



HOLD KEY FOR GREEN LIGHT  
TO ACCESS GUEST FLOORS



# Group Management Report

Our solutions enable effortless and secure room, elevator, and amenity access with your phone at Resorts World Las Vegas.

# Shareholder Letter



Svein Richard Brandtzæg (Chairman) and Till Reuter (CEO) in our Customer Experience Center at our Indianaplis, USA, site

## Dear Shareholders,

2024/25 was a strong year for dormakaba, characterized by good organic growth and sustained margin expansion. We advanced our market position by consistently leveraging our core strengths — cutting-edge innovation and strong customer engagement — while continuously improving operational excellence. These achievements reflect the disciplined execution of our strategic initiatives.

Our commitment to customer-focused innovation continues to drive market recognition and business momentum. At BAU in Munich and ISC West in Las Vegas — two of the industry's leading trade shows — we showcased a broad range of innovative solutions. At BAU, we launched our Automated Personnel Screening solution, developed in collaboration with Rohde & Schwarz, while at ISC we unveiled our new hotel lock Quantum pixel+ paired with an Apple Wallet digital key solution for hospitality access. At both shows, we introduced new features for our EntriWorX planning ecosystem. Launched in late 2022 and rolled out in 29 countries since, the tool has nearly doubled its adoption rate in the past year. Throughout the year, our offering earned multiple prestigious awards in Europe and North America, underscoring our leadership in engineering and technology.

### Performance: on track to deliver mid-term targets

dormakaba posted good growth and profitability gains for the 2024/25 financial year against a strong prior-year basis. We are on track to deliver our mid-term targets — notably, we achieved our target of >30% ROCE one year early. While the economic environment was challenging in light of tariffs and geopolitical tensions, the trading environment remained overall robust. Net organic sales growth was 4.1%, driven by both stronger volume (2.4%) and pricing (1.7%). The adjusted EBITDA margin increased by 80 basis points versus prior year to 15.5%. This marks the sixth consecutive semester of margin improvement, underscoring our strong position in key markets and verticals, the effectiveness of our transformation program, and the value of our innovative products and solutions. Most of all, it is a testament to the winning spirit and hard work of the global dormakaba team.

We have further strengthened our financial position. We successfully placed a five-year bond of CHF 200 million and reduced our net debt by 21.2%, resulting in an improvement of our leverage ratio to 0.8x (net debt/adj. EBITDA). Free cash flow including restructuring expenses paid amounted to CHF 176.9 million. We will include the adjusted operating cash flow margin among our targets to reflect a strong focus on cash generation.

We experienced above-market volume growth in our core Access Solutions markets and in our Key & Wall Solutions and OEM segment, with high single-digit performances in Germany and UK/Ireland and solid growth in North America. Growth was driven by business development across key verticals, enabled by our strategic focus on these areas in both R&D and the go-to-market. We successfully completed over 80 airport projects worldwide and expanded our production capacity in India to meet rising regional demand. In the hospitality vertical, we secured major supply contracts with Premier Inn and Travelodge, two of the largest chains in the UK, thereby capitalizing on growth opportunities beyond our well-established North American business. The healthcare vertical also had a strong year, with numerous prestigious projects secured around the world.

Executing with impact: a year of strategic progress

The 2024/25 financial year was marked by successful strategy execution. We see continued momentum as we execute our strategy’s current phase, “From Shape to Growth,” with its three key value drivers: Elevate Performance, Reduce Complexity, and Innovate & Grow.

Our transformation program continues to deliver tangible results, generating annual savings of CHF 148 million since program launch and driving consistent margin improvements. Our three shared services centers are scaling steadily and operating efficiently — clear evidence that our efforts to standardize global processes and enhance efficiency are yielding strong returns. Additionally, we have successfully launched our commercial transformation initiative, targeting an additional CHF 40 million in savings by 2027/28. The first affected markets are already undergoing transition, marking a solid start to this initiative.

We have taken significant steps to reduce complexity in our operations, including four divestments. Furthermore, we are streamlining our hardware and software portfolio to drive efficiency and scalability. Our new generation of terminals already exemplifies this shift — built on a modular platform with standardized components such as processors and memory, significantly reducing the number of electronics and firmware variants. We will apply the same approach to optimize our door closer range with a modular offering, which will deliver additional efficiencies in the supply chain.

Our effective strategic execution has allowed us to shift gears toward growth even more. We have launched our North America Growth Plan to strengthen our market position and improve commercial productivity, and we also stepped up our M&A activities in the second half of the financial year. We closed four bolt-on transactions, including the acquisition of German-based TANlock on 1 July 2025, which strengthens our offering for data centers, a key growth vertical for dormakaba.

Advancing ESG: achieving targets, delivering impact

We continue to make good progress toward our sustainability goals, particularly in reducing our carbon emissions, reducing landfill waste to zero, and establishing a workplace safety culture. This financial year, our focus has been on setting up further data collection points and establishing the necessary processes and audits to ensure that we comply with the EU’s Corporate Sustainability Reporting Directive (CSRD) when it becomes effective.

We are delighted that, for the second year in a row, we have been named by the Financial Times as one of Europe’s Climate Leaders. In addition, we have received the University of St. Gallen’s HSG Impact Award for our study on traceability of cobalt, which resulted in a partnership with Save the Children to address child labor in the cobalt supply chains. We are also pleased to retain our Prime designation, with a rise to B- rating, from Institutional Shareholder Services (ISS) — a key indicator of suitability for responsible investment.



Continued focus on good governance

As part of our commitment to good corporate governance, we will propose Ernst & Young (Switzerland) as the new auditor for the company accounts to the 2025 General Meeting of Shareholders (AGM). All members of the Board of Directors will stand for reelection.

dormakaba is committed to attractive shareholder remuneration. Our new dividend policy aims to maintain or increase the dividend per share annually and reflects our focus on delivering consistent shareholder returns while preserving the financial flexibility needed for long-term growth and value creation. The Board of Directors will propose a dividend of CHF 9.20 to the AGM. Additionally, to make dormakaba stock ownership more accessible to investors and employees, a share split of 1-to-10 will be proposed to the AGM.

Outlook

For the financial year 2025/26, dormakaba expects a robust trading environment in the context of continued global uncertainties surrounding geopolitical tensions and trade tariffs. Lower interest rates in Europe, regulatory changes, the infrastructure package in Germany, as well as increased investment activities in the US should underpin opportunities for growth.


Supported by a strong order book and new, innovative products, dormakaba is confident that it will continue growing organically. The company will rigorously execute its strategy and transformation, leveraging shared services and boosting operational efficiency. In addition, dormakaba will advance with its commercial transformation and complexity reduction initiatives to further accelerate growth.

For 2025/26, dormakaba expects organic net sales growth in the range of 3–5% and an adjusted EBITDA margin of above 16%. To emphasize an increased focus on cash generation, the company expects an adjusted operating cash flow margin of 11.5–12.5% for the financial year 2025/26.

Together in progress: with gratitude for your support

We are a company rooted in engineering and manufacturing — and, above all, we are a people business, committed to meeting the high expectations of our customers and the communities they serve. The worldwide dormakaba team brings their talents and determination to work every day, creating and delivering innovative solutions to secure places that matter to people. Our sincere thanks go to them, and to the customers who trust us to fulfill their vision of new structures and spaces. Finally, we want to take this opportunity to thank you for your valued support as we continue our pivot toward sustained, profitable growth.

Sincerely,



Svein Richard Brandtzæg  
Chairman

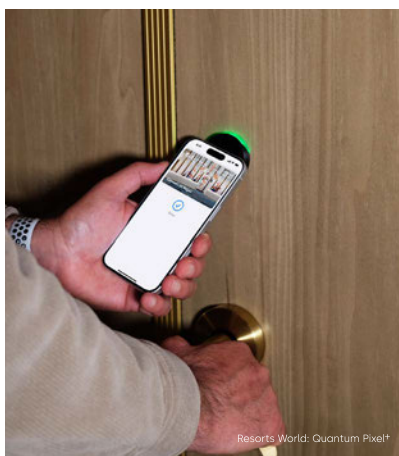


Till Reuter  
CEO

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# Major Highlights of the Year

dormakaba continues to expand and deepen its impact throughout the global building industry, linking groundbreaking innovations into seamless solutions for every place that matters.



## Resorts World guest experience

At the time of launch in March 2025, no other property on the Las Vegas Strip had room key in Apple Wallet. The resort's strategic move was instrumental in enhancing the guest experience, enabling guests to access their rooms with their iPhone or Apple Watch as their key – offering a seamless, secure, and contactless way to access their room and hotel amenities. dormakaba partner Alliants provides a mobile check-in suite that features a seamless room key in Apple Wallet integration. Mobile check-in rates increased significantly at Resorts World following the introduction of the end-to-end solution. Conversion jumped from 10–15% to over 44% on property.



## Holistic airport security solutions

With the industry's most comprehensive offering for passenger security, from arrival to boarding, dormakaba supports airports to deliver a seamless and secure passenger experience. This year, we continued to expand our leading position as a partner in the aviation sector, closing over 80 airport projects worldwide, including Noida Airport in India, Ireland's three main airports, and installations at various sites for Air Canada. Further, we expanded our production capacity in India to meet increasing regional demand. At the same time, we introduced a new groundbreaking solution for Automated Personnel Screening (APS), developed in partnership with Rohde & Schwarz, which was met with strong market interest.



## Increasing patient safety and operational efficiency in healthcare

To help healthcare providers ensure patient safety, we deliver a wide spectrum of access solutions tailored to the unique needs of hospitals, clinics, nursing homes, medical centers, pharmacies, and laboratories. This year, we won major medical projects from Singapore to multiple cantonal hospitals in Switzerland, providing a broad range of our solutions, from access control to mechanical key systems. Projects also included major redevelopments for two Children's hospitals in Sydney, Australia, each bringing in a seven-figure sales total.



## Keeping Sports & Entertainment safe and fun

We support operators of sports and entertainment venues in providing a safe and welcoming experience for spectators while complying with increasingly strict access, security, and emergency regulations. This year, our team completed a seven-digit contract for supplying fully integrated access control systems across all nine stadiums for the upcoming Africa Cup of Nations tournament. Further wins included installations at Melbourne Olympic Park in Australia and for the upcoming football world championship in North America.



