dormakaba

Sustainability Report

Financial Year 2024/25

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General Information

We are committed to championing sustainability in everything we do — from producing more sustainable solutions and helping our customers reduce their environmental footprint, to being a fair and responsible employer and neighbor.

Basis for preparation

This is the dormakaba Holding AG ("dormakaba") Sustainability Report 2024/25, which highlights our sustainability commitments, strategic approach, and progress, and is intended for all stakeholders. It is the company's tenth sustainability report. Our previous nine reports have been prepared in accordance with the GRI standards, and this year we actively transitioned to the European Sustainability Reporting Standards (ESRS). We focused on integrating as much of the ESRS core structure as possible to accelerate our readiness for full compliance. dormakaba will be required to report in line with the ESRS earliest in FY 27/28 (pending decisions as part of the EU's Omnibus package), and we are taking decisive steps now to ensure we meet these requirements. For metrics that were already reported in the previous year, comparative metrics are disclosed. For metrics that have not been reported previously, we apply the exemption to omit.

The report covers the financial year 2024/25, from 1 July 2024 to 30 June 2025, and it was published on 2 September, 2025. dormakaba reports on an annual cycle and published the previous report in September 2024.

This Sustainability Report also covers additional mandatory reporting requirements, including the Task Force on Climate-related Financial Disclosures (TCFD), the Swiss Code of Obligations (SCO), and the EU Taxonomy.

The compensation of the Board of Directors and the Executive Committee, as well as the financial statements found in the Annual Report, were audited by an external auditor. dormakaba also engaged external auditors to conduct a limited assurance of all carbon emission figures (Scope 1–3) in accordance with the GHG protocol. The double materiality process and over 70 KPIs were pre-assessed by external auditors as part of internal controls to discover if any gaps existed. The findings have been reported to the Audit Committee of the Board of Directors.

Significant changes to the organization and reporting

Marianne Janik and Ilias Läber became new independent members of the Board of Directors at the Annual General Meeting in October 2024, and John Liu retired from the Board at the same time. René Peter was appointed as Chief Financial Officer (CFO) ad interim, effective 1 July 2024, and as CFO, effective 25 February 2025, succeeding Christina Johansson, who sadly passed away in February 2025 after a prolonged illness. In addition, Nikola Faulkner joined dormakaba as Chief Human Resources Officer (CHRO), effective 1 March 2025.

Significant changes to reporting methodology in this report include the transition from GRI to ESRS (see "Basis for preparation") and an update on the emission factors used for Scope 1 and Scope 2 calculations, based on the latest sources including Defra (2024), IEA (2024), US EPA eGRID (2025), and AIB (2024). Fuel property and heating values were also aligned with Defra (2024). The emission factors used for Scope 3 Category 11: Use of sold products updated based on Defra (2024), IEA (2024), and BCI/ILA (2023).

This update reflects ESRS E1-6 and the GHG Protocol standards, ensuring continued alignment with scientific data and recognized calculation practices.

The isolated effect of the updated emissions factors, fuel property and heating values resulted in a –5% change in Scope 1+2 for market-based emissions, –8% Scope 1+2 for location-based emissions, –2% for Scope 1, –7% for Scope 2 (market-based), and –12% for Scope 2 (location-based). Furthermore, the update resulted in –32% in Scope 3, Category 11. Base-year emissions were not recalculated, as changes remained below the materiality threshold and original figures reflected the best available data at the time. Interim years between the base year and reporting year were also not recalculated and continue to use the same factors as the base year.

The Scope 3 inventory was expanded in FY 2024/25 to include Categories 3, 7, 12, 13, and 15.

The injury rate is now normalized to 1,000,000 hours worked (500 FTE), replacing the previous 200,000-hour basis. Historical figures were restated for consistency. Internally, the 200,000-hour factor will continue to be used for tracking purposes, as it remains relevant for long-term incentive (LTI) metrics and related targets.

The employee turnover calculation was revised in line with ESRS requirements. It now includes fixed-term contracts and retirements (previously: permanent employees only), and uses financial year-end headcount as the denominator instead of the average. Historical data were not restated due to limited availability for newly included employee types.

Training hours per employee are now based on year-end headcount instead of FTEs, in accordance with ESRS. Historical data were restated to ensure comparability.

Reporting coverage and processes

The data presented covers over 95% of dormakaba employees in 116 locations worldwide. These are locations with more than 20 employees and include all manufacturing facilities. Environmental data, including around energy, water, waste, and materials consumption, is collected via an internal business intelligence reporting platform. Each location has a dedicated reporter. For everything except materials use, internal reporting deadlines are set on a quarterly basis. Materials use is reported half-yearly. The majority of Human Resources data, particularly data on workforce composition, turnover, and diversity, is gathered through the Group-wide human resources information platform SAP SuccessFactors. Figures on, for example, adequate wages, social protection, family-related leave, training hours and collective bargaining are reported on an annual basis by local HR managers for all in-scope reporting units via an internal business intelligence reporting platform. Injury rates, injury and accident types, corrective actions, and root cause analysis data is collected in a web-based health and safety tool. Data quality controls and consolidation for all data are provided after the end of the financial year by an external consultant.

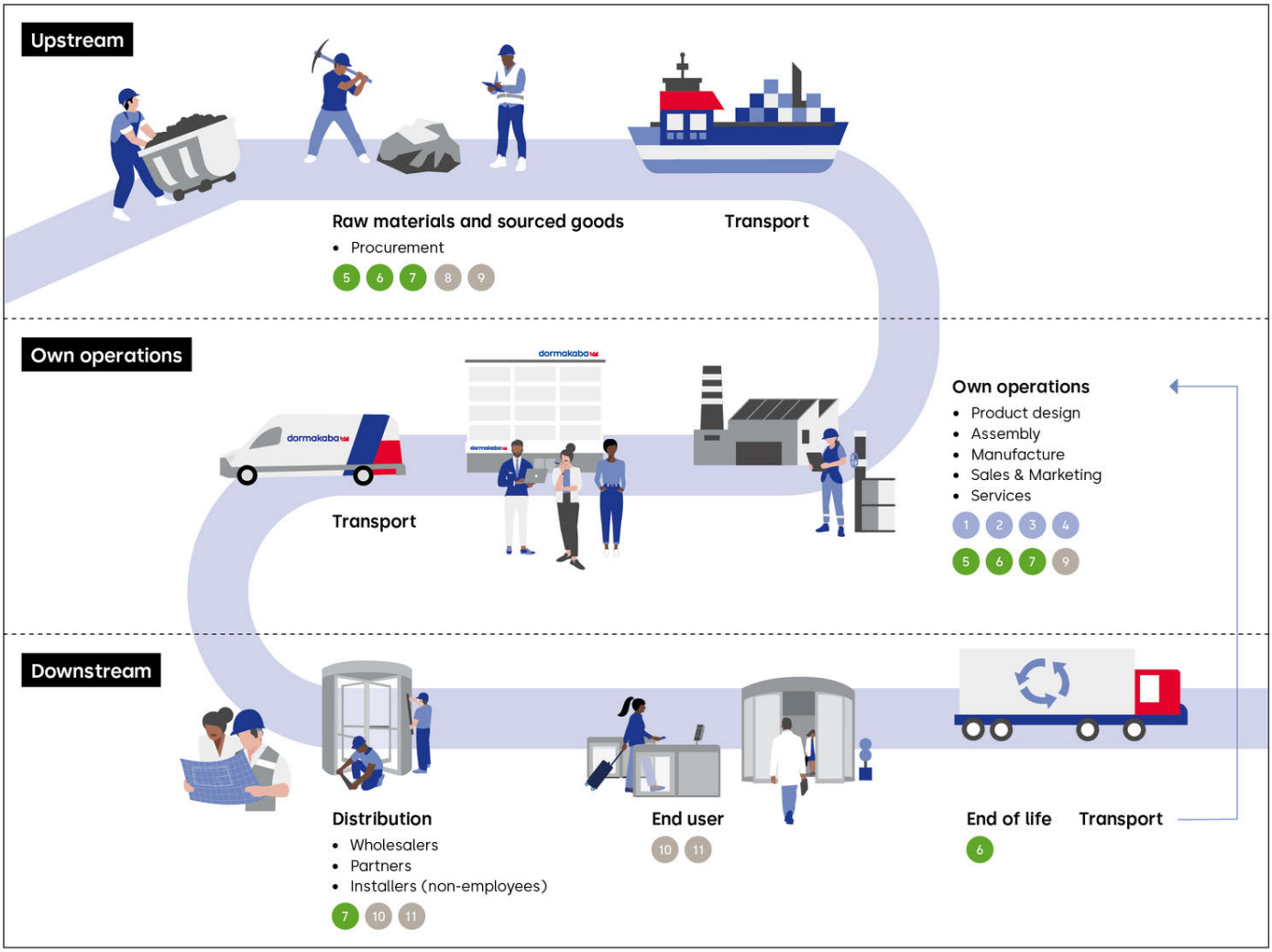
The Sustainability Report review process has several phases, including the review of the dedicated chapters (both qualitative and quantitative content) as well as relevant parts of the ESG Performance table and the Strategic Targets table by topic owners in the Executive Committee and the CEO's direct reports. Furthermore, the CFO and the CEO review abstracts of the chapters, the ESG Performance table, and the Strategic Targets table. The Audit Committee is responsible for contributing to the integrity of the Sustainability Report and monitoring the assurance process, and the Board of Directors reviews and approves it.

dormakaba value chain

At dormakaba, sustainability is embedded throughout the entire value chain. From the sourcing of raw materials through the end-of-life of our products, we take a comprehensive approach to integrating responsible practices at every stage. This begins with upstream efforts, such as responsible procurement and active supplier engagement; continues through our own operations, including sustainable product design, environmentally conscious manufacturing, and the promotion of fair and safe working conditions; and extends to downstream activities focused on customer and end-user health and safety, as well as the circular handling of products at their end of life. Through this integrated approach,

dormakaba is committed to reducing environmental impact, safeguarding human rights, and creating long-term value for all stakeholders.

The below value chain mapping was developed by Corporate Sustainability in collaboration with members of the Sustainability Working Group, including representatives from product management, product development, compliance, HR, procurement and operations, allowing for a holistic view of all of dormakaba's geographical scope, business activities and value chain industries.



We manage material impacts, risks, and opportunities (IROs) by setting clear targets and implementing corresponding actions across all steps of our value chain.

The numbers in the visual refer to material topics and their underlying targets, showing how they are assigned to each stage of our value chain.

People
1 Fair Employment
2 Training & Education
3 Diversity, Equity & Inclusion
4 Occupational Health & Safety

Planet
5 Energy & Emissions
6 Circular Economy & Materials
7 Environmental Compliance

Partnerships
8 Supplier Sustainable Development
9 Human Rights
10 Customer Health & Safety
11 Marketing & Labeling

Raw materials & sourced goods (Upstream)

Our global procurement volume with external vendors represents around 49% of total net sales. We work with approximately 12,300 active suppliers, with spend concentrated in Europe (41%), Asia (23%), and the Americas (12%). Indirect spend mainly covers capital goods and services. To assess impacts, risks, and opportunities in Tier 1, we analyzed spend data, type of goods/services and their industries, and countries of origin for all suppliers. For Tier 2+, mining and raw material processing were also considered due to our reliance on metals and glass.

Transportation (Upstream, Own Operations and Downstream)

At dormakaba, transportation plays a critical role across the entire value chain. In the upstream phase, we source goods from suppliers who deliver them to our manufacturing sites by using air, sea, rail, and road transportation. Within our own operations, semi-finished products are transferred between dormakaba production facilities to support multi-stage manufacturing processes. These are subsequently shipped either to our sales units or to regional logistics centers. In the downstream value chain, our regional distribution hubs not only supply our sales organizations but also coordinate outbound logistics to third-party distributors, again relying on external transport partners operating across all major transportation modes.

dormakaba production and administration (Own Operations)

This value chain step includes all dormakaba manufacturing units, local assembly units, logistics centers, service hubs and offices. Employee data and the types of materials being processed were taken into account in the double materiality assessment.

Distribution, use and end of life (Own Operations and Downstream)

dormakaba products are sold by our sales units directly to building developers as well as to distributors and wholesalers. dormakaba's own workforce provides after-sales services (e.g., maintenance, repairs and spare parts). Installation work is either carried out by dormakaba's own workforce or outsourced to installation partners. Currently, dormakaba has approximately 457 installation partners, of which 37% are in Europe, 36% are in Asia and 27% are in the Americas.

dormakaba products have typical lifetimes of 10–20 years with some products — like partitioning systems — having 40-year lifetimes. Electromechanical products have a shorter lifetime than mechanical products. During this period, building tenants and visitors come into contact with dormakaba products on an almost daily basis and service/maintenance work is carried out regularly by our own staff or third parties. During demolition or renovation, dormakaba products are often recycled due to the high value of the metals they contain.

Accuracy of value chain data

In FY 24/25, our Scope 3 GHG emissions Categories 1, 2, 4, 5, 6 (metric: CO_2e tonnes) were partly estimated using industry-average emission factors due to incomplete supplier-level data. We assess the accuracy of this estimate as moderate (±15–20%) based on published data variability. To improve this, we launched a supplier questionnaire through a reputable external service provider aimed at collecting primary activity data, expected to reduce uncertainty to around ±10%. However, before completing the data collection, the third-party service provider faced insolvency. We will re-launch the program in FY 25/26 with a new partner.

Strategy & Governance

dormakaba strives to promote sustainable development along the value chain as part of our economic, environmental, and social responsibility toward current and future generations. We seek open and transparent dialogue with stakeholders to define strategies and actions based on clear goals and continuous improvements. We are guided by the precautionary principle as the foundation of sustainability. Negative impacts on the environment and health should be prevented to the greatest extent possible by all employees in all business activities. This approach is set out in our Code of Conduct, which outlines our values, principles, standards, and norms of behavior.

At dormakaba we welcome the EU's and local governments' ambition to foster more responsibility within the business sector. We take our obligations to comply with the increasing number of sustainability laws and regulations seriously, including the German Supply Chain Act, the Swiss Conflict Minerals and Child Labor Due Diligence Legislation, the EU Taxonomy, and the EU Corporate Sustainability Reporting Directive.

We have aligned our activities with the UN Sustainable Development Goals (SDGs), focusing on environmental, social, and governance (ESG) impact. We can make a substantial contribution to nine of the SDGs by addressing our material topics and also see the SDGs as a guide for focusing on new business opportunities.

Sustainability is embedded in our strategy and vision

As part of our company strategy Shape4Growth, dormakaba has committed to an industry-leading framework for sustainability with ambitious ESG targets. We share the belief that sustainability is at the core of our industry's future and of the building industry in general, and thus critical for our business model. With Shape4Growth, we have further integrated sustainability into our solutions, operations, and processes to better meet the expectations of our customers. We must do our part to reduce the carbon footprint of the buildings we supply, as well as in our internal operations.

Our Sustainability Framework 2021–2027

We are committed to shaping a more sustainable industry and future. Sustainability is embedded at the core of our strategy and vision and is present in everything we do.

People

We empower our people so that they can unlock their full potential

Aim

We create a fair, inclusive, and safe culture that enables our employees to thrive. We provide a workplace where they can continuously grow, openly contribute with their ideas, and feel proud of their achievements.

Material topics

- Fair Employment
- Training & Education
- Diversity, Equity & Inclusion
- Occupational Health & Safety

Planet

We open the doors wide to a low-carbon and circular economy

Aim

We develop innovative and resource-efficient solutions for the circular economy and do our part to ensure a climate-resilient future. We offer durable and energy-efficient products that help our customers achieve their own sustainability goals.

Material topics

- Energy & Emissions
- Circular Economy & Materials
- Environmental Compliance

Partnerships

We collaborate to promote sustainable development beyond our own doors

Aim

We lead by example and engage with our partners to drive more eco-friendly practices and support the protection of human rights. Through our secure access solutions, we also contribute to people's health and safety. We work with partners to raise awareness of the safe operating practices of our products.

Material topics

- Supplier Sustainable Development
- Human Rights
- Forced or Compulsory Labor
- Customer Health & Safety
- Marketing & Labeling

Strategic targets

In line with this strategic approach, dormakaba has committed to working toward 31 sustainability goals during the current strategic period.

Target-setting process

The sustainability target-setting process is governed by our Sustainability Management System and follows a structured, multi-stakeholder approach in line with best practice and ESRS requirements.

Target proposals are developed by the Corporate Sustainability team in collaboration with external experts and leads from functional Expert Groups embedded within the Sustainability Working Group. These proposals are based on a comprehensive competitor analysis, industry benchmarking, and alignment with internationally recognized standards, frameworks and methodologies, including:

- the Science Based Targets initiative (SBTi) for Scope 1–3 climate targets,
- the Ellen MacArthur Foundation Principles for Circular Economy,
- the LEED Green Building Standard for resource efficiency and sustainable infrastructure.

To ensure internal alignment and stakeholder involvement, functional leaders — including representatives from Human Resources, Procurement, Health, Safety & Environment (HSE), Product Development, and Product Management — review the proposed targets within the Group Sustainability Council. This council facilitates feedback through workshops and roundtable discussions involving their respective teams and the Corporate Sustainability function. The cross-functional members of top management in the Group Sustainability Council, in particular from Operations, Procurement and Product Development, are best placed to reduce, for example, sources of Scope 1, 2 and 3 emissions and develop strategies to achieve other targets related to material topics.

Following this engagement process, the Group Sustainability Council finalizes and submits the aligned targets for formal approval by the Executive Committee and the Board of Directors.

We attach great importance to the evaluation of activities and projects to fulfil these objectives. For this reason, the company has developed an initiative tracker that records and recognizes the sustainability and climate-related impacts of projects. At an operational level, it is the responsibility of Quality, Health & Safety and Environment (QHSE) managers, plant managers and Site Heads at each site within the scope of global targets to establish additional measures and initiatives related to climate change adaptation and mitigation and to support sustainability target achievement. They are also responsible for overseeing the implementation of these measures.

We monitor progress monthly and track performance against our targets on a quarterly basis to the fullest extent possible. Progress reports are distributed regularly to relevant members of the Executive Committee and the Group Sustainability Council, which conducts formal progress reviews twice per year. In addition, sustainability performance is reviewed quarterly by the Chairman of the Board and annually by the entire Board of Directors.

