10.0
Research and development		–127.3	–4.5	–129.6	–4.5
Other operating income		14.8	0.5	10.8	0.4
Other operating expenses	1.4	–55.0	–1.9	–62.1	–2.2
Operating profit (EBIT)		**165.0**	**5.8**	**189.0**	**6.6**
Result from associates	4.2	11.6	0.4	0.6	0.0
Financial expenses	1.5	–45.0	–1.6	–48.9	–1.7
Financial income	1.5	2.5	0.1	1.5	0.1
Profit before taxes		**134.1**	**4.7**	**142.2**	**5.0**
Income taxes	1.6	–51.9	–1.8	–53.7	–1.9
Net profit		**82.2**	**2.9**	**88.5**	**3.1**
Net profit attributable to minority interests		40.0		42.8	
Net profit attributable to the owners of the parent		42.2		45.7	
Basic earnings per share in CHF	3.3	10.1		10.9	
Diluted earnings per share in CHF	3.3	10.0		10.9	

Consolidated balance sheet

Assets

CHF million	Note	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Current assets					
Cash and cash equivalents		150.4	7.7	122.1	6.3
Trade receivables	2.1	483.1	24.5	461.2	23.7
Inventories	2.2	497.0	25.3	487.7	25.1
Current income tax assets		17.8	0.9	11.4	0.5
Other current assets	2.6	67.9	3.5	68.3	3.5
Total current assets		**1,216.2**	**61.9**	**1,150.7**	**59.1**
Non-current assets					
Property, plant, and equipment	2.3	403.5	20.5	398.1	20.5
Intangible assets	2.3	164.5	8.4	209.9	10.8
Investments in associates	4.2	0.0	0.0	0.9	0.0
Non-current financial assets	2.6	44.2	2.2	43.9	2.3
Deferred income tax assets	1.6	137.1	7.0	143.0	7.3
Total non-current assets		**749.3**	**38.1**	**795.8**	**40.9**
Total assets		**1,965.5**	**100.0**	**1,946.5**	**100.0**

Liabilities and equity

CHF million	Note	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Current liabilities					
Current borrowings	3.1	6.2	0.3	119.1	6.1
Trade payables		180.2	9.2	163.5	8.4
Current income tax liabilities		36.9	1.9	35.0	1.8
Accrued and other current liabilities	2.6	419.4	21.3	390.6	20.1
Provisions	2.4	86.8	4.4	18.3	0.9
Total current liabilities		**729.5**	**37.1**	**726.5**	**37.3**
Non-current liabilities					
Accrued pension and other employee benefits	2.5	253.2	12.9	254.5	13.1
Deferred income tax liabilities	1.6	21.9	1.1	31.0	1.6
Non-current provisions	2.4	19.5	1.0	0.0	0.0
Non-current liabilities	3.1	599.0	30.5	599.9	30.8
Total non-current liabilities		**893.6**	**45.5**	**885.4**	**45.5**
Total liabilities		**1,623.1**	**82.6**	**1,611.9**	**82.8**
Equity					
Share capital	3.2	0.4	0.0	0.4	0.0
Additional paid-in capital		811.3	41.3	811.3	41.8
Retained earnings		−481.0	−24.5	−484.6	−24.9
Treasury shares	3.2	−5.7	−0.3	−9.1	−0.5
Translation exchange differences	3.4	−69.3	−3.5	−67.3	−3.5
Total equity owners of the parent		**255.7**	**13.0**	**250.7**	**12.9**
Minority interests		86.7	4.4	83.9	4.3
Total equity		**342.4**	**17.4**	**334.6**	**17.2**
Total liabilities and equity		**1,965.5**	**100.0**	**1,946.5**	**100.0**

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Consolidated cash flow statement

CHF million	Note	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Net profit		**82.2**	**88.5**
Depreciation and amortization	2.3	128.1	136.8
Income tax expenses	1.6	51.9	53.7
Interest expenses	1.5	37.3	41.5
Interest income	1.5	–2.4	–1.4
(Gain) Loss on disposal of fixed assets, net		–5.5	0.0
Adjustment for other non-cash and non-operational items		–6.1	12.9
Change in trade receivables		–26.4	–4.4
Change in inventories		–14.3	16.8
Change in other current assets		–0.8	–5.9
Change in trade payables		14.8	–5.9
Change in accrued pension and other employee benefits		2.7	6.2
Change in provisions, accrued and other current liabilities		120.1	24.6
Cash generated from operations		**381.6**	**363.4**
Income taxes paid		–60.6	–42.3
Interest paid		–37.2	–34.1
Interest received		2.4	1.4
Net cash from operating activities		**286.2**	**288.4**
Cash flows from investing activities			
Additions of property, plant, and equipment	2.3	–61.6	–61.5
Proceeds from sale of property, plant, and equipment	2.3	9.4	1.1
Additions of intangible assets	2.3	–37.0	–37.0
Change in non-current financial assets		–0.2	–1.8
Acquisition of subsidiaries, net of cash acquired	4.3	–4.2	–12.3
Sale of subsidiaries, net of cash sold	4.3	–0.1	–0.3
Sale of investment in associates and joint ventures	4.2	12.1	0.0
Net cash used in investing activities		**–81.6**	**–111.8**
Free cash flow	5.2	**204.6**	**176.6**
Cash flows from financing activities			
New bonds issued	3.1	0.0	274.2
Other proceeds from (repayment of) current borrowings, net	3.1	–110.8	–357.5
Proceeds from (repayment of) non-current borrowings, net	3.1	5.9	–1.9
Change in other non-current liabilities		–0.1	–0.1
Dividends paid to company's shareholders	3.3	–39.8	–48.1
Dividends paid to minority shareholders		–33.1	–43.4
(Purchase) Sale of treasury shares	3.2	0.0	–1.0
Net cash flows from financing activities		**–177.9**	**–177.8**
Translation exchange differences		1.6	18.8
Net increase (decrease) in cash and cash equivalents		**28.3**	**17.6**
Cash and cash equivalents at beginning of period		122.1	104.5
Cash and cash equivalents at end of period		150.4	122.1
Net increase (decrease) in cash and cash equivalents		**28.3**	**17.6**

Consolidated statement of changes in equity

CHF million	Share capital	Additional paid-in capital	Retained earnings	Treasury shares	Cumul. translation adjustm.	Minority interests	Total equity
Balance at 30.06.2024	**0.4**	**811.3**	**–481.0**	**–5.7**	**–69.3**	**86.7**	**342.4**
Net profit for the reporting period			42.2			40.0	82.2
Currency translation adjustments					–2.0	–5.2	–7.2
Dividend paid (see note 3.3)			–39.8			–33.1	–72.9
Shares awarded (share-based compensation)			1.2	3.4		1.1	5.7
Balance at 30.06.2023	**0.4**	**811.3**	**–484.6**	**–9.1**	**–67.3**	**83.9**	**334.6**
Net profit for the reporting period			45.7			42.8	88.5
Currency translation adjustments					–13.7	–15.4	–29.1
Dividend paid (see note 3.3)			–48.1			–43.4	–91.5
Shares awarded (share-based compensation)			–0.4	7.9		–0.4	7.1
Treasury shares (purchased) re-issued				–1.0			–1.0
Balance at 01.07.2022	**0.4**	**811.3**	**–481.8**	**–16.0**	**–53.6**	**100.3**	**360.6**

Notes to the consolidated financial statements for the 2023/24 financial year

1. Performance

This section provides information on the operational performance of dormakaba Group and the current operating model, the outlook on the organizational changes and its implication on the operating model, as well as on the segment disclosure. The description of the operating model provides information useful in understanding the segment reporting, which corresponds to the Group's internal reporting system. In addition, information is presented on selected income and expense items.

1.1 Segment reporting

Operating model and organizational structure

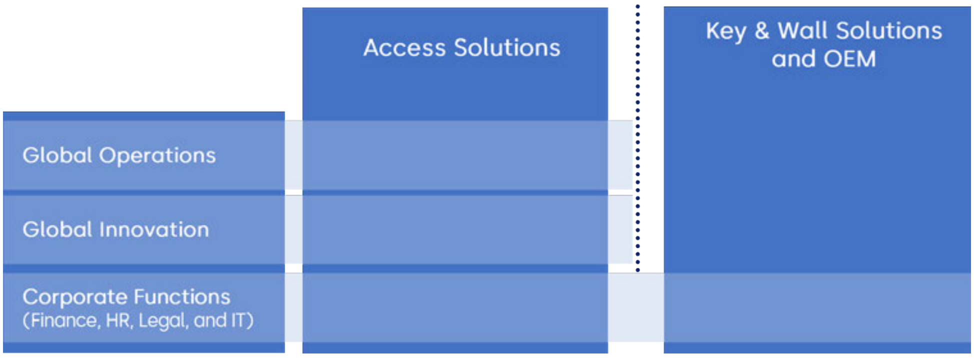
The Access Solutions (AS) business consists of the AS commercial business under one leadership of a Chief Commercial Officer (CCO) with support by Global Functions Operations and Innovation.

The company's five core markets (USA/Canada, Germany, Australia/New Zealand, Switzerland, UK/Ireland) as well as China and India are reporting directly to the CCO; together they represent around 70% of Access Solutions sales. To enable a strong customer focus and sales generation, the key markets are built around:

- Project and solution sales ("direct business"), focusing on end customers, general and technical contractors;
- Product and system sales ("indirect business"), focusing on distributors, value-added resellers, system integrators, and OEMs;
- Service sales, focusing on facility managers, building operators, or installers to support services growth as part of the global core;
- Furthermore, we support the above with pull generation via specification and support to architects, design engineers, planners, and other influencers.

Key & Wall Solutions and OEM completes the organizational setup as a standalone global segment. Key & Wall Solutions operates as a standalone self-contained segment with two global businesses – Key Systems and Movable Walls. It includes production facilities, which are situated in North and South America, Europe, and Asia. The original equipment manufacturing (OEM) business has plants in mainland China and Taiwan.

Operating model

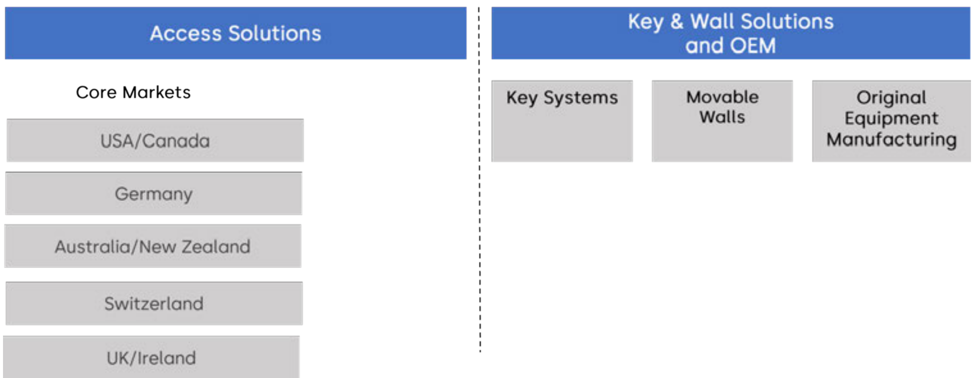


Global Operations is responsible for dormakaba's Access Solutions production network including the areas Plants, Manufacturing Excellence, Industrial Engineering, Procurement, Logistics, and Health & Safety. Operations' main task is to build an integrated production network, optimize the production footprint, bundle our purchasing activities, and drive lean efforts.

Global Innovation is responsible for delivering customer- and market-oriented product and solution developments and innovations. In cooperation with the Global Commercial function it develops and steers innovations and technology strategies to foster dormakaba's innovation leadership in the market.

Corporate Functions (Finance, HR, Legal, and IT) globally support the above business units and functions to steer the business, drive implementation of the current Shape4Growth strategy, and strengthen customer centricity of dormakaba.

Organizational structure



In accordance with the management organization, the reporting to Group management consists of the seven key markets, Key & Wall Solutions and OEM, and the Global Functions, as described above. Segment reporting is prepared in line with our management reporting up to the adjusted EBIT contribution. The reporting forms the basis for assessing performance and allocating resources. Financial transactions of Global Functions that are directly attributable or can be allocated on a reasonable basis to a specific segment are reported under the segment concerned. The financial performance of the key markets is measured at full value contribution to the performance of the Group to improve financial steering, transparency, and accountability. The segment results are based on the same accounting principles that are used to determine the operating profit of the Group. Intersegment transactions are based on the arm's length principle.