## Starring at the industry's premier trade shows

At BAU 2025, the world's leading trade fair for architecture, materials, and systems, we showcased our latest innovations that help our customers meet evolving demands in building design, energy efficiency, and security. Visitors responded very positively to the presented range of products, solutions, and tools, such as the EntriWorX ecosystem for streamlined access planning, installation, and operations. At ISC West 2025, we further demonstrated how our integrated, layered approach secures and protects essential facilities, from the exterior perimeter right through to individual safe and cabinet locks.



## Award-winning innovation and design

In February 2025, we were awarded with two of the prestigious German Design Awards. The international jury named our new K7 time recording terminal generation and the skyra cloud-based access solution as winners in the category of Excellent Product Design – Building and Elements. Meanwhile, the Security Industry Association in the USA named dormakaba's EntriworX Insights as the winner in its Design, Diagnostics, and Installation Tools category, and the CenconX One-Time-Code Safe Lock as the winner in Lock and Key Solutions. Further, four products were declared winners at the "2024 ICONIC Awards: Innovative Architecture".

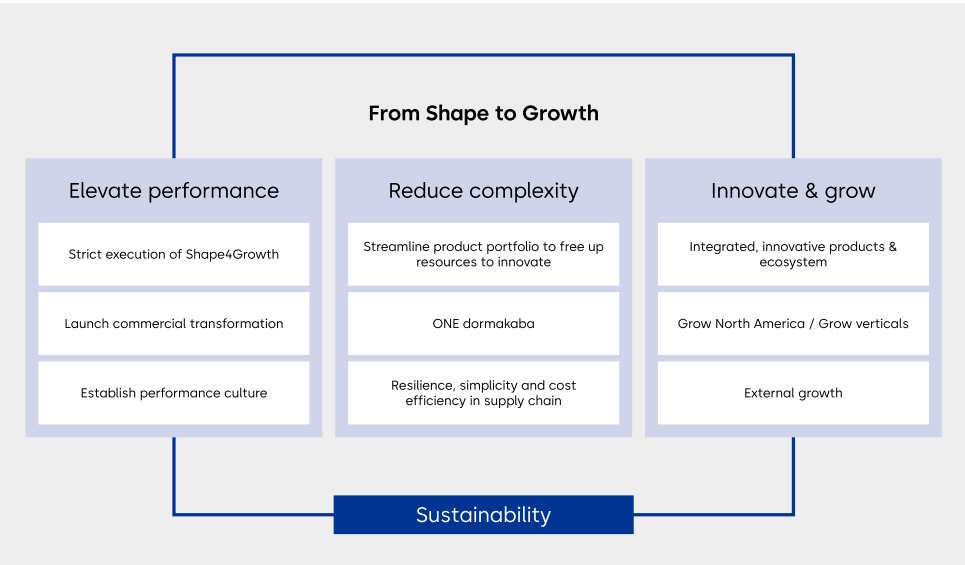


## Making a difference for families in need of housing

At dormakaba, corporate social responsibility CSR is more than just a commitment; it is a fundamental part of our identity. This year marks the fifth in which our employees in Indianapolis, USA, have partnered with Greater Indy Habitat for Humanity. Through this partnership, we have donated more than USD 400,000 to help families in central Indiana achieve homeownership. With the dedication of over 250 employee volunteers, three more families now have a safe place to call home.

# From Shape to Growth

dormakaba operates in an attractive industry shaped by powerful societal and market trends. In this environment, our strategy is centered on unlocking the company’s full potential to accelerate sustainable, profitable growth. Our current strategic program “From Shape to Growth” focuses on three value drivers to deliver on our growth potential: Elevate Performance, Reduce Complexity, and Innovate & Grow, all underpinned by a leading position in sustainability.



## Elevate Performance: driving operational excellence

Initiatives in this pillar focus on increasing efficiency and performance across all areas of our business. Our **transformation program** includes initiatives for leaner manufacturing, focused and smarter procurement, optimized R&D capabilities, and simplified administrative processes in areas like Finance and HR, all supported by shared service centers. Since its launch in 2023, the program has generated significant cost savings and performance improvements. The initiative will deliver CHF 170 million in annual savings by FY 2025/26.

Our **commercial transformation** is optimizing productivity and customer centricity of the commercial organization through shared services, automation, and digitalization. These efforts are projected to contribute an additional CHF 40 million in yearly savings by FY 2027/28. Supporting our actions is our investment in building a **performance culture** – empowering our people to thrive in a high performance environment.

## Reduce Complexity: streamlining for scale and agility

Reducing complexity across our portfolio, operations, and processes is key to increasing agility, strengthening execution, and unlocking scalable growth. Our efforts in this pillar are focused on simplifying what we offer, how we work, and how we deliver – always with customer value and efficiency in mind.

We are systematically **streamlining our hardware and software portfolio** to boost customer relevance, operational efficiency, and innovation speed. As a first milestone, we are optimizing our door closer range with a modular, customer-centric offering – an initiative expected to generate CHF 10 million in annual savings by 2027/28 for the first product line, with a further CHF 10 million beyond from subsequent product lines. Similar streamlining



across other product lines – including a significant reduction in software platforms – will follow, improving time-to-market and cost performance.

We are simplifying how we operate through unified, company-wide processes. This harmonization (**One dormakaba**) improves collaboration, execution speed, and scalability across our global organization. We are continuing to build a **resilient, efficient global supply chain**. Further reinforcing our strong local-for-local footprint enables faster, more flexible responses to local customer needs. In addition, optimized sourcing from best-cost countries will improve our overall cost competitiveness and adaptability in a dynamic global environment.

**Innovate & Grow: accelerating innovation and optimizing market reach**

Initiatives in this pillar focus on accelerating innovation, capturing market opportunities by optimizing go-to-markets, and enhancing customer value – with a focus on our core markets, in particular our largest and most important market, North America. Further inorganic growth opportunities will be leveraged through participating in the ongoing industry consolidation.

Innovation is central to our growth ambitions. We are consistently **evolving our products into connected, interoperable solutions**, integrated within smart building ecosystems that add value to customers across attractive vertical growth markets.

In **North America**, we are strengthening our position with a **Growth Plan** that focuses on selected geographies and distribution accounts in our Access Hardware Solutions, while improving commercial productivity and enhancing our product offerings. In Access Automation Solutions, we are further enhancing our portfolio and strengthening our go-to-market via own branches and an expanded partner channel. In Access Control Solutions, we are building on our strength in hospitality, further developing the multi-housing business and strengthening and bundling our offering for the commercial access control segment. This plan targets GDP+2% annual growth.

We are also strengthening our **vertical market approach**, focusing on high-potential verticals such as airports, data center, and critical infrastructure. We deliver market-leading solutions to our customers by reinforcing our sales approach with vertical-specific value propositions and bundling our respective portfolio. In parallel, we are stepping up our **M&A activities** to participate in the ongoing industry consolidation, targeting acquisitions that strengthen our offering, expand channel penetration in our core markets, and thereby create additional leadership positions.

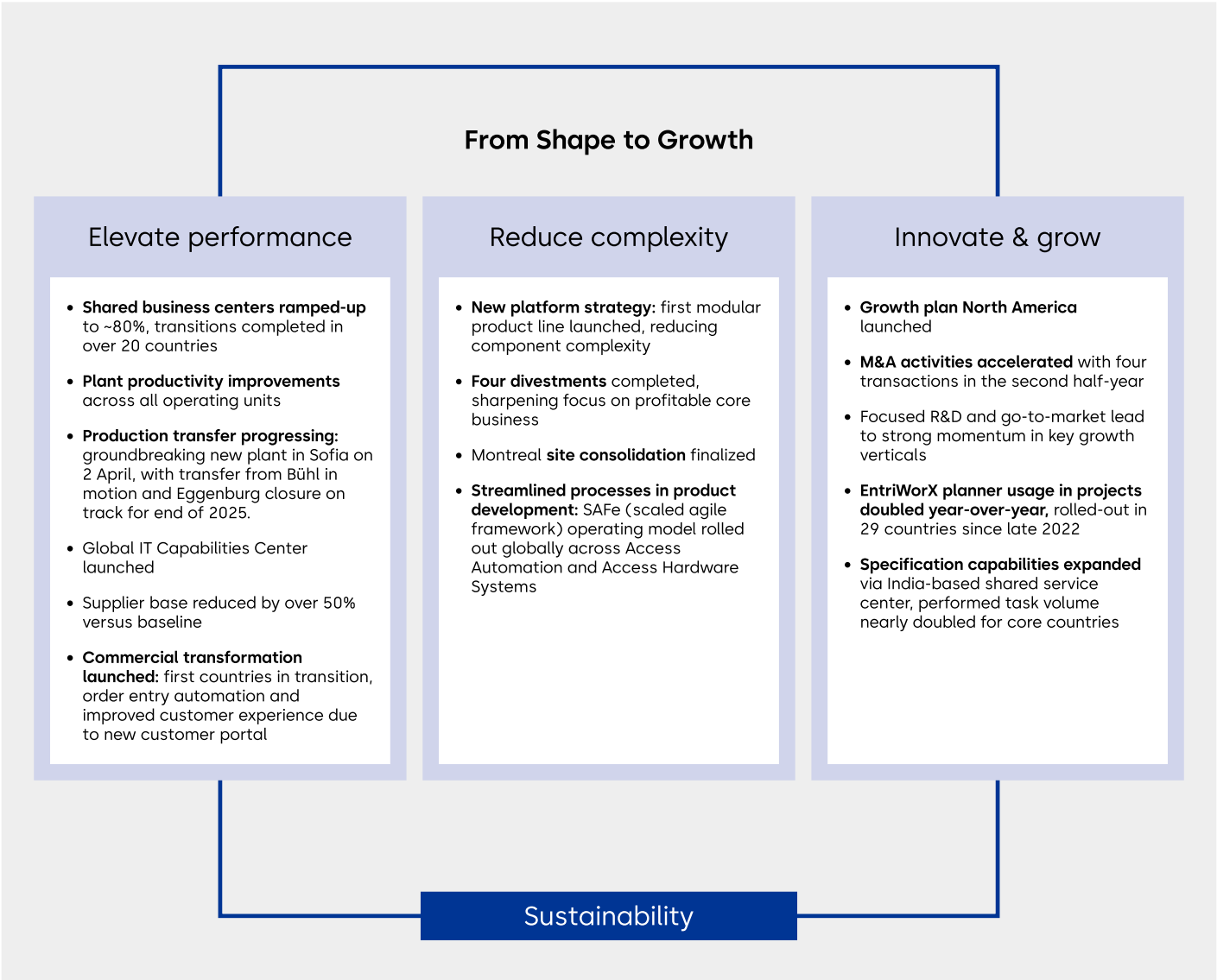
**Sustainability: differentiator and key enabler**

**Sustainability** is embedded in our strategy as both a competitive differentiator and a key enabler of customer value. Our customers increasingly demand solutions that align with their ESG goals – dormakaba meets this need through energy-efficient, durable, and ethically sourced offerings. By integrating responsible practices across our value chain, we help customers achieve their environmental targets while enhancing our own resilience, innovation, and long-term market relevance.