Progress in FY 24/25

In the fourth year of implementation, we have made good progress on our targets in most cases. In particular, we have made strong progress on the following:

- We are on track to meet our **operational emissions (Scope 1+2) reduction** target, having achieved a 10% reduction (6,340 tCO_2e) compared to the previous financial year and a 25% reduction (18,841 tCO_2e) since our FY 19/20 baseline. This progress is driven by our climate-related initiatives, including the use of renewable energy. A key example is the solar installation project at our Hallam site in Australia, designed to power both the factory and the office, with a goal of cutting annual local carbon emissions by 54%.
- The **recordable injury rate** decreased by 22% compared to the previous FY and by 33.5% versus the FY 20/21 baseline, meaning we have reached our 2027 target well ahead of

schedule. This improvement is largely due to our already strong safety culture and the fact that all sites now meet the minimum requirements of the Health & Safety Directive, supported by tailored action plans addressing site-specific risks and gaps. To further accelerate progress, we launched the Top 10 Turnaround Program, targeting the sites with the highest number of injuries.

- We advanced significantly toward our goal of sending **zero waste to landfill** by 2027 (1,586 tons of waste to landfill in FY 24/25 vs. 3,443 tons in the baseline year). Currently, 33 manufacturing sites are working on their sustainable waste management roadmaps, with 10 sites receiving tailored support through on-site audits conducted by an external expert. This year, new sites in Canada and Peru joined the program, while local management continues to be trained and encouraged to share best practices. A standout achievement is at our Modernfold production site in Dyersville, USA, which previously accounted for 44% of our global landfill waste. Through gypsum recycling, the site reduced its landfill waste by 34% versus last year.
- In FY 24/25, we made significant progress toward our goal of doubling **sustainability-related product declarations and certifications** by 2027. We now provide transparent sustainability information for over 323 products, representing an 18% increase compared to the previous year and a 90% improvement versus our FY 20/21 baseline of 170 declarations. A key driver of this progress was the variety of different product declarations and certifications we provide. For example, we have obtained recycled content certifications from Green Circle Certified for 39 products.

Challenges in FY 24/25

Despite the good progress, we have faced challenges in some areas. The following topics will receive particular focus in FY 25/26:

- Progress on transitioning to **fossil fuel-free plastic packaging** remained limited due to material availability constraints, supplier immaturity, and high costs. Many potential solutions failed to meet dormakaba's performance and sustainability standards, delaying implementation. Efforts are ongoing to close these gaps through expert engagement, supplier development, and continued material testing in FY 25/26.
- **Net Zero Fleet initiatives**: Targeting a 100% electric vehicle (EV) fleet by 2030 in France, Germany and the UK, we made advancements in Germany and the UK. However, dormakaba France remains well behind schedule, hindered by limited EV model availability, technical challenges, inadequate commercial van options and regulatory changes reducing incentives. In FY 25/26, the company plans to replace 42 vehicles with EVs, add 24 charging stations, expand home charging, boost internal promotion, and launch a task force to tackle key barriers. To improve tracking and decision-making in general, Corporate Sustainability will lead the global rollout of a standard Fleet Carbon Calculator, apply Life Cycle Costing (LCC) to fleet investments, encourage stricter quarterly reporting, and require justification and LCC comparisons for any non-EV purchases. This will help achieve better alignment with local transition goals.
- Over the past two years, we worked with a strategic partner to pilot **take-back programs** in Austria, Germany, and the UK, assessing local conditions and engaging internal teams to identify opportunities and challenges. However, the pilot programs did not yield viable results. The main challenges were limited visibility and control over product disposal, partner reluctance to collaborate, and competition with local recyclers. In the upcoming financial year, we will reevaluate our approach to product take-back schemes.

You can read more about these achievements and challenges in the relevant chapters of this report.

People

Material Topic	Target	Target Year	Baseline FY 20/21	Performance FY 24/25	Notes	Status
Fair Employment	Maintain our employee engagement score at or above the IBM Global Norm (73)	2027	70%[1)]	71%	Based on the latest results from the dormakaba dialogue in FY 22/23. Top management has decided to host the next survey in November 2025 to allow for further maturity of the company strategy.	
Training & Education	Increase average training hours to 20 hours per employee per year[2)]	2027	12.7 hrs/employee	15.6 hrs/employee	We have improved by 13.3% versus the last financial year's performance.	
Diversity, Equity & Inclusion	1 in 3 managers are women	2027	19%	22%	Performance on this sustainability target remained consistent with the previous year, with no significant progress recorded. We recognize the need for renewed efforts and are currently assessing strategies to accelerate improvement in this area.	
	25% women in succession planning for top management positions	2027	14%	25%	Having already attained the desired target level, we will continue to monitor.	
Occupational Health & Safety	Decrease the recordable work-related injury rate by 33%	2027	6.93	4.61	We have achieved our target ahead of schedule and have seen a significant drop in the number of recordable work-related injuries (128 vs. 164 in the last financial year).	

1 Baseline FY 19/20 in line with the dormakaba dialogue cycle
2 Headcount basis

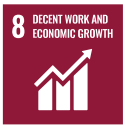
Planet

Material Topic	Target	Target Year	Baseline FY 20/21	Performance FY 24/25	Notes	Status
Energy & Emissions	Reduce operational emissions (Scope 1+2) by 42% in line with a 1.5°C future	2030	74,770 tCO_2e[1)]	55,929 tCO_2e	We are well on track and have reduced emissions by 25% versus the baseline.	
	Reduce value chain emissions (Scope 3) from purchased goods and services and the use of sold products by 25%	2030	734,850 tCO_2e[1)]	785,778 tCO_2e	For the first time, both emissions from purchased goods and services and from the use of sold products have dropped, and this by 6% versus the previous year. It remains critical that we continue to engage our suppliers on decarbonization strategies, and this will remain our core focus in FY 25/26.	
	Become carbon neutral in our operations	2030	74,770 tCO_2e[1)]	55,929 tCO_2e	We will continue to reduce carbon emissions in line with our 1.5°C commitment through to 2030. Starting in	

					2030, residual emissions will be offset through Gold Standard-certified projects.	
	Achieve net zero emissions	Latest 2050	810,437 tCO_2e[1)]	930,665 tCO_2e	We remain fully committed to reducing our overall emissions footprint. Our reported Scope 1 – 3 carbon emissions have increased by 63,125 tCO_2e due to the expansion of our Scope 3 inventory to include all relevant categories, with Categories 3, 7, 12, 13 and 15 reported for the first time.	
	Have best-in-class energy efficiency for new products	2023	–	Target achieved	Our EcoDesign Specification Template is mandatory for all new product developments since FY 23/24.	
	Reduce energy intensity of our operations by 25%	2030	100.5 MWh/mCHF[1)]	85.1 MWh/mCHF		
	80% of purchased electricity is from green sources	2030	46%	56%		
	100% of fleet in Germany, France, and the UK is electric- or hydrogen-based	2030	–	16%	We saw an improvement versus 9% in the previous year. The increase is driven by the adoption of new electric vehicles (EVs) in Germany and the UK.	
	All manufacturing sites maintain Energy Management Systems based on ISO 50001[3)]	2023	21%[2)]	Target achieved	+39% vs. previous year	
Circular Economy & Materials	All new product developments and optimizations are covered by our circularity approach	2023	–	Target achieved	Our EcoDesign Specification Template is mandatory for all new product developments since FY 23/24.	
	We offer extended producer responsibility take-back schemes for all products and packaging in top ten sales countries	2027	–	Over the past two years, we worked with a strategic partner to pilot take-back programs in Austria, Germany, and the UK, assessing local conditions and engaging internal teams to identify opportunities and challenges.	Due to significant challenges including competition with recyclers, we will reevaluate our approach in the upcoming financial year.	
	Zero fossil fuel-based plastic used in packaging	2027	223 tons	494 tons	Progress remained limited due to material availability constraints, supplier immaturity, and high costs. Efforts are ongoing to close these gaps in FY 25/26.	
	100% of paper, wood and carton stems from responsible forestry sources as accepted by the US Green Building Council	2027	–	33%	We have transitioned around 30% of our paper packaging, over 50% of our cardboard and 15% of wood packaging.	
	Double the total number of sustainability-related product declarations / certifications, including Cradle-to-Cradle and for recycled content	2027	170	323	+90% versus the baseline; we are closing in on our target.	
	Zero waste to landfill in operations	2027	3,443 tons	1,586 tons	This is a reduction of 38% versus the previous FY and 54% versus the baseline year.	

1 Baseline FY 19/20 in line with Science Based Targets initiative validation
2 Baseline FY 19/20
3 Scope refers to all manufacturing sites constituting the top 85% of on-site energy consumption.

Partnerships

Material Topic	Target	Target Year	Baseline FY 20/21	Performance FY 24/25	Notes	Status
Supplier Sustainable Development	Assess all high-risk suppliers for their sustainability management through a third party or off-board them for lack of participation	2027	10%	40.5%		
	At least 45% of our high-risk suppliers participate in our sustainability engagement program	2027	10%	40.5%		
	Close at least 80% of high-priority corrective actions of assessed suppliers	2027	–	4.5%	In FY 25/26 we will focus on further improving communication with our suppliers and monitoring improvements to increase the number of completed corrective actions.	
	90% of assessed suppliers with priority findings have completed a sustainability training	2027	–	23%		
	Provide information regarding conflict minerals for high-risk suppliers	2027	–	We have requested Conflict Minerals Reporting Templates from over 1,000 suppliers in FY 24/25, with a 63% positive response rate.		
Human Rights 	Reduce the risk of forced labor for migrant workers by providing ethical recruitment trainings for all of our labor agents in sending and receiving countries	2027	–	Target achieved	We will ensure that all new labor agents receive the same training as part of their onboarding process.	
	Support the right to water in communities where we manufacture by establishing water stewardship programs in areas of high water scarcity, with no absolute increase in water consumption and reducing water intensity by 28%	2027	75,086 m^3 absolute consumption and 25.5 L/ hours worked[1)]	61,995 m^3 absolute consumption and 20.7 L/hours worked	The target was achieved ahead of schedule in FY 22/23, and we will continue to monitor.	
	Ensure supply chain traceability for minerals with a high risk of child labor	2027	–	We continued our partnership with Save the Children Switzerland. We also collected a total of 108 Extended Minerals Reporting Templates.	In the first year of our partnership with Save the Children Switzerland, 23 children benefited from support through a child labour remediation initiative targeting the mining sector in the Democratic Republic of Congo.	
Customer Health & Safety	Collaborate on health and safety training with subcontractors and installation partners	2027	–	We developed a due diligence strategy focused on installers in our supply chain and a standard contract clause, “Terms & Conditions for Installers”.	In the first phase of the due diligence strategy development, we identified key health, safety, and labor rights risks, and mapped installer locations and responsible departments. The “Terms & Conditions for Installers” contract clause outlines minimum standards, including on freely chosen employment, maximum working hours, and obligations to train staff on health and safety. Rollout is planned in FY 25/26.	
	Collaborate on training and provide information materials on the safe operation of our products for all end users	2027	–	–	With no progress made for a second consecutive year and no active strategy in place, we recognize that this target requires a fundamental reassessment. We are taking this opportunity to reflect on	

					underlying challenges and redefine a more realistic and actionable approach.	
	At least one corrective action and/or one awareness training session for each product-related injury	2027	–	Target achieved	To support the tracking of corrective actions, we have completed the development of a workflow for product safety risk identification in our global incident management tool.	

[1] Baseline FY 19/20

Outlook

The table below outlines our plans for FY 25/26, summarizing the number of initiatives planned per material topic and type of activity.

Planned initiatives FY 25/26

Material topic	Examples on initiatives	Number of initiatives
Energy & Emissions	- Transition to EV vehicles - Investments for emission reductions, e.g., biogas purchase, facility improvements (e.g., electricity optimizers, chiller replacement) and solar installations - Continue to enhance Energy Management Systems - Reduce energy consumption of selected products - Increase recycled content in products in the Indian market	40
Circular Economy & Materials	- Implementation of EcoDesign Specification in Key & Wall Solutions and OEM - R&D on lead-free materials and sustainable packaging materials - Switching to responsible-forestry-labeled packaging materials	54
Fair Employment	- Conduct annual living wage gap assessment and begin to close any gaps discovered - Measure global employee engagement and initiate activities	2
Training & Education	- Design, implement and promote learning and development programs	1
Diversity & Inclusion	- Training modules on unconscious bias and cultural diversity - "Women & Allyies" networks - Development of female talent (mentorship)	12
Occupational Health & Safety	- Investments to improve health and safety, e.g., first-aid training, risk & hazard assessments, machine guarding, ergonomics, PPE, material handling, heat stress, blind spot coverage in high-traffic areas, purchase of lift carts and tables	36
Human Rights	- Social audits at our locations and selected subcontractors - Child labor remediation partnership with Save the Children - Collection of Extended and Conflict Minerals Reporting Templates from selected suppliers - Water meter installations	21
Supplier Sustainable Development	- EcoVadis and on-site assessments of suppliers - Training for suppliers with high-priority findings	19
Customer Health & Safety	- Rollout training program on health & safety for subcontractors and installers	1
Marketing & Labeling	- Development of new sustainability-related product declarations or certifications - WELL Partnership	13

Resource allocation and planning

The sustainability resource planning process is closely aligned with the Group's medium-term planning and budgeting process. Based on the global sustainability targets allocated to each material topic, a set of top-down must-have initiatives is set for each entity or site which influences performance and target achievement. Initiatives are set at the beginning of the calendar year for the following financial year.

Local project managers are assigned, ensuring clear accountability and progress tracking. They provide a bottom-up input on resource needs, and local controllers and finance teams confirm inclusion of these financial resources in the global medium-term financial planning process. Each March, the Group Sustainability Council reviews action plans and budget requirements, working together with local project managers to close any gaps, if needed. The Executive Committee then reviews and approves the planned resources to confirm alignment with strategic goals and budgeting requirements.

The current and planned resources for sustainaibility initiatives can be found below. This table provides a detailed overview of the current and future financial resources allocated to the implementation of the action plans addressing each material topic identified by dormakaba. In line with the ESRS disclosure requirements, the information is structured to reflect both the operational and capital expenditures (OpEx and CapEx) associated with each action plan.

In reference to the requirements of ESRS 2 MDR-A, while we don't specifically mention financing risk or availability (e.g., cost of capital impact) in further detail, the monetary link shown below demonstrates dependency: without secured funding, implementation cannot proceed as planned.

Current and planned resources

	FY 25/26 (CHF thousand)			FY 24/25 (CHF thousand)[1)]		
Material topic	**CapEx**	**OpEx**	**Total**	**CapEx**	**OpEx**	**Total**
Energy & Emissions	4,308	775	5,083	2,452	0	2,452
Circular Economy & Materials	263	595	858	11.7	73.6	85.3
Fair Employment	0	171	171	0	0	0
Training & Education[2)]	0	1,300	1,300	N/A	N/A	N/A
Diversity & Inclusion	0	265	265	0	7	7
Occupational Health & Safety	1,365	691	2,056	89	84	173
Human Rights	10	126	136	0	90	90
Supplier Sustainable Development	0	121	121	0	77	77
Customer Health & Safety	0	0	0	0	0	0
Marketing & Labeling[3)]	14	190	204	N/A	N/A	N/A
All topics	**5,960**	**4,234**	**10,194**	**2,552**	**331**	**2,884**

1 Includes only external costs and resources used for projects that are specifically allocated to the sustainability action plan
2 Topic was included in the Sustainability Resource Planning only as of FY 25/26
3 Added for FY 25/26 Resource Planning as a new material topic

Sustainability governance

Our Sustainability Charter defines the management system required to achieve our sustainability vision. The governance of sustainability-related risks and controls at dormakaba is structured to ensure accountability and reliability in sustainability reporting. The **Board of Directors** has the ultimate responsibility for overseeing sustainability governance. This includes approving the sustainability framework, reviewing and endorsing the double materiality assessment, and formally approving the annual Sustainability Report. The Board receives an update from the Group Sustainability Officer at least once per year. Six of the current Board members have had direct responsibility for, or obtained special certification in, environmental, social and governance matters and corresponding regulations.

The Board's **Audit Committee** plays a central role in ensuring the integrity of sustainability disclosures and monitoring external assurance processes. The **Chairman of the Board** additionally meets quarterly with the Corporate Sustainability function and receives monthly reports to monitor performance and evaluate risk exposure.

In addition, ESG targets were introduced in 2023 as part of the **long-term incentive (LTI) plan** for the Executive Committee and top management to reflect the increasing importance of sustainability and cover both social and environmental topics that are addressed by our sustainability framework. The ESG portion of the LTI plan is weighted at 20% and consists of specific and measurable targets on climate change mitigation, building a proactive safety culture, and addressing customer needs in achieving green building standards. These targets are reviewed annually and are aligned with our broader sustainability roadmap and risk priorities. The level of achievement against these ESG targets directly influences remuneration outcomes under the LTI scheme, reinforcing accountability at the highest level. The **Nomination and Compensation Committee** oversees the calibration, monitoring, and evaluation of these targets, ensuring they are both ambitious and credible. Further information can be found in our Compensation Report.

At the executive level, the **Executive Committee** (EC) is accountable for setting the company's sustainability strategy and objectives and for ensuring their implementation. The EC monitors progress through monthly reports on the status of sustainability initiatives and integrates corrective actions where targets are off track. It also approves resource allocation annually to ensure sufficient financial and human capital are available to meet strategic sustainability goals.

Furthermore, the EC approves material sustainability topics and target ambition levels, based on recommendations from the Group Sustainability Council. The Group Sustainability Officer reports directly to the CEO and can therefore also raise alerts on highly relevant climate-related and sustainability issues.