Offering

dormakaba Group provides smart, secure, and sustainable solutions for seamless flow and integrated access. Its portfolio of strong brands offers customers the full range of products, solutions, and services for access to premises, buildings, and rooms. From award-winning, end-to-end access solutions to industry best practices and straightforward installation across a range of markets and industries, dormakaba is a complete partner for door and access systems, catering to a broad range of industries such as hotels, retail spaces, sporting venues, airports, hospitals, offices, utilities, and multi-housing, as well as in some selected residential markets.

With a clear portfolio segmentation, dormakaba focuses on its global core businesses Access Automation Solutions (door operators, sliding doors, and revolving doors), Access Control Solutions (connected devices and engineered solutions), Access Hardware Solutions (door closers, exit devices, and mechanical key systems) and Services. The Group is also a market leader for Key Systems (key blanks, key cutting machines, and automotive solutions such as transponder keys and programmers), as well as Movable Walls including acoustic movable partitions and horizontal and vertical partitioning systems.

Segment reporting

CHF million	Access Solutions Financial year ended 30.06.2024	Access Solutions Financial year ended 30.06.2023	Key & Wall Solutions and OEM Financial year ended 30.06.2024	Key & Wall Solutions and OEM Financial year ended 30.06.2023	Corporate Financial year ended 30.06.2024	Corporate Financial year ended 30.06.2023
Net sales third parties	2,399.3	2,409.4	437.8	439.4	0.0	0.0
Intercompany sales	6.6	4.7	46.6	46.9	0.0	0.0
Total sales	**2,405.9**	**2,414.1**	**484.4**	**486.3**	**0.0**	**0.0**
Adjusted EBIT (Adjusted operating profit)	**308.5**	**284.7**	**82.4**	**69.3**	**–46.9**	**–46.5**
as % of sales	12.8%	11.8%	17.0%	14.3%	0.0%	0.0%
Adjusted depreciation and amortization	57.8	61.8	12.8	13.5	2.3	2.0
Adjusted EBITDA (Adjusted operating profit before depreciation and amortization)	**366.3**	**346.5**	**95.2**	**82.8**	**–44.6**	**–44.5**
as % of sales	15.2%	14.4%	19.7%	17.0%	0.0%	0.0%
Net working capital	634.3	618.4	88.3	93.0	–18.3	–17.4
Capital expenditure	70.2	62.9	13.7	11.9	18.0	23.7
Average number of full-time equivalent employees	11,713	11,749	3,162	3,267	461	503

			Eliminations			Group
Net sales third parties			0.0	0.0	2,837.1	2,848.8
Intercompany sales			–53.2	–51.6	0.0	0.0
Total sales			**–53.2**	**–51.6**	**2,837.1**	**2,848.8**
Adjusted EBIT (Adjusted operating profit)			**0.0**	**0.0**	**344.0**	**307.5**
as % of sales			0.0%	0.0%	12.1%	10.8%
Adjusted depreciation and amortization			0.0	0.0	72.9	77.3
Adjusted EBITDA (Adjusted operating profit before depreciation and amortization)			**0.0**	**0.0**	**416.9**	**384.8**
as % of sales			0.0%	0.0%	14.7%	13.5%
Net working capital			0.0	0.0	704.3	694.0
Capital expenditure			0.0	0.0	101.9	98.5
Average number of full-time equivalent employees			–	–	15,336	15,519

Reconciliation of operational figures

		Financial year ended 30.06.2024			Financial year ended 30.06.2023	
CHF million	**Adjusted**	**IAC[1]**	**Unadjusted**	**Adjusted**	**IAC[1]**	**Unadjusted**
Operating profit before depreciation and amortization (EBITDA)	**416.9**	**–123.8**	**293.1**	**384.8**	**–59.0**	**325.8**
Depreciation and amortization	–72.9	–55.2	–128.1	–77.3	–59.5	–136.8
Operating profit (EBIT)	**344.0**	**–179.0**	**165.0**	**307.5**	**–118.5**	**189.0**

[1] Content of items affecting comparability (IAC) is described in the note on alternative performance measures (APM) (5.2).

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1.2 Net sales per geographical markets/business units

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Net sales third parties		
USA/Canada	712.1	717.8
Germany	327.0	304.1
Australia/New Zealand	200.7	212.8
Switzerland	211.3	212.6
UK/Ireland	111.4	111.9
Rest of the World	836.8	850.2
Total Access Solutions	**2,399.3**	**2,409.4**
Key & Wall Solutions and OEM	437.8	439.4
Group	**2,837.1**	**2,848.8**

Accounting principles

Net sales includes all sales of goods and services, after deduction of freight expense of goods sold, sales commissions, and other sales deductions, such as discounts and rebates.

Sales from goods are recognized when all significant risks, rewards of ownership, and control are transferred. Sales related to services are recognized when the service is provided. Distinctive components related to multi-element contracts are recognized separately.

1.3 Personnel expenses

CHF million	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Personnel expenses	**1,210.1**	**100.0**	**1,127.9**	**100.0**
Salaries and wages	912.1	75.4	905.5	80.3
Social security expenses	176.6	14.6	170.4	15.1
Share-based payments	5.7	0.5	7.1	0.6
Pension benefit expenses (see note 2.5)	33.0	2.7	35.6	3.2
Employment termination expenses	82.1	6.8	8.3	0.7
Other benefits	0.6	0.0	1.0	0.1

Number of full-time equivalent employees	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Employees at balance sheet date	**15,444**		**15,352**	
Average number of employees per functions and business units	**15,336**	**100.0**	**15,519**	**100.0**
Total Access Solutions	11,713	76.4	11,749	75.7
Commercial and Marketing	7,185	46.8	7,319	47.2
Operations	3,098	20.2	3,013	19.4
Innovation	744	4.9	747	4.8
Finance and HR	686	4.5	670	4.3
Key & Wall Solutions and OEM	3,162	20.6	3,267	21.1
Corporate	461	3.0	503	3.2
Average number of employees per geographical region	**15,336**	**100.0**	**15,519**	**100.0**
Switzerland	913	6.0	932	6.0
Germany	2,787	18.2	2,788	18.0
Rest of EMEA	3,979	25.9	4,018	25.9
Americas	3,480	22.7	3,462	22.3
Asia Pacific	4,177	27.2	4,319	27.8

Share-based payments

The Nomination and Compensation Committee is responsible for nominating individual members of the Executive Committee (EC) and other Senior Management members for long-term incentive (LTI) awards. The LTI award is granted through a Performance Share Unit (PSU) plan, vesting over three years and subject to the achievement of performance conditions. During the reporting period, the LTI grants include performance indicators such as relative Total Shareholder Return (TSR), Earnings per Share (EPS), and Sustainability (ESG) related targets. ESG targets have been introduced as from the grant 2023 to reflect the increasing importance of sustainability and cover both social and environmental topics that are addressed by our sustainability strategy. The vesting level may range from 0% to a maximum of 200% of the original number of units granted (maximum two shares for each performance share unit originally granted); there is no vesting below the threshold levels of performance.

The fair value of the Performance Share Units (PSUs) at the grant date includes adjustments for foregone dividends during the vesting period and the Total Shareholder Return (TSR) performance condition. The associated expenses are recognized on a straight-line basis over the vesting period. The restricted shares allocated to the members of the Board of Directors (BoD) are blocked for three years.

The fair value of the restricted shares corresponds to the value of the closing price of the dormakaba Holding AG share on the SIX Swiss Exchange as at the business day prior to the date of the allocation.

Further information about the allocation of treasury shares is disclosed in the note on share capital and treasury shares (3.2), and further details about long-term incentive stock award plans are outlined in the Compensation Report.

Accounting principles

The fair value of the employee services received in exchange for shares is measured at the fair value of the shares as at the grant date and recognized as an expense with a corresponding entry in equity. Expenses for shares that vest immediately are recognized accordingly. Shares that are subject to future services are recognized over the vesting period.

1.4 Other operating expenses

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Total other operating expenses	**–55.0**	**–62.1**
Goodwill amortization	–49.5	–59.5
Loss from sale of subsidiaries	–3.6	0.0
Other operating expenses	–1.9	–2.6

1.5 Financial result

CHF million	Note	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Financial income		**2.5**	**1.5**
Interest income		2.4	1.4
Other financial income		0.1	0.1
Financial expense		**45.0**	**48.9**
Interest expenses for bonds	3.1	13.6	10.6
Interest expenses for forward contracts	3.4	12.5	14.4
Other interest expenses		11.2	16.5
Foreign exchange losses (gains)	3.4	2.6	4.3
Other financial expenses		5.1	3.1

1.6 Taxes

Income taxes

The weighted applicable tax rate results from applying each subsidiary's statutory income tax rate to the income before taxes. Since the Group operates in countries that have different tax rates, the weighted applicable tax rate may vary from year to year according to variations in income per country and changes in applicable tax rates.

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Profit before taxes	**134.1**	**142.2**
Weighted applicable tax rate	22.9%	24.8%
Tax calculated at applicable tax rate	**30.7**	**35.3**
Current income taxes	55.4	48.7
Deferred income taxes	–3.5	5.0
Income taxes	**51.9**	**53.7**
Difference between applicable and effective income taxes	**21.2**	**18.4**
Impact of losses and tax loss carryforwards	9.7	–3.3
Tax-exempt income	–2.8	–3.8
Non-deductible expenses	7.1	6.3
Non-taxable/non-deductible divestments/goodwill amortization	9.5	14.8
Non-recoverable withholding tax expenses	6.0	3.4
Effect of change in tax rates	–0.1	2.2
Tax charges (credits) relating to prior periods, net	–2.3	–0.3
Other	–5.9	–0.9
Income taxes charged to equity	1.4	–0.7

The effective income tax rate of 38.7% (2022/23: 37.8%) is impacted by divestments and the amortization of goodwill. The amortization of goodwill, which is non-deductible for tax purposes, leads to an increase of the effective tax rate, whereas the profit from the sale of investments, being non-taxable, reduces the effective tax rate. This impact is disclosed separately in the reconciliation above (divestments/non-deductible goodwill amortization). Without this impact, the effective tax rate is 29.3% (2022/23: 26.6%).

In 2023/24, the tax rate was further affected by tax losses resulting from restructuring costs. Consistent with our accounting policy, no tax benefit has been recognized for these losses. Excluding this negative impact of CHF 8.8 million, the tax rate would have been 24.5% (2022/23: 26.6%). A corresponding tax benefit can be anticipated in future years when the tax losses are utilized.

The variance in "Other" compared to the previous year is attributed to a change in tax provisions.

Deferred taxes

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Balance sheet presentation of deferred income taxes		
Total deferred income taxes, net	**115.2**	**112.0**
Deferred income tax assets	137.1	143.0
Deferred income tax liabilities	21.9	31.0
Expiration of tax loss carryforwards not recognized as deferred tax assets		
Balance of tax loss carryforwards at end of financial year	**147.9**	**122.4**
Expiry in 1 year	5.8	2.1
Expiry in 2 to 5 years	12.1	16.1
Expiry after 5 years	9.9	8.5
No expiry	120.1	95.7

The unrecognized tax loss carryforwards of CHF 147.9 million (2022/23: CHF 122.4 million) have the potential to generate tax relief of CHF 36.0 million (previous year: CHF 28.1 million). The increase of CHF 25.5 million in unrecognized tax loss carryforwards is primarily attributable to restructuring costs, which led to tax losses in some jurisdictions. Over the medium term, it is anticipated that up to CHF 10.4 million (2022/23: CHF 2.7 million) of the CHF 36.0 million potential tax relief may be realized.

In December 2021, the OECD published the Pillar Two model rules to introduce a global minimum corporate income tax of 15% for multinational companies with consolidated sales of more than EUR 750 million. Meanwhile, Pillar Two legislation has been enacted or substantially enacted in many jurisdictions in which dormakaba operates. The legislation will be effective for dormakaba's financial year beginning 1 July 2024. dormakaba performed an assessment of the potential exposure to Pillar Two income taxes. The application of the Pillar Two model rules would not have had a material impact on the financial results of 2023/24. dormakaba continues to monitor the development of the Pillar Two model rules and continually assesses the impact thereof on dormakaba.

Accounting principles

Current income taxes are based on taxable income for the current year and charged to income when incurred. Deferred income taxes are determined using the liability method, with the applicable and substantially enacted income tax rates applied on a comprehensive basis to eligible temporary differences. No deferred income tax assets and liabilities related to the OECD Pillar Two global minimum tax are recognized. Deferred income tax assets arising from temporary differences are only recognized to the extent that it is probable that future taxable profit will be available, against which the temporary differences can be utilized. Deferred income taxes resulting from tax loss carryforwards applicable to future taxable income are only recognized to the extent of the available deferred tax liabilities.

Use of accounting estimates

The recoverable amount of deferred income tax assets is based on past performance and forecasts of the corresponding taxable entity over a period of several years. Deviations between actual and projected results can lead to impairment losses.