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# Selected achievements in strategy execution 2024/25



# Well positioned to capitalize on global industry and technology trends

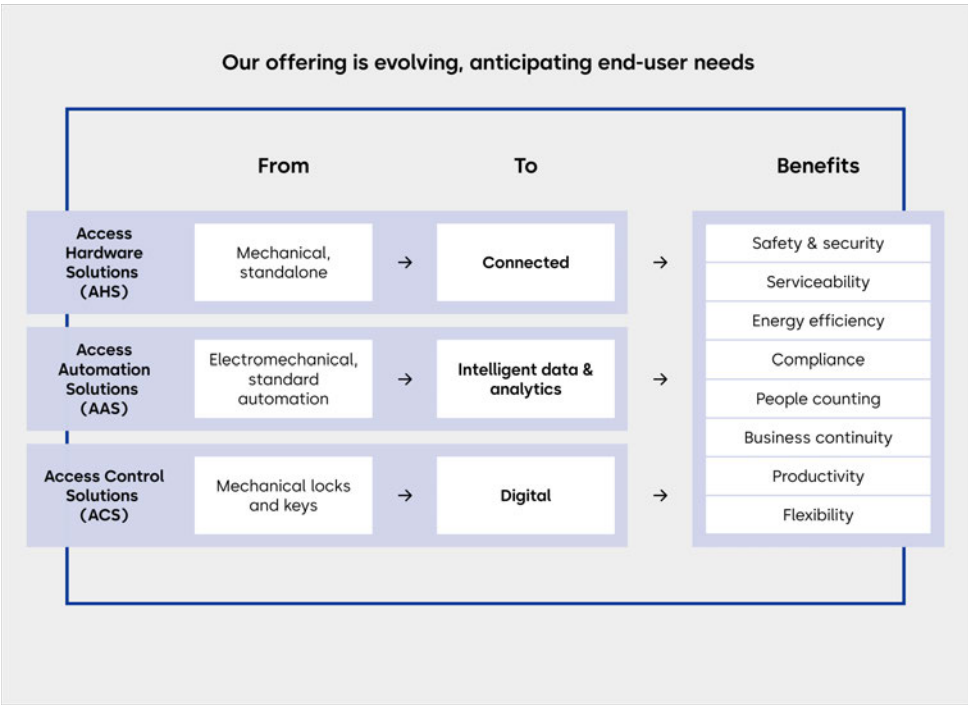
dormakaba is strategically aligned to benefit from powerful societal, industry, and technological trends that are reshaping the built environment. As **urbanization** accelerates and smart cities expand, demand for intelligent, secure, and sustainable building solutions is growing steadily. People are rethinking how they live and work, seeking environments that offer safety, convenience, and climate resilience.

This shift is driving long-term growth across the construction sector – especially in building modernization, which is projected to grow at a compound annual rate of 4–5%. **Energy efficiency** is now a key differentiator, not only in new projects, but also in the retrofitting of existing infrastructure. Customers increasingly prioritize systems with high energy efficiency, minimal maintenance, and strong sustainability credentials – areas where dormakaba already offers leading solutions and continues to invest in R&D.

Technological advancement is further accelerating change. As data becomes central to building operations, the need for **digitalization and system integration** is increasing. By 2028, more than four billion IoT devices are expected to be connected within commercial buildings, enabling smarter access control, real-time monitoring, and data-driven building management. End-users now expect more: flexible access for visitors and employees, efficient use of space, smooth and secure movement throughout buildings, and greater interoperability across platforms and suppliers. These evolving needs are driving a growing market for cloud-connected, scalable solutions that integrate seamlessly with existing building management ecosystems.

dormakaba is uniquely equipped to meet these demands. With strong foundations in mechanics, electromechanics, digitalization and system integration, the company delivers secure, seamless access in complex, dynamic environments. Our deep technical expertise and innovation focus enable us to create future-ready solutions that address the most pressing challenges of modern building design and operation.

As these global trends intensify, dormakaba is well placed to deliver long-term value – combining technological strength with a clear strategic vision to support the evolving needs of customers, partners, and society in the places that matter to them.



# Driving Innovation

Strength in innovation is key to dormakaba’s success and growth. With around 1,600 active patents and patent applications, we continue to enhance our innovation capabilities through strategic collaborations with industry leaders, academia, and research consortia.

dormakaba's innovation strategy is built on three pillars: Sustainability & Energy Efficiency, Interoperability, and Security Integrity. Each of these principles ensures that innovations sustain long-term relevance, operational excellence, and alignment with broader market and societal expectations.

We drive **Sustainability & Energy Efficiency** by developing and deploying technologies that deliver long-term value while minimizing environmental impact and energy consumption. This includes smart, efficient solutions like energy-harvesting and battery-free electronic devices that enable low-maintenance and eco-friendly operations.

**Interoperability** guides innovation towards open, connected systems that integrate seamlessly across platforms: enhancing scalability, promoting flexibility, and ensuring adaptability to future requirements. It allows dormakaba’s technologies to fully leverage the Internet of Things (IoT), providing support as mobile access solutions, AI-driven analytics, and adaptive user experiences.

**Security Integrity** reinforces our mission to protect what matters by rapidly adopting established, proven security innovations. This ensures that our offering not only maintains a high level of protection and compliance with the latest regulatory requirements, but also contributes to shaping industry benchmarks. Solutions are designed to anticipate current and future threats, increasing proactive security measures, reducing unnecessary data transmission, and anticipating emerging challenges such as quantum-based codebreaking. In addition, the use of AI enables continuous improvement by identifying potential vulnerabilities, enhancing threat detection, and optimizing security protocols.

## A streamlined global R&D roadmap for optimized market impact

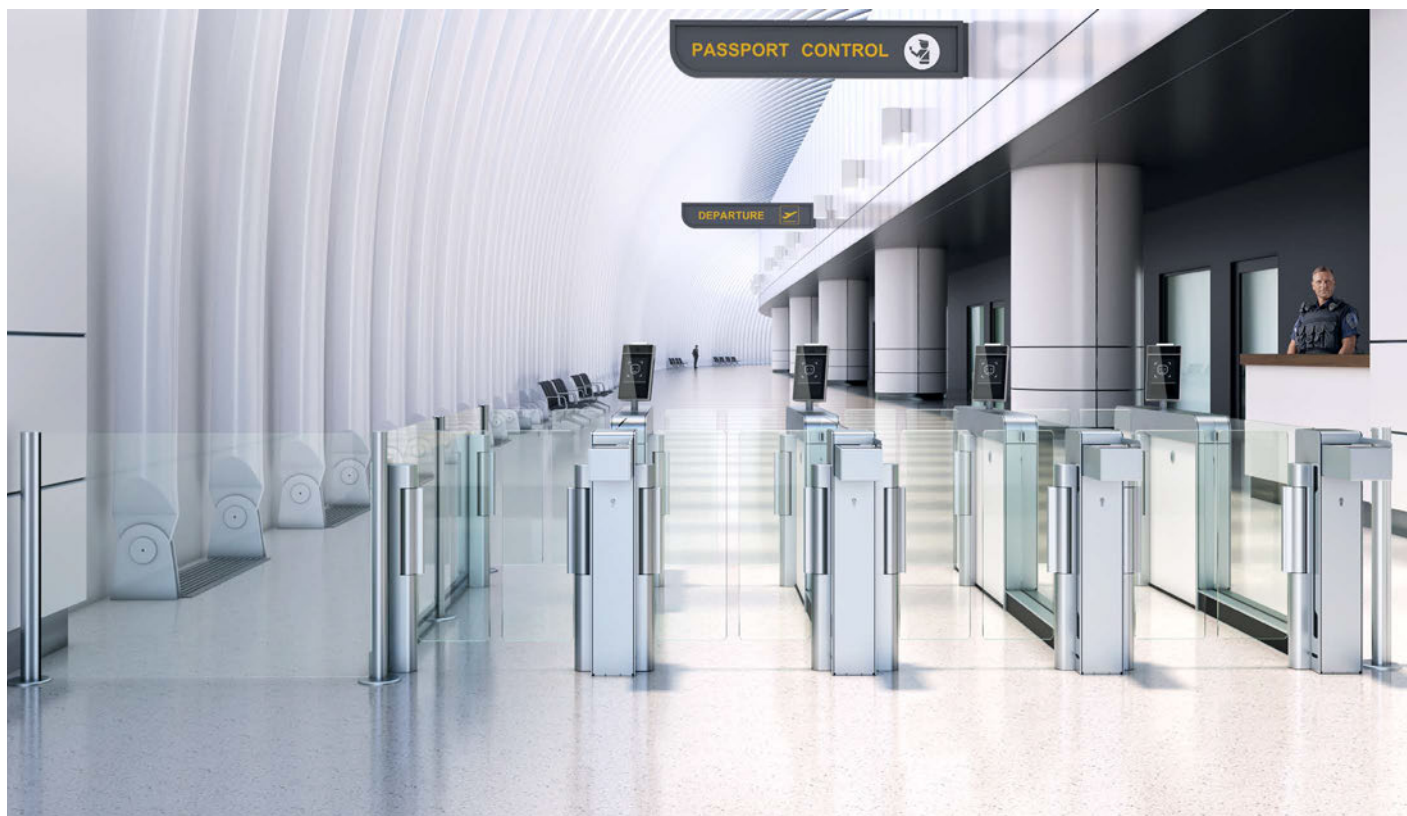
Our global innovation roadmap prioritizes the company’s portfolio across three streams:

- innovations that **grow the business** by opening up new revenue streams,
- **enhancements of existing offerings**, and
- solutions that **protect operations** by ensuring resilience and risk mitigation.

R&D efforts play a key role in advancing the dormakaba’s broader commitments to increasing efficiency, reducing complexity, and promoting sustainability. In 2024/25, we continued to build up new Engineering Hubs as part of our approach to streamline operations and concentrate expertise. At the same time, we strengthened our competitive position by simplifying platform operations, eliminating redundancies, and sharpening our focus on product life cycle management. These activities are designed to maximize customer value and free up resources for further investment in innovation and growth.