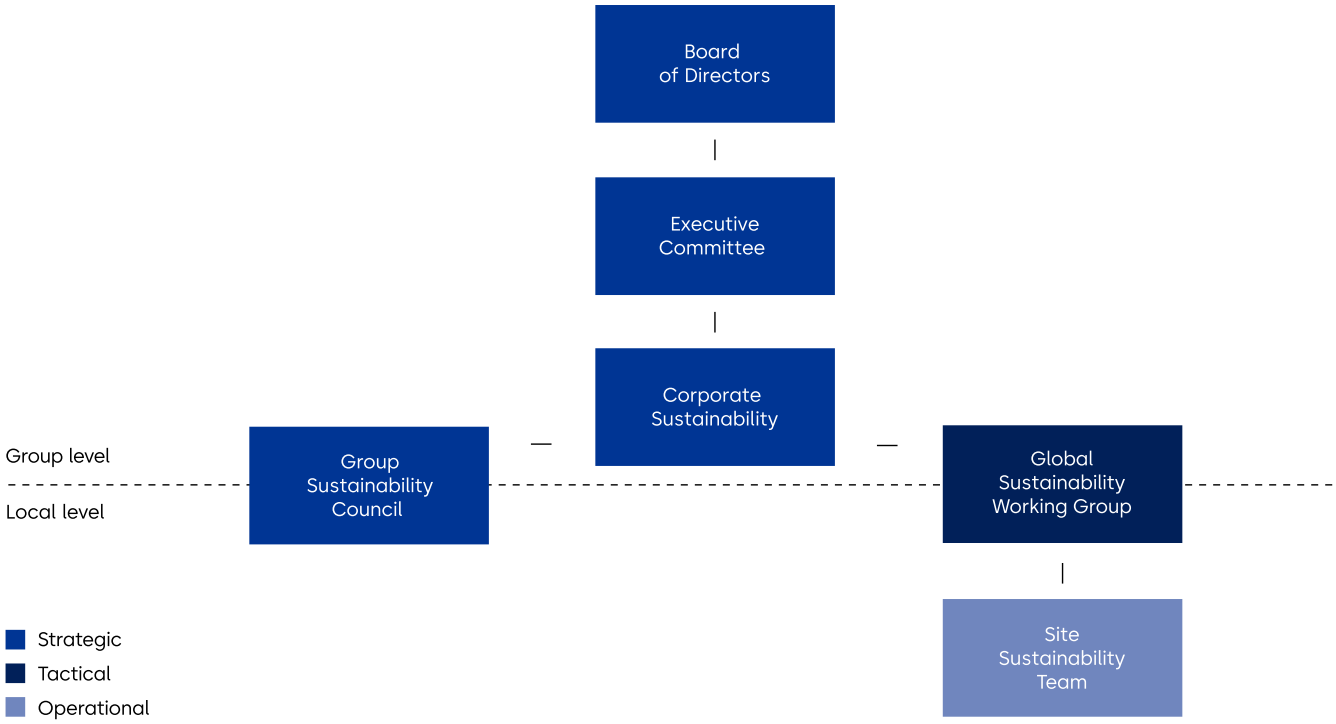
The cross-functional **Group Sustainability Council**, mandated by the EC and chaired by the CEO, includes senior leaders from global functions and regions. Meeting at least twice a year, the Council ensures the implementation of the sustainability framework and promotes ethical, social, and environmental responsibility in line with the dormakaba Code of Conduct. Members share outcomes within their networks. The Council reviews performance and advises the EC on the policies, systems, and resources needed to meet international standards and UN Global Compact commitments.

Corporate Sustainability develops, monitors, and coordinates the implementation of the Sustainability Management System across the organization and develops its related policies and standards. The role of Corporate Sustainability is to report to the Group Sustainability Council regarding the company's management of sustainability and business conduct, in line with the aforementioned external and internal policies, regulations, charters, and principles. The Corporate Sustainability function chairs the Global Sustainability Working Group and is in regular contact with the Expert Group Leads to give guidance, build capability, and offer project support.

The **Global Sustainability Working Group** meets bimonthly and annually in person to review performance, share best practices, and develop initiatives to meet sustainability targets. It includes four Expert Groups — Sustainable Products, Supplier Sustainable Development, People, and Environment, Health & Safety — which design and implement initiatives within their areas. Members serve as sustainability experts, supporting site teams and project managers with global standards and objectives. Expert Groups also meet monthly to drive progress.

An overview of the dormakaba sustainability organization can be found below. Further duties, authorities, and reporting channels for the various bodies are set out in the Sustainability Charter.

Sustainability organization



Global Sustainability Conference

In October, dormakaba hosted the Global Sustainability Conference 2024, convening 58 members of the Global Sustainability Working Group to advance the company's sustainability agenda. The conference brought together diverse and dedicated cross-functional teams, with representatives from Product Development, Product Management, HR, Procurement, Strategy, Compliance, and Operations.

Each Expert Group tackled specific challenges and mapped out next steps to advance their initiatives:

- Sustainable Products: Focused on EU Taxonomy requirements, explored plastic-free packaging, while integrating EcoDesign specifications into new and existing product lines.
- Supplier Sustainable Development: Focused on improving materials data collection, aligning with the EU Deforestation Regulation, and worked on creating supplier sustainability dashboards.
- Health & Safety, Environment: Addressed root cause analysis for injury incidents, fleet decarbonization, and proposed amendments to the Environment Directive related to energy use and emissions.
- People: Worked on advancing dormakaba's DEI strategy, assessed impact of the EU CSRD requirements on global HR policies, living wage, training hours data collection, and gender pay gap definitions.

The Global Sustainability Working Group in October 2024

Sustainability risk management

We recognize that effective risk management relies on a coordinated effort across the entire Group, from assessing and managing risks to monitoring and reporting. Risk management is therefore integrated into our everyday business processes, consisting of these key activities:

1 Outcome-oriented risk assessment;
2 Definition and implementation of improvement measures based on cost-benefit analysis;
3 Regular monitoring and review of identified risks and mitigation efforts;
4 Transparent reporting on the risk and control environment.

Our risk management framework includes a short- to medium-term outlook (1–3 years) for material risks that could adversely affect the achievement of dormakaba's objectives, ensuring that the risk management process complements the company's financial planning. However, climate change risk management extends beyond this range. While climate risks are not explicitly captured within the financial planning process, they are considered under broader risk categories.

Risk assessment involves prioritizing risks based on their significance and likelihood of occurrence. Each risk is assessed by "risk process owners," who are responsible for accurate risk identification, appropriate analysis, and implementing improvement measures. Climate-related risks are treated with the same priority as other business risks, using a 4x4 matrix to evaluate the likelihood of occurrence and the significance of impact. Risks are then compiled into a Group risk map with four color-coded quadrants, from red to green, indicating the level of urgency.

dormakaba's risk management framework is tightly integrated with its business continuity management system, connected to a central enterprise risk management (ERM) system where all listed risks are captured. Responsibility for risks is delegated to local management. Risks identified at the local level are consolidated into a group-level risk map.

At the corporate level, the Audit Committee, which reports to the Board of Directors, approves the detailed risk map created by the Executive Committee, adopts the necessary risk control and mitigation measures, and reports outcomes annually. This risk map covers strategic, financial, operational, reputational, physical, legal, and compliance risks that could affect the company's business goals and financial targets.

Integration of processes for identifying, assessing, and managing sustainability and climate-related risks into the organization's overall risk management

Our approach to risk management integrates sustainability and climate-related risks within the broader risk management framework. This integration is achieved through a consistent process that identifies, assesses, and manages various risks, including those tied to climate change. The outcome-oriented risk assessments are designed to capture a wide range of risks, ensuring that sustainability and climate-related issues are given due consideration. The regular monitoring and review process provides continuous oversight, allowing dormakaba to align climate-related risk management with other operational and strategic risks.

This approach encompasses company-wide evaluations of reputational and transitional risks related to sustainability, climate trends in the downstream value chain, and regulatory changes, such as the EU Green Deal's impact on the building industry.

Additionally, the Board of Directors plays a key role in ensuring that sustainability and climate-related risks are part of the company's broader risk map. The Executive Committee's involvement in risk management processes ensures that these risks are assessed alongside other business risks. This alignment with existing risk management processes enables us to prioritize and allocate resources effectively, treating sustainability and climate-related risks on par with other business risks, thus ensuring a cohesive strategy for addressing both immediate and long-term risks.

Even so, there is still much we can do to integrate these risks at the business unit level, which is why we have now developed physical climate change risk dashboards for each site to raise awareness locally. Communication packets and roadshows explaining the various risks to local management will roll out in early FY 25/26. This will enable us to prioritize risks for each site, empower them to develop mitigation actions, and streamline the risk management process.

Double materiality analysis to inform risk assessment

The Sustainability Management System integrates risk governance and reporting controls. It is built on the foundation of a regular double materiality assessment, conducted at least every five years and reviewed annually to adapt to emerging issues or stakeholder concerns. Material topics and performance indicators are proposed by the Corporate Sustainability team and validated through several layers of governance, including the Group Sustainability Council, the Executive Committee, and the Board of Directors. Corporate Sustainability coordinates the implementation of the framework, tracks KPIs, manages stakeholder engagement, and ensures cross-functional alignment.

Simultaneously, we use the double materiality analysis to identify climate-related opportunities and value-adding topics, for example. This process, which incorporates stakeholder engagement, provides a balanced strategy to manage climate risks while also exploring opportunities for operational efficiency and safeguarding the company's reputation.

Role of Corporate Sustainability

A core responsibility of the Corporate Sustainability function is to assess environmental and social risks and opportunities across the value chain and operations. This includes conducting climate change scenario analyses to evaluate physical and transition climate risks, reviewing product sustainability claims and marketing communications for greenwashing risks, tracking customer requests related to sustainability to evaluate new business opportunities, and carrying out risk assessments on topics such as biodiversity, water stress, forced and child labor, and migrant worker vulnerabilities.

The function also operationalizes dormakaba's Human Rights Risk Management System, which enables the systematic identification and prioritization of human rights risks within the company's operations. This system is based on both internal and external social KPIs — including country risk indices (e.g., Verisk Maplecroft), working hours records, whistleblower reports, and injury incident rates. Each indicator is weighted by likelihood, scope, severity, and irremediability of risk, resulting in a composite site-specific risk score. Sites are categorized on a four-tier scale (extreme, high, medium, low), which informs the prioritization of due diligence actions such as audit cycles, tailored training, and direct support. These risk scores are updated annually and in response to significant events.

At the same time, Corporate Sustainability identifies target supplier groups for sustainability and materials compliance assessments using risk criteria such as country of origin, product composition (e.g., conflict minerals), labor practices, and hazardous material risks. The team also coordinates third-party on-site social audits and assigns suppliers to risk categories based on the nature of goods and services provided, their industry and country of operations.

All findings are integrated into the enterprise risk management system, ensuring visibility and accountability at the organizational level. Results from on-site social audits are reported to the Group Sustainability Council (half-yearly) and Board of Directors (annually).

Overall, dormakaba's risk management and internal control systems for sustainability, including related non-financial statements, are deeply embedded in its governance structure. Responsibilities and procedures are clearly defined and consistently reviewed across all governance levels, ensuring that sustainability-related risks are identified early, managed effectively, and transparently disclosed.

Double Materiality Assessment

Overview of Materiality Assessment approach

In FY 2023/24, we conducted a comprehensive Double Materiality Assessment (DMA) in accordance with the ESRS IRO-1 requirements. This process identifies the sustainability-related impacts, risks and opportunities that are material to the company and its stakeholders. The assessment considered both impact materiality (inside-out), addressing how our operations affect people and the environment, and financial materiality (outside-in), which considers how sustainability issues could affect the company's financial position, performance and cash flows. The DMA, covering all fully consolidated operations globally, was approved by the Executive Committee in February 2024 and the Board of Directors in April 2024, and came into effect for FY 24/25.

Scope and boundaries

The assessment covered dormakaba's entire global value chain. This was consolidated into the four distinct stages described in the value chain section:

1. Raw materials & sourced goods
2. Transportation
3. Production and administration
4. Distribution, use and end-of-life

This structure ensured that both upstream and downstream impacts were adequately captured, and that stakeholder perspectives, input data, and internal risk assessments were considered at each stage.

Impact Materiality Assessment – Methodology and scoring

We applied a robust methodology aligned with ESRS 1, Appendix C, paragraph 54, which requires assessment of sustainability topics based on their severity and likelihood. The starting point was an updated long-list of sustainability topics from our last materiality assessment in 2021, derived from GRI standards and cross-referenced against ESRS requirements. This long-list was reviewed and validated prior to the DMA.

The company evaluated each topic using structured indicators, including over 50 external risk metrics from sources such as the OECD and World Bank, overlaid with internal data (e.g., Procurement, Production, HR, Sales). These were weighted by the share of business activity or geographic presence, adjusted for our specific operations.

The assessment was conducted under a gross impact evaluation approach (e.g., does not consider mitigation, prevention and remediation actions that are already in place), and the Human Rights Due Diligence Saliency Assessment from 2019 was integrated to address topics with significant social impact.

Severity scores were determined by examining the scale, scope, and irremediability of each potential or actual impact. These were rated on a scale of 1 to 4, where 4 represented the most significant impacts. Likelihood of occurrence was assessed via structured workshops and expert judgment and also rated on a 1 to 4 scale, where a score of 4 denoted a 100% certainty, i.e., an actual impact. The final impact score for each topic was calculated by fully weighting severity (100%) and partially weighting likelihood (25%).

In our impact materiality methodology, we placed greater importance on severity over likelihood. This reflects a risk management perspective that emphasizes the intrinsic seriousness of sustainability matters (e.g., forced labor, environmental harm), even if the likelihood of occurrence is lower, in accordance with the ESRS principle of prioritizing the most severe actual or potential impacts. Additionally, this considers potential variation in stakeholder perception or data limitations.

Scores were aggregated across each value chain stage using weighting factors based on operational relevance and data inputs.

Impact Assessment

Rating (indicative)
Low Mid-high
Mid-low Very high

Value chain step

	Material topics	Raw materials and sourced goods	Transportation	dormakaba production and administration	Distribution, use, end of life	Overall impact	Description of positive ⊕ and negative ⊖ potential or actual impacts
Planet	**Energy**	3.50	2.49	2.75	1.69	**2.75**	⊖ High energy consumption across the value chain, particularly in metals processing
	Emissions	3.40	3.50	2.75	1.75	**2.84**	⊖ GHG emissions across the value chain, particularly in metals processing and transportation
	Waste & Effluents	2.67	2.00	2.00	1.13	**2.04**	⊖ Waste generation and improper disposal of materials and effluents across the value chain leading to air or water pollution; improper wastewater treatment
	Circular Economy	2.75	N/A	2.33	2.50	**2.48**	⊕ Potential for recyled input materials to be used ⊖ Material intensity in the involved industries
	Materials	3.00	N/A	2.50	1.46	**2.47**	⊕ Input of recycled materials and potentially high end of life recycling rate ⊖ Material intensity of involved industries
	Environmental Compliance	2.57	2.50	2.83	1.75	**2.57**	⊕ Potentially high degree of environmental regulation per involved industry
Partnerships	**Human Rights**	3.30	2.56	1.87	1.66	**2.27**	⊖ Human rights violations can happen across the entire value chain in involved industries, especially in lower-tier supply chain countries
	Child Labor	3.05	0.95	0.53	1.05	**1.28**	⊖ Within our large supply chain the use of child labor could occur take place, especially in mines.
	Forced or Compulsory Labor	3.05	2.00	3.00	1.80	**2.73**	⊖ Within our large supply chain the use of forced labor can take place, particularly related to migrant workers.
	Supplier Sustainable Development	2.81	2.15	2.00	N/A	**2.26**	⊕ By assessing and engaging with our suppliers, we can help improve their environmental and social performance
	Marketing and Labeling	N/A	N/A	N/A	1.13	**1.13**	⊕ Degree of coverage of dormakaba product categories by customer protection regulations and/or associations
	Customer Health & Safety	N/A	N/A	N/A	2.18	**2.18**	⊖ Potential of product safety issues or end user accidents
	Water	2.18	0.25	1.75	1.25	**1.63**	⊖ Potential pollution of local waters in involved industries, strain on local water resources in regions with high water scarcity, high water intensity in involved industries
People	**Employment**	2.46	2.42	2.25	2.21	**2.32**	⊕ Potential job creation in countries of high unemployment rate providing good working conditions, fair wages and benefits for employees ⊖ Possibility of poor working conditions and low wages
	Training & Education	1.25	0.63	2.00	1.25	**1.56**	⊕ Access to advanced education ⊖ Potential job automation in involved industries
	Diversity	1.96	1.38	1.80	1.22	**1.71**	⊕ Tolerance and inclusion in countries involved across the value chain ⊖ Potential for gender inequality in countries across the value chain
	Occupational Health & Safety	2.75	2.74	2.71	2.04	**2.62**	⊖ Employees can be injured or develop work-related illness during manufacturing or service (installation) processes across the value chain (e.g., through accidents, noise or pollutant exposure); potential fatality rates

Note: The table shows only the topics that were deemed material overall, not the entire long-list of topics included in the double materiality assessment. Materiality threshold set at the upper 40% of scores. Topics reaching this threshold for impact materiality are shown in bold. N/A means the potential or actual impact is not applicable to that value chain step. The impact assessment was conducted under a gross impact evaluation (i.e., does not consider mitigation, prevention and remediation actions that are already in place).

Stakeholder engagement from previous years played a critical role in this process and included:

- A global employee survey (n = 1,360) segmented into General Employees, Senior Management, and Sustainability Network.
- 16 stakeholder interviews, including both internal (Executive Committee and Sustainability Council) and external parties (customers, suppliers, investors, civil society).
- Weighting model: internal vs. external (60/40); internal sustainability experts and top management vs. general staff.

Financial Materiality Assessment – Methodology and scoring

To evaluate financial materiality, we conducted an outside-in risk and opportunity assessment that aligns with the enterprise risk management system. The evaluation involved a targeted survey and workshop with 60 global and local representatives across Procurement, Operations, HR, Compliance, Product Development, Product Management and Corporate Sustainability. The latter function incorporated the results of physical and transition climate-related financial risk scenarios (TCFD-aligned) into the assessment. External experts also conducted an independent review of ESG frameworks, peer benchmarks, and sustainability trends.

Topics were evaluated based on their likelihood of occurrence and potential financial impact, both rated on a scale of 1 to 4.

Component	Description
Likelihood	Scored on a scale of 1–4, aligned to dormakaba's enterprise risk management likelihood thresholds. A score of 4 = high certainty (almost certain within the short to medium term).
Impact/Severity	Based on estimated financial magnitude (e.g., potential loss or gain), strategic influence, stakeholder expectations, and reputational implications. Scored 1–4.

Scores were calculated separately for risks and opportunities and then consolidated into a final financial materiality score. Internal stakeholder feedback contributed 60% of the weighting, while expert analysis contributed 40%. This dual-source approach ensured robustness and relevance to both internal priorities and external expectations.