2. Operating assets and liabilities

Detailed information on the operating assets used and liabilities incurred to support the Group's operating activities are disclosed in this section. This includes disclosures on the valuation of trade receivables and inventory as well as movements in tangible and intangible assets, provisions, and employee benefits.

2.1 Trade receivables

Maturity analysis CHF million	Financial year ended 30.06.2024 Gross	Allow.	Net	Financial year ended 30.06.2023 Gross	Allow.	Net
Trade receivables	**502.0**	**–18.9**	**483.1**	**477.8**	**–16.6**	**461.2**
Not yet due	369.9	–0.2	369.7	350.7	–0.4	350.3
1–30 day(s) overdue	59.5	–0.3	59.2	52.2	–0.3	51.9
31–60 days overdue	19.5	–0.2	19.3	21.8	–0.1	21.7
61–90 days overdue	11.8	–0.4	11.4	14.2	–0.2	14.0
91–120 days overdue	6.4	–0.4	6.0	6.9	–0.2	6.7
121–150 days overdue	5.2	–0.4	4.8	4.6	–0.3	4.3
More than 150 days overdue	29.7	–17.0	12.7	27.4	–15.1	12.3

Accounting principles

Short-term accounts receivable are stated at nominal value less allowance for doubtful accounts. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows. It is assessed based on the maturity structure. In addition, accounts receivable are individually impaired if there is clear evidence of insolvency or other indications that collectability is severely endangered.

2.2 Inventories

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Inventories, net	**497.0**	**487.7**
Allowance for obsolete and slow-moving items	76.0	63.9
Inventories, gross	**573.0**	**551.6**
Raw materials and supplies	238.0	262.5
Semi-finished goods and work in progress	107.8	78.8
Finished goods	222.8	202.6
Prepayments to suppliers	4.4	7.7

Accounting principles

Inventories are valued at the lower of purchase/manufacturing cost and net realizable value. Cost is determined using the weighted average method. Manufacturing cost includes direct labor and material as well as a commensurate share of related overhead costs. Allowances are made for obsolete and slow-moving items. Cash discounts from suppliers are treated as purchase cost reductions.

2.3 Property, plant, and equipment/ Intangible assets

Property, plant, and equipment

CHF million, except where indicated	Land and buildings	Plant, machinery, and equipment	Furniture, fixtures and other	Pre-payments	Total property, plant, and equipment
30 June 2024, net	**192.5**	**116.0**	**58.1**	**36.9**	**403.5**
30 June 2023, net	**204.0**	**110.8**	**51.0**	**32.3**	**398.1**
Cost 30 June 2024	**320.0**	**388.5**	**214.6**	**36.9**	**960.0**
Additions	2.2	15.6	19.3	27.8	64.9
Disposals	–4.8	–3.3	–5.0	–0.4	–13.5
Reclassifications	–0.4	16.7	4.9	–22.5	–1.3
Translation exchange differences	–3.6	–2.6	–2.3	–0.3	–8.8
30 June 2023	**326.6**	**362.1**	**197.7**	**32.3**	**918.7**
Additions	4.7	9.5	20.4	26.9	61.5
Disposals	–0.1	–5.3	–4.3	–0.8	–10.5
Reclassifications	0.7	9.8	3.8	–15.0	–0.7
Acquisition of businesses	0.0	0.0	0.1	0.0	0.1
Translation exchange differences	–11.4	–17.6	–8.9	–1.2	–39.1
1 July 2022	**332.7**	**365.7**	**186.6**	**22.4**	**907.4**
Estimated useful life (in years)	20-50[1]	4-15	3-15		
Accumulated depreciation 30 June 2024	**127.5**	**272.5**	**156.5**	**0.0**	**556.5**
Additions	8.5	23.9	17.1	0.0	49.5
Disposals	–1.8	–3.0	–4.6	0.0	–9.4
Reclassifications	–1.2	2.2	–1.0	0.0	0.0
Translation exchange differences	–0.6	–1.9	–1.7	0.0	–4.2
30 June 2023	**122.6**	**251.3**	**146.7**	**0.0**	**520.6**
Additions	9.2	24.0	19.3	0.0	52.5
Disposals	–0.1	–4.9	–4.1	0.0	–9.1
Reclassifications	–0.5	0.1	0.4	0.0	0.0
Translation exchange differences	–2.9	–11.3	–6.1	0.0	–20.3
1 July 2022	**116.9**	**243.4**	**137.2**	**0.0**	**497.5**

1 Land is not depreciated.

Accounting principles

Property, plant, and equipment are recorded at cost less accumulated depreciation using the straight-line method. Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognized. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Items of minor value are charged directly to the income statement. All gains and losses on the disposal of property, plant, and equipment are recognized in the income statement.

Intangible assets

CHF million	Goodwill	Software	Develop-ment	Other	Total intangible assets
30 June 2024, net	**57.3**	**49.6**	**56.2**	**1.4**	**164.5**
30 June 2023, net	**110.7**	**53.8**	**41.8**	**3.6**	**209.9**
Cost 30 June 2024	**2,218.8**	**130.7**	**84.3**	**35.1**	**2,468.9**
Additions	0.0	16.2	20.4	0.4	37.0
Disposals	–5.7	–0.1	–2.2	–4.1	–12.1
Reclassifications	0.0	0.5	0.9	–0.1	1.3
Acquisition of businesses	–2.1	0.0	0.0	0.0	–2.1
Divestment of businesses	0.0	0.0	–2.4	0.0	–2.4
Translation exchange differences	–2.8	–1.4	–0.5	–0.7	–5.4
30 June 2023	**2,229.4**	**115.5**	**68.1**	**39.6**	**2,452.6**
Additions	0.0	18.6	15.8	2.6	37.0
Disposals	0.0	–0.3	–1.2	0.0	–1.5
Reclassifications	0.0	3.7	0.0	–3.0	0.7
Acquisition of businesses	8.1	0.0	0.0	0.0	8.1
Translation exchange differences	–97.9	–2.6	–1.2	–1.3	–103.0
1 July 2022	**2,319.2**	**96.1**	**54.7**	**41.3**	**2,511.3**
Estimated useful life (in years)	5-20	2-5	2-5	2-5	
Accumulated amortization 30 June 2024	**2,161.5**	**81.1**	**28.1**	**33.7**	**2,304.4**
Additions	49.5	20.1	5.2	2.4	77.2
Disposals	–5.0	–0.1	–2.2	–4.1	–11.4
Divestment of businesses	0.0	0.0	–0.9	0.0	–0.9
Translation exchange differences	–1.7	–0.6	–0.3	–0.6	–3.2
30 June 2023	**2,118.7**	**61.7**	**26.3**	**36.0**	**2,242.7**
Additions	59.5	16.4	5.2	3.2	84.3
Disposals	0.0	–0.4	–1.2	–0.1	–1.7
Translation exchange differences	–89.7	–1.5	–0.8	–1.1	–93.1
1 July 2022	**2,148.9**	**47.2**	**23.1**	**34.0**	**2,253.2**

Accounting principles

Intangible assets are capitalized at cost, amortized using the straight-line method over their useful life.

Goodwill represents the excess of the consideration transferred, including any non-controlling interest in the acquired business, and the book value of any prior equity interest in the acquired business at the acquisition date, over the fair value of the Group's share of the net assets acquired. It excludes the separate capitalization of intangible assets that were not previously recognized. If the purchase price includes elements contingent on future performance, these are estimated and recognized at the acquisition date. Any differences arising when the final purchase price is determined will result in an adjustment to the goodwill (refer to note on business combinations and divestments (4.3)). The estimated useful life of goodwill is determined on a case-by-case basis and does not exceed 20 years.

Development costs are recognized as an asset when specific recognition criteria are met, and it is determined that the recognized amount is recoverable through future economic benefits.

Other intangibles primarily consist of licenses, patents, and advance payments. The useful life of software, developments, and other intangible assets is determined on a case-by-case basis and ranges from 2 to 5 years.

Use of accounting estimates

Property, plant, and equipment as well as intangible assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. To determine whether impairment exists, estimates are made of the expected future cash flows arising from the use or the net selling price of the asset.

2.4 Provisions

CHF million	Warranty and customer returns	Restructuring	Other	Total
Provisions 30 June 2024	**18.0**	**74.1**	**14.2**	**106.3**
current	18.0	55.5	13.3	86.8
non-current	0.0	18.6	0.9	19.5
Provisions 30 June 2023	**11.0**	**0.0**	**7.3**	**18.3**
current	11.0	0.0	7.3	18.3
non-current	0.0	0.0	0.0	0.0

CHF million	Warranty and customer returns	Restructuring	Other	Total
Provisions 30 June 2024	**18.0**	**74.1**	**14.2**	**106.3**
Additions	15.0	74.9	11.5	101.4
Releases	–0.9	–0.1	–1.6	–2.6
Usage	–6.9	–0.9	–2.9	–10.7
Translation exchange differences	–0.2	0.2	–0.1	–0.1
Provisions 30 June 2023	**11.0**	**0.0**	**7.3**	**18.3**
Additions	8.0	0.0	3.9	11.9
Releases	–1.5	–1.5	–1.8	–4.8
Usage	–5.6	–4.0	–2.7	–12.3
Translation exchange differences	–0.4	0.0	–0.5	–0.9
Provisions 1 July 2022	**10.5**	**5.5**	**8.4**	**24.4**

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The provision for warranty and customer returns covers customer warranty claims and voluntary concessions as well as customer returns. The increase in 2023/24 financial year relates to the strategy of streamlining our product portfolio.

Restructuring provisions relate to the Shape4Growth transformation program which dormakaba announced on 3 July 2023. Further details are disclosed in the section Business performance of this annual report.

Other provisions mainly comprise those relating to environmental risks, litigation, and sales agents' indemnities. The increase in 2023/24 financial year is attributable to onerous contracts, litigation, or other claims from third parties.

Accounting principles

Provisions are recognized when:

- the Group has a present obligation (legal or constructive) as a result of a past event;
- it is probable that a use of resources will be required to settle the obligation; and
- the amount of the obligation can be reliably estimated.

A restructuring is a program planned and controlled by the Management that materially changes the manner in which the business is conducted. Costs relating to restructuring plans or agreements, including the reshaping of the organization, the discontinuation of certain activities, the streamlining of facilities and operations, and other restructuring measures, are recorded in the period in which the Group commits itself to a detailed formal plan. No provisions are recorded for future expenses that are linked to a future benefit.

Use of accounting estimates

In the course of their ordinary operating activities, Group companies can face claims from third parties. Provisions for pending claims are measured on the basis of the information available and a realistic estimate of the expected outflow of resources. The outcome of these proceedings may result in claims against the Group that cannot be met at all or in full through provisions or insurance cover.

Significant judgment is required to determine the costs of restructuring plans. The actual cost might deviate from the original plan.

2.5 Employee benefit liabilities

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023				Financial year ended 30.06.2024	Financial year ended 30.06.2023
	Economic part of the dormakaba Group		Translation differences	Change to previous year period or recognized in current result of the period, respectively	Contri-butions concerning the business period	Pension benefit expenses within personnel expenses	
Total accrued pension and other employee benefits	**253.2**	**254.5**					
Other long-term employee benefits	27.5	27.2					
Pension benefit obligations	**225.7**	**227.3**	**−3.7**	**2.1**	**30.9**	**33.0**	**35.6**
Pension institutions without surplus/deficit[1]					28.0	28.0	26.9
Pension institutions without own assets	225.7	227.3	−3.7	2.1	2.9	5.0	8.7

[1] In the current financial year, expenses related to Swiss pension are reported under pension institutions without surplus/deficit. In the previous year, these plans were classified under pension institutions with surplus due to the economic value indicated by a coverage rate exceeding 100%, despite the unavailability of free funds. To ensure consistency and comparability with the previous year's financial statements, the prior year's figures have been reclassified accordingly.

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Pension benefit expenses within personnel expenses	**33.0**	**35.6**
Decrease/increase in economic obligation from pension institutions without own assets	5.0	8.7
Contributions and changes to employer contribution reserves	**28.0**	**26.9**
Contributions to pension institutions from Group entities	28.0	26.9

Within the pension institutions without surplus/deficit, pension benefit expenses of CHF 11.3 million (2022/23: CHF 11.5 million) are attributed to Swiss pension plans. These plans are valued annually in December in accordance with Swiss GAAP FER 26. As of December 2023, the free funds amount to zero, while the coverage rate is 115.5%, based on an applied technical interest rate of 1.5% (December 2022: free funds amounted to zero, coverage rate 109.0%, technical interest rate 1.5%).