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# Selected Product Launches



Argus Air Interlock

## Security integrity for key verticals: airports, hospitality, utilities

dormakaba is a leading partner for the aviation industry. We provide the most comprehensive offering for airport passenger security, helping our customers to deliver a seamless and secure passenger experience and improving their operational efficiency. The **Argus Air Interlock** is a key component in end-to-end airport solutions, providing secure access control to restricted areas such as border crossings. It links biometric data to boarding passes or ID cards, ensuring only authorized access.

The worldwide hospitality industry offers exciting growth potential. dormakaba, a leader in North America, is expanding globally through continuous innovation. The **Quantum Pixel+** combines sleek design with secure, high performance, integrating seamlessly with any hotel décor. With Room Key in **Apple Wallet** guests can skip the lobby and go straight to their room – with no need to download an app – enhancing the guest experience and operator efficiency while reducing plastic key use. Both are supported by **Ambiance Cloud**, a scalable, cloud-based access management solution that streamlines operations across properties, enabling secure remote access control and perimeter security without local servers.

**skyra** brings enhanced efficiency and sustainability to the protection of critical infrastructure such as utilities, simplifying remote access management, integrating seamlessly into customer platforms, and requiring no power source or network coverage on-site.





Terminal 98 00 with Splitscreen

## Interoperability through shared platforms and the cloud

dormakaba innovation is about simplification: providing customers with comprehensive open platforms, standardized components, and seamless, secure data handling. The first products based on the Group's new platform strategy, **Terminals 96 00 and 98 00**, are advanced time-recording solutions designed to enhance workforce management and efficiency. **MATRIX Cloud** is one of dormakaba's innovative cloud-based access solutions, offering secure, flexible, and scalable access management for modern businesses. It eliminates the need for on-premises infrastructure, reducing IT complexity and costs, and supports centralized access management across multiple locations.



ED100/200

## Supporting sustainable buildings

Adopting new technologies allows dormakaba to enhance existing products with new functionality and drive even greater efficiency and sustainability across proven systems and product families. **The ED 100/250** swing door operator now features a seamlessly integrated emergency power supply, ensuring continuous operation during power outages. It can be fitted to existing ED operators or installed with new systems, offering maximum flexibility with minimal effort. **EasyAssist** is a low-energy door assistant for standard and fire-rated doors, offering cost-effective automation. In the event of a power failure, the door is securely closed mechanically. It supports sustainable building design through energy recuperation technology, lead-free builds, and certifications including EPD and Cradle-to-Cradle Gold.



Revy N30

## Enhancing existing business successes

dormakaba is cementing its leadership in master key systems through a new generation of versatile reversible key systems. **revy** combines patented security, elegant design, and everyday convenience for private, residential, and commercial buildings. The latest generation of **penta**, **quattro**, and **expert systems** with extended patent protections offer secure, flexible, and convenient solutions. The high-security **CenconX** lock is a next-generation, device-driven, one-time code solution designed to enhance operational efficiency and minimize human risk for clients and service providers. Integrated with a mobile app, it securely transmits opening codes directly to the lock keypad, automatically captures close seals, and logs audit data, reducing manual errors.



Smart Pro Mini

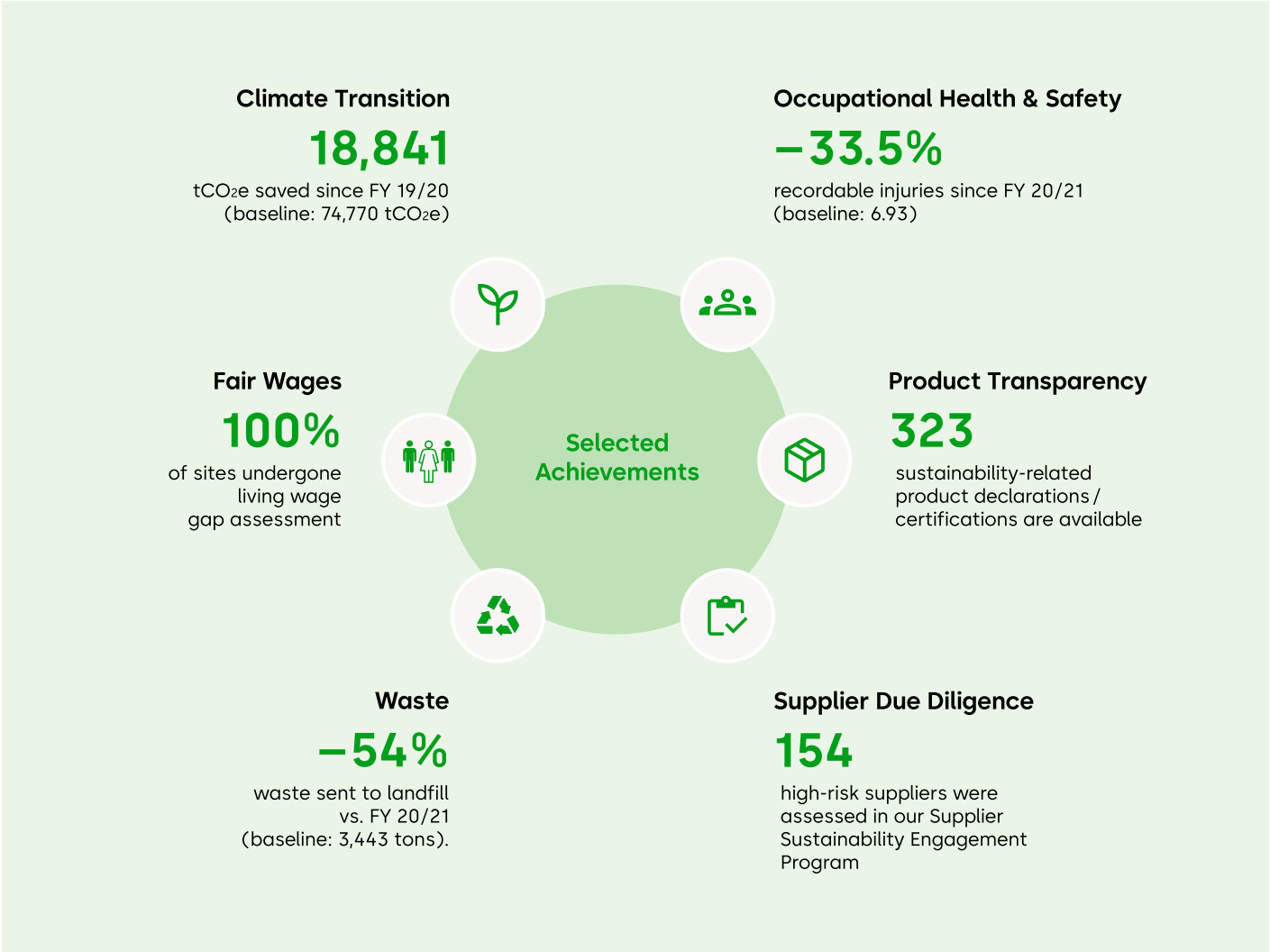
## Extending innovation in the automotive industry

The Group has long had a strong position in automotive transponder keys. **Smart Pro Mini** is an easy-to-use car programming device specifically designed to help garages and locksmiths, offering fast, secure programming for over 100 models from popular brands including Ford, Volkswagen Group, Peugeot, Citroën, Renault and Volvo. Meanwhile, **OBD Snoop ID47/ID49-1E**, which assists automotive locksmiths and professionals in cloning transponder keys, now extends to best-selling models like Ford Mondeo and Transit, Dacia Duster, and Nissan Micra.

# Advancing Sustainability, Delivering Impact

"From Shape to Growth" is underpinned by a leading position in sustainability.

Our commitment to sustainability is governed by our Sustainability Framework, with more than 30 ESG targets under the pillars, People, Planet, and Partnerships. We closely link our sustainability goals with our business objectives, and have integrated some of these targets into our Long-Term Incentive plan for executive compensation. In 2024/25, we continued to make good progress toward our goals, particularly in reducing our carbon emissions and waste sent to landfill, and establishing a workplace safety culture.





## Innovation to support zero waste to landfill

At our Modernfold production site in Dyersville, USA, a persistent waste challenge has sparked an innovative solution. In 2023/24, the site accounted for 44% of our landfill waste – and over 60% of this was from production scraps from cutting gypsum board, a key component of its operable wall systems. After a three-year search, we found a partner to enable the recycling of gypsum into agricultural soil conditioner. Since November 2024, Dyersville has recycled over 5 million kilograms of gypsum, reducing landfill waste by 34% versus the prior year. This success is a major step toward our global goal of zero waste to landfill by 2027.



## Winning an HSG Impact Award

dormakaba's commissioned study on cobalt traceability by the University of St. Gallen (HSG) in Switzerland has won a prestigious HSG Impact Award. The award honors research projects that have an especially clearly recognizable impact on society. The research enabled dormakaba to strengthen supply chain responsibility and in 2024 launch a pioneering partnership with Save the Children Switzerland to combat child labor in the Democratic Republic of Congo. As the first European company to support this initiative, dormakaba committed to investing around CHF 1 million over ten years.



## Progress in action: Elevating safety standards

At dormakaba, safety is more than compliance – it is culture. As COO Carsten Franke says, "Safety is never done. It's about our number-one priority – our people." Every site has a safety committee driving compliance and promoting safe practices. In 2024/25, we launched the Top 10 Turnaround Program to improve safety at high-risk sites and created the Incident Review Council to investigate incidents and share learnings. Since 2021/22, we reduced our recordable injury rate by 33.5%, allowing us to achieve our target now two years ahead of plan. A standout example: our Nogales, Mexico, team achieved 2 million hours over 2.5 years without a single recordable accident.

# Group Performance

Strengthened financial profile,  
strong progress in strategy  
execution

<div>organic net sales growth</div> <div>+4.1%</div> <div>CHF 2,870.1m</div>	<div>adjusted EBITDA margin</div> <div>15.5%</div> <div>+80 bps</div>	<div>ROCE</div> <div>30.6%</div> <div>+160 bps</div>
<div>net profit</div> <div>CHF188.0m</div> <div>+128.7%</div>	<div>free cash flow</div> <div>CHF176.9m</div> <div>−10.2%</div>	<div>net debt</div> <div>CHF358.2m</div> <div>−21.2%</div>

For dormakaba, the financial year 2024/25 marked a major milestone in strategy execution, reflected in stronger financial performance. The Group achieved good organic net sales growth and further expanded its adjusted EBITDA margin, leaving it well on track to deliver its mid-term commitments.