Financial Materiality

Rating (indicative)
Low Mid-high
Mid-low Very high

	Topic name	Risk Score	Risk description and justification	Opportunity Score	Opportunity description and justification	Overall score
Planet	**Energy**	2.7	• Volatile energy prices present significant challenges for energy-intensive manufacturing operations. • The need for a sustainable energy supply is becoming increasingly critical. • Growing demand for energy-efficient products, especially in the building and construction sector. • Key materials (such as steel, brass, glass, and aluminum) require energy-intensive manufacturing processes.	2.3	• Strong market growth for energy-efficient products. • The building and construction sector faces pressure to embrace green building standards focused on reducing emissions and improving energy efficiency. • dormakaba is well-positioned to provide innovative products that support the transition to energy-efficient and sustainable solutions in the built environment.	**5**
	Emissions	2.6	• The pressure to achieve climate neutrality is intensifying, driven by EU-wide emissions reduction goals. • There is a significant increase in demand for low-emission products. • The rising cost of carbon poses financial challenges for businesses with high emissions.	2.4	• The push for climate neutrality is growing, as the EU continues to prioritize emissions reduction. • Rising carbon prices create an incentive for businesses to invest in greener technologies and solutions. • The demand for low-emission products continues to surge, presenting opportunities for dormakaba to offer sustainable solutions.	**5**
	Waste & Effluents	1.1	• It impacts both dormakaba's own operations and the sourcing of materials. • Pollution linked to dormakaba's activities can damage the company's reputation, leading to potential financial liabilities.	0.8	• Alignment with the Circular Economy by offering recyclable, repairable, and reusable products, contributing to sustainable resource management.	**1.9**
	Circular Economy	1.4	• Growing demand for more efficient recycling • Increasing need for clear labeling on products, indicating proper disposal and recycling methods. • Higher costs for recycled materials could impact profitability. • Increasing customer and regulatory demands for circular products.	2.4	• The EU Green Deal's Circular Economy Action Plan presents a strategic framework for sustainable growth and innovation. • Rising expectations and demand for circular products create new business opportunities	**3.8**
	Materials	3.2	• Sourcing raw materials presents significant risks, particularly due to supply chain disruptions and rising prices. • Compliance with REACH, RoHS, and green building standards is increasingly complex. • Environmental issues, particularly pollution related to material extraction and waste. • Intense competition for rare materials.	1.7	• The building and construction sector is under increasing pressure to embrace green building practices, driving demand for sustainable materials. • Circular practices in construction are becoming a necessity, fostering demand for recyclable and environmentally friendly materials. • dormakaba is well-positioned to offer innovative products that support the transition to more sustainable buildings.	**4.9**
	Environmental Compliance	1.7	• The EU's ambitious environmental targets require strict adherence, putting pressure on companies to comply. • Growing customer expectations demand environmental compliance. • Compliance is not limited to own operations but extends across the entire supply chain. • Non-compliance could lead to loss of funding or investors.	1.3	• A strong focus on ESG and regulatory compliance enhances reputation, attracting more customers. • By ensuring compliance, dormakaba helps downstream companies meet their own environmental compliance requirements.	**2.9**
Partnerships	Human Rights	2.6	• Sourcing materials from and operating in high-risk countries and countries operated in, can be linked to human rights violations. • Increasing regulations around the evaluation and mitigation of human rights risks across the full supply chain (LkSG and CSDDD).	1.1	• Proactively addressing human rights risks can help secure long-term supply chain stability, reducing the risk of disruptions and improving relationships with stakeholders. • Stronger and more demanding regulations, such as LkSG and CSDDD, offer an opportunity to showcase compliance leadership.	**3.7**
	Child Labor	1.7		0.4		**2.1**
	Forced or Compulsory Labor	1.8		0.9		**2.8**
	Supplier Sustainable Development	2.2	• Supply chain disruptions pose ongoing risks to operational continuity and product availability. • There is a risk of reputation loss if non-compliant business partners are linked to the dormakaba's supply chain. • While supplier development is already in place as a risk mitigation strategy, the topic remains complex to assess due to evolving challenges.	0.8	• Investing in sustainable supply chain practices can enhance operational resilience and reduce long-term disruptions.	**3**

Rating (indicative)
Low Mid-high
Mid-low Very high

Partnerships	**Marketing and Labeling**	3.2	• The EU Green Claims Directive imposes strict regulations on how products should be labeled. • Customers are becoming more critical and increasingly demand transparent and accurate information about product sustainability. • The need for clear and transparent information to meet requirements of green building standards.	1.7	• Meeting customer needs by ensuring compliance with green building standards and providing clear, accurate labeling on products. • Showcasing products in alignment with various sustainability requirements helps highlighting our commitment to environmental responsibility, attracting eco-conscious customers.	**4.9**
	Customer Health & Safety	1.9	• Main issue in the downstream supply chain. • High impact on reputation and future customer engagement. • Future energy shortages or outages could pose operational challenges, potentially affecting product availability and safety. • Green building standards often include requirements on the use of hazardous materials and air emissions.	1.5	• Market development after Covid19 for safe products (seamless, touchless, remote access).	**3.4**
	Water	1.8	• 40% of our sites have the potential for high to extreme water stress, but only Seven manufacturing sites have been found to have (1) high or extreme water stress, and (2) high water consumption relative to other sites. • Own production might not need a lot of water, but sourced materials do (e.g., mining/minerals, zinc, wood, paper). • Water stressed areas will be watched more closely by communities, governments, NGOs.	0.3	• Good wastewater management can reduce compliance costs and good conservation practices can foster better relationships with surrounding communities.	**2.1**
People	Employment	2	• Employees' expectations regarding work-life-balance, work atmosphere, benefits, payments and working hours are growing. • Employees are increasingly choosing to avoid employment at companies perceived as "not sustainable". • Workforce overall shrinking, demographic changes.	1.4	• Ensuring a better work environment can lead to increased employee engagement and productivity.	**3.5**
	Training & Education	1.4	• Employees' expectations regarding work-life-balance, work atmosphere, benefits, payments and working hours are growing. • Employees are increasingly looking for an environment where they can grow and learn. • Demographic changes, technology changes and innovations demand new skills.	1.7	• Ensuring a better work environment can lead to increased employee engagement and productivity.	**3.1**
	Diversity	1.5	• Diversity is becoming increasingly important, with fairness and openness being key traits needed to attract talent. The world is divided in terms of how to address diversity issues, and while a strong commitment to DEI can attract some, it may alienate others who do not align with these values.	1.2	• Ensuring a better work environment can lead to increased employee engagement and productivity. • A focus on DEI can help attract top talent from a broader pool, bringing in a range of perspectives and ideas that drive innovation.	**2.7**
	Occupational Health & Safety	1	• Manufacturing environments, especially when working with heavy machinery and hazardous substances, inherently carry the risk of accidents and incidents. • Attracting and retaining talent may be challenging without offering strong healthcare benefits. • The rise in mental health issues among the workforce could lead to increased absenteeism.	0.5	• Ensuring a better work environment can lead to increased employee engagement and productivity.	**1.5**

Note: The table shows only the topics that were deemed material, not the long-list of topics included in the double materiality assessment. Materiality threshold set at the upper 40% of scores. Topics reaching this threshold for financial materiality are shown in bold.

Threshold Setting and Materiality Matrix

After calculating the scores for each sustainability topic, dormakaba plotted them on a two-axis materiality matrix. The x-axis reflected impact materiality scores and the y-axis represented financial materiality scores. Two options for threshold setting were discussed with the Group Sustainability Council: Option 1, a focused approach capturing the top 40% of scores, and Option 2, a more inclusive threshold capturing the top 50%. The Executive Committee selected the focused threshold based on the Council's recommendation, reflecting a strategic intent to focus on the most significant issues. Additionally, Diversity and Training and Education were retained due to their strategic relevance, despite falling below the numerical threshold.

The Board of Directors subsequently approved the same.

Final list of material topics

Topic	Material Dimension
Energy & Emissions	Impact & Financial
Circular Economy & Materials	Impact & Financial
Environmental Compliance	Impact only
Supplier Sustainable Development	Impact only
Human Rights	Impact only
Customer Health & Safety	Impact only
Occupational Health & Safety	Impact only
Employment	Impact only
Forced or Compulsory Labor	Impact only
Marketing & Labeling	Financial only
Diversity, Equity & Inclusion	Strategic relevance (opt-in)
Training & Education	Strategic relevance (opt-in)

Materiality Matrix

Compared to our previous materiality assessment, Forced Labor and Marketing & Labeling have become new material topics.

Strategic integration

The results of the DMA directly inform dormakaba's corporate strategy, Shape4Growth, specifically under the Customer Centricity pillar. Material sustainability topics are embedded in the Sustainability Framework and targets, and inform investment priorities, supply chain management, and risk oversight. For instance, climate-related risks identified through TCFD-aligned analysis influence both capital planning and product innovation, while human rights issues are embedded into auditing and sourcing processes (e.g., contracts and assessments). These topics are also reflected in our governance structure, which includes Board-level oversight and execution by the Group Sustainability Council and operational teams.

Improvement opportunities for future DMAs

Thee DMA process is well-developed and largely compliant with IRO-1, but it was developed before EFRAG published their Materiality Assessment Implementation Guidance. Therefore, some improvement opportunities have been identified, such as:

- Better documentation and transparent explanation of how stakeholders were identified and selected, and inclusion of external stakeholders in the financial materiality assessment
- Better clarity on the threshold-setting rationale and how this supports stakeholder relevance or the company's risk appetite
- While material topics are integrated into strategy and targets, time horizons (short-, medium-, long-term) for materiality impacts are not yet explicitly defined
- Identification of how topics are interlinked or may amplify each other

These areas of improvement will be taken into account in the development of the next double materiality assessment planned for FY 26/27, and pending ongoing revisions of the ESRS.

Stakeholder Engagement and Partnerships

dormakaba attaches great importance to regular contact and ongoing dialogue with our stakeholders at both local and global levels. We consider the close involvement of our stakeholders to be an asset in our ongoing efforts and therefore aim to build better mutual understanding based on trust to enhance our partnerships and collaboration.

We have established several formal and informal mechanisms to ensure that members of our Executive Committee and Board of Directors are regularly informed about the views, concerns, and interests of affected stakeholders with respect to sustainability-related impacts. These mechanisms are integrated into existing governance structures and are designed to ensure that stakeholder feedback informs strategic decision-making and risk management. Specifically:

- **Employee Feedback**: The company conducts anonymous employee surveys on a biannual basis to collect feedback on working conditions, diversity, equity and inclusion, and other sustainability-related topics. The aggregated results are reviewed by the Executive Committee and improvement plans are defined.
- **Employee Representation**: In jurisdictions such as Germany, works council representatives participate in supervisory board meetings and bring stakeholder perspectives directly in to governance discussions.
- **Investor and Market Engagement**: The Chairman of the Board and the Group Sustainability Officer participate in regular Governance Roadshows with investors and proxy advisors. These sessions are designed both to gather input on ESG-related expectations and to provide transparency on the company's actions and progress.
- **Customer-Centric Product Development**: The Head of Product Sustainability joins key customer meetings along with the commercial and innovation teams. A representative

from the Executive Committee also participates in discussions that address product-specific environmental concerns. These interactions provide a direct line of feedback from customers on sustainability-related product expectations.

- **Sustainability Governance**: The CEO chairs the Group Sustainability Council, which convenes twice per year. During these meetings, the sustainability team presents synthesized stakeholder insights derived from NGO consultations, supplier sustainability audits, and external expert panels. These include findings from worker sentiment surveys conducted during social audits.

These channels allow the company to systematically collect and elevate stakeholder perspectives to the highest levels of governance, ensuring that sustainability-related impacts are continuously monitored and addressed in alignment with stakeholder interests.

Examples of stakeholder engagement in FY 24/25 include:

Stakeholder	Key topics and concerns	Platforms	Grievance mechanisms	Examples on engagement in FY 24/25	Results of the engagement
Employees	Employment practices and benefits, occupational health and safety, sustainable business practices, environmentally safe production processes, working conditions, wages and benefits	dormakaba dialogue survey, bilateral meetings with local Human Resources representatives, employee works councils or trade unions, safety committees, town halls	Reporting channels defined in the Code of Conduct, open-door policies, grievance mechanisms in place as part of collective bargaining agreements, meetings with trade union representatives	Continuous internal communications, town halls, pulse check, double materiality assessment, performance review	In our latest Pulse Check survey with 307 respondents, the average positive response was 85%. See more in the Own Workforce chapter.
Investors	Financial performance and strategy, responsible business practices, eco products, transparent reporting, quantifiable objectives, governance	Anchor Shareholders Events, Capital Market Day, roadshows, analyst conferences, bilateral meetings, ESG rating questionnaires	Interviews with Investor Relations and members of the Board of Directors or Executive Committee upon request	We have submitted ESG questionnaires, such as MSCI, ISS ESG, Sustainalytics, and CDP at the request of investors. Governance roadshows with Chairman of the Board	Our consistent recognition by leading ESG rating agencies validates the work we have done to embed sustainability across every part of our business. See more in the General Information chapter.
Architects, specifiers	Product offering, product design and quality, trustworthiness and reliability, price level, innovation	Annual brand tracking survey, trade shows and associations, customer service hotlines	Customer complaint process	Customer service, BAU trade fair, Architect@Work Portugal, Architects Connect	Strengthened our position as a proactive and creative partner within the architecture and design communities.
Partners, installers, distributors, customers, and end users	Technical training and product specifications, product design and quality, trustworthiness and reliability, price level, sustainability demands for green building certifications	Partner Days (conferences), in-house product training, annual brand tracking survey, trade associations, direct e-mail requests	Customer complaint process	Customer service, BAU trade fair, Customer Experience Tracking survey, discussions on cooperation for take-back programs, new Customer Experience Center in Delhi (India)	Strengthened customer loyalty. Survey result: 30% say "keep doing what you are doing". Customers especially appreciate our product quality, reliability, and professional service.
Suppliers	Contracting and delivery terms, qualification process, supplier sustainable development	Bilateral meetings, surveys, on-site audits, sustainability performance assessments	Third-party whistleblowing hotline	EcoVadis assessments and improvement plans, dialogues about EU Deforestation Regulation and CBAM, outreach about recycled materials, collection of carbon data from suppliers, dialogues on cobalt	Improved sustainability performance of 77% of our reassessed suppliers. This is a result of improved working conditions and environmental management in our value chain. See our assessment results in the Workers in the Value Chain chapter.
Workers in the value chain	Human rights, health and safety, working conditions	On-site audits, dialogues with suppliers (Worker	Third-party whistleblowing hotline	During FY 24/25, we conducted six audits on subcontractors:	In case of findings, a corrective action plan follows. See

		Sentiment Survey), and representatives e.g., civil organizations		two initial audits in China, two initial audits in India, two closure audits in Taiwan.	results in the Workers in the Value Chain chapter.
Local government	Employment, health, safety, environmental compliance	Bilateral meetings	Direct contact	Board of Directors meeting State Governor of Indiana (USA)	Strengthened community relations
Civic and non-profit organizations	Partnerships, research, expert inputs	Panel discussions, consultancy, project work	Direct contact	Continued the partnership with Save the Children Switzerland. Our Group Sustainability Officer is a member of the Board of the UN Global Compact Network Switzerland & Liechtenstein; our Head of Product Sustainability is a Board member of the Institut Bauen und Umwelt e.V.; the Human Rights Specialist is Lead of the Cobalt Working Group of the Responsible Minerals Initiative	Closer partnerships, increasing number of invitations for industry workshops to share our experience. With Save the Children Switzerland, remediation efforts for 23 children were initiated.

Partnerships

External acknowledgments

We have been awarded a gold medal for our sustainability management by the assessment firm EcoVadis, advancing our position to the top 2% of all assessed companies. We have improved our performance in all four assessed categories: environment, labor and human rights, ethics, and sustainable procurement.

We received a B score from the Carbon Disclosure Project (CDP) both for our climate-related and water management efforts. This is in the Management band and matches the European regional average.

We were recognized on the CDP Supplier Engagement A List for 2024, highlighting our leadership in engaging with suppliers on climate change and environmental action. This distinction reflects our commitment to transparency, collaboration, and sustainable practices throughout our value chain.

We maintained our "Prime Status" as awarded by the Institutional Shareholder Services (ISS) Environmental, Social and Governance (ESG) Corporate Rating. The ESG Corporate Rating assesses companies based on an analysis of more than 100 sector-specific ESG factors. Companies that receive particularly high scores within their respective industry are awarded a Prime Status distinction. This means that they fulfill ambitious absolute performance requirements.

In 2025 our MSCI rating remained unchanged at AA, maintaining our position among the leaders in our industry. The MSCI ESG Rating aims to measure a company's management of financially relevant ESG risks and opportunities.

In 2025 dormakaba has once again been named as one of Europe's Climate Leaders by the Financial Times and Statista. We are among the 600 European companies that are moving the fastest on decarbonization alongside financial growth.

Sustainability Due Diligence

At the core of our sustainability strategy is a robust due diligence framework that ensures we identify, assess, and address potential risks and impacts across our value chain. Through systematic risk assessments, monitoring, and stakeholder engagement, we work to uphold our environmental and social commitments while fostering transparency and accountability. We apply these processes to key areas, including climate change and other environmental concerns, human rights, and the practices of our service partners and suppliers.

We pay special attention to processes that inform strategic business decisions, such as mergers and acquisitions. For example, a Corporate Sustainability representative supports the Strategy team in systematically evaluating the social and environmental risks associated with potential joint ventures and acquisitions.

Our approach is guided by the principles outlined in key international instruments, standards and frameworks, including:

- ISO 14001 and ISO 50001 standards for environmental and energy management systems
- Task Force on Climate Related Financial Disclosures
- United Nations Guiding Principles on Business and Human Rights (UNGPs)
- OECD Guidelines for Multinational Enterprises
- European Corporate Sustainability Due Diligence Directive
- Universal Declaration of Human Rights (UDHR)
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social, and Cultural Rights
- The Core Labor Conventions of the International Labor Organization (ILO)

More details on sustainability risk oversight are available in the General Information chapter.