Pension institutions without own assets are assessed annually at the financial year-end. These primarily relate to pension liabilities of Group companies in Germany, Austria, and Italy.

Other long-term employee benefits mainly consist of provisions for anniversary and long-service awards, lump-sum payments at the end of service, and part-time retirement solutions.

Accounting principles

There are various pension plans in existence within the Group, which are individually aligned with local conditions in the respective countries. The plans are financed either by means of contributions to legally independent pension/insurance funds or by recognition as liabilities in the balance sheet of the respective Group companies. An economic obligation or an economic benefit arising from a Swiss pension scheme is determined from the statements made on the basis of Swiss GAAP FER 26 "Accounting of Pension Plans" and recognized in the balance sheet accordingly. The provision for pension plans of foreign subsidiaries which are not organized as independent legal entities is determined based on the local valuation methods.

Use of accounting estimates

dormakaba Group operates pension plans in various countries. The calculation of pension provisions for plans that do not have their own assets is based on actuarial assumptions, which may differ from the actual results.

2.6 Other assets and liabilities

Other assets

CHF million	Note	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Other current assets		**67.9**	**68.3**
Prepaid expenses		21.9	20.6
Retentions		10.7	8.7
Sales, withholding, and other recoverable taxes		33.4	35.7
Fair value of forward contracts	3.4	0.1	0.2
Other receivables and miscellaneous		1.8	3.1
Non-current financial assets		**44.2**	**43.9**
Loans		12.8	11.6
Pension-related assets		16.1	15.7
Long-term prepaid expenses		6.5	6.9
Long-term held securities		8.8	9.7

Accounting principles

Long-term held securities are recorded at fair value. All realized and unrealized gains and losses are recognized in the income statement. Other non-current financial assets are stated at amortized cost less valuation adjustments.

Other liabilities

CHF million	Note	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Accrued and other current liabilities		**419.4**	**390.6**
Advances from customers		51.8	49.3
Deferred income		43.8	42.1
Sales, withholding, and other tax payable		39.9	37.6
Payables to social security and pension fund		15.2	14.7
Accruals for salary payments, bonuses, vacation, overtime, and other employee benefits		152.5	137.0
Accrued interest		9.7	9.7
Fair value of forward contracts	3.4	3.2	1.3
Other accruals and current non-interest-bearing liabilities		103.3	98.9

Current borrowings and other non-current liabilities are disclosed in the note on capital management (3.1) as this information relates to capital management disclosures.

Accounting principles

Financial liabilities measured at amortized cost are initially recorded at fair value, net of transaction costs incurred, and subsequently measured at amortized cost. Any difference between the proceeds from disposal (net of transaction costs) and the redemption value is recognized in the income statement over the period of the borrowing using the effective interest method.

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3. Capital and financial risk management

This section outlines the principles and procedures applied to manage the capital structure and the financial risks to which the Group is exposed. Detailed information on dormakaba Group's sources of funding, such as credit facilities and bonds, are also provided here. In addition, the details of the share capital, treasury shares, earnings per share, and dividends are disclosed in this section.

3.1 Capital management

Capital management has the following objectives:

- securing sufficient liquidity to meet the Group's needs to fulfil its financial obligations;
- securing sufficient funding capacity for future investments and acquisitions;
- ensuring creditworthiness;
- achieving an appropriate risk-adjusted return for investors.

In response to ongoing economic and geopolitical uncertainties, including the war in Ukraine, dormakaba has maintained a strong focus on tightly managing cash positions and net working capital. This includes stringent credit management, disciplined collection of trade receivables, and careful cash conversion to effectively mitigate risks. Daily monitoring of liquidity and financial debt status at the Group level, including oversight of financial covenants and undrawn credit facilities, remains a key priority. Alongside these cash management efforts, dormakaba also conducts regular reviews of safety stocks to ensure supply capabilities amidst ongoing supply chain challenges, further reinforcing the company's financial stability.

Borrowings and other financial liabilities

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Current borrowings	**6.2**	**119.1**
Short-term bank loans and overdrafts	5.0	110.0
Current portion of other non-current liabilities	1.2	9.1
Non-current liabilities	**599.0**	**599.9**
Bonds	594.6	594.5
Other non-interest bearing liabilities	0.1	0.0
Other interest-bearing liabilities	4.3	5.4

Credit facility

As of 30 June 2024, short-term bank loans and overdrafts amount to CHF 5.0 million (2022/23: CHF 110.0 million).

In November 2020, dormakaba secured a five-year syndicated credit facility in the amount of CHF 525 million that includes options for a prolongation of two additional years and for an increase of up to CHF 200 million. In line with our ambitious sustainability strategy, the contract contains an incentivized ESG (Environmental, Social, and Governance) performance target for CO_2 reduction. The syndicated credit facility contains the leverage ratio as the only financial covenant. It is calculated based on net debt relative to EBITDA for the past 12 months as of June and December. As of 30 June 2024 and throughout the 2023/24 financial year, dormakaba complied with the financial covenant.

Net debt

The key figures, including the maturities, as of 30 June 2024 and 30 June 2023 are disclosed below.

	Financial year ended 30.06.2024				Financial year ended 30.06.2023			
CHF million	**Up to 1 year**	**2 to 5 years**	**Over 5 years**	**Total**	**Up to 1 year**	**2 to 5 years**	**Over 5 years**	**Total**
Short-term bank loans and overdrafts	5.0			5.0	110.0			110.0
Bonds		594.6		594.6		594.5		594.5
Other liabilities	1.2	1.7	2.7	5.6	9.1	2.6	2.8	14.5
Cash and cash equivalents	–150.4			–150.4	–122.1			–122.1
Net debt	**–144.2**	**596.3**	**2.7**	**454.8**	**–3.0**	**597.1**	**2.8**	**596.9**
Adjusted EBITDA				416.9				384.8
Net debt/Adjusted EBITDA (Leverage)				**1.1x**				**1.6x**

The interest expenses for short-term bank loans and overdrafts are recorded within other interest expenses. Interest expenses are disclosed in detail in the note on the financial result (1.5).

Accounting principles

Financial liabilities measured at amortized cost are initially recorded at fair value, net of transaction costs incurred, and subsequently measured at amortized cost. Any difference between the proceeds of disposal (net of transaction costs) and the redemption value is recognized in the income statement over the period of the borrowing using the effective interest method.

Bonds

dormakaba Finance AG issued bonds with a total nominal value of CHF 595 million (ISIN CH0384629892 and ISIN CH1206367497). Of this amount, CHF 320 million will mature in October 2025 and CHF 275 million will mature in October 2027.

CHF million	Coupon % p.a.	Financial year ended 30.06.2024	Coupon % p.a.	Financial year ended 30.06.2023
Bonds (at fixed interest rates)		**594.6**		**594.5**
CHF 320 million bond 2017 – 2025 Payment date: 13 October 2017 Issue price: 100.46%	1.000	320.1	1.000	320.1
CHF 275 million bond 2022 – 2027 Payment date: 14 October 2022 Issue price: 100.00%	3.750	274.5	3.750	274.4

The interest expenses for the bonds amount to CHF 13.6 million in 2023/24 (2022/23: CHF 10.6 million). This is disclosed in the note on the financial result (1.5).

Accounting principles

Bonds are initially recorded at issue price, net of issue costs. Issue costs as well as any discount or premium are recognized in the financial result of the income statement over the period of each bond.

3.2 Share capital and treasury shares

Share capital

As of 30 June 2024, the share capital comprised 4,200,026 registered shares with a par value of CHF 0.10 each. The shares are listed on the SIX Swiss Exchange (DOKA/ISIN CH0011795959).

Conditional capital as of 30 June 2024 amounted to CHF 42,438.40.

The Company has a capital range ranging from CHF 378,002.60 (lower limit) to CHF 462,002.60 (upper limit). The Board of Directors is authorized within the capital range to increase or reduce the share capital once or several times and in any amounts or to acquire or dispose of shares directly or indirectly, until 5 October 2028, or until an earlier expiry of the capital range. The capital increase or reduction may be effected by issuing up to 420,000 fully paid registered shares with a nominal value of CHF 0.10 each or by cancelling up to 420,000 registered shares with a nominal value of CHF 0.10 each, as applicable, or by increasing or reducing the nominal value of the existing registered shares within the limits of the capital range or by simultaneous reduction and re-increase of the share capital. No shares were issued out of authorized capital in the 2023/24 financial year.

Treasury shares

Treasury shares are recorded as a negative balance within equity and disclosed in the consolidated statement of changes in equity. These registered shares are predominantly intended for share-based compensation. Further information about the long-term incentive stock award plans are disclosed in the note on personnel expenses (1.3) and within the Compensation Report.

	Financial year ended 30.06.2024			Financial year ended 30.06.2023		
Equity and treasury shares	**Number of shares**	**Transaction (Ø) price in CHF per share**	**Treasury shares in CHF million**	**Number of shares**	**Transaction (Ø) price in CHF per share**	**Treasury shares in CHF million**
Treasury shares as at 30 June	**9,027**	**630.28**	**5.7**	**13,577**	**672.58**	**9.1**
Purchases of treasury shares	77	463.50	0.0	2,600	369.85	1.0
Shares awarded (share-based compensation)	–4,627	751.64	–3.4	–10,647	737.59	–7.9
Treasury shares as at 1 July	13,577	672.58	9.1	21,624	740.99	16.0

In the 2023/24 financial year, a total of 4,627 shares (2022/23: 10,647 shares) were allocated. 1,992 performance shares were vested as part of the long-term incentive stock award plans (2022/23: 6,862 shares made up of 4,984 restricted and 1,878 performance shares) and 2,635 restricted shares (2022/23: 3,785 restricted shares) were allocated to the BoD members. Further information on the long-term incentive stock award plans is included in the Compensation Report.

3.3 Earnings per share and dividends

Earnings per share

Number of shares, except where indicated	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Net profit attributable to the owners of the parent in CHF million	42.2	45.7
For basic number of shares		
Number of shares outstanding at end of financial year	**4,190,999**	**4,186,449**
Own shares (acquired)/reissued	4,550	8,047
Number of shares outstanding at beginning of financial year	4,186,449	4,178,402
Weighted average number of shares outstanding (basic)	4,187,853	4,184,179
Basic earnings per share in CHF	**10.1**	**10.9**
For diluted number of shares		
Weighted average number of shares outstanding (basic)	4,187,853	4,184,179
Eligible shares under stock award plans	39,133	26,751
Weighted average number of shares outstanding (diluted)	4,226,986	4,210,930
Diluted earnings per share in CHF	**10.0**	**10.9**

The earnings per share is calculated based on the profit attributable to the owners of the parent only. Net profit attributable to minority interests is not taken into account. The minorities represent mainly the shareholders who hold 47.5% of the shares of dormakaba Holding GmbH + Co. KGaA, a direct subsidiary of the Group parent, dormakaba Holding AG, which holds the remaining 52.5%. The legal subsidiaries are disclosed in the note on the legal structure of the dormakaba Group (5.4).

Accounting principles

Basic earnings per share is calculated by dividing net profit attributable to the owners of the parent by the weighted average number of shares outstanding during the reporting period.

The diluted earnings per share includes all potentially dilutive effects.

Dividends

CHF million, except where indicated	CHF per share[1]	Financial year ended 30.06.2024[2,3]	CHF per share	Financial year ended 30.06.2023[4]	CHF per share	Financial year ended 30.06.2022[5]
Dividend for the financial year	**8.00**	**33.5**	**9.50**	**39.8**	**11.50**	**48.1**
Net profit attributable to the owners of the parent		65.6		76.9		95.4
Dividend payout ratio in %		51.1		51.7		50.4

1 Proposal to the AGM; dividend will be paid from 16 October 2024
2 The dividend for the financial year is calculated on the basis of the outstanding shares at the end of the financial year (estimated final dividend payable, subject to AGM approval and variations in the number of shares up to the recording date). This dividend was not recognized as a liability as at 30 June 2024 and will be recognized in subsequent consolidated financial statements.
3 In line with the BoD's decision not to consider the impact of the goodwill accounting when determining the dividend, the net profit attributable to owners of the parent company has been adjusted by CHF 23.4 million (CHF 44.5 million goodwill accounting impact less minorities of 47.5%).
4 In line with the BoD's decision not to consider the impact of the goodwill amortization when determining the dividend, the net profit attributable to owners of the parent company has been adjusted by CHF 31.2 million (CHF 59.5 million goodwill amortization impact less minorities of 47.5%).
5 In line with the BoD's decision not to consider the negative impact of the Mesker divestment when determining the dividend, the 2021/22 net profit attributable to owners of the parent company of CHF 63.2 million has been adjusted by CHF 32.2 million (CHF 61.4 million net profit impact of the Mesker divestment less minorities of 47.5%).

dormakaba Group envisages a dividend policy whereby the minimum payout ratio should be 50% of the consolidated net profit after minority interests.