Amid a challenging economic environment marked by trade tariffs and geopolitical tensions, net sales reached CHF 2,870.1 million. This represents organic growth of 4.1% compared to previous year’s growth of 4.7%. This good growth was driven by strong volume growth (+2.4%) and robust pricing (+1.7%). Focused go-to-market strategies enabled the company to achieve growth in key verticals, such as healthcare, hospitality, and airports. Both business segments, Access Solutions (AS) and Key & Wall Solutions and OEM (KWO), contributed to the organic net sales growth. While momentum remained unchanged in Access Solutions, sales in Key & Wall Solutions and OEM in particular, were slightly impacted by trade tariffs and softer demand in residential and automotive. The appreciation of the Swiss franc against several major currencies negatively affected net sales by 2.3%. In total, net sales increased by 1.2% compared to the previous year.

Adjusted EBITDA reached CHF 445.0 million for the financial year with an adjusted EBITDA margin of 15.5%, an increase of 80 bps over the previous year. This represents the sixth consecutive semester of margin improvement for the Group. Strong progress was made with the transformation program. Continued efficiency gains significantly contributed to this margin improvement. Shared service centers were fully established in Sofia (Bulgaria), Nogales (Mexico), and Chennai (India). More than 500 employees joined in the last 12 months, taking over Finance, HR, Product Development, IT, and commercial business service functions from over 20 countries.



One-off restructuring expenses and overall items affecting comparability (IAC) at EBITDA level stood at CHF 44.7 million. The impact of goodwill amortization on EBIT amounted to CHF 24.7 million, leading to an adjusted EBIT of CHF 366.1 million. Net profit reached CHF 188.0 million, an increase of 128.7% over the previous year.

Substantial free cash flow was delivered. Adjusted operating cash flow amounted to CHF 336.0 million. Free cash flow stood at CHF 176.9 million, CHF 20.1 million below the previous year due to restructuring expenses paid.

To further accelerate growth, and in line with the company strategy, dormakaba re-launched its M&A activities. In the period under review, the Group successfully closed 3 bolt-on transactions.

Additionally, to further strengthen dormakaba's position in the fast-growing vertical data centers, the company signed an agreement to acquire German Access Solutions company TANlock at the beginning of the new financial year 2025/26. With this transaction, dormakaba enhances its offering within critical infrastructure to provide attractive growth opportunities.

In the financial year 2024/25, dormakaba further strengthened its financial profile, reducing the ratio of net debt to adjusted EBITDA to 0.8x (from 1.1x previously). Net debt decreased to CHF 358.2 million (–21.2%). Cash and cash equivalents increased to CHF 445.1 million, driven by the solid free cash flow and the issuance of a 5-year CHF 200 million bond.

Return on capital employed (ROCE) improved by 160 bps and reached 30.6% one year ahead of plan.

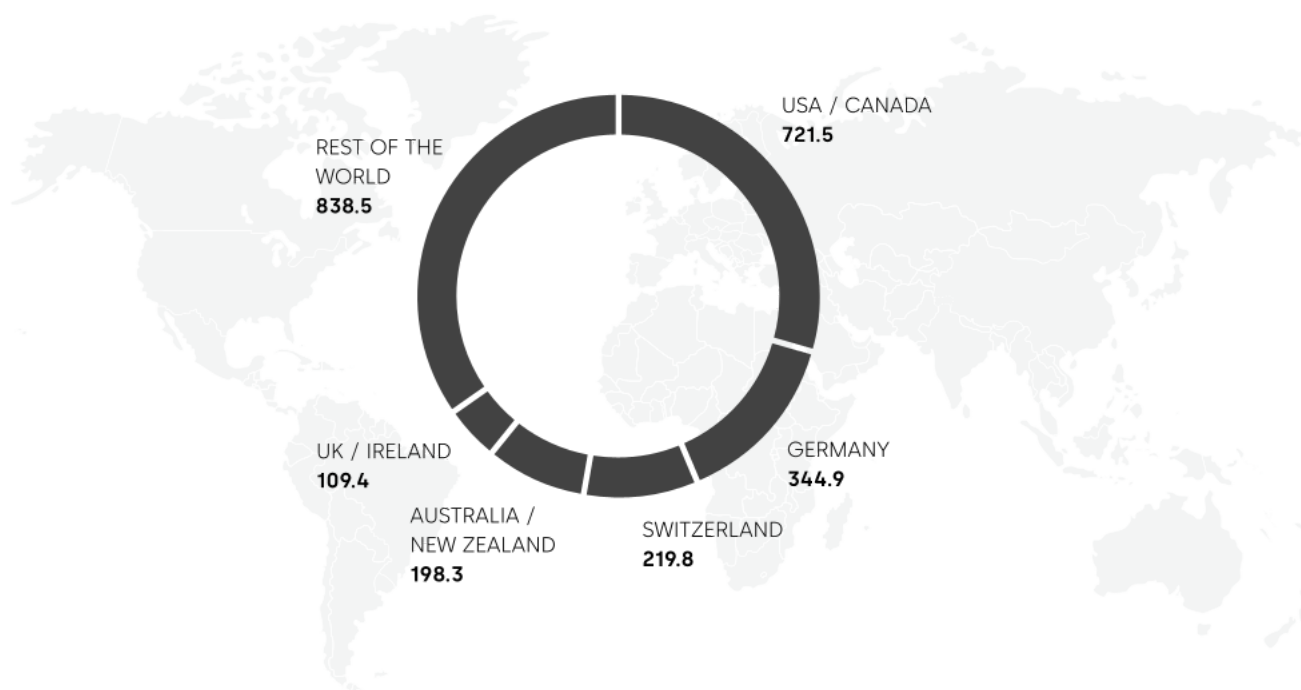
Organic net sales growth and margin expansion in both business segments

Both business segments, [Access Solutions](#) and [Key & Wall Solutions and OEM](#), supported dormakaba's development in line with its mid-term targets.

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# Business Performance at a Glance

## THIRD-PARTY NET SALES<sup>1</sup> IN mCHF



<sup>1)</sup> The graphic above represents third-party net sales figures only for AS key markets.

	TOTAL AS	TOTAL KWO	TOTAL GROUP
24/25	2,432.4	437.7	2,870.1
23/24	2,399.3	437.8	2,837.1

	Access Solutions	Key & Wall Solutions and OEM	Group
Organic sales growth	4.4%	3.3%	4.1%
Currency impact	-2.3%	-2.4%	-2.3%
Aquisition impact	0.1%	0.0%	0.1%
Divestment impact	-0.7%	0.0%	-0.6%
Employees	11,752	3,253	15,425

# Access Solutions

## Organic net sales growth and margin expansion

organic net sales growth	adjusted EBITDA margin
+4.4%	15.7%
CHF 2,440.7m	+50 bps

The Access Solutions business segment reported good organic net sales growth of 4.4% and total sales of CHF 2,440.7 million. Price realizations contributed +1.5%, while volumes increased further and grew by 2.9% over the previous year, supported by project wins in key verticals such as airports, healthcare, and hospitality. The business segment also saw an increase in data center projects, with over 15 projects won in North America and Asia. The recent acquisition of TANlock in Germany will further strengthen dormakaba's offering for this fast-growing vertical.

All core markets contributed to the positive organic net sales growth. **Germany** continued to significantly outperform the market and grew organically by 7.4%. The country reported a strong automatics business and market share gains in hardware solutions as a result of dormakaba's comprehensive product portfolio and focused go-to-market strategy.

**North America** achieved solid organic net sales growth of 4.2% (amid a tough comparison base) driven by several project wins in the hospitality and airports verticals. Furthermore, dormakaba became an approved supplier for a leading performance improvement organization in the healthcare sector, which will support future growth for the company in this important vertical going forward.

**Switzerland** delivered strong organic growth of 4.2%, gaining market share in the healthcare segment by focusing on cross-selling and hybrid solutions. **United Kingdom/Ireland** continued its exceptional performance from the first half of the financial year, and recorded organic growth of 9.7% for the full year, supported by underlying industry growth and project wins in hospitality as well as the airport vertical. **Australia/New Zealand** recorded organic growth of 2.3% in a softer market environment.

dormakaba's business in **India** maintained its strong momentum, recording double-digit organic growth. **China** closed the year with a high single-digit organic net sales growth. Through the newly formed joint venture with construction hardware provider Kinlong, dormakaba will enhance its go-to-market strategy in the rapidly growing hospitality vertical in China.

The **Rest of the World** markets recorded solid organic net sales growth, with mid to high single-digit growth rates in the Netherlands and France as well as very strong, primarily volume-driven rates in mid-sized markets such as Italy, Iberia, and Eastern Europe. Singapore and Southeast Asia faced a tough comparison base and reported a decline in net sales.

Adjusted EBITDA for Access Solutions increased to CHF 382.6 million, achieving an adjusted EBITDA margin of 15.7%, representing a further increase of 50 bps. Significant progress in the transformation program resulted in tangible cost savings, particularly towards the end of the financial year, as the benefits from the shared service center migration began to materialize.

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# Key & Wall Solutions and OEM

## Another year of record profitability

organic net sales growth

+3.3%

CHF 488.4m

adjusted EBITDA margin

21.0%

+130 bps

In the financial year 2024/25, Key & Wall Solutions and OEM (KWO) continued its trajectory of good organic net sales growth and record performance with an adjusted EBITDA margin of 21.0%. The business segment reported total net sales of CHF 488.4 million and organic net sales growth of 3.3%, of which 0.4% were attributable to volume growth and 2.9% to price realization. The main growth drivers were the continued exceptional performance of the Movable Walls business, as well as increased sales in Key Systems. The OEM business recorded a decline in sales, primarily due to softer demand from the US in the second half of the year.

**Key Systems** recorded a stable demand in North America and strong volume growth in Latin America. Key Systems EMEA reported stable net sales, while India and South-East Asia showed significant volume growth. Overall, the business unit recorded a solid order intake in the financial year. Adjusted EBITDA remained stable in 2024/25.

**Movable Walls** managed to maintain the strong momentum of the previous year. All regions contributed to strong organic net sales growth in the financial year 2024/25. Demand remained at a high level, resulting in a strong order backlog which will enable future growth. The adjusted EBITDA margin increased in all regions, reaching new record levels in North America.