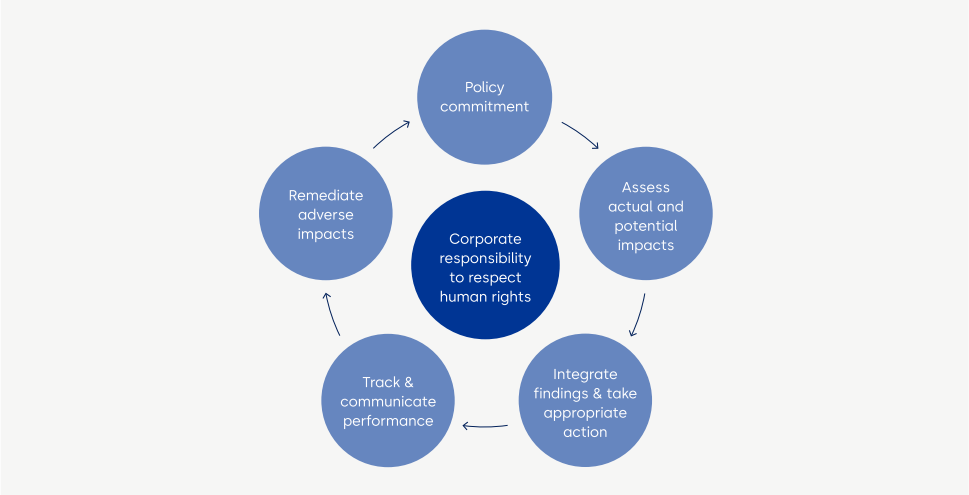
General Information

Human Rights Due Diligence

dormakaba acknowledges its responsibility to respect human rights as outlined in the UNGPs. We aim to lead by example and collaborate with partners to promote eco-friendly practices and protect human rights. As the world becomes more interconnected, there is growing public focus on how companies respect human rights within their operations and value chains. Businesses must show they uphold human dignity and welfare while creating jobs, wealth, and growth for all communities. Human rights apply to everyone, regardless of nationality, gender, ethnicity, or other characteristics, and are interrelated, interdependent, and indivisible.

Our aim is to conduct Human Rights Due Diligence (HRDD) across our business to proactively assess, identify, prevent, and mitigate actual and potential adverse human rights impacts on potentially affected rights-holders throughout the value chain. HRDD also helps us find opportunities to support and promote the exercise of fundamental human rights.

Human Rights Due Diligence (HRDD) process



Policy commitment

Our commitment to human rights is anchored in the dormakaba Statement of Commitment on Human Rights, which defines our salient issues, outlines our due diligence approach, and applies across our entire value chain. It is supported by additional directives (Responsible Labor and Zero Recruitment Fees Directive), the Supplier Code of Conduct, the dormakaba Code of Conduct, the Statement of Commitment on Responsible Minerals Sourcing for high-risk minerals, the Material Compliance Directive and the Sustainable Procurement Directive.

Learn more about the content of our policies

Disclosure of Sustainability-related Directives

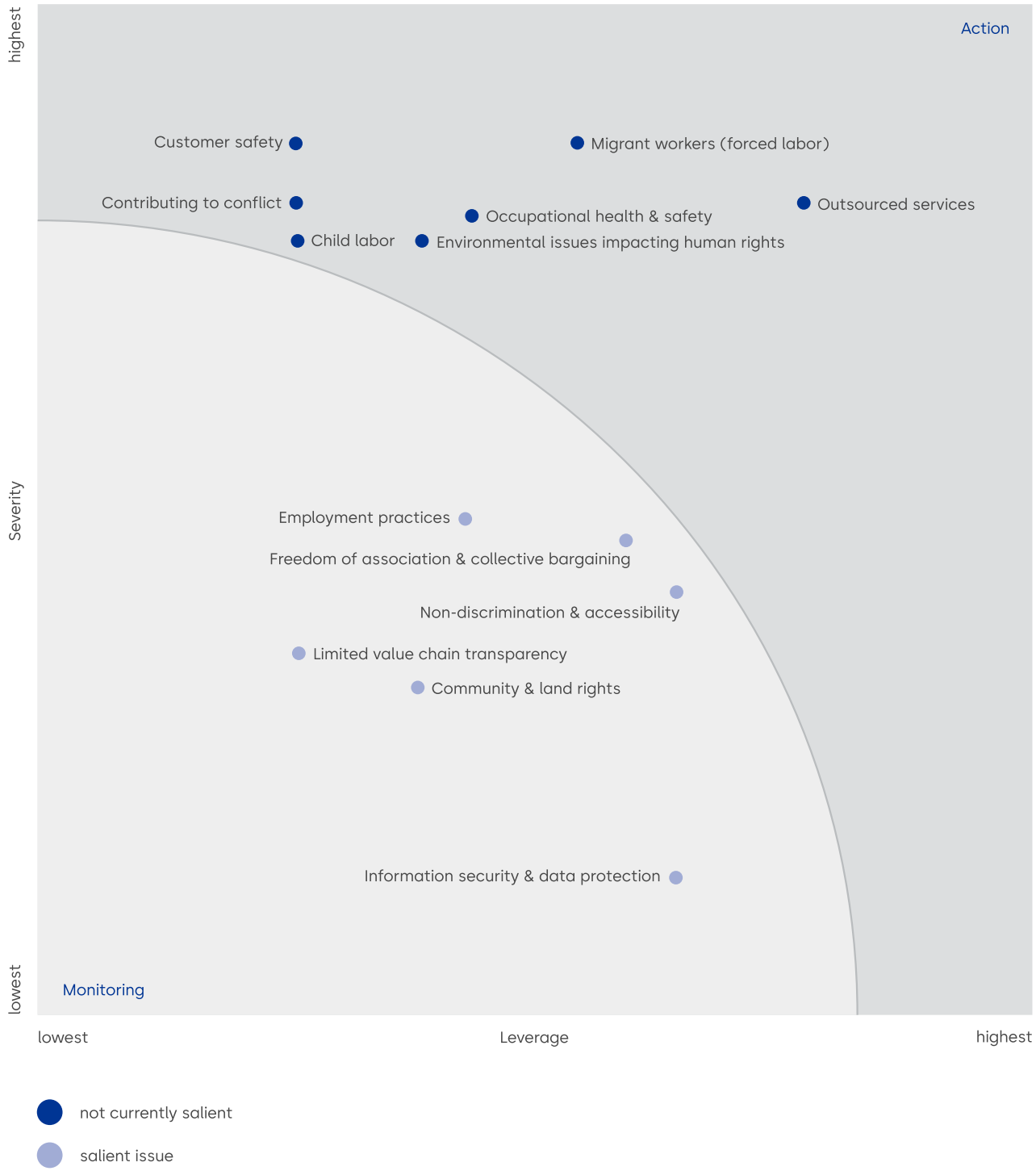
Assessing actual and potential impacts to define salient issues

dormakaba does not attribute more importance to one human right over another. However, for the implementation of our human rights commitment, dormakaba prioritizes human rights issues that are most salient to the business — identified via a formal human rights saliency assessment conducted in accordance with the UNGPs. The saliency assessment also considered environmental matters.

This included consultations with 20 key internal and external stakeholders, such as human rights experts, customers, and suppliers, which generated a focused list of salient human rights issues for dormakaba.

Saliency was determined based on the inherent human rights risk, without considering how well our company currently manages the issue. Thirteen issues appeared as most relevant, and these were further analyzed in terms of the company's leverage and the potential severity of impact. Severity here is defined as the scale, scope, and irremediability of the potential human rights impacts.

dormakaba Human Rights Saliency Matrix



Among the broader human rights issues identified, we commit to focusing on the salient human rights issues defined below (in alphabetical order):

Salient issue	Potential human rights impacts	Illustrative example in our value chain (not exhaustive)
Child labor	Rights on the protection of the child; Right to a family life; Right to an education	Child labor used for cobalt and mica mining.
Contributing to conflict	Right to the security of the person; Freedom from cruel, inhumane, and degrading treatment	Sourcing raw materials from conflict zones and therefore indirectly financing armed conflicts.
Customer safety	Right to health	Door not stopping during operation and injuring someone, or not opening in the event of fire and leading to a fatality.
Environmental issues impacting human rights	Right to safe and clean drinking water and sanitation; Right to health; Right to an adequate standard of living	Bauxite mine polluting water used by local communities for drinking, washing, and cooking.
Migrant workers (forced labor)	Right not to be subjected to slavery, servitude, or forced labor; Right to freedom of movement	Migrant workers in plants hired through recruitment agencies at risk of modern slavery/bonded labor.
Outsourced services	Right to health; Right to enjoy just and favorable conditions of work	Outsourced/subcontracted employees in plants facing health and safety risks (e.g., cleaning and security staff).
Occupational health & safety	Right to health; Right to enjoy just and favorable conditions of work; Right to social security, including social insurance	Staff installing products on behalf of dormakaba facing injury risks: lifting heavy equipment, unsafe construction sites, road accidents, etc.

Due to limited transparency in the value chain and the fact that the importance of issues may evolve, our salient issues are analyzed annually through human rights impact assessments or social audits in high-risk areas, incorporating feedback from internal and external stakeholders — for example through workers interviews and workers surveys of subcontractors and our own staff — as well as expert insights.

Learn more about our internal Human Rights Risk Management System

Own Workforce

Integrate findings and take appropriate action

We develop prevention and mitigation measures based on identified human rights risks, integrating them into our operations, trainings, policies, and management systems through a human rights roadmap approved by our Executive Committee. This roadmap assigns responsibilities and is reviewed annually. We are committed to ongoing dialogue with internal and external stakeholders to continuously improve our HRDD and, where our influence is limited, work to increase our impact through collaboration with key partners, including employees, suppliers, civil society, and businesses.

Details on actions taken in FY 24/25 based on HRDD-related findings are found in the Own Workforce and Workers in the Value Chain chapters.

Tracking and communicating performance

We are committed to transparently reporting on the progress of our efforts in our annual sustainability report and publicly accounting for how human rights issues are addressed.

We track the effectiveness of our actions and influence to ensure human rights are respected in the value chain. We do this through a management system with concrete targets and KPIs, monitoring the implementation of the human rights road map.

We also issue an annual Modern Slavery and Child Labor Statement that sets out what we are doing to ensure that slavery, human trafficking, and child labor are not taking place in our supply chains or any part of the business. The statement lays out the strategy and actions that outline our compliance with the ILO Conventions 138 and 182, the ILO-IOE Child Labor Guidance Tool for Business, and the UN Guiding Principles on Business and Human Rights[1].

[1] In line with our adherence to these international standards — which are referenced in Annex 2 of the Swiss Ordinance on Due Diligence and Reporting Obligations in relation to Child Labor — dormakaba falls under the exemption rule of any further requirements stipulated in Article 9.

Remediating adverse impacts

When adverse human rights impacts caused by our business activities or linked to our operations are discovered, we are committed to taking timely and transparent action to remediate them in a fair and equitable manner in line with the UNGPs. Where we identify impacts linked to our business relationships, we will use our influence to encourage suppliers and business partners to respect human rights. You can learn more about our actions in the Own Workforce and Workers in the Value Chain chapters.

Access to grievance

The CoC outlines the procedure for reporting grievances or legal breaches. Our global whistleblowing tool is available 24/7 in nine languages for both internal and external stakeholders, providing an initial response within two to three days and regular updates if anonymous communication is set up. We aim to foster a culture where employees feel encouraged to voice concerns.

Global Compliance reviews all notifications, creates action plans when necessary, and tracks remediation progress, which may involve legal advice, external experts, investigations, or training. The CEO and Executive Committee may be involved if needed. Compliance cases are reported regularly to the Executive Committee.

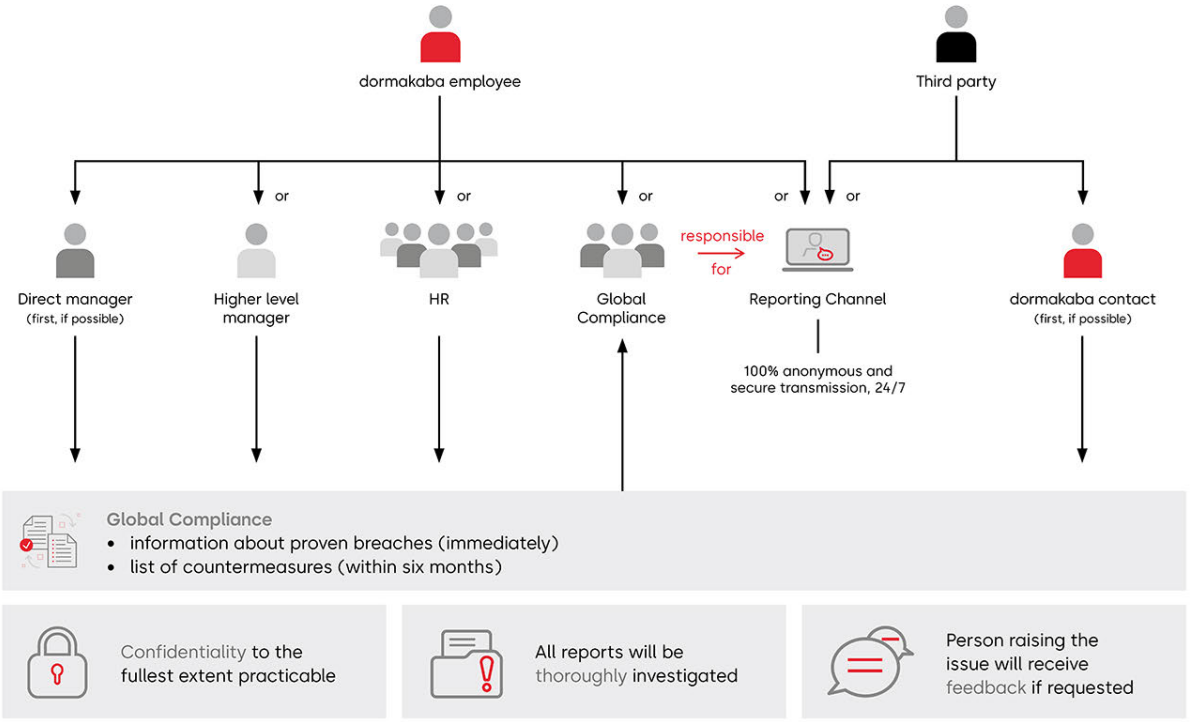
Before launching the tool, we gathered feedback from stakeholders, including the German Works Council and HR representatives, to ensure protection from retaliation. The tool largely meets the effectiveness criteria set out in the UNGPs, and complies with the German Supply Chain Due Diligence Act.

We launched a communication campaign to familiarize employees with the tool, including posters for production workers. Our Code of Conduct, Supplier Code of Conduct and the pre-departure phase training package for foreign migrant workers also include a detailed description of our reporting channels. A training campaign on the Code of Conduct was carried out in the FY 24/25, with 9,367 employees (59%) participating.

We gather whistleblower feedback on the tool's design, such as accessibility, and incorporate it into regular system updates. The Global Compliance department monitors the implementation of agreed remediation measures.

Take a look at our whistleblowing tool.

Visit page



Environmental Due Diligence

Our company is committed to conducting robust environmental due diligence by implementing internationally recognized frameworks that support the proactive identification, assessment, and management of environmental and climate-related risks and opportunities. Through the application of the Task Force on Climate-related Financial Disclosures (TCFD), ISO 14001 (Environmental Management System), and ISO 50001 (Energy Management System), we ensure that environmental considerations are fully integrated into our governance, risk management, and strategic planning processes.

These standards enable us to reduce environmental impacts, enhance energy efficiency, and effectively manage climate-related risks — supporting long-term sustainability and resilience in a rapidly changing world. Currently, 68% of our manufacturing plants are ISO 14001 certified, and 19% are ISO 50001 certified.

Governance and accountability

Environmental due diligence begins with strong governance. ISO 14001 and ISO 50001 require local management to take a leading role in setting environmental and energy objectives, ensuring appropriate resources are available, and promoting continual improvement. Similarly, by following TCFD recommendations, we clearly disclose the governance structures in place for overseeing sustainability and climate-related risks and opportunities, including board-level oversight and management's role in assessing and managing these issues.

Read our governance-related TCFD disclosures in the General Information chapter.

TCFD

Risk identification and management

A fundamental part of our environmental due diligence is the identification and management of environmental and climate-related risks. ISO 14001 requires the evaluation of environmental aspects and their potential impacts under both normal and abnormal conditions. ISO 50001 adds to this by requiring a comprehensive energy review to identify significant energy uses and inefficiencies. These are integrated into operational controls and improvement objectives.

The TCFD framework complements this by focusing on climate-related risks and opportunities, particularly physical risks (e.g., extreme weather events) and transition risks (e.g., policy and market changes). Through scenario analysis, we assess the resilience of our strategy under different climate futures, helping us anticipate and mitigate long-term impacts.

At the asset level, local operations leaders are responsible for reporting environmental and climate-related risks identified through their ISO 14001 management systems into the company's broader enterprise risk management system, while the results from the climate change scenario analysis are reported there by Corporate Sustainability.

Additionally, through ISO 14001 and ISO 50001 processes, we identify locally applicable environmental and energy-related legislation and the incorporate these requirements into operational and compliance processes, thereby reducing regulatory risk.

Further information about how climate-related risks and opportunities are integrated in dormakaba's overarching enterprise risk management system is found in the General Information chapter.

Performance monitoring and continuous improvement

To maintain environmental due diligence over time, we have established robust performance monitoring and continuous improvement processes. Both ISO standards are built around the Plan-Do-Check-Act (PDCA) cycle, which ensures that our environmental and energy performance is regularly measured, evaluated, and improved. The TCFD framework supports this by requiring the use of relevant metrics and targets to assess climate-related risks and opportunities, thereby promoting accountability and informed decision-making.

Transparency and stakeholder engagement

Finally, transparency and stakeholder engagement are central to our approach. By aligning with the TCFD recommendations, we provide clear, consistent, and comparable disclosures of our climate-related risks and performance. This not only builds trust with investors, regulators, and the public but also demonstrates our commitment to responsible environmental stewardship.

Read about our climate-related risks and opportunities and scenario analysis in the Climate Change chapter.

Climate Change

Planet

We open the doors wide to a low-carbon and circular economy

Climate Change

We are demonstrating leadership in the transition to a low-carbon economy within the industry and beyond.

Our approach

The emission of greenhouse gases (GHG), which are generated through the burning of fossil fuels, is one of today's biggest challenges. Every business, government, and individual has a role to play in meeting the goals of the Paris Agreement. Facilitating the transition to a low-carbon economy is therefore high on our agenda.

The sustainability governance, risk management framework, integration in the company's overall strategy Shape4Growth and decision-making processes described in the Governance and Sustainability Risk Management sections of this Report (see: General Information) extends to climate-related matters, risks and opportunities, metrics and target setting.