The dividend distribution is proposed to the AGM in the form of a distribution from capital contribution reserves and statutory retained earnings of the parent entity, dormakaba Holding AG. After approval of this proposal by the AGM, the distribution from capital contribution reserves as well as dividend distribution from statutory retained earnings will be paid out as from 16 October 2024 according to the instructions received: CHF 8.00 (2022/23: CHF 9.50) gross per listed registered share at CHF 0.10 par value, whereof only the distribution from capital contribution reserves up to CHF 1.5 million in total will be paid free of Swiss withholding tax in accordance with Art. 5 para. 1bis of the Federal Law on Withholding Tax.

3.4 Financial risk management

The tasks of the BoD include identifying risks, determining suitable measures, and implementing these measures or having them implemented. The BoD of dormakaba Holding AG conducted a regular Group-wide risk assessment in the year under review and determined the risks to be managed at particular management levels.

The inflationary environment with globally increased interest rates, geopolitical and tariff tensions, as well as ongoing weaponed conflicts continue to impact the global economic environment. In response, the Group management has continued its comprehensive response strategy, ensuring that relevant reporting is provided to the EC and BoD. The measures are designed to safeguard employees, minimize disruptions to business operations and supply chains, and ensure that the focus remains on strong cash conversion and capital management.

dormakaba has continued its robust financial management and forecasting practices to maintain entrepreneurial flexibility and financial stability. This includes daily monitoring of liquidity and financial debt status, encompassing financial covenants and undrawn credit facilities at the Group level. Additionally, the solvency and credit spreads of all business banks are carefully evaluated, bank balances are managed within a risk budget, and excess cash is concentrated efficiently. The Ukraine Taskforce has maintained and enforced stringent sanction controls and business adjustments for Russia. This approach ensures that operating risks are effectively addressed, reported, and measures are taken.

Liquidity risk

Liquidity risk arises due to the possibility that dormakaba Group might experience difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities.

Liquidity risk is managed centrally by Group Treasury. The Group aims, secured by solid free cash flow, to balance funding continuity and flexibility, considering funding for the ongoing transformation and restructuring programs to ensure adequate liquidity for strategic initiatives. To avoid excessive refinancing in any single period, the Group maintains a diversified spread of maturities and ensures funding flexibility by securing a mix of uncommitted and committed credit lines with a range of counterparties and employing various financing instruments.

Credit risk

Credit risk is the risk of loss if a counterparty fails to fulfil its obligations to dormakaba Group. Hence, dormakaba Group is exposed to credit risk arising from financing activities, including deposits with banks and financial institutions, foreign exchange transactions, and other financial instruments such as trade receivables, other current assets, and non-current financial assets.

Cash and cash equivalents are mainly held in the form of current accounts and current fixed-term deposits. Counterparty risks with financial institutions are monitored continuously and are minimized by the Group limiting its relationships to high-ranking banks only and limiting cash balances within a risk budget or level of national deposit protection schemes.

Trade receivables are monitored on an ongoing basis locally and via Group management reporting procedures. The danger of cluster risks with trade receivables is limited due to the large number and wide geographical spread of customers. The extent of the credit risk is determined mainly by the individual characteristics of each customer. The assessment of this risk involves a review of the customer's creditworthiness based on its financial situation and experience. The maturity analysis of trade receivables is disclosed in the note on trade receivables (2.1).

Interest rate risk

Interest rate risk is the risk that the Group's financial situation is impacted by changes in interest rates.

dormakaba Group's interest rate risk arises from its short-term and long-term borrowings. Management strives for a well-balanced mix of long- and short-term interest rate exposure, taking into consideration the planned funding requirements. Funding and related interest are managed centrally by Group Treasury.

Foreign currency exposure

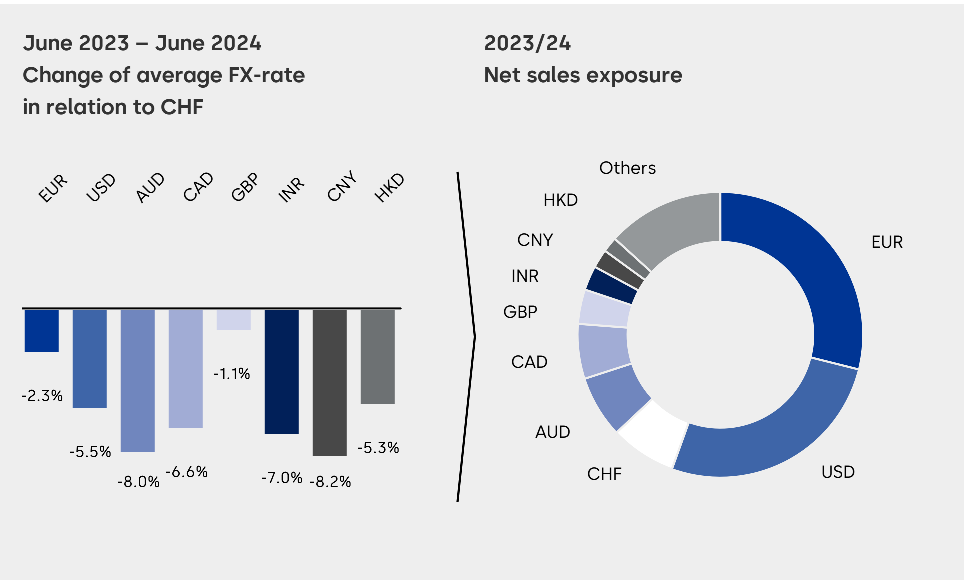
Translation risk

dormakaba Group does not actively manage the translation risk.

In the 2023/24 financial year, the Group's equity was negatively impacted in the amount of CHF 7.2 million by foreign currency translation (2022/23: CHF 29.1 million negative impact).

The key exchange rates based on net sales in foreign currencies are disclosed in the table below:

Currency rates (CHF), net sales (CHF million)	Net sales 30.06.2024	Exchange rate 30.06.2024	Average rate 2023/24	Net sales 30.06.2023	Exchange rate 30.06.2023	Average rate 2022/23
Total net sales	**2,837.1**			**2,848.8**		
EUR	820.3	0.962	0.960	799.9	0.978	0.982
USD	754.9	0.899	0.887	761.4	0.900	0.939
CHF	211.8	1.000	1.000	214.1	1.000	1.000
AUD	199.9	0.597	0.581	212.5	0.596	0.632
CAD	175.9	0.656	0.655	168.8	0.679	0.701
GBP	110.5	1.136	1.117	109.9	1.135	1.129
INR	78.6	0.011	0.011	74.9	0.011	0.012
CNY	60.1	0.126	0.124	62.0	0.124	0.135
HKD	49.1	0.115	0.113	53.2	0.115	0.120
Net sales in other currencies	376.0			392.1		



In the 2023/24 financial year, dormakaba Group's sales growth was negatively impacted by foreign currency translations in the amount of CHF 139.5 million (2022/23: CHF 109.2 million negative impact) and its adjusted EBITDA negatively by CHF 21.5 million (2022/23: CHF 14.6 million negative impact).

Transaction risk

Management monitors foreign exchange risks on a regular basis. When management deems it appropriate to do so, dormakaba uses derivative financial instruments to manage its transaction risk exposure to fluctuations in exchange rates.

Foreign exchange risks relating to intercompany loans are covered fully by forward exchange contracts with third parties. The external counterparties involved are high-ranking financial institutions. dormakaba enters into financial transactions only to hedge against a related off-balance-sheet risk or a highly probable future business transaction. No uncovered short transactions are entered into.

Intercompany invoicing is structured in a way that foreign exchange risks within the dormakaba Group are concentrated in the manufacturing units. The use of a group netting system with intercompany payment terms of up to 60 days reduces the intercompany exposure and foreign exchange risk. The third party and intercompany cross-currency exposures are reduced through natural hedges or using financial instruments.

dormakaba Group actively manages the transaction risk arising from third party and intercompany cross-currency exposures in foreign currencies.

The following currency forward contracts for hedging purposes existed as at the balance sheet date:

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Contract value	**446.3**	**388.8**
Fair value – held-for-trading, net	**–3.1**	**–1.1**
Assets from fair value of forward contracts	0.1	0.2
Liabilities from fair value of forward contracts	–3.2	–1.3

In the 2023/24 financial year, the net foreign exchange loss amounts to CHF 2.6 million (2022/23: loss amounts to CHF 4.3 million). While the hedges mitigate the foreign currency effect arising from intercompany loans, the interest expenses for forward contracts amount to CHF 12.5 million (2022/23: CHF 14.4 million). The foreign exchange gains and losses as well as the interest expenses and income are disclosed in the note on the financial result (1.5).

Accounting principles

Derivative financial instruments for the purpose of hedging balance sheet items are recorded using the same valuation principles as applied to the underlying hedged positions.

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4. Other financial information

This section provides details of the various commitments and contingencies as well as information about the associated companies, the acquisitions, and the legal subsidiaries including the Group companies' shareholdings.

4.1 Commitments and contingencies

Lease commitments

Operating lease payments are charged to income (CHF 42.8 million in 2023/24 and CHF 37.1 million in 2022/23) on a straight-line basis over the lease term. The following table shows the future minimum lease payments resulting from non-cancellable operating leases:

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Future payment commitments for operating leases	**171.7**	**119.9**
Up to 1 year	38.9	32.8
2 to 5 years	83.1	65.5
Over 5 years	49.7	21.6

Operating lease commitments mainly refer to the lease of buildings used for operational purposes.

The increase in future payment commitments for operating leases is primarily due to new lease agreements signed for production facility expansions in Canada and Bulgaria.

Accounting principles

Operating lease agreements are lease agreements that do not qualify as finance leases and are not capitalized in the balance sheet.

Other commitments and contingencies

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Current endorsement liabilities	1.1	2.1
Investments committed to purchase from third parties:		
Property, plant, and equipment	9.2	8.8
Intangible assets	0.4	2.3

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4.2 Equity accounted investments

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Investments in associates - 30 June	**0.0**	**0.9**
Increase of investments in associates	0.0	0.0
Sale of investments in associates	–1.0	0.0
Share of profit (loss)	0.1	0.6
Translation exchange differences	0.0	0.0
Investments in associates - 1 July	**0.9**	**0.3**
Result from associates	**11.6**	**0.6**
Share of profit (loss)	0.1	0.6
Profit from sale of investments in associates	11.5	0.0

Accounting principles

Investments in associates and joint ventures where dormakaba Group exercises significant influence but does not have control (i.e. usually an interest between 20% and 50%) are accounted for using the equity method of accounting. Under the equity method, investments in associated companies and joint ventures are initially recognized at costs and the carrying amount is increased or decreased to recognize dormakaba Group's share of the profit or loss of the associate or joint venture after the date of acquisition. Profit and loss are attributed to the owners of the parent and to the minority interests, even if this results in a negative balance.

4.3 Business combinations and divestments

Business combinations

The following table summarizes all considerations paid for businesses, as well as the assets and liabilities acquired and recognized at fair value as at the acquisition date for the 2023/24 financial year and 2022/23 in comparison.

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
	Total	Total
Total consideration	**–2.1**	**8.9**
Cash paid	4.2	8.7
Deferred payment	–6.3	0.0
Acquisition-related costs	0.0	0.2
Identifiable assets and liabilities	**0.0**	**0.8**
Cash and cash equivalents	0.0	1.1
Trade receivables	0.0	0.7
Property, plant, and equipment	0.0	0.1
Trade payables	0.0	–0.3
Accrued and other current liabilities	0.0	–0.8
Goodwill[1]	**–2.1**	**8.1**

[1] Goodwill is capitalized or adjusted within intangible assets and disclosed in note on property, plant, and equipment/intangible assets (2.3).

In the period reported, no acquisitions were made. The change in deferred payments of CHF 6.3 million is related to acquisitions from previous years. Of this amount, CHF 4.2 million was paid out, while CHF 2.1 million was adjusted against goodwill. Goodwill is capitalized within intangible assets and disclosed in the note on property, plant, and equipment/ intangible assets (2.3).

In the previous year, dormakaba acquired Alldoorco based in Nijkerk (NL) as per 1 August 2022. Alldoorco contributed CHF 5.9 million to the net sales in the financial year ended 30 June 2023 and generated net sales of CHF 0.5 million from 1 July 2022 until the acquisition date.

Business divestments

In the period reported and in the previous year, no material divestments were made.