The **OEM** business was impacted by softer demand from the North American market as a consequence of global trade tariffs and overall economic uncertainties. In this context, the business recorded a mid single-digit decrease in net sales year-on-year. Effective cost management enabled the business to increase its adjusted EBITDA margin over the previous year.



# Outlook

For the financial year 2025/26, dormakaba expects a robust trading environment in the context of continued global uncertainties surrounding geopolitical tensions and trade tariffs. Lower interest rates in Europe, regulatory changes, the infrastructure package in Germany, as well as increased investment activities in the US should underpin opportunities for growth.

Supported by a strong order book and new, innovative products, dormakaba is confident that it will continue growing organically. The company will rigorously execute its strategy and transformation, leveraging shared service centers and boosting operational efficiency. In addition, dormakaba will advance with its commercial transformation and complexity reduction initiatives to further accelerate profitable growth.

For 2025/26, dormakaba expects organic net sales growth in the range of 3–5% and an adjusted EBITDA margin of above 16%. To emphasize an increased focus on cash generation, the company expects an adjusted operating cash flow margin of 11.5–12.5% for the financial year 2025/26.

organic net sales growth	adjusted EBITDA margin	adjusted operating cash flow margin
3–5%	>16%	11.5–12.5%

# Corporate Information

dormakaba Holding AG is the parent company of dormakaba Group and owns 52.5% of dormakaba Holding GmbH + Co. KGaA, an intermediate holding company that comprises all the operating entities of the Group and is fully consolidated in the financial statements prepared by the parent company<sup>1</sup>. Minority interests are shown separately as part of equity capital. dormakaba Holding AG's consolidated financial statements are reported in Swiss francs (CHF) and for the financial year that runs from 1 July 2024 to 30 June 2025. They are prepared in accordance with Swiss GAAP FER, an internationally accepted accounting standard for small and medium-sized organizations and groups of organizations with a presence in Switzerland. dormakaba Holding AG is listed on the SIX Swiss Exchange and is headquartered in Rümlang, Zurich, Switzerland.

Beyond its obligations under Swiss GAAP FER, dormakaba Holding AG presents a Group Management Report that meets the requirements of the Swiss Code of Obligations (Schweizer Obligationenrecht, OR), particularly Art. 961c; of Section 315 of the German Commercial Code (Deutsches Handelsgesetzbuch, HGB); and of Standard 20 of the German Accounting Standards (Deutscher Rechnungslegungs Standard Nr. 20, DRS20).

<sup>1</sup> Under § 290 of the Deutsches Handelsgesetzbuch (HGB, German Commercial Code), dormakaba Holding GmbH + Co KGaA is obliged to prepare consolidated financial statements, and under § 315 HGB it is obliged to prepare a Group Management Report. However, under § 292 HGB dormakaba Holding GmbH + Co KGaA is exempt from these obligations if consolidated financial statements and a Group Management Report are produced and published at the level of the parent company in Switzerland. dormakaba Holding GmbH + Co KGaA's single-company financial statements were produced in accordance with the relevant provisions of HGB.

## Business model

dormakaba Group (dormakaba) is a leading provider in the access solutions market. The company offers customers a broad, innovative portfolio of products, solutions, and services that easily fit into building ecosystems. With a clear portfolio segmentation, dormakaba concentrates 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 company 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 (incl. acoustic movable partitions and horizontal and vertical partitioning systems).

dormakaba has a long tradition of innovation and engineering expertise. It strives to be an innovation leader that anticipates and fulfills customer needs through continuous technological advancement, creating state-of-the-art solutions that add value for customers and end users alike.

dormakaba is active in around 130 countries and is present in all relevant markets through production sites, distribution and service offices, and collaboration with local partners.

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Goals and strategies

As a publicly listed company, dormakaba’s fundamental goal is to increase its long-term enterprise value across industry cycles and economic fluctuations. It is assisted in this by a strong Pool Shareholder Group that ensures the long-term orientation of its strategy. The company aims to create shareholder value while also furthering the interests of other stakeholders: most importantly its customers, as well as technology and distribution partners, employees, and associates. dormakaba’s corporate strategy – Shape4Growth (S4G) – is about transforming the company, shaping it to its full potential, and accelerating profitable growth.

For more about the strategy and its execution, see [here](#).

Operating Model

dormakaba’s operating model amplifies the company’s strategic focus on its core business and customer centricity.

The company’s core business, Access Solutions is led by the Chief Commercial Officer (CCO), with the “5+2” key markets reporting directly to them and the others managed through three country clusters for increased efficiency. Customer excellence functions such as Strategic Marketing, Global Accounts & OEM, Services, and Product Management for Access Hardware Solutions and Access Automation Solutions are also under the CCO’s lead.

Globalized management of Operations and Product Development (Innovation) functions secures efficiencies of scale and business synergies. This setup extends to globally managed Finance, HR and IT functions.

The organizational setup is completed by Key & Wall Solutions and OEM (KWO) business segment. It operates as a standalone and self-contained segment with three global businesses – Key Systems, Movable Walls and Original Equipment Manufacturing (OEM).

A detailed description of the operating model can be found [here](#).

Management responsibilities

Strategic leadership of dormakaba is exercised by the Board of Directors (BoD) of dormakaba Holding AG. The duties and responsibilities of the BoD are defined by the Swiss Code of Obligations, combined with the company’s [Articles of Incorporation](#) and Organizational Regulations. The BoD delegates responsibility for day-to-day management of the business to the Chief Executive Officer (CEO), supported by the Executive Committee (EC). The powers and functions of the EC are set out in the Organizational Regulations. Further details of the internal management system are provided in the [Corporate Governance Report 2024/25](#).

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## Compensation for the Board of Directors (BoD) and Executive Committee (EC)

The principles governing compensation for the BoD and EC are set out in the [Articles of Incorporation](#). These include: the basic principles of compensation for the BoD (Article 23); the basic principles of compensation for the EC (Article 24); a binding vote on compensation at the General Meeting of Shareholders (Article 22); the maximum additional amount of compensation for new EC members (Article 25); agreements with members of the BoD and the EC, and notice periods for the members of the EC (Article 26); and their credits and loans (Article 28).

The Compensation Report, which provides further details on the compensation system and on compensation paid out in the financial year 2024/25, is available [here](#).

## Sustainability reporting

Proactively addressing the needs and expectations of society, customers, and employees, dormakaba has made a long-term commitment to fostering sustainable development along its entire value chain, recognizing its economic, environmental, and social responsibilities to current and future generations.

This year the company actively transitioned to the European Sustainability Reporting Standards (ESRS). It focused on integrating as much of the ESRS core structure as possible to accelerate its readiness for full compliance. dormakaba will be required to report in line with the ESRS starting earliest in FY 2027/28 (pending decisions as part of the EU's Omnibus package), and the company is taking decisive steps now to ensure it meet these requirements.

In line with the CSRD, dormakaba conducted a double materiality assessment (DMA), replacing its impact materiality approach. During the assessment the company collected insights from stakeholders across its value chain, regarding its actual and potential impacts on the environment and society (impact materiality), as well as how sustainability issues may influence its financial performance (financial materiality). As a result, dormakaba reconfirmed the company's sustainability framework and added two new material topics. The framework outlines sustainability standards and measures for the period from 2021 to 2027, grouping topics according to three Pillars: People, Planet, and Partnerships.

The dormakaba [Sustainability Report 2024/25](#) contains detailed information on the company's sustainability framework, measures, and progress. The information published on dormakaba's sustainable economic activities is in line with the EU Taxonomy Regulation. Disclosures on non-financial matters are made in accordance with Art. 964b of the Swiss Code of Obligations. The Sustainability Report also includes a detailed climate risk and opportunities analysis and management report aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The Sustainability Report is supplemented by annually issued reports on related matters, such as the Modern Slavery and Child Labor Statement, the Communication on Progress to the [UN Global Compact](#), and the submission to the [Carbon Disclosure Project](#).

## Course of business and position at the end of the financial year

Detailed information on the business performance and the average number of full-time equivalent employees in the financial year 2024/25 can be found in the [Group Performance](#) section of this Group Management Report and in the [Consolidated Financial Statements](#) for the financial year 2024/25.



Non-financial performance indicators

dormakaba has defined a set of strategic non-financial performance indicators for each strategy cycle. These are continuously measured, with initiatives designed and implemented for improvement where needed. The main non-financial performance indicators are the following:

- Customers and products: Customer Satisfaction**  
Customer satisfaction and product quality are crucial for dormakaba as its brands stand for the high quality of its products and services provided. Customer satisfaction is assessed through regular dialog, as well as through market research.
- Customer Experience Tracking: Net Promoter Score**  
As part of Customer Experience Management, dormakaba runs an annual survey in its core and some additional markets to evaluate its Net Promoter Score (NPS) and customer satisfaction. The NPS indicates touchpoints along the customer journey where dormakaba has the opportunity to improve its customers' experience, and provides insights on how to do business easily across all processes and product clusters. These insights help the company to initiate further measures to enhance customer experience on a local and global level.
- Human resources: Employee Engagement and Diversity & Inclusion**  
Two indicators, Employee Engagement and Diversity & Inclusion, help to track dormakaba's success in its transformation towards a customer-centric and performance-oriented work culture that fosters accountability and ownership and enables professional growth.

dormakaba measures its Employee Engagement Index through periodic global surveys aiming to maintain the Employee Engagement score at or above the global norm until 2027.

In the reporting period, two Pulse Checks were conducted to assess employee engagement within the newly formed dormakaba Business Services (dbs) teams and to inform actions aimed at improving engagement and retention. The first survey took place in July 2024 and included 81 employees from dbs Bulgaria, resulting in an engagement score of 88%. The second survey, conducted in April 2025, expanded to 514 participants across dbs centers in Bulgaria, Mexico, and India, as well as employees from the Chief Innovation Officer (CIO) Hubs and the Chief Digital and Information Officer (CDIO) team in Bulgaria. This broader survey recorded an engagement score of 85%. Both surveys comprised 11 questions covering key topics such as the work environment, employees' roles, and management.

dormakaba is committed to diversity in employment. Initiatives include training on unconscious bias, and other relevant topics, as well as the establishment of Women & Allies Networks across dormakaba. Further information on targets and initiatives can be found in the Sustainability Report.