We understand the risks posed by climate change, and we are taking action to reduce our energy consumption and related emissions to move towards a low-carbon economy. We see two ways to make a significant contribution to facilitating the transition to a low-carbon economy: one, by directly ensuring the efficiency of our own operations; two, by indirectly helping to reduce the carbon footprint of the buildings and projects to which we supply our products. The measures we have derived from our scenario analysis approach incorporate both the financial side of our business and our operational strategy. The idea is to integrate climate-related and risk management initiatives into all our solutions and processes, as this will allow us to become more resilient as a company in the long term — and help our customers become more sustainable, too.

We use the latest scientific knowledge to guide a sound management approach, and our emission reduction targets have been validated by the Science Based Targets initiative (SBTi). Both our operational (Scope 1+2) and value chain (Scope 3) targets were approved by the SBTi in 2021.

Our energy consumption and GHG emission reduction program is part of our global Environment Directive. Furthermore, our Environment, Health & Safety, and Sustainable Products Expert Groups as well as local management teams and QHSE staff are developing and implementing initiatives to achieve the related targets.

One such target is the establishment of energy management systems at our manufacturing sites that account for 85% of all on-site energy consumption. As of 30 June 2025, 100% of our sites in scope (18 sites) have established energy management systems versus 61% in the previous financial year, which is a huge leap forward in aligning energy management based on a global ISO 50001-aligned approach.

This is an important milestone, given the dependencies we have on energy during our production processes. Many components used to create our products are manufactured in-house through processes including melting, aluminum and zinc die casting, machining, purchased parts processing, and final assembly. The aforementioned processes also require controlled, HVAC-conditioned space for process control, labor efficiency, and maintenance of a healthy working environment. As a result, we are focusing many of our climate-related initiatives on energy efficiency.

Stronger environmental standards for energy and emissions

In FY 24/25 we updated the Environment Directive to further strengthen our approach to energy use and emissions reduction across operations. Key updates include new energy-related requirements for new and expanding facilities, such as the mandatory assessment of solar PV readiness, use of green refrigerants and biogas where feasible, and structural provisions for energy-efficient technologies. All sites must now opt for green electricity if locally available. Enhanced energy monitoring is required for large facilities consuming over 500 MWh/year, ensuring improved tracking of Significant Energy Users. In addition, fleet

management standards have been included to reduce fuel consumption and carbon emissions. These measures reinforce dormakaba's efforts to minimize environmental impact while supporting the transition to a low-carbon future.

Climate-related risks and opportunities and resilience of dormakaba's strategy

dormakaba is dedicated to integrating climate-related risks and opportunities into our company-wide strategic decision-making. This approach not only helps us to maintain our competitive edge and prepare for the future but also signals our commitment to meeting the needs and expectations of stakeholders and society. In short, doing the right thing for the planet benefits everyone.

As part of our broader risk management framework, which enables us to mitigate and eliminate risks across all aspects of our business, we have identified significant risks and opportunities, not least those related to climate change (see Sustainability Risk Management section).

Climate scenario analysis

A turning point in our efforts to reduce our carbon footprint came when we conducted an in-depth scenario analysis of our business with a focus on climate change mitigation. We mapped this analysis on to business decisions, financial plans and capital allocation as a means of identifying climate-related risks and feasible opportunities.

We can break down the scenario analysis into three primary activities:

1. Identifying current and future risks and opportunities relating to the transition to more environmentally friendly material flows (in alignment with our risk assessment framework)
2. Calculating the financial impact that these risks and opportunities could have and how they may influence dormakaba's financial planning and operational strategy
3. Evaluating the main transition risks and opportunities based on two distinct emissions scenarios across three time frames: short-term (0–1 years), medium-term (1–3 years) and long-term (3–15 years). The long-term time frame currently deviates from our broader risk management process, which formally looks at short-term and medium-term time frames. The two scenarios mentioned are based on frameworks from the Network of Central Banks and Supervisors for Greening the Financial System (NGFS):

- The **Nationally Determined Contributions (NDCs)** assumes that the conditional NDC commitments are implemented in full and that the energy and emissions targets will be reached in every country in 2025 and again in 2030, leading to a global warming rate of approx. 2.6°C.
- **Divergent Net Zero** assumes that the world will reach net-zero emissions by around 2050, albeit with higher costs due to divergent policies introduced across sectors, leading to a quicker phase-out of oil. Under this scenario, global warming will be limited to 1.5°C, in accordance with the Paris Agreement.

Transition risks and opportunities

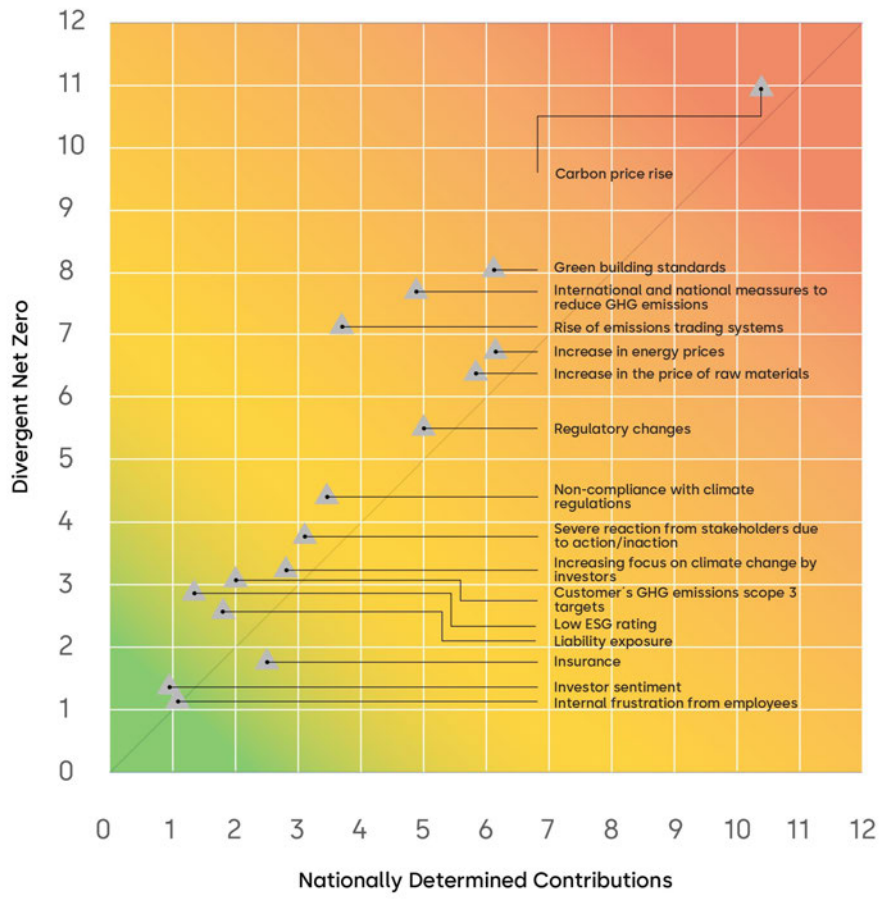
As the world shifts towards a low-carbon, climate-friendly future, our business will need to overcome a range of societal and economic challenges. With this in mind, we conducted a literature review as well as several interviews and workshops with colleagues from our risk, strategy, operations and sustainability teams to identify key climate transition risks and

opportunities. After drawing up a long-list of related risks, we settled on six transition risk clusters and assessed their individual impacts:

- **Financial and investment**: The transition to a low-carbon economy will require significant investment in research and development. Having sufficient access to financing and investment will likely accelerate the pace of this transition (with reduced financing having the opposite effect).
- **Markets**: Volatile energy and raw material prices projected based on both emissions scenarios are expected to have a significant impact on dormakaba's suppliers and our own production costs.
- **Technology**: As well as presenting various opportunities for our business, technological advancements may enhance cost efficiency, performance, sustainability, energy efficiency and reliability, leading to greater competition in our industry.
- **Legal**: dormakaba may face legal challenges from regulators or other parties who claim that our operations do not comply fully with environmental laws and regulations.
- **Reputation**: Our reputation may suffer in the public eye (customers, investors, other stakeholders, etc.) if we fail to address climate change or meet our climate-related targets. This can lead to a loss of trust, credibility and financial buoyancy.
- **Regulatory**: Some policy measures or uncertainty regarding how or when to implement them could have a negative impact on production costs and potentially affect our market growth.

Sixteen transition risks and three opportunities were identified in these six risk clusters:

Overall transition risks rating



Long-term risks tend to have a higher significance and likelihood that they will occur. This is especially the case under the Divergent Net Zero scenario, where climate-related challenges are expected to be more severe. The exception is the "insurance" risk, which refers to disaster and catastrophe insurance premiums; they may be lower in a world where global warming has increased by only 1.5°C.

To calculate the overall risk ratings across various time horizons, we applied the following weightings: 50% for short-term risks (0–1 years), 30% for medium-term risks (1–3 years), and 20% for long-term risks (3–15 years). These weightings reflect a lower level of certainty when it comes to long-term projections.

Of the 16 risks identified, six come with a high impact and likelihood of occurrence in either or both climate scenarios. The most significant is rising carbon prices due to national and international carbon schemes. This, combined with the increasing cost of globally sourced goods, could lead both to higher operating costs and a fall in demand due to escalating product prices.

This is especially important to consider when looking at future mergers and acquisitions and the procurement of machinery (due to their energy consumption).

By the end of 2025, the annual carbon costs for our own Scope 1+2 emissions could range from USD 5 to 50 million (this would be lower under the NDC scenario and higher under the Divergent Net Zero scenario). According to our estimates, this could increase to anywhere from USD 12 to 89 million per annum by 2030.

Another factor to consider is the unquestionable increase in the price of raw materials. For instance, European enterprises importing aluminum and steel from outside the EU will face higher costs due to the Carbon Border Adjustment Mechanism (CBAM) and associated Scope 3 emissions.

Most significant transition risks and impacts

Risk title	Description	Business element impact	Financial impact	Financial impact pathway	Potential mitigation method
Carbon price increase	Higher price of carbon through national and international schemes	Operations, markets	Cost	Higher operating costs, reduced demand due to rising product prices	Shadow carbon tax of USD 40, i.e., the cost of tCO_2e emissions
Rise of emissions trading systems	Higher price of carbon or taxes if cap is exceeded	Operations, markets	Cost, capital investment	Potential increase in cost of legal compliance	Investment in greener technologies to reduce emissions ahead of rising carbon prices, alignment of GHG with Paris Agreement and commitment to SBTi
Internatio-nal and national measures to reduce GHG emissions	Regulation requiring significant equipment modifications, operational changes or the purchase of emissions credits to reduce GHG emissions from operations	Operations, markets, legal and compliance	Capital investment, preparations, cost	Increased capital costs, higher compliance, operating and remediation costs	Investment in greener technologies, reduction of ODS in refrigeration and air conditioning systems, reduction of fossil fuels in production process, efficiency-boosting measures
Green building standards	Changes to building codes and standards for more energy efficiency and sustainability could impact demand for dormakaba's products, particularly those related to access control and security in green buildings.	Product, market	Revenue, investment	Failure to adapt to new standards could result in reputational and financial damage	Invest in research and development and engage with policy makers to ensure products are compliant
Increase in energy prices	Energy prices impacted by price of oil, gas and renewable energies	Markets	Revenue, operating costs	Higher operating costs, reduced demand due to rising product prices	Diversification of energy supply sources, negotiation of long-term contracts, productivity improvements, cost reduction
Increase in the price of raw materials	More volatility in supply and demand as well as wider commodity price resulting in higher prices for raw materials	Markets	Revenue, operating costs	Higher operating costs, reduced demand due to rising product prices	Diversification of sources for the supply of key raw materials, negotiation of long-term contracts with minimum purchase obligations, productivity improvements, cost reduction, diversification of energy sources

Most significant transition opportunities and impacts

Type	Risk title	Description	Business element impacted	Financial impact	Financial impact pathway	Potential leveraging method
Market	More demand for products aiding climate adaptation and resilience	Heat pumps and other low carbon technologies will likely be in higher demand	Markets, sales	Revenue	Increased revenue from higher sales of new products	Investment in product development and plans for stronger market growth
Regulation	Commitment to development of public policies to reduce GHG emissions and the transition to a low-carbon economy	Improving regulatory certainty can help to guide investment decisions and drive growth in demand for energy-efficient products	Legal and compliance, markets	Revenue	New regulations may increase demand for low-carbon technology	Investment in product development to meet anticipated future demand
Technology	Reduction of GHG emissions through product enhancements	Harnessing breakthrough technologies to enhance products and reduce company/ downstream GHG emissions	Product, assets, markets	Capital, financing, revenue	Capital investment in technology is required, increased revenue from higher sales, lower fines/taxes for high GHG emissions	Evaluation of breakthrough technologies and product-specific LCA, target for % of innovation pipeline to undergo sustainability assessment

Physical risks and impacts

Physical climate-related risks have the potential to affect various industries, ecosystems, and quality of life. This is why effective risk management, adaptation and mitigation measures must be taken now at both the economic and political levels to build resilience and reduce our vulnerability to these climate-related hazards.

Against this backdrop, we have adopted a data-driven approach to identify and analyze those physical climate-related risks likely to have the greatest impact on our global operations. We also used this approach to map how these risks may evolve under different trajectories according to three emissions scenarios, known as Representative Concentration Pathways (RCPs).

We evaluated the following risk types: climate change exposure; coastal flooding hazard; cooling degree days; drought hazard; extra-tropical cyclone hazard; flood hazard; heat stress; heating degree days; sea level rise; severe storm hazard; tropical storm and cyclone hazard; and water stress and wildfire hazard.

We assessed all of these risks types based on Verisk Maplecroft's risk indices while incorporating various validated climate change projections. For each of our business locations, we drew up a profile to gauge site-specific exposure to acute risks and chronic hazards and included a materiality threshold that was specific to that location. The risk scores are presented on a relative scale, allowing for simple comparisons between locations and time frames. This allows us to make informed decisions regarding investing in and allocating resources to each site, and streamlines the strategic decision-making process thanks to the awareness of risks.

While some hazards have a low risk of exposure for dormakaba, such as coastal flood and landslide, others, such as severe storm, heating degree days, heat stress, drought and water stress, have a higher risk across multiple locations. The table below shows the types of climate risks applying to our material sites:

Most significant physical risks

Climate risk	Description	Business element & region impact	Financial impact	Financial impact pathway	Potential mitigation method
Cooling degree days	Processes affected by high temperatures lead to reduced productivity or trigger emergency responses, or else affect staff working conditions	Operations, Logistics, Sales, Assets, Finance; Africa and Asia	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production	Increase in cooling capacity, relocation of operations away from high-risk areas, implementation of emergency planning and OHS policies in line with best practices
Heating degree days	Processes affected by low temperatures lead to reduced productivity or trigger emergency responses, or else affect staff working conditions	Operations, Logistics, Assets, Sales, Finance; most regions	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production	Investment in technology, heating from renewable energy sources, relocation of operations away from high-risk areas, implementation of emergency planning and OHS policies in line with best practices
Severe storm	Severe storms impact operations and infrastructure, including: damage to buildings; supply chain disruption due to impact on transport of materials; impact on employee homes and ability to commute to work; disruption to energy and water supply.	Operations, Logistics, Sales, Assets, Finance; primarily in Asia	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production	Investment in storm defense measures and technology, including secondary containment systems with dewatering capability; productivity gains, relocation of operations away from extreme-risk locations, implementation of emergency planning in line with best practice, diversification of transport providers.
Drought	Reduced access to water impacts productivity	Operations, Sales, Assets; Middle East & South America	Operating costs, revenue	Higher costs due to lack of access to water, reduced revenue from lower sales	Investment in technology, reduction of freshwater intake, relocation of operations away from areas affected by high water stress, implementation of contingency measures such as early-warning systems when water is low.
Heatwaves/ heat stress	Processes affected by high temperatures lead to reduced productivity or trigger emergency responses, or else affect staff working conditions	Operations, Logistics, Sales, Assets, Finance; Middle East, Asia & South America	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production	Increase in cooling capacity, including expanding and optimizing central recooling plants and optimization of cooling water flows capable of avoiding production outages; relocation of operations away from high-risk areas, implementation of emergency planning and OHS policies in line with best practices, diversification of transport providers
Water stress	Reduced access to water affects productivity	Operations, Sales, Assets; Middle East, Asia, South America, Southern Europe	Operating costs, revenue	Higher costs due to lack of access to water, reduced revenue from lower sales	Investment in technology, reduction of freshwater intake, relocation of operations away from areas affected by high water stress, implementation of contingency measures such as early-warning systems when water is low.
Extreme rainfall	Heavy rainfall causes water to collect on stock tank roofs, which may cause the roof to sink and compromise the tanks' containment ability, leading to reduced productivity, essential emergency responses, rising river water levels, which may damage facilities or cause transport disruption	Operations, Sales, Assets, Finance; Asia & Western Europe	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production	Investment in heavy rainfall defense measures, technology, productivity gains, relocation of operations away from extreme risk locations, diversification of transport providers

We have completed an initial assessment quantifying the potential financial impacts of the identified physical climate-related risks over the medium term (2030) and long term (2050), on a consolidated basis. This analysis assumed a total loss of revenue and assets for locations classified as high or extreme risk.

We assessed all sites in the scope of our environmental reporting across our operational regions, and followed this up with a closer analysis of 33 of our most important locations. These locations were designated as "material sites," with the categorization being awarded based on factors such as net sales, number of employees, and tangible asset value based on a relative ranking of all other locations.

Based on these results, we have developed site-specific scorecards and benchmarks for each site, geography, and business entity. These will be shared with the respective local management teams in early FY 25/26, along with recommended mitigation measures tailored to each risk type. Material sites under extreme or high risk are considered high-priority sites for climate adaptation. These sites will be tasked with defining and implementing climate adaptation actions within the next two years, while other sites will be given additional time to develop and implement their plans.

While this initial quantification has been valuable in prioritising locations for further action, the assumption of a total loss of revenue or assets represents an unlikely worst-case scenario. As a result, we are not yet able to report the ESRS-required metric for the proportion of revenue and assets at material physical risk. The below table gives an indication of the risk types and the corresponding countries of operation where the risk could materialize.