5. Other disclosures

This section provides a general understanding of the preparation and consolidation principles as well as an overview of the use of accounting estimates. In addition, it details any events occurring between the balance sheet date and the date at which the financial statements are approved by the BoD.

5.1 About this report

Parent company of the Group

The parent company of the Group is dormakaba Holding AG, a company limited by shares that is incorporated and domiciled in Rümlang (Switzerland). The address of its registered office is Hofwisenstrasse 24, 8153 Rümlang, Switzerland. The company is listed on the SIX Swiss Exchange.

Basis for preparation

These consolidated financial statements were approved for issue by the BoD on 29 August 2024 and will be presented for approval by the AGM on 10 October 2024.

The consolidated financial statements of dormakaba Group comply with Swiss law and have been prepared using the historical cost principle, except where disclosed in the accounting policies below, and in accordance with Swiss GAAP FER as a whole (GAAP = Generally Accepted Accounting Principles, FER = Fachempfehlung zur Rechnungslegung or "accounting and reporting recommendations"). Furthermore, the accounting complies with the provisions of the Listing Rules of SIX and Swiss company law. The accounting policies have been applied consistently by all Group companies. In the year under review, the Swiss GAAP FER accounting principles remained unchanged except for the accounting for government grants. The new Swiss GAAP FER standard "Government grants" (FER 28) has been implemented and dormakaba Group complies with all the requirements. No material amounts were granted by governments in the year under review and in the previous year. The revised standard "Consolidated Financial Statements" (FER 30), effective from 1 January 2024, was implemented in the 2022/23 financial year.

Currency conversion

The consolidated financial statements are presented in Swiss francs (CHF), which is dormakaba Group's presentation currency. Items included in the financial statements of each dormakaba Group company are measured using the currency of the primary economic environment in which that company operates (the "functional currency").

Foreign currency transactions are converted into the functional currency of the appropriate entity using the exchange rates prevailing as at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year-end exchange rates are recognized in the income statement.

The assets and liabilities of subsidiaries reporting in currencies other than Swiss francs are translated at the exchange rates prevailing as at the balance sheet date. Income, expenses, cash flows, and other movement items are translated at average exchange rates for the period. All resulting exchange differences are recognized in equity. Upon consolidation, exchange differences arising from the translation of the net investment in foreign companies and from borrowings and other currency instruments designated as hedges of such investments are taken to equity. When a foreign operation is sold, exchange differences that

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were recorded in equity are recycled to the income statement as part of the gain or loss on the sale.

Basis of consolidation

The consolidated financial statements of dormakaba Group include the operations of dormakaba Holding AG and all direct and indirect subsidiaries. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and it has the ability to affect those returns through its power over the entity. The consolidated accounts are based on the annual financial statements of the individual subsidiaries. All companies follow the uniform measurement and reporting practices prescribed by the Group. In applying the full consolidation method, the assets, liabilities, income, and expenses of all subsidiaries are included in their entirety. Minority interests in equity and profit are disclosed separately. Subsidiaries are consolidated from the date when control is acquired. The identifiable assets and liabilities are revalued and included according to the acquisition method. Any difference between the cost of acquisition and the fair value of the Group's share of net assets acquired constitutes goodwill. The net assets acquired excludes the separate capitalization of intangible assets that were not previously recognized. Subsidiaries sold are excluded from consolidation as of the date when control ceases. All intercompany balances, transactions, and intercompany profits are eliminated upon consolidation. Investments in associates and joint ventures where dormakaba Group exercises significant influence but does not exercise control (i.e. usually an interest between 20% and 50%) are accounted for using the equity method of accounting. Under the equity method, investments in associated companies and joint ventures are initially recognized at cost and the carrying amount is increased or decreased to recognize dormakaba Group's share of the profit or loss of the associate/joint venture after the date of acquisition. Profit and loss are attributed to the owners of the parent and to the minority interests, even if this results in a negative balance. Investments in which dormakaba Group does not have significant influence (i.e. dormakaba Group's interest is usually less than 20%) are recorded at cost.

Companies established or acquired or those in which the Group increases its interest and thereby obtains control during the year are consolidated as of the date of establishment or the date when control commences. Companies are deconsolidated as of the date that control effectively ceases upon disposal or a reduction in ownership interest. This rule is applied similarly to investments in associates.

The Group treats transactions with minority interests that do not result in a loss of control as transactions with the equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling interests and minority interests to reflect their relative interests in the subsidiary.

Use of estimates

The preparation of financial statements in accordance with Swiss GAAP FER requires the use of estimates and assumptions, which have an effect on the reported value of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported value of revenues and expenses during the reporting period. Although these estimates are based on Management's best knowledge of current events as well as actions that dormakaba Group may undertake in the future, the actual results may differ from the estimates.

The most important accounting estimates are described in the box at the end of the note to which they relate as per the following table:

Use of accounting estimates	**Note**
Deferred income taxes	1.6
Provisions	2.4
Testing goodwill and assets for impairment	2.3, 5.2
Accrued pension costs and benefits	2.5

In accordance with Swiss GAAP FER, assets are subject to an impairment test based on indicators reflecting a possible impairment of the individual assets. Therefore, the following accounting estimates apply to all assets in general.

Use of accounting estimates

For the purpose of testing impairment, goodwill and assets are grouped in cash-generating units for which cash flows are separately identifiable. The Group estimates the recoverable amount of those cash-generating units, which generally represent their value in use. Value in use is calculated using the discounted cash flow method. The estimates used in these calculations are based on updated budgets and medium-term plans covering a period of three years. Cash flows beyond the projection period are extrapolated in perpetuity.

When the carrying amount exceeds its recoverable amount, an impairment loss is recognized separately in the income statement. The recoverable amount is the higher of fair value less cost of disposal and value in use.

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5.2 Alternative performance measures (APM)

Some of the key figures used by dormakaba to measure the financial performance are not defined by Swiss GAAP FER. The comparability of these figures with those of other companies might be limited. Explanations and reconciliations of these APMs are disclosed below.

EBITDA and EBIT adjusted by items affecting comparability (IAC)

Earnings before interest, taxes, depreciation, and amortization (EBITDA) corresponds to the operating result (EBIT) before depreciation and amortization. By adjusting EBITDA and EBIT for items affecting comparability (IAC), transparency is further increased and the comparability of the Group's operational performance on a period-to-period basis is improved.

CHF million, percentages of net sales	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Adjusted EBITDA (Adjusted operating profit before depreciation and amortization)	**416.9**	**14.7**	**384.8**	**13.5**
Items affecting comparability (IAC) - EBITDA	–123.8	–4.4	–59.0	–2.1
EBITDA (Operating profit before depreciation and amortization)	**293.1**	**10.3**	**325.8**	**11.4**
Adjusted EBIT (Adjusted operating profit)	**344.0**	**12.1**	**307.5**	**10.8**
Items affecting comparability (IAC) - EBIT	–179.0	–6.3	–118.5	–4.2
EBIT (Operating profit)	**165.0**	**5.8**	**189.0**	**6.6**

IACs are defined as significant costs and income that, because of their exceptional nature, cannot be viewed as inherent to the Group's underlying performance. The content of these excluded items is summarized in the table below and the reconciliation with EBIT defined by Swiss GAAP FER is disclosed in segment reporting:

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Items affecting comparability (IAC) - EBITDA	**123.8**	**59.0**
Reorganization and restructuring expenses	125.7	56.5
(Gain) Loss on divestment of businesses	2.4	0.0
Other exceptional items	–4.3	2.5
Items affecting comparability (IAC) - EBIT	**179.0**	**118.5**
Depreciation and amortization[1]	55.2	59.5
Items affecting comparability (IAC) - EBITDA	123.8	59.0

1 In 2023/24: CHF 49.5 million relates to amortization of goodwill (previous year: CHF 59.5 million) and is included in other operating expenses, disclosed in the note on other operating expenses (1.4).

Reorganization and restructuring comprise transformation expenses in relation to dormakaba's Shape4Growth transformation program, which aims to further consolidate the global production footprint, to reduce the supplier base, to improve sourcing capabilities, to refocus Product Development through a single global roadmap and to optimize its General & Administrative functions by leveraging shared service centers for Human Resources and Finance. Strategic IT harmonization projects to support the transformation and which are closely related to the execution of the Shape4Growth transformation, such as ERP harmonization and accelerated IT infrastructure optimization, including state-of-the-art business continuity management across applications and processes, are also included.

Other exceptional items comprise revaluation gains or losses, significant gains on sale of property, plant, and equipment, as well as other significant items that cannot be viewed as inherent to the Group's underlying performance.

IACs within depreciation and amortization mainly relates to amortized goodwill, which is treated as IAC to increase comparability with historical EBIT and with other financial statements that apply accounting policies which do not result in goodwill amortization.

Capital expenditure

Capital expenditure (Capex) consists of the additions in property, plant, and equipment and the additions of intangible assets excluding goodwill.

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Capital expenditure	**101.9**	**98.5**
Additions of property, plant, and equipment	64.9	61.5
Additions of intangible assets (excluding goodwill)	37.0	37.0

Free cash flow and free cash flow before acquisitions/divestments

Free cash flow consists of cash flow from operating activities together with cash flow from investing activities. Free cash flow before acquisitions/divestments excludes the cash effective movements arising from acquisitions/divestments.

CHF million	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Free cash flow before acquisitions/divestments	**196.8**	**189.2**
Acquisition of subsidiaries, net of cash acquired	−4.2	−12.3
Sale of subsidiaries, net of cash sold	−0.1	−0.3
Sale of investment in associates and joint ventures	12.1	0.0
Free cash flow	**204.6**	**176.6**
Net cash from operating activities	286.2	288.4
Net cash used in investing activities	−81.6	−111.8

Net working capital

Net working capital is used by the Group to measure the efficiency of the segment in managing financial resources and complements the Group's performance management. dormakaba defines net working capital as trade receivables plus inventories, minus the sum of trade payables, advances from customers, and deferred income.

CHF million	Note	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Net working capital		**704.3**	**694.0**
Trade receivables	2.1	483.1	461.2
Inventories	2.2	497.0	487.7
Trade payables		–180.2	–163.5
Advances from customers		–51.8	–49.3
Deferred income		–43.8	–42.1

Operating cash flow margin

Operating cash flow margin is calculated as the ratio of net cash from operating activities to net sales.

CHF million	Note	Financial year ended 30.06.2024	Financial year ended 30.06.2023
Operating cash flow margin		**10.1%**	**10.1%**
Net sales	1.2	2,837.1	2,848.8
Net cash from operating activities		286.2	288.4

Organic sales growth

Organic growth in sales is calculated by adjusting the current year's sales for acquisition impact and comparing it to the previous year's sales adjusted for currency translations and divestment impact.

The relative changes resulting from translation exchange differences and impacts from divestment are calculated based on the total sales for the previous period. The relative changes resulting from acquisition and organic sales growth are calculated based on the total sales for the previous year, adjusted for the effects of translation exchange differences and impacts from divestment.

CHF million, except where indicated	Financial year ended 30.06.2024	%	Financial year ended 30.06.2023	%
Net sales	**2,837.1**		**2,848.8**	
Change in sales	–11.7	–0.4	91.9	3.3
Of which translation exchange difference	–139.5	–4.9	–109.2	–4.0
Of which acquisition impact	0.0	0.0	33.9	1.3
Of which divestment impact	–0.1	0.0	–50.2	–1.8
Of which organic sales growth	**127.9**	**4.7**	**217.4**	**8.4**

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Return on capital employed (ROCE)

EBIT divided by capital employed (CE) results in ROCE. dormakaba bases the calculation on a 12-month rolling EBIT, adjusted for items affecting comparability (IAC). CE equals the sum of net working capital, property, plant, and equipment, and intangible assets excluding goodwill. For the calculation, the average of the last three published balance sheets' information is considered (30 June 2024, 31 December 2023, and 30 June 2023). For the previous year comparison, the same principles were applied.

CHF million	Note	Financial year ended 30.06.2024	Financial year ended 30.06.2023
ROCE (Return on capital employed)		**29.0%**	**25.1%**
Adjusted EBIT		**343.9**	**307.5**
Average CE (Capital employed)		**1,184.4**	**1,222.7**
Average net working capital	5.2	689.9	729.1
Average property, plant, and equipment		394.0	401.4
Average intangible assets (excluding goodwill)		100.5	92.2

5.3 Events after the balance sheet date

On 10 June 2024 dormakaba announced that it has signed an agreement to sell the South African entity dormakaba South Africa (Pty) Ltd to the local management. At issue date the transaction is pending due to the final approval from the relevant local authorities.