Compliance and human rights

As a matter of course, dormakaba complies with all applicable laws and regulations at local, national, and international levels. Its internal company directives, based on a binding Group-wide [Code of Conduct](#), apply globally and cover internal processes as well as relations with external partners, including customers, authorities, and suppliers. dormakaba has developed a range of measures and processes to prevent abuses and ensure that responsibilities are met; these measures and processes are continuously reviewed and refined. The [Code of Conduct](#) is available, in several languages, to all employees on the Group Intranet and to external stakeholders on the dormakaba website. Mandatory Code of Conduct training sessions are offered to all dormakaba new joiners.

The [Code of Conduct](#) and the [Supplier Code of Conduct](#) confirm dormakaba's commitment to respecting human rights. The Group's Human Rights Due Diligence (HRDD) framework and material topics are further described in its Statement of Commitment on Human Rights, which aligns with international standards, including the UN Guiding Principles on Business and

Human Rights, and which has been revised to reflect requirements under the German Supply Chain Due Diligence Act.

Based on the human rights-related risks and impacts identified, dormakaba will continue to develop prevention and mitigation measures integrated into company operations, training programs, policies, and management systems. Human rights-related risks identification and mitigation are also a central part of supplier due diligence. In the financial year 2024/25, a key focus has been to continue assessing the risks present in our high-risk suppliers by means of on-site audits. There is further information on human rights in the [Sustainability Report 2024/25](#).

## Environment

As a manufacturer, dormakaba inevitably consumes resources and generates waste and emissions; environmental issues are therefore highly relevant along the Group's entire value chain. In September 2021, dormakaba adopted its global Environment Directive, which defines its fundamental requirements and regulations for environmental performance. In the financial year 2023/24 the company updated the Directive with additional requirements on green electricity, energy requirements for new and expanding facilities and fuel consumption, and included even more criteria for product sustainability, in consideration of the EU EcoDesign Regulation. A detailed overview of the company's sustainability work and key benchmarks, including greenhouse gas emissions, energy consumption, water consumption, and waste management, is available in the [Sustainability Report 2024/25](#). A detailed climate risk and opportunities analysis and management report, aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), also forms part of the Sustainability Report.

## Supply chain

dormakaba maintains a comprehensive, globally consistent procurement policy, based on detailed analysis of its own needs and rigorous assessment of current and potential suppliers, supported where necessary by on-site quality audits.

The dormakaba [Supplier Code of Conduct](#) outlines minimum requirements relating to human rights, fair working conditions, environmental responsibility, and business ethics, among other criteria. Supply chain risk assessment is based on seven families of indicators: energy and emissions; effluents and waste; occupational health and safety; materials; training and education; freedom of association; and human rights. dormakaba assesses suppliers' sustainability performance in collaboration with EcoVadis, the world's most trusted business sustainability ratings provider, and requires improvement plans where assessment results are unsatisfactory.

Further information is available in the Supplier Sustainable Development chapter of the [Sustainability Report 2024/25](#).

## Capital structure

Detailed information on dormakaba Holding AG's capital structure can be found in the [Corporate Governance Report 2024/25](#).

# Opportunity & Risk Report

## Opportunities

### Opportunities from Market Trends

The security and access solutions industry is influenced by various megatrends that drive demand growth and at the same time necessitate the development of new solutions. Urbanization is on the rise as a growing global population is moving to urban areas, thus creating demand for extended and smarter building infrastructure. Investments in safety and security are increasing amid advances in safety regulations and concerns around geopolitical situations, cybersecurity and asset protection. Increasing digitalization of services, especially cloud-based, mobile and data-driven, is changing how we interact with our physical environment. And sustainability and the need to reduce carbon emissions are becoming a global imperative. dormakaba continues to invest significantly in innovation, product development, and sustainability in order to exploit the growth opportunities brought by these megatrends, and to defend its innovation leadership. Read more on innovation in the chapter [here](#).

### Opportunities from Industry Consolidation

Opportunities arise from the ongoing and anticipated consolidation of the industry in which dormakaba operates. Despite past consolidation, the market for security and access solutions remains highly fragmented, with the top-three companies holding only about one third of market share. dormakaba plans to further strengthen its market position and will therefore continue to play an active role in industry consolidation.

### Opportunities from Market Position

As a global leader in security and access solutions, dormakaba leverages innovation and sustainability to maintain and improve its position in a consolidating industry. Its business is characterized by high resilience and barriers to entry as well as strong profit pools. Digitalization, country-specific regulation, complex system integration, and continuing after-sales service all foster the customers' need for a close and continuing partnership with their chosen supplier. As a trusted innovator, with a comprehensive solutions portfolio, broad and deep global market presence, and strong pricing power, dormakaba is well-positioned to anticipate, influence, and participate in significant developments in the building industry.

### Opportunities from the "dormakaba" Brand

The company's brands are key assets in its business development, playing a significant role in fostering customer loyalty and differentiation. The company's main brand, "dormakaba", is well-known and appreciated in the market for seamless flow and integrated access. In addition, segmentation through a select number of strong regional, local, and independent brands enhances the company's channel penetration and market reach. Consequently, the company's brand portfolio, beside the main brand dormakaba, includes well-established constituent brands such as Best, Alvarado, Kilargo, and Groom which inspire long-term customer loyalty. The Key Systems and Movable Walls businesses are managed under the separate brands Dorma Hüppe, Modernfold, Skyfold, Silca, and Ilco.

Risks

Risk policy, risk management, and risks at dormakaba

Risk Policy

dormakaba operates in an international business environment that is subject to a variety of risks. The company's risk policy provides a comprehensive framework for identifying, assessing, and mitigating risks effectively, thereby ensuring the resilience and success of our operations and objectives. The primary goal of dormakaba's risk policy is to secure the future development of the Group, achieve sustainable, profitable growth, and consequently increase enterprise value. In the course of its business activities, dormakaba is exposed to the general risks inherent in any entrepreneurial operation, which may impede or prevent the achievement of its goals. Opportunities to be utilized to meet or exceed planned targets are analyzed to identify and assess the associated risks. These risks are monitored and managed carefully, with mitigation plans continuously adapted to changes.

dormakaba always bases its strategic and operational decisions on a systematic analysis and evaluation of the opportunities and risks related to its assets, financial position, and earnings. The company avoids risks that are assessed to be incalculable, unreasonably high, or existential.

Opportunities, as understood in the Group's opportunity and risk policy, are chances to use events, developments, or active operations to achieve or exceed planned quantitative and qualitative objectives. Risks, as understood in dormakaba's risk policy, encompass all internal and external events and developments that could negatively impact on the Group's planned economic success. In addition to direct, quantitatively measurable risks, qualitative risks, such as reputational risks, are also considered.

Risk Management

dormakaba aims to sustainably increase its enterprise value (see [Goals and Strategies](#) section). Active risk management supports the company's management in achieving this goal.

Opportunities and risks should be identified at an early stage and actively controlled. To this end, dormakaba has implemented a comprehensive risk management system.

a) Internal Control System based on Group accounting

dormakaba has implemented an Internal Control System (ICS) based on the consolidated (Group) accounting (see bullet points below). The ICS ensures that business activities are correctly recorded, analyzed, evaluated, and transmitted to the external accounts.

The essential characteristics of the ICS with respect to accounting are:

- A clear organizational, business, controlling, and monitoring structure;
- Protection of computer systems used for accounting against unauthorized access;
- Development, implementation, and communication of internal regulations about the specific requirements;
- Ensuring that the departments and persons involved in accounting meet the requirements in terms of quantity and expertise;
- Continuous checking of the correctness and completeness of data in the accounting system through the ICS and the internal reporting systems;
- Regular spot checks of the implemented processes and controls by the Internal Audit department;
- Application of the four-eyes principle to all processes relevant to accounting, and in respect of the separation of functions, subject to special audits;
- Regular review by the BoD of main topics relevant to accounting, risk management, Internal Audit, the external audit mandate, and external audit priorities.

In addition, statutory and specific internal corporate guidelines and directives ensure consistent and proper accounting. The application of clear and consistent accounting rules and a uniform consolidation software tool ensures consistent accounting throughout the Group in line with legal and statutory requirements as well as the chosen accounting framework, Swiss GAAP FER.

Further information can be found in the [Corporate Governance Report 2024/25](#).

## b) Risk Management System

Risk management is integrated into the regular business and decision-making processes, codified in internal rules and regulations, and made binding for all Group companies. It includes an impact-focused assessment of risks, implementation of appropriate risk mitigation measures, regular review of identified risks and measures, and transparent reporting of the risk situation. Responsibility for the definition and monitoring of risk management ("risk governance") lies with the Board of Directors (BoD), while the Audit Committee (AC) monitors implementation. Responsibility for implementing and applying the risk management system rests with the Executive Committee (EC) and with line managers throughout the internal hierarchy.

The company's risk management system distinguishes between operational and strategic risks:

- **Operational risks** are future events that could hurt the efficiency or effectiveness of business processes, or that could compromise compliance with regulations or reporting requirements in day-to-day business. Responsibility for identifying and controlling these risks lies with the countries and Global Functions.
- **Strategic risks** are future events that may compromise the long-term development of dormakaba and prevent it from achieving its strategic objectives. Reports about strategic risks from the Regions and Global Functions are consolidated at Group level into risk maps that show likelihood of occurrence and potential amount of damage, with both dimensions divided into four evaluation categories. Strategic risks are discussed within the medium-term planning process and consolidated by the EC into a "Group Risk Assessment" that is presented for approval to the BoD through its Audit Committee. The EC reviews the risk situation every half year. Additionally, the risk situation is scheduled for discussion and review during Monthly Performance Review meetings every quarter.

The Group Internal Audit function is responsible for internal audits at dormakaba. Internal Audit reports directly to the AC, although functionally it reports to the CFO. All audits performed in the financial year 2024/25 were in line with the annual audit plan and approved by the AC.

## Risks Faced by dormakaba

### a) Risks Arising from Business Transactions

Our strategy includes active portfolio management, acquisition, and divestments. This creates risks in the evaluation, transaction, and integration of the corresponding entities and assets. To minimize these risks, dormakaba manages acquisition projects rigorously through standardized due diligence and post-merger integration processes, using well-trained specialist employees and professional support from outside the Group.