Risk type	Climate risk	Countries potentially impacted
Acute	Drought hazard	Bulgaria, Spain
	Severe storm	Australia, China, India, Italy, Malaysia, Singapore, Taiwan, USA
	Tropical storm and cyclone hazard	China, Taiwan
	Wildfire hazard	USA
Chronic	Cooling degree days	Australia, Canada, China, India, Malaysia, Singapore, Spain, Taiwan, USA
	Heat stress	Australia, China, India, Malaysia, Singapore, Taiwan, USA
	Heating degree days	Australia, Bulgaria, Canada, France, Germany, Italy, Netherlands, Poland, Spain, Switzerland, USA
	Water stress	Australia, China, Germany, India, Singapore, Spain, USA

Resilience of our company strategy

We conducted an assessment to consider the various effects of climate change on our facilities. The reason was to gain insight into the physical risk profile (whether acute or chronic) of our operations, identify both vulnerabilities and opportunities, and make strategic decisions to boost our resilience across all aspects of the business. The assessment was based on climate model projections presented by the following three Representative Concentration Pathways (RCPs):

- RCP2.6: Aggressive mitigation assumes global annual GHG emissions will peak between 2010–2020, with emissions declining substantially after this point.
- RCP4.5: Strong mitigation assumes emissions will peak around 2040, after which they will decline.
- RCP8.5: Business-as-usual assumes emissions will continue to rise throughout the 21st century.

Each pathway predicts future greenhouse gas concentrations caused by human activities, with varying degrees of physical impact.

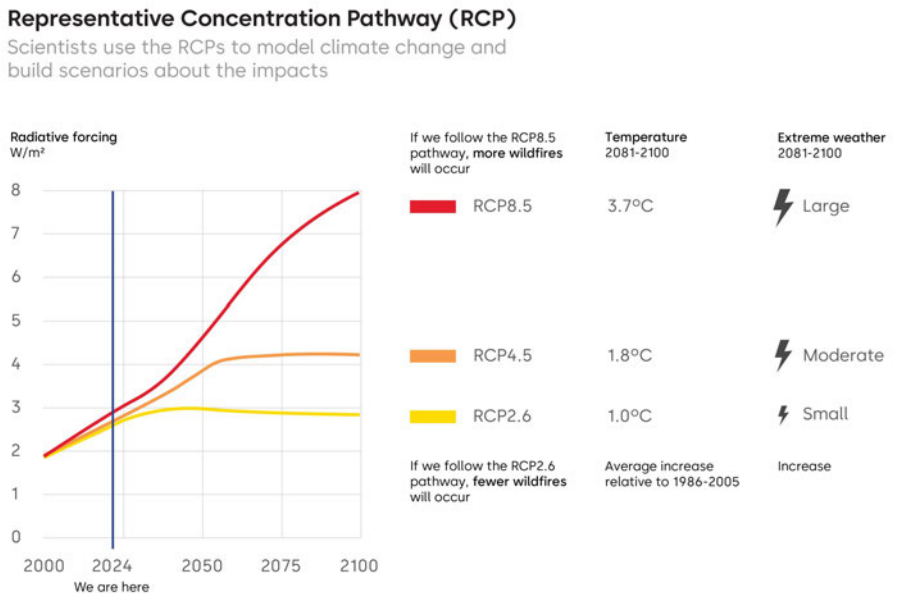


Figure was developed based on the image of GRID-Arendal/Studio Atlantis, 2021

We also conducted a transition risk analysis, this time using two climate change scenarios as our basis. The analysis factored in three dimensions: likelihood, significance and time frame (see previous sections).

Internal carbon pricing

As previously mentioned, we have begun evaluating the potential financial impacts of transition risks, starting with our highest-priority risk: increasing carbon prices. This risk was prioritised because of its expected significant influence on operating costs, investment decisions, and long-term competitiveness. We noted that the annual carbon costs for our own Scope 1+2 emissions could range from USD 12 to 89 million per annum by 2030 (this would be lower under the NDC scenario and higher under the Divergent Net Zero scenario).

As one risk mitigation measure, shadow carbon pricing is applied to all non-IT fixed asset investment applications. The average carbon price projections are calculated along the Nationally Determined Contributions (NDCs) scenario based on an unweighted average across all dormakaba's countries of operation, and an 8% discount rate is applied based on the Weighted Average Cost of Capital (WACC) listed in our financial filings. The investment application provides the user with transparency on the total cost of energy (electricity and/or heating fuels) and total cost of carbon for the entire lifetime of the machinery up until 2045.

The carbon price is dynamic, increasing every five years and ranging from CHF 43 CHF per tCO_2 up to CHF 99 as of 2040. The impacts of the carbon and energy costs are integrated into cashflow, EBITDA and internal rate of return calculations for the accounting lifetime of the machinery (10 years). In addition, we use the expected future cost of Gold Standard carbon offsets (CHF 75 per tCO_2) as an additional carbon price, as we expect this cost level associated with achieving carbon neutrality in our own operations starting in 2030.

The same shadow carbon pricing is applied to potential acquisitions during due diligence processes related to M&A activities. These approaches ensure that both environmental and financial considerations are central to our investment strategies, supporting our commitment to sustainable growth.

Our climate transition plan

We are opening the doors wide to a low-carbon economy. We aim to be net zero by 2050 at the latest. Let's look closer at our near-term Scope 1+2 targets.

Absolute emissions targets: Scope 1+2

As approved by the Science Based Targets initiative (SBTi), our target is to **reduce absolute Scope 1+2 greenhouse gas (GHG) emissions by at least 42% in line with a 1.5°C future by 2030, without the use of carbon offsets (baseline 74,770 tCO_2e in FY 19/20)**. This means total emissions savings of 31,403 tCO_2e versus the baseline. Any residual emissions will then be voluntarily compensated through Gold Standard offsets to achieve our target of **becoming carbon neutral by 2030**. In line with our science-based emission reduction targets, **we aim to reduce the energy intensity of our operations by 25% by 2030 (baseline 100.5 MWh/mCHF in FY 19/20)**.

Our strategy

To achieve the 42% reduction (31,403 tCO_2e) of Scope 1 and 2 emissions, we have set must-have initiatives along six levers, which must be completed by 2030. These initiatives are executed at dormakaba sites, where we can have the largest impact on reducing our CO_2 emissions. The climate transition plan was approved by the Executive Committee and Board of Directors as part of our Sustainability Framework and target-setting approval process described here. We are on track with our Scope 1 and 2 climate action plan and already achieved a 25% reduction since the baseline in FY 19/20.

Our levers and contributing locations

Absolute emissions targets: Scope 3 Category 1 and 11

We have also set a target to **reduce our value chain emissions (Scope 3) from purchased goods and services, and the use of sold products by 25% by 2030 (baseline 734,850 tCO_2e in FY 19/20)**.

Scope 3 emissions constitute around 90% of our combined Scope 1, 2, and 3 carbon emissions, highlighting the importance of Scope 3 emissions for our climate strategy. While

setting our baselines, we carried out screening across all relevant Scope 3 emissions categories, which showed that the largest sources of Scope 3 emissions are Category 11: Purchased goods and services and Category 11: Use of sold products. This is why we have set our SBTi targets based on these two categories.

We do not yet have a granular climate transition plan for Scope 3 Category 1, primarily because emissions data is reported on spend or on a material type basis, rather than disaggregating to an individual supplier level. This means we have little leverage to encourage suppliers to decarbonize. To address this, in FY 24/25 we started to collect primary CO_2 data from our most carbon-intensive suppliers. Unfortunately, our external partner could not finalize the supplier engagement program. We are currently evaluating alternative solutions to address the issue and better support our suppliers on their decarbonization journey. In the meantime, we are working closely with metal suppliers to evaluate if they can deliver low-carbon goods with higher recycled content to build a preferred supplier database and evaluate potential switches.

Innovation for a low-carbon economy

When it comes to primary energy consumption, the building sector is one of the largest consumers of energy in the world —as a result, its influence on climate change is enormous. As part of our Scope 3 Category 11 strategy, we have set a target of having best-in-class energy efficiency for new products, which we have achieved last year. Our digital Product CO_2 Inventory Tool has been supporting us here, as it provides information on the carbon emissions of energy-consuming products during their use phase (the calculation method is in line with the GHG Protocol). The tool includes the footprint of around 350 products that consume energy after installation, including those that are battery-operated or connected to the electricity grid. This facilitates product development and optimization activities to create more energy-efficient products and also contributes to our target of decreasing Scope 3 emissions from the use phase of sold products.

We continue to include the top 10 carbon-intensive products from the digital Product CO_2 Inventory Tool in our sustainability initiatives tracker, tasking product development teams with evaluating and implementing energy efficiency strategies for them.

We also offer sustainable solutions to help address Scope 4 emissions: our Motion IQ, which is an intelligent sensor system for automatic doors, and our Door Efficiency Calculator, which is a tool that helps customers choose the most energy-efficient entrance solution for their building.

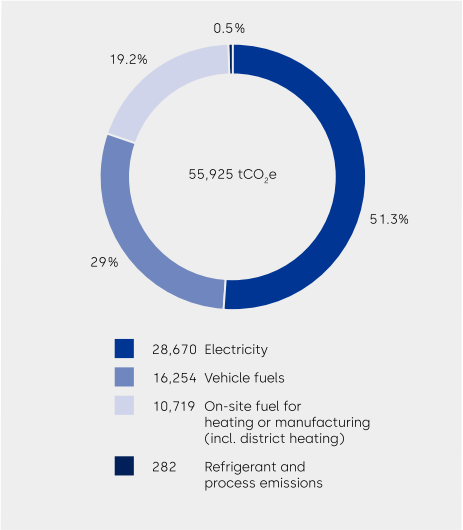
Our MotionIQ system ensures that automatic doors only open when they really need to and for no longer than necessary. This means the doors move less frequently, thus reducing air exchangeand minimizing the amount of energy needed for heating or cooling indoor air. Using the MotionIQ system together with swing door operators typically saves 50% of energy versus without. Additionally, the service life of the drive technology is extended, as unnecessary openings are avoided.

Our Door Efficiency Calculator makes it possible to compare and analyze different automatic doors in terms of their impact on a building's airflow, energy use, and CO_2 emissions, depending on factors such as building type, usage, and typical weather conditions for the site. This tool provides our customers with a valuable decision-making aid for selecting the best solution that also meets the requirements of the building in question.

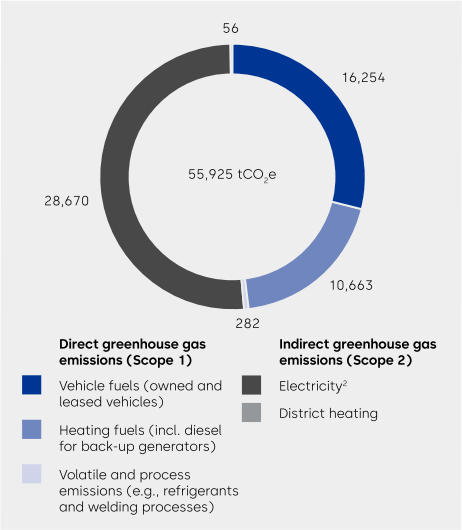
Our performance

Scope 1 and 2 emissions

Greenhouse gas emissions by source (tCO_2e)



Scope 1 and Scope 2 greenhouse gas emissions (tCO_2e)[1]



[1] Greenhouse gas inventory calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol. Emission factor sources: UK Defra (2024), US EPA eGRID (2023), IEA (2024), AIB (2023), Intep (2024).

[2] The greenhouse gas emissions associated with electricity consumption above are reported according to the "market-based approach," as defined in the Greenhouse Gas Protocol Scope 2 Guidance.

In FY 24/25, our total greenhouse gas (GHG) emissions (Scope 1+2) amounted to around 56,000 tCO_2e, dropping 10% versus the previous financial year, in part due to updates in the emission factors being applied. Around half were emitted as a consequence of electricity consumption, followed by vehicle fuels consumption. Key decarbonization projects and initiatives which began in FY 24/25 will result in total emissions avoidance of approximately 1,700 tCO_2e. Among these, energy efficiency and heating fuels reduction projects will lead to 1,433 MWh savings per annum. However, as a whole, energy consumption increased by 1.5% to 244,335 MWh due to production increases. Energy intensity remained relatively stable at 85.1 MWh/mCHF net sales (vs. 84.8 in previous year).

Please find further metrics on energy & emissions in our ESG Performance table.

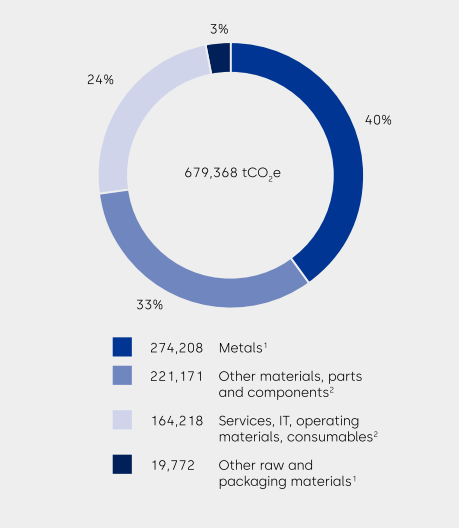
ESG Performance Table

Key decarbonization activities

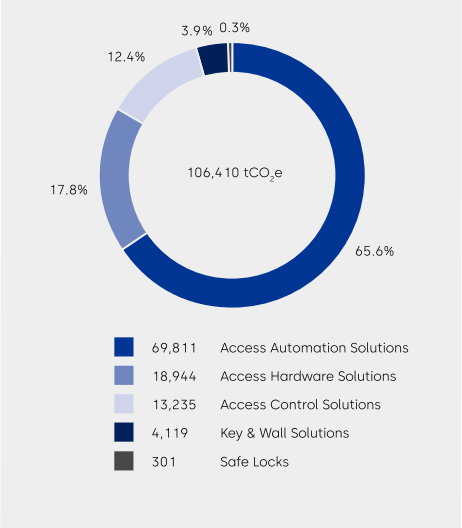
Lever	Location	Initiative	OpEx investment in FY 24/25 (CHF thousand)	CapEx investment in FY 24/25 (CHF thousand)	Expected energy savings (MWh/ year)	Expected CO_2 savings (tCO_2e/ year)
On-site solar generation	**Hallam (Australia)**	Photovoltaic solar installation	0	94	N/A	151
Green electricity	**Suzhou (China)**	Switch to green electricity	0	0	N/A	752
Vehicle fuels reduction	**Hallam (Australia)**	Switch to hybrids	0	1,167	0.1	31
Heating fuels reduction	**Vittorio Veneto (Italy)**	External window replacement	0	466	24.0	17
Energy efficiency	**Chiayi (Taiwan)**	Assembly AC replacement	0	98	77.0	48
	Rocky Mount (USA)	Air compressor replacement	0	156	276.2	94
	Singapore	Paint Shop compressor	0	71	179.3	74
		Machine cooling	0		22.2	5
		Proof of concept (phase 1) - Mechanical fan replacement to Electronically Commutated (EC) fans	0		21.6	9
	Suzhou (China)	Chiller replacement	0	399	134.1	84
		Pinion oil pump - off-cycle	0		19.4	12
		Reduce compressed air	0		78.9	49
	Taishan City (China)	Air compressor optimization	0	0	231.1	145
		Chiller optimization	0		78.1	49
		Process optimization - Polishing line	0		291.4	182

Scope 3 emissions: Category 1 and 11

Scope 3 emissions: purchased goods and services (tCO_2e)[1, 2]



Scope 3 emissions: use phase of products (tCO_2e)[3]



[1] Calculated via direct material weight. Emission factor source: ecoinvent v3.6

[2] Calculated via spend volume. Emission factor source: Exiobase 3.8.2

[3] Calculated via energy consumption during the use phase. Emission factor sources: UK Defra (2024), IEA (2024), BCI/ILA (2023).

Achieved GHG reductions

	Retrospective				Milestones and targets			
	FY 19/20	**FY 23/24**	**FY 24/25**	**FY 24/25 vs. FY 23/24 (%)**	**FY 25/26**	**FY 29/30**	**FY 49/50**	**Annual % target / Base year**
Scope 1 + 2 GHG emissions (tCO_2e)[1]	74,770	62,269	55,929	–10.2%	55,927	43,366	7,477	4.2%
Scope 1 GHG emissions	31,162	29,520	27,199	–7.9%	23,308	18,073	3,116	4.2%
Scope 2 GHG emissions	43,608	32,749	28,730	–12.3%	32,619	25,293	4,361	4.2%
Significant Scope 3 GHG emissions (tCO_2e)	734,850	838,248	785,778	–6.3%	642,994	551,138	73,485	2.5%
Category 1: Purchased goods and services	567,250	692,254	679,368	–1.9%	496,344	425,438	56,725	2.5%
Category 11: Use of sold products	167,600	145,994	106,410	–27.1%	146,650	125,700	16,760	2.5%
Total GHG emissions in scope of our SBTi targets	809,620	900,517	841,707	–6.5%	698,921	594,504	80,962	

[1] All data in the table is in tCO_2 e. Scope 2 is market-based

In alignment with our decarbonization strategy, GHG removals and/or financed GHG mitigation projects through carbon credits have not been utilized during this reporting period.

EU Taxonomy

EU taxonomy for sustainable activities

The EU taxonomy allows financial and non-financial companies to share a common definition of economic activities considered to be environmentally sustainable, recognizing that shifting capital flows towards more sustainable activities requires a shared, holistic understanding of the environmental impacts of activities and investments.

Based on the EU taxonomy technical screening criteria, a company's internal economic activities can be classified according to their environmental sustainability. The classification system is broken down into six environmental objectives:

- Climate change mitigation
- Climate change adaptation
- Transition to a circular economy
- Pollution prevention and control
- Protection and restoration of biodiversity and ecosystems
- Sustainable use and protection of water and marine resources

Economic activities that have the potential to contribute to one of the environmental objectives are referred to as taxonomy-eligible. Those taxonomy-eligible activities that are actually environmentally sustainable are referred to as taxonomy-aligned. Taxonomy alignment requires fulfillment of the following three criteria sets:

- Substantial contribution to one of the six environmental objectives
- No significant harm regarding the other five environmental objectives (Do No Significant Harm, DNSH)
- Compliance with minimum social and governance requirements (minimum safeguards)

Articles 3 and 9 of Taxonomy Regulation (EU) 2020/852 (Taxonomy) require dormakaba to disclose sales, capital expenditure (CapEx), and operating expenditure (OpEx) related to environmentally sustainable economic activities.