5.4 Legal structure of the dormakaba Group

As at 30 June 2024

Company	Registered office	Currency	Share capital in 1,000	Ownership 30.06.2024	Group companies with shareholdings
dormakaba Holding AG	Rümlang/CH	CHF	420.0		Publicly Listed Company
dormakaba Holding GmbH + Co. KGaA	Ennepetal/DE	EUR	27,642.1	52.5%	dormakaba Holding AG
				47.5%	Familie Mankel Industriebeteiligung GmbH + Co. KGaA
dormakaba Beteiligungs-GmbH	Ennepetal/DE	EUR	1,000.0	52.5%	dormakaba Holding AG
All of the following companies are held directly or indirectly by dormakaba Holding GmbH + Co. KGaA. The voting rights listed for these companies represent the voting rights of this sub-holding. dormakaba shareholders ultimately benefit from the 52.5% share of the cash flows generated by these entities.					
dormakaba International Holding AG	Rümlang/CH	CHF	101.0	100%	dormakaba Holding GmbH + Co. KGaA

Company	Registered office	Currency	Share capital in 1,000	Ownership 30.06.2024	Group companies with shareholdings
ADUK Products Ltd.	Nuneaton/GB	GBP	0.1	100%	dormakaba UK Holding Limited
Advanced Diagnostics Ltd.	Nuneaton/GB	GBP	0.1	100%	ADUK Products Ltd.
Alldoorco Bedrijfsdeuren B.V.[2]	Nijkerk/NL				dormakaba Nederland B.V.
Alldoorco Service & Onderhoud B.V.[2]	Nijkerk/NL				dormakaba Nederland B.V.
Aluminum Services Inc.[2]	Randolph/US				dormakaba USA Inc.
Alvarado Manufacturing Co. Inc.	Chino/US	USD	100.0	100%	dormakaba U.S. Holding Ltd.
any2any GmbH	Munich/DE	EUR	38.6	31%	dormakaba International Holding GmbH
Atimo Personeelstechniek B.V.	Utrecht/NL	EUR	72.9	100%	AtiQx Holding B.V.
AtiQx Holding B.V.	Utrecht/NL	EUR	201.5	100%	dormakaba Nederland B.V.
ATM-Türautomatik GmbH	Gleisdorf/AT	EUR	35.0	100%	dormakaba Austria GmbH
AXE S.A.S.	Bonneuil Sur Marne/FR	EUR	38.1	100%	dormakaba France S.A.S.
Best Doors Australia Pty. Ltd.	Hallam/AU	AUD	5,565.7	100%	dormakaba Holding Australia Pty. Ltd.
Best Doors Victoria Pty. Ltd.[2]	Hallam/AU	AUD	0.0	100%	Best Doors Australia Pty. Ltd.
Corporación Cerrajera Alba, S.A. de C.V.	Edo. de México/MX	MXN	202,059.4	100%	dormakaba Canada Inc.
Danmar Australia Pty. Ltd.[2]	Hallam/AU	AUD	0.1	100%	Reliance Doors Pty. Ltd.
Dörken + Mankel Verwaltungs-Gesellschaft mit beschränkter Haftung	Ennepetal/DE	EUR	30.0	100%	dormakaba Holding GmbH + Co. KGaA
DORMA Arabia Automatic Doors Company Ltd.	Dammam/SA	SAR	10.0	95%	dormakaba International Holding GmbH
				5%	dormakaba Deutschland GmbH
DORMA Ghana Limited	Accra/GH	GHS	1,850.0	100%	dormakaba International Holding GmbH
DORMA HUEPPE Pty. Ltd.	Regents Park/AU	AUD	5,374.4	100%	dormakaba Holding Australia Pty. Ltd.
DORMA Hüppe Asia Sdn. Bhd.	Senai, Johor/MY	MYR	2,510.0	100%	DORMA Hüppe Raumtrennsysteme GmbH
DORMA Hüppe Austria GmbH	Linz/AT	EUR	146.0	100%	DORMA Hüppe Raumtrennsysteme GmbH
DORMA Hüppe S.A.	Brugge/BE	EUR	3,300.0	100%	DORMA Hüppe Raumtrennsysteme GmbH
DORMA Hüppe Raumtrennsysteme GmbH	Westerstede/DE	EUR	3,000.0	100%	dormakaba Holding GmbH + Co. KGaA
dormakaba Access Indonesia, PT	Jakarta/IN	IDR	2,555,199.5	90%	dormakaba International Holding GmbH
				10%	dormakaba Deutschland GmbH
dormakaba Access Solutions LLC	Doha/QA	QAR	200.0	100%	dormakaba International Holding GmbH
dormakaba Access Solutions (China) Ltd.	Shanghai/CN	USD	3,000.0	100%	dormakaba International Holding GmbH
dormakaba Australia Pty. Ltd.	Hallam/AU	AUD	0.0	100%	dormakaba Holding Australia Pty. Ltd.

dormakaba Austria GmbH	Herzogenburg/AT	EUR	1,460.0	100%	dormakaba International Holding AG
dormakaba Belgium N.V.	Bruges/BE	EUR	2,416.3	100%	dormakaba International Holding AG
dormakaba Brasil Soluções de Acesso Ltda.[3]	São Paulo/BR	BRL	23,470.5	100%	dormakaba International Holding AG
dormakaba Bulgaria Ltd.[3]	Sofia/BG	BGN	2,056.0	100%	dormakaba International Holding GmbH
dormakaba business services Bulgaria Ltd.[1]	Sofia/BG	BGN	200.0	100%	dormakaba International Holding GmbH
dormakaba Canada Inc.	Montreal/CA	CAD	1.0	100%	dormakaba International Holding AG
dormakaba Cesko s.r.o.	Praha/CZ	CZK	100.0	100%	dormakaba International Holding GmbH
dormakaba China Ltd.[3]	Suzhou/CN	USD	12,500.0	100%	dormakaba International Holding GmbH
dormakaba (China) Technologies Ltd.	Shenzhen/CN	CNY	69,500.0	100%	dormakaba Hong Kong Limited
dormakaba Danmark A/S	Albertslund/DK	DKK	696.0	100%	dormakaba International Holding AG
dormakaba Deutschland GmbH	Ennepetal/DE	EUR	126,780.0	100%	dormakaba Holding GmbH + Co. KGaA
DORMAKABA DOO BEOGRAD	Beograd/RS	RSD	4,474.3	100%	dormakaba International Holding GmbH
dormakaba España S.A.U.	Madrid/ES	EUR	600.0	100%	dormakaba International Holding AG
dormakaba Eurasia LLC	Moscow/RU	RUB	213,000.0	100%	dormakaba International Holding GmbH
dormakaba Finance AG	Rümlang/CH	CHF	100.0	100%	dormakaba Holding GmbH + Co. KGaA
dormakaba Finance GmbH	Ennepetal/DE	EUR	25.0	100%	dormakaba Holding GmbH + Co. KGaA
dormakaba France S.A.S.	Antony/FR	EUR	5,617.2	100%	dormakaba International Holding AG
dormakaba Gulf FZE	Dubai/AE	USD	9,524.9	100%	dormakaba International Holding GmbH
dormakaba Holding Australia Pty. Ltd.	Hallam/AU	AUD	11,600.0	100%	dormakaba Singapore Pte. Ltd.
dormakaba Hong Kong Limited	Hong Kong/HK	HKD	100.0	100%	dormakaba Nederland B.V.
dormakaba Hrvatska d.o.o.	Zagreb/HR	EUR	749.9	100%	dormakaba International Holding GmbH
dormakaba Immobilien GmbH	Villingen-Schwenningen/DE	EUR	50.0	100%	dormakaba Holding GmbH + Co. KGaA
dormakaba India Private Limited	Chennai/IN	INR	1,147,197.3	100%	dormakaba International Holding GmbH
dormakaba International Holding GmbH	Ennepetal/DE	EUR	110.0	100%	dormakaba Holding GmbH + Co. KGaA
dormakaba Ireland Limited[3]	Kildare/IE	EUR	100.0	100%	dormakaba International Holding GmbH
dormakaba Italia Srl.	Milano/IT	EUR	260.0	100%	dormakaba Schweiz AG
dormakaba Japan Co. Ltd.	Tokyo/JP	JPY	120,000.0	100%	dormakaba Schweiz AG
dormakaba Kapi Ve Güvenlik Sistemleri Sanayi Ve Ticaret A.S.	Istanbul/TR	TRY	3,750.0	99%	dormakaba International Holding GmbH
				1%	dormakaba Deutschland GmbH
dormakaba Kenya Limited	Nairobi/KE	KES	40,000.0	99%	dormakaba International Holding GmbH
				1%	dormakaba Deutschland GmbH
dormakaba Korea Inc.	Seoul/KR	KRW	150,000.0	100%	dormakaba International Holding GmbH
dormakaba Kuwait for Ready Made Windows LLC	Kuwait City/KW	KWD	10.0	49%	dormakaba International Holding GmbH
				51%	dormakaba Middle East SPV Ltd.
dormakaba Luxembourg S.A.	Wecker/LU	EUR	300.0	100%	dormakaba International Holding AG
dormakaba Magyarorszàg Zrt.	Budapest/HU	HUF	251,000.0	100%	dormakaba Holding GmbH + Co. KGaA
dormakaba Malaysia SDN BHD	Selangor/MY	MYR	800.0	100%	dormakaba Nederland B.V.
dormakaba Maroc SARL	Casablanca/MA	MAD	2,000.0	100%	dormakaba International Holding GmbH
dormakaba México, S. de R.L. de C.V.	Mexico City/MX	MXN	3.0	97%	dormakaba International Holding GmbH
				3%	dormakaba Deutschland GmbH
dormakaba Middle East (LLC)	Dubai/AE	AED	7,700.0	49%	dormakaba International Holding GmbH
				51%	dormakaba Middle East SPV Ltd.
dormakaba Middle East SPV Limited	Abu Dhabi/AE	AED	N/A	100%	dormakaba International Holding AG
dormakaba Nederland B.V.	Dodewaard/NL	EUR	11.7	100%	dormakaba International Holding GmbH
dormakaba New Zealand Limited	Auckland/NZ	NZD	384.0	100%	dormakaba Nederland B.V.
dormakaba Norge A/S[3]	Drammen/NO	NOK	1,812.5	100%	dormakaba International Holding AG