### b) Opportunities and risks arising from the business model

In recent years, dormakaba has continued to extend its product portfolio of electronic and cloud-based solutions. Its products are frequently used in security-relevant applications such as access control systems which are increasingly connected. Consequently, dormakaba is more exposed to cybersecurity risks, such as unauthorized access by hackers to sites and premises protected by dormakaba products, potentially causing reputational damage and liability claims. dormakaba counters the increasing significance of such cybersecurity threats during the product development process by employing the latest methods to identify and close known vulnerabilities in hardware and software before new products are launched. Existing products (mechanical, electronic, and cloud-based) are also subject to continuous testing to maintain robustness against new threats. dormakaba has taken out product



liability insurance to be protected against these cyber threats to an extent that is economically reasonable.

Digital transformation is progressing rapidly, and it is essential to the success of dormakaba that it keeps pace with this development. This applies to the Group's products and their connectivity as well as services and operational processes. Sudden, disruptive developments are not rare these days, and there is a risk that existing competitors or new market entrants could use such disruptive leaps to create significant advantages. The company's innovation management team systematically monitors and analyzes the relevant technologies. As part of mid-term planning, targeted analysis of market and competition information is conducted to ensure that local peculiarities are also considered. For dormakaba, as a manufacturer and supplier of high-quality access products and solutions in the premium market segment, the growing pressure on prices in relevant markets and specific product areas also represents a risk. This risk is countered through the targeted development of new products that offer customers more advanced solutions, services, business models, and continuous improvement in operational excellence (efficiency), thus helping to secure the Group's market position. This strategy is complemented by elaborate strategic pricing efforts.

A significant risk in product manufacturing is the possibility of a lengthy interruption to operations at one or several of the Group's worldwide production sites, for example due to fire or cyberattacks. Supplier failure and poor-quality raw materials and components also constitute a risk. Alongside the essential insurance protection, a central goal of the loss prevention programs in place at all manufacturing sites is to minimize these risks. These programs include regular updates, formulation and implementation of the fire prevention measures, regular site visits and systematic risk grading analyses, conducted by the company's global insurance provider, who also organizes feedback loops and support for improvement projects. To counter the increasing risk of cyberattacks aimed at information technology as well as operational technology, dormakaba established an information security organization that assesses cyber threats and orchestrates adequate mitigation projects to protect vital assets.

Manufacturing processes create the risk of air and water pollution. To minimize this risk, dormakaba invests continuously in environmental protection measures. Please see the [Sustainability Report](#) for specific information about measures and relevant certifications.

As a globally active company, dormakaba is exposed to risks created by the political situation in individual countries and regions, as well as risks resulting from pandemics, wars and trade conflicts between countries or country groups. Such risk drivers can rarely be influenced. dormakaba carefully monitors such situations and implements prompt and appropriate risk control measures. Its top priority is always to protect its employees.

Global economic growth is projected to decline amid policy shifts and new uncertainties. Effective tariff rates at high levels are expected to have inflationary impacts. Escalating trade tensions and uncertainty caused by shifting policies may further hinder growth, while potential political uncertainty stemming from, for example, the war in Ukraine, tensions related to the Taiwan situation, and the war in the Middle East, remains.

To adequately react to changes that might occur from a macroeconomic downturn, dormakaba implements state-of-the-art contingency planning to minimize the impact on business operations and supply chains, and thus on customers and employees, while maintaining a strong focus on financial stability. Additionally, scenario planning methods are used to identify organizational and geographic units that provide opportunities for cost-reduction measures. The scenarios are also used to find opportunities to introduce new products or fine-tune the business approach to specific markets. Monitoring and re-evaluation of the current situation is institutionalized and repeated at a quick pace to keep up with geopolitical and economic developments. The target is to remain capable of reacting quickly and adequately to changes that might occur.

### c) Personnel Risks

dormakaba's success depends on skilled and committed employees. The most significant personnel risks involve skills shortage, where vacant positions cannot be filled properly, or competent employees leave the company. These risks are addressed through extensive employer branding initiatives, expanded talent acquisition practices, improved benefits and succession management, and through individual, targeted employee development programs.

Specific attention is given to ensure social responsibility, particularly during the reduction of employee positions. Effective and fair change management is a high priority, focusing on employee wellbeing during the change process and thereafter. dormakaba also focuses on driving employer branding and ensuring employee engagement in the new locations where employees are being hired. This also includes career path models as well as remote working models. The attrition rate is closely monitored, and there is a positive trend towards lower attrition.

### d) IT Risks

The main business processes and customer solutions of dormakaba are supported by IT systems. The failure of these systems and the permanent loss of data through operating or program error, or as a result of increasingly prevalent external influences (e.g., cybercrime), represent a risk. To limit the risk of failure of critical systems and infrastructure, including operational technology (OT) in manufacturing, the company's IT strategy is to use state-of-the-art protection standards. These include email address validation, client security protection and monitoring, identity and access control management, network security management, network and infrastructure management (including 24/7 monitoring, high-level firewall protection tools, and redundant network connections), special OT cybersecurity measures, and IT continuity operating plans for the provision of redundant data and systems. dormakaba uses advanced threat protection solutions and operates a security operations center to further mitigate cybersecurity risks. A global information security management system (ISMS) in accordance with ISO 27001 is in place. Cybersecurity risk awareness training (e-learning and behavior training on phishing malware) is globally mandatory for all employees with access to corporate IT systems. Additionally, dormakaba has taken out insurance protecting against cyber threats to the extent that this is economically reasonable.

Successful and timely execution of the global IT strategy (standardization of applications and infrastructure) is vital for the company's future success. Failure could result in the delay of integration projects and underperformance of important business or Group-wide processes, including financial damage.

Mitigation of current risks derived from outdated or out-of-maintenance legacy systems is driven by a Group-wide program as part of the ongoing Shape4Growth transformation.

### e) Legal and Tax Risks

As a globally active group of companies, dormakaba is exposed to the risk of legal disputes, including product liability, competition and antitrust law, or intellectual property rights. To mitigate these risks, Group-wide standards, training, and controls have been implemented.

International business activities can also cause tax-related risks. To identify and manage such risks, dormakaba has established directives and manuals based on a tax policy approved by the BoD. Intra-Group transactions can raise concerns regarding the correct profit allocation across countries. dormakaba adheres to the Arm's Length Principle as defined by the Organization for Economic Cooperation and Development (OECD), ensuring that profits are taxed where economic value is created. Additionally, dormakaba submits an annual Country-by-Country Report (CbCR) detailing the amount of taxes paid. Moreover, all transactions may be subject to export control regulations. Compliance is managed through Group-wide standards, including directives, manuals and employee training. The Group's Tax and Customs Department collaborates closely with local finance and legal teams and consults external advisors as needed.

## f) Compliance Risks

All business activities have their compliance risks, especially when the business model involves worldwide production and sales, growth into new markets, and international procurement. Significant compliance risks include bribery and corruption, infringements of antitrust and competition law, fraud, preferential treatment of business partners out of personal motives, and violation of intellectual property protection rights.

The mission of Group Compliance is to support dormakaba management and employees in taking appropriate decisions, consistent with applicable laws and corporate regulations, and in acting with integrity. Its Compliance Management System meets the most stringent certification demands according to best practice standards. Group Directives, Directives, and local guidelines covering the company's main activities provide a full set of relevant internal rules and regulations and are regularly updated. In addition to mandatory training on the Code of Conduct for all dormakaba employees, those whose roles expose them to specific compliance risks receive further training, e.g. in antitrust and anticorruption measures.

## g) Financial Risks

dormakaba is exposed to the various financial risks that are part of doing business internationally, including default on trade receivables, liquidity and credit risks, and pricing risks from interest-rate and currency fluctuations.

The "European Market Infrastructure Regulation" (EMIR), the EU initiative to regulate OTC trade in derivatives, imposes an audit duty. During the annual audit under § 20 para. 1 of the German Securities Trading Act for the audit period from 1 July 2023 to 30 June 2024, it was confirmed that dormakaba has an overall, and in all respects appropriate and effective system for ensuring compliance with the statutory requirements.

Switzerland regulates the OTC trade in derivatives with the Finanzmarktinfrustrukturgesetz (FinfraG). All Swiss-based Group companies are classified as "NFC" (small non-financial counterparties) and have signed agreements with their banks regarding the delegation of reporting duties.

The funding for dormakaba Group companies is managed centrally. The maturity of the five-year syndicated sustainability-linked credit facility, agreed for dormakaba during the financial year 2020/21 with a consortium of banks, amounts to CHF 525 million with options to extend by another two years and to increase the facility by CHF 200 million, and was extended to 31 December 2027. At the same time the sustainability link was discontinued due to inconsistency in the static definition of the KPIs. There are also agreements in place with various regional banks for bilateral credit facilities. dormakaba thus has sufficient liquidity reserves to ensure that even unexpected events do not have a significant effect on its liquidity position. The CHF bonds portfolio consists of three bonds: CHF 320 million for 2017–2025, CHF 275 million for 2022–2027 and CHF 200 million for 2025–2030 to partially refinance the maturing CHF 320 million bond. The bonds ensure a solid and well-balanced mid-term maturity structure for dormakaba's debt portfolio.

## h) Sustainability and other Risks

The company's business model could also give rise to other risks not mentioned so far, e.g. sustainability compliance risks (including compliance with materials restrictions laws or human rights due diligence laws), environmental and climate change risks, and liability risks resulting from local laws that are not known at Group level. dormakaba counters these risks by diverse measures, including its sustainability framework and organization, the consistently high quality of its products and services, the engagement of legal experts when the risk of a legal dispute is identified, or by taking out appropriate insurance cover. A full disclosure of climate change-related risks is made available in dormakaba's annual submission to the Carbon Disclosure Project (CDP) and in the climate risk analysis in the [Sustainability Report 2024/25](#) aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

Assessment of overall risk and opportunity situation

In conclusion, the company's opportunity and risk situation can be rated as moderate.

Existing risks are identified and continuously monitored through the risk management system. When necessary, they are hedged using appropriate countermeasures.

With strong brands, the broad existing portfolio, the wide market presence, and with the existing innovation structure and approach, the prospects of further profitable growth for dormakaba remain promising. The Shape4Growth strategy with the three value drivers – elevate performance, reduce complexity, and innovate & grow – gives dormakaba even more leverage to make use of these strengths.

There is no indication of any risks that would endanger the continued existence of dormakaba. No specific risk has been identified that could significantly affect the assets, financial position or earnings of dormakaba, nor is there evidence of any material liquidity risk. A material deterioration in the future assets, financial position, and earnings is not expected given the current risk situation. This assessment is based on the assumption that no global economic recession hits the markets in the near future.

At a Glance
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Five-year Performance Overview