Approach and methodology

After thorough examination of Technical Annex 1 of the Taxonomy Regulation (EU) 2020/852, and the Commission Delegated Regulation (EU) 2023/2486, we have found that only a few of our revenue-generating activities are taxonomy-eligible with respect to climate change adaptation and mitigation. We conducted this review against the full scope of our products and solutions together with the Product Sustainability department and Product Managers. It was found that the EU taxonomy classification is largely not applicable to the majority of our revenue-generating activities — nor to that of the access solutions industry in general. On the other hand, greater alignment on eligibility can be seen in the area of the circular economy. There was no eligibility found at this time regarding the environmental objectives of pollution prevention and control, protection and restoration of biodiversity and ecosystems, and sustainable use and protection of water and marine resources. We will reevaluate this on a regular basis, however.

The company's eligible activities related to revenue are listed in the table below.

Objective	Economic activity	Taxonomy-eligible activities
Climate change adaptation and mitigation	3.5. Manufacture of energy efficiency equipment for buildings	Manufacture of doors that could be installed as external doors with U-value lower than or equal to 1.2 W/m^2K*
Substantial contribution to the transition to a circular economy	1.2. Manufacture of electrical and electronic equipment	All new electrical products include the circularity approach
	4.1. Provision of IT/OT data-driven solutions	We develop, install, deploy, maintain, repair, and provide professional services related to operational technologies for some of our products.
	5.2. Sale of spare parts	We sell spare parts to maintain the functionality of the product.

* Taxonomy Report 2020/852 Technical Annex 1, section 3.5. Manufacture of energy efficiency equipment for buildings; relating to "doors with U-value lower or equal to 1.2 W/m2K". Revenues from all doors that could be installed as external doors were therefore defined as eligible. Product management then reported the U-values for all such doors to determine taxonomy alignment.

Cross-cutting activities to which only capital and operating expenditures are attributed were also considered, such as solar PV projects, electric vehicle charging installations, and energy efficiency initiatives. Eligible activities can be found below.

Objective	Economic activity	Taxonomy-eligible activities
Climate change adaptation and mitigation	4.1 Electricity generation using solar photovoltaic technology	Installation and operation of solar panels on the rooftops of our manufacturing sites, such as in Australia in FY 24/25
	7.3 Installation, maintenance, and repair of energy efficiency equipment	Installation of new air compressors or other energy-consuming equipment

Calculation

A summary of the results for FY 24/25 can be found below. The investment and spend values related to CapEx and OpEx were taken into account only for those initiatives that are eligible and/or aligned and that are tracked and controlled in our global Sustainability Initiatives tracker tool to prevent double counting. A due diligence assessment against the minimum safeguards and DNSH criteria was undertaken by our Human Rights function. The detailed breakdown by environmental objective related to turnover and CapEx can be found in the Indices section of this report.

	Taxonomy-aligned	Taxonomy-eligible but not aligned	Taxonomy-eligible	Taxonomy non-eligible
Turnover[1]	0.2%	27.0%	27.2%	72.8%
CapEx[2]	1.2%	0.0%	1.2%	99%

1 Turnover (eligible): Net sales from external doors, software, spare parts, electronic products. For the latter three, alignment was not assessed and therefore categorized as not aligned. Turnover (aligned): Net sales from doors with a thermal efficiency U-value of less than or equal to 1.2 W/m2K

2 CapEx includes: CapEx for generation of renewable energy (e.g., solar power installations); CapEx for energy efficiency initiatives

Resource Use and Circular Economy

We are accelerating circular solutions to develop material- and energy-efficient, high-quality products that reduce our customers' environmental impact and meet the needs of a sustainable built environment.

Our approach

We live in and depend on an interconnected world, with complex environmental, social, economic, and cultural systems. Damaging one element may have an unexpected impact elsewhere. We recognize the limits of our planet and that we must act more sustainably in order to meet increasing social and economic demands. As a leading manufacturer, dormakaba is committed to incorporating the latest product life cycle approaches and environmental technologies to continuously advance our product development and improve our own and our customers' sustainability performance. This provides new opportunities for our design and manufacturing processes and addresses the demand for eco-friendly solutions.

Our **Product Sustainability department**, part of Global Innovations, oversees product sustainability globally, providing resources, and expertise, while shaping a state-of-the-art development environment. This also includes developing Environmental Product Declarations (EPD) and other sustainability-related product declarations and certifications, incorporating sustainability criteria into all product development-related processes, and developing guidelines.

Our global **Environment Directive** regulates environmental management in manufacturing practices as well as regulates mandatory requirements on product circularity and eco-design, including energy efficiency and minimum recycled content benchmarks for each product family. The Environment Directive promotes the utilization of secondary materials and reused components in dormakaba products, while emphasizing design principles that ensure durability, recyclability, easy disassembly and adaptability. Additionally, it outlines specific preferences for responsibly sourced, nature-based materials, such as paper, cardboard, or wood paneling. Furthermore, in FY 24/25 we developed a group-wide **Material Compliance Directive** to establish roles and responsibilities across functions as well as the minimal requirements needed to ensure our products meet legal requirements on hazardous substances and responsible sourcing. The directive will be rolled out across the organization in the financial year.

The dormakaba sustainability commitment and life cycle approach are also integrated into our **Product Design Manual** and **Corporate Design Packaging Guideline**.

Targets related to resource use and circular economy

All of our circular economy targets were set voluntarily, based on internal stakeholder discussions and industry benchmarks. Further information on our target-setting process is found in the General Information chapter.

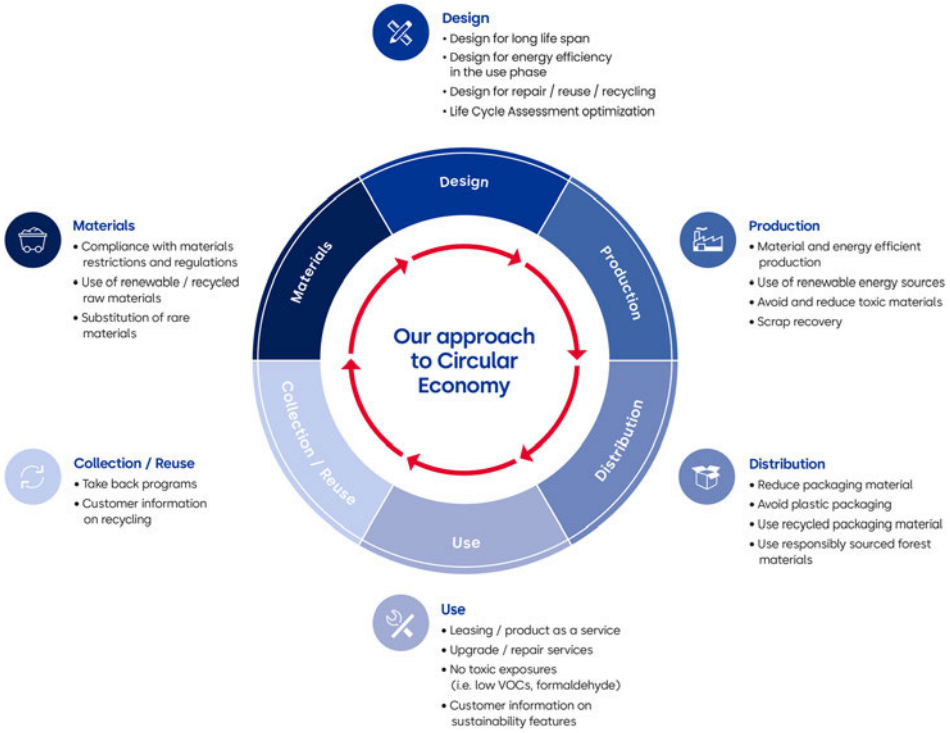
Targets	Relevance of targets
Design phase	
All new product developments and optimizations are covered by our circularity approach by 2027	Circular product design (including design for durability, dismantling, reparability, recyclability) and EcoDesign (including recycled content requirements)
Resource inflows	
100% of paper, wood and carton stems from responsible forestry sources as accepted by the US Green Building Council (baseline 223 tons in FY 20/21)	Increase of circular material use rate; sustainable sourcing and use of renewable resources
Zero fossil fuel-based plastic used in packaging by 2027	Sustainable sourcing and use of renewable resources
Resource outflows	
We offer extended producer responsibility take-back schemes for all products and packaging in top ten sales countries by 2027	Increase of circular material use rate; minimization of primary raw material
Zero waste to landfill in our operations by 2027 (baseline 3,443 tons in FY 20/21)	Shifting waste treatment to circular options (recycling, reuse, recovery)

Product design with the circular approach

With an average lifespan of 40–50 years, buildings should ideally be constructed in a way that allows the embedded materials and natural resources to be used efficiently. As a result, product design remains a core focus of our sustainability strategy, with an emphasis on energy consumption and carbon emissions during the product's use phase, waste management, and recyclability at its end of life.

With the implementation of the EcoDesign Specification Template, all new product developments and optimizations follow our circularity approach. The template, which is part of our Adaptive Innovation Methodology (AIM) Directive, ensures sustainability criteria are met for every process related to product development across the company. It covers energy use, materials selection, longevity/durability, repairability, adaptability, and disassembly, and also sets minimum requirements for recycled content and packaging design.

In FY 23/24, we worked together with Key & Wall Solutions teams to include additional requirements based on their unique product portfolios as well. This included providing recycled content data for materials like gypsum and glass wool, used only in Wall Solutions, as well as energy values for key cutting machines and Wall Solutions.



Product Scoring Model

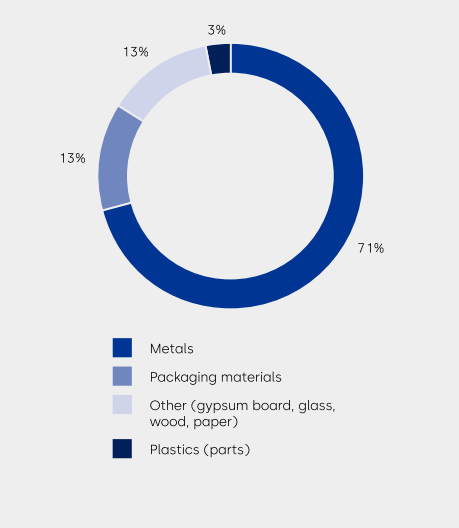
To enhance and assess the environmental performance of our products, we have developed a comprehensive product sustainability scoring model which will be implemented in the next financial year. This model evaluates products across several key areas, including:

- **Documentation & Transparency**: Each product is assessed based on the availability of environmental and health-related documentation, such as EPDs or relevant local certifications.
- **Carbon Footprint**: Scoring is determined by comparing the product's lifetime carbon footprint versus similar product types.
- **Circularity**: Products are scored based on circular economy criteria like longevity or repairability.
- **Material Compliance**: Scoring is based on an evaluation of hazardous material composition, with a focus on lead content, distinguishing between lead-containing and lead-free components.
- **Sustainable Production**: The model also considers production site certifications and practices, including the use of green electricity or biogas, as well as adherence to ISO standards.

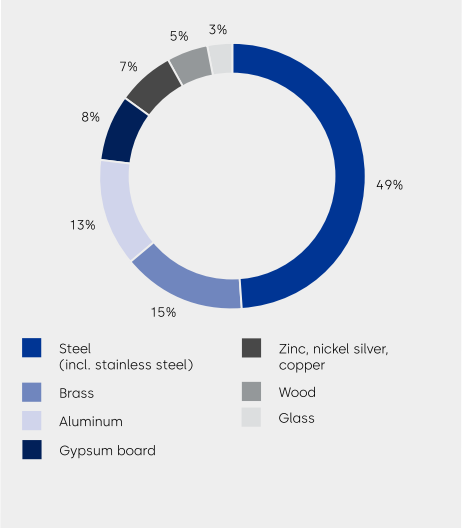
Resource Inflows – Materials

Among the most important raw materials we use for our products, there are metals such as steel, brass, aluminum, nickel silver, and zinc, as well as gypsum board, glass, and plastics. Other important materials are wood, paper, and cardboard, which are made from renewable resources.

Material use (in %)



Raw material use (in %)



We respect the universal human right to safe and clean drinking **water** and sanitation. As part of our obligation to respect this right, we assess the level of water scarcity in areas where we operate. The latest analysis revealed that approximately 44% of our sites have the potential for high to extreme water stress. The water stress analysis is based on the two databases Aqueduct Water Risk Atlas by the World Resources Institute and AQUASTAT by the Food and Agriculture Organization. KPIs on water withdrawals, consumption and discharge can be found in our ESG Performance Table.

Recycled content

As mentioned, our Environment Directive sets a minimum amount of recycled content for several materials. We also work with suppliers to help us obtain certifications on the recycled content of our products, as these certifications help our customers achieve green building standards. We have such certifications for 39 products, spanning three main product groups: door closers (19), locks (8), and exit devices (12). The average recycled content for each product group is 59%, 40%, and 45%, respectively. Since the primary extraction of metals from ore and the subsequent refining processes are resource-intensive, one key focus is to increase the use of metals with a high level of recycled content, which will contribute to decreasing Scope 3 carbon emissions.

During FY 24/25 we made progress with our suppliers to better understand our recycled content baseline for brass, aluminum and steel. Out of 290 suppliers in scope, we collected 95 declarations on pre- and post-consumer recycled content. Most of the suppliers needed personal clarification meetings or had to double-check the requested information with their sub-suppliers. We have found that only 33% out of these suppliers provide goods that reach our internal minimum thresholds of total recycling content. In FY 25/26, we will evaluate how to increase these percentages or shift our spend to those suppliers that are able to meet our minimum thresholds.

For more information about product declarations and certifications, see our Marketing and Labeling activities

Customers and End Users

Transparency on substances of concern

As part of our ongoing efforts to ensure Material Compliance and chemical transparency, we have continued to enhance our processes for identifying and managing hazardous substances in our products.

Building on our long-standing collaboration with Assent in the Americas region, where we have established an automated compliance and supplier engagement process, we successfully introduced the same approach in Germany during the reporting year. This system enables structured data collection on material composition and supports proactive supplier engagement to assess the presence of any substances of concern.

As part of our Environmental Product Declarations (EPDs), we conduct material compliance risk assessments for all new or renewed EPDs. These identify Substances of Concern based on material types and, when available, are supported by supplier documentation. This step strengthens the overall robustness of our EPD process and ensures that potential chemical risks are considered early in the product life cycle.

We also carried out a focused review of frequently used plastic materials across our portfolio to evaluate potential risks related to per- and polyfluoroalkyl substances (PFAS), polycyclic aromatic hydrocarbons (PAHs), softeners (e.g., phthalates), and flame retardants. Whenever possible, these evaluations were substantiated with supplier-provided information.

To improve internal awareness and regulatory preparedness, we conducted training sessions for key stakeholders on the new EU Battery Regulation. This training content is being converted into a dedicated e-Learning to support consistent knowledge across the organization.

These activities reflect our commitment to regulatory compliance, product safety, and increased material transparency across our global supply chain.

Environmentally friendly packaging

We primarily use paper, cardboard, wood, and plastic for packaging, and for each of these material types we have set targets to move towards more sustainable choices.

For example, **by 2027 we want to use zero fossil fuel-based plastic in our packaging (baseline 223 tons in FY 20/21).** In FY 24/25, we continued to explore sustainable alternatives to plastic packaging, though significant progress remains limited. Surveys conducted at plants in Ennepetal (Germany), Singapore, and Suzhou (China) helped identify current plastic use, and initial research into alternative materials and suppliers was undertaken. However, the evaluation process revealed considerable challenges. Sustainable materials were often difficult to source, suppliers lacked the technical maturity to meet industrial standards, and many alternatives fell short of dormakaba's stringent product and sustainability requirements. Additionally, higher costs and limited scalability further constrained viable options.

To address these obstacles, during FY 25/26 we will focus on more targeted actions. These include engaging external consultants for expert insights, expanding the supplier network to include niche innovators, and co-developing solutions that meet performance standards. Continued internal testing, streamlined evaluation processes, and deeper involvement from manufacturing plants will be key to driving progress. The company is also assessing whether recycled plastics could serve as an interim solution, pending their environmental impact evaluation relative to bio-based options.

We have also set a target to **source 100% of paper, wood and carton from responsible forestry certification schemes that are accepted by the US Green Building Council,** like Sustainable Forestry Initiative (SFI), American Tree Farm System (ATFS), and the Programme for the Endorsement of Forest Certification (PEFC). To support this, we work with suppliers to encourage certification under responsible forestry schemes, organizing meetings with third-party representatives to raise awareness and address certification questions. By the end of FY 24/25 we have transitioned around 30% of our paper packaging, over 50% of our cardboard and 15% of wood packaging. Additionally, all packaging for products manufactured in Suzhou (China) and Singapore are now sourced from forests with these certifications.

Resource Outflows

Products

We manufacture Access Automation Solutions (door operators, sliding and revolving doors), Access Control Solutions (connected devices and engineered solutions), Access Hardware Solutions (door closers, exit devices, mechanical key systems), Key Systems (key blanks, key cutting machines, and automotive solutions) and Movable Walls (acoustic partitions and partitioning systems).

Repairability

We prioritize the repairability and adaptability of our products, ensuring they can be easily upgraded to meet new technological standards. This approach contributes to maximizing the reference service life of our products while also enabling simple disassembly at the end of their lifecycle. To achieve this, we incorporate key design principles such as modular concepts, the use of standardized components, and ensuring upgradability and backward compatibility. Additionally, we focus on using detachable connections, reusable fasteners, and avoiding adhesive bonds or metallic continuity, all of which enhance the overall serviceability of our products. Through these measures, we guarantee that all our products remain fully serviceable throughout their lifecycle.

Additionally, as part of our efforts to improve repairability, we created initial demounting instructions for selected products. These instructions are designed to support service technicians and users in identifying and replacing individual components, thereby extending product lifespan and reducing waste.

Durability

To ensure long-term user satisfaction, our products are designed to surpass the standard reference service life, as defined by applicable ISO/EN norms. We implement several strategies to extend this lifespan, including analyzing and reinforcing weak points from previous product versions, allowing for the disassembly of key parts for maintenance or repair without damage, and ensuring the availability of replacement parts. Additionally, we offer extended warranties and provide information to help consumers maintain and extend the product's life, including guidance on necessary inspection and maintenance intervals.

Expected durability

Product type	dormakaba products	Industry average
Automatic and Manual Sliding Doors	