dormakaba Philippines Inc.	Makati City/PH	PHP	18,000.0	100%	dormakaba International Holding GmbH
dormakaba Polska sp.z.o.o.	Konstancin-Jeziorna/PL	PLN	10,000.0	100%	dormakaba International Holding AG
dormakaba Portugal, Unipessoal Lda.	Lisbon/PT	EUR	50.0	100%	dormakaba International Holding GmbH
dormakaba Production GmbH + Co. Kommanditgesellschaft	Ennepetal/DE, Singapore/SGP	EUR	2,560.0	100%	dormakaba Deutschland GmbH
dormakaba Production GmbH	Ennepetal/DE	EUR	50.0	100%	dormakaba Deutschland GmbH
dormakaba Production Malaysia SDN. BHD.	Melaka/MY	MYR	5,000.0	100%	dormakaba International Holding GmbH
dormakaba Romania S.R.L.	Bucharest/RO	RON	4,705.8	100%	dormakaba International Holding GmbH
dormakaba SAL GmbH	Velbert/DE	EUR	255.7	100%	dormakaba Deutschland GmbH
dormakaba Schweiz AG	Wetzikon/CH	CHF	6,800.0	100%	dormakaba International Holding AG
dormakaba Services B.V.	Dodewaard/NL	EUR	100.0	100%	dormakaba Nederland B.V.
dormakaba Singapore Pte Ltd	Singapore/SGP	SGD	13,300.0	100%	dormakaba Production GmbH + Co. KG
dormakaba Slovensko s.r.o	Bratislava/SK	EUR	6.6	100%	dormakaba International Holding GmbH
dormakaba South Africa (Pty.) Ltd.[3]	Johannesburg/ZA	ZAR	40,001.0	100%	dormakaba International Holding GmbH
dormakaba Suomi Oy	Helsinki/FI	EUR	67.3	100%	dormakaba International Holding GmbH
dormakaba Sverige AB	Västra Frölunda/SE	SEK	500.0	100%	dormakaba Nederland B.V.
dormakaba (Thailand) Ltd.	Bangkok/TH	THB	13,490.0	100%	dormakaba International Holding GmbH
dormakaba UK Holding Limited	Hitchin/GB	GBP	173.0	100%	dormakaba International Holding GmbH
dormakaba UK Limited	Hitchin/GB	GBP	250.0	100%	dormakaba International Holding GmbH
dormakaba Ukraine LLC	Kiev/UA	EUR	250.0	99%	dormakaba International Holding GmbH
				1%	dormakaba Deutschland GmbH
dormakaba Uruguay S.A	Montevideo/UY	UYU	10.8	100%	dormakaba International Holding GmbH
dormakaba U.S. Holding Ltd.	Wilmington/US	USD	470,000.0	59.52%	dormakaba Schweiz AG
				17%	dormakaba Nederland B.V.
				23.48%	dormakaba International Holding AG
dormakaba USA Inc.	Indianapolis/US	USD	1.0	100%	dormakaba U.S. Holding Ltd.
dormakaba Workforce Solutions LLC	Wilmington/US	USD	19.7	100%	dormakaba U.S. Holding Ltd.
Eminence S.A.S.[2]	Guitrancourt/FR				dormakaba France S.A.S.
E Plus Building Products Pty. Ltd.	Hallam/AU	AUD	0.2	100%	E Plus Nominees Pty. Ltd.
Ezi Roll Doors Australia Pty. Ltd.	Hallam/AU	AUD	12,600.7	100%	Best Doors Australia Pty. Ltd.
Farpointe Data Inc.	San Jose/US	USD	1,701.7	100%	dormakaba USA Inc.
Fermatic S.A.S.	Guitrancourt/FR	EUR	260.0	100%	dormakaba France S.A.S.
Fermatic AFH S.A.S.	Octeville-sur-Mer/FR	EUR	12.5	100%	dormakaba France S.A.S.
Fermatic Agence Normandie S.A.S.	Saint-Jacques-sur-Darnétal/FR	EUR	350.0	100%	dormakaba France S.A.S.
Fermatic Fresnais S.A.S.	Saint-Luce-Sur-Loire/FR	EUR	32.0	100%	dormakaba France S.A.S.
Fermetures GROOM S.A.S.	Javené/FR	EUR	1,500.0	100%	dormakaba France S.A.S.
Forponto Informática S.A.	São Paulo/BR	BRL	10.0	100%	Task Sistemas de Computação S.A.
Gliderol International Pty. Ltd.	Hallam/AU	AUD	5.0	100%	Reliance Doors Pty. Ltd.
Grupo Klaus S.A.C.[3]	Lima/PE	PEN	14,498.1	100%	dormakaba International Holding AG
H. Cillekens & ZN BV, Roermond/NL	Roermond/NL	EUR	15.9	100%	dormakaba Nederland B.V.
Jaqmar Pty. Ltd.	Hallam/AU	AUD	6,195.1	100%	Best Doors Australia Pty. Ltd.
Kaba do Brasil Ltda.	São Paulo/BR	BRL	32,051.2	100%	dormakaba International Holding AG
Kaba Holding AG	Rümlang/CH	CHF	100.0	100%	dormakaba International Holding AG
Kaba Ilco Corp.	Rocky Mount/US	USD	56,897.6	100%	dormakaba U.S. Holding Ltd.
Kaba Ltd.	Tiverton/GB	GBP	6,300.0	100%	dormakaba UK Holding Limited
Kaba Mas LLC	Lexington/US	USD	880.7	100%	dormakaba U.S. Holding Ltd.
Kilargo Pty. Ltd.	Hallam/AU	AUD	1.0	100%	dormakaba Holding Australia Pty. Ltd.
KIWS Property LLC	Delaware/US		N/A	100%	dormakaba USA Inc.

Legic Identsystems AG	Wetzikon/CH	CHF	500.0	100%	dormakaba Schweiz AG
Minda Silca Engineering Pvt. Ltd.	New Delhi/IN	INR	107,510.0	65%	dormakaba International Holding AG
Modernfold Inc.	Greenfield/US	USD	0.0	100%	dormakaba USA Inc.
Modernfold of Nevada LLC.	Greenfield/US	USD	0.0	100%	Modernfold Inc.
MultiGlazingSystems Limited	Oldbury/GB	GBP	0.3	100%	dormakaba UK Limited
Path Line (China) Ltd.[2]	Hong Kong/HK				Wah Yuet Hong Kong Limited
Perfect Lease S.A.S.	Guitrancourt/FR	EUR	8.0	100%	Fermatic S.A.S.
Poksundo GmbH[2]	Villingen-Schwenningen/DE				dormakaba International Holding GmbH
Rafi Shapira & Sons Ltd.	Rishon LeZion/IL	ILS	0.1	30%	dormakaba International Holding GmbH
Reliance Doors Pty. Ltd.	Hallam/AU	AUD	768.5	100%	dormakaba Holding Australia Pty. Ltd.
Resolute Testing Laboratories Pty. Ltd.	Hallam/AU	AUD	0.1	100%	Kilargo Pty. Ltd.
R.T.R. Services Limited	Derbyshire/GB	GBP	6,270.0	100%	dormakaba UK Limited
Serrurerie Chaudronnerie Bouffier Alain et Heurtaut Jean Claude SCBH S.A.S.	Freneuse/FR	EUR	300.0	100%	dormakaba France S.A.S.
Silca GmbH	Velbert/DE	EUR	358.0	100%	dormakaba Holding GmbH + Co. KGaA
Silca Key Systems S.A.	Barcelona/ES	EUR	162.3	100%	dormakaba Holding GmbH + Co. KGaA
Silca S.A.S.	Porcheville/FR	EUR	797.7	100%	dormakaba France S.A.S.
Silca S.p.A.	Vittorio Veneto/IT	EUR	10,000.0	97%	dormakaba Holding GmbH + Co. KGaA
				3%	dormakaba Schweiz AG
Silca South America S.A.	Tocancipa/CO	COP	4,973,013.8	65.92%	dormakaba International Holding AG
				32.52%	dormakaba Schweiz AG
Skyfold Inc.	Quebec/CA	CAD	113,994.5	100%	dormakaba Canada Inc.
Smart Access Solutions Company Ltd.	Riyadh/SA	SAR	25.0	100%	dormakaba Middle East SPV Limited
Solus Security Systems Private Limited	Mumbai/IN	INR	100.0	100%	dormakaba India Private Limited
Task Sistemas de Computação S.A.	Rio de Janeiro/BR	BRL	26,438.7	100%	dormakaba International Holding AG
TLHM Co. Ltd.	Taiwan/TWN	TWD	270,000.0	100%	dormakaba International Holding AG
Transquest Tag & Tracing Solutions B.V.	Utrecht/NL	EUR	18.0	100%	AtiQx Holding B.V.
WAH MEI Access Security Technology Co. LTD.	Taishan/CN	USD	15,000.0	100%	Wah Yuet Hong Kong Limited
Wah Yuet Hong Kong Limited	Hong Kong/HK	HKD	768,250.0	100%	dormakaba Schweiz AG
Wah Yuet (Ng's) Overseas Co. Ltd.	Tortola/VG	USD	13,289.0	100%	Wah Yuet Hong Kong Limited

1 Changes in scope of consolidation from acquisitions and foundations (comparison to previous year)

2 Changes in scope of consolidation from divestments, liquidations, internal mergers or status change to dormant (comparison to previous year)

3 Changes in equity and/or ownership (comparison to previous year): dormakaba Brasil Soluções de Acesso Ltda. decreased its share capital from BRL 35,160,700 / dormakaba Bulgaria Ltd. decreased its share capital from EUR 1,314,100 / dormakaba China Ltd. decreased its share capital from CNY 127,759,100 / dormakaba Ireland Limited decreased its share capital from EUR 1,500,000 / dormakaba Norge A/S increased its share capital from NOK 1,798,000 / dormakaba South Africa (Pty.) Ltd. increased its share capital from ZAR 1,000 / Grupo Klaus S.A.C. increased its share capital from PEN 11,516,200

Apart from dormakaba Holding AG in Rümlang, none of the companies in the dormakaba Group's scope of consolidation is listed on a stock exchange. The registered shares of dormakaba Holding AG are traded on the SIX Swiss Exchange (security no./ISIN: 1179595/CH 0011795959). As at 30 June 2024, the company's market capitalization was CHF 1,932.1 million.

This disclosure meets the requirements of the GRI standards (Disclosure 102-45).

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Rümlang

Report on the audit of the consolidated financial statements

Opinion

We have audited the consolidated financial statements of Dormakaba Holding AG and its subsidiaries (the Group), the consolidated income statement for the year ended 30 June 2024, the consolidated balance sheet as at 30 June 2024, and the consolidated cash flow statement, the consolidated statement of changes in equity for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 102 to 146) give a true and fair view of the consolidated financial position of the Group as at 30 June 2024 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor’s responsibilities for the audit of the consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Overview

Overall group materiality: CHF 12.8 million

We concluded full scope audit work at 48 reporting units in 20 countries. Our audit scope addressed over 75% of the Group's revenue. In addition, specified procedures were performed on a further three reporting units in one country representing a further 3% of the Group's revenue. Reviews were performed for 30 reporting units in 19 countries addressing a further 8% of the Group’s revenue.

As key audit matters the following areas of focus have been identified:

Revenue Recognition

Restructuring provision

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall group materiality	CHF 12.8 million
Benchmark applied	Adjusted Profit before tax
Rationale for the materiality benchmark applied	We chose adjusted profit before tax as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured, and it is a generally accepted benchmark.

We agreed with the Audit Committee that we would report to them misstatements above CHF 0.6 million identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates. In establishing the overall approach for the Group audit, we determined the type of work that needed to be performed by us, as the Group audit team and by component auditors from the other PwC network firms operating under our instructions. The Group consolidation, financial statement disclosures, acquisition and divestment accounting and the valuation of deferred tax assets are audited by the Group audit team. Where the work was performed by component auditors, we determined the level of involvement we needed to have in the audit work for those reporting units to be able to conclude whether sufficient appropriate audit evidence had been obtained as a basis for our audit opinion on the Group’s financial statements as a whole. The Group audit team’s involvement also included reading the reports from the component auditors and leading conference calls with component auditors to discuss their audit findings.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue Recognition

Key audit matter	How our audit addressed the key audit matter
Total consolidated net sales of the financial year 2023/2024 amounted to CHF 2,837.1 million (2022/2023: CHF 2,848.8 million). Refer to note 1.2 “Net sales per geographical markets / business units”. Net sales include all sales of goods and services, after deduction of freight expense of goods sold, sales commissions and other sales deductions, such as discounts and rebates. Sales from goods are recognized when all significant risks, rewards of ownership and control is transferred. Sales related to services are recognized when the service is provided. Distinctive components related to multi-element contracts are recognized separately. The risk for revenue being recognized in an incorrect period presents a key audit matter due to the financial significance and nature of net sales in the financial statements.	We obtained an understanding of the Group’s policies, processes and methods regarding revenue recognition. During our audit, we analyzed the process established to determine revenue recognition and we performed, on a sample basis, the following audit procedures for all full scope reporting components and for the reporting unit subject to specified procedures: • We tested whether revenue is categorized and recognized in line with the dormakaba accounting policy. • We tested the occurrence and timing of revenue recognition of sales related to products by comparing individual sales transactions to delivery documents. • We tested the occurrence and timing of revenue related to individual services by comparing sales transactions to contracts, handover certificates or equivalent. Based on the audit procedures performed, we consider the risk of revenue recognition in an incorrect period to be adequately addressed by Management.

Restructuring provision

Key audit matter	How our audit addressed the key audit matter
As of year end 30 June 2024 the company had restructuring provisions in the amount of CHF 74.1 million (prior year CHF 0.0 million) A restructuring is a program planned and controlled by the Management that materially changes the manner in which the business is conducted. Costs relating to restructuring plans or agreements, including the reduction of excess staff, the discontinuation of certain activities, the streamlining of facilities and operations, and other restructuring measures, are recorded in the period in which the Group commits itself to a detailed formal plan. The risk for the restructuring provision not being accurate, existing and recognized in compliance with Swiss GAAP FER 23 presents a key audit matter due to significant balance at year end. Also the restructuring provision entails a complex calculation and significant estimates.	We obtained an understanding of the Group’s policies and analysed the process and methods established to determine the restructuring provision. • We validated the input data and corroborated management assumptions • We verified mathematical accuracy of the calculations • We reconciled the journal entries to supporting documents • We reviewed protocols of the board of directors’ meetings • Testing recognition in compliance with Swiss GAAP FER 23 Based on the audit procedures performed, we consider the risk of revenue recognition in an incorrect period to be adequately addressed by Management.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the remuneration report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibilities for the consolidated financial statements

The Board of Directors is responsible for the preparation of consolidated financial statements, that give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located on EXPERTsuisse's website: http://www.expertsuisse.ch/en/audit-report. This description forms an integral part of our report.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the consolidated financial statements.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Patrick Balkanyi Licensed audit expert Auditor in charge	Sandra Burgstaller Licensed audit expert

Zürich, 29 August 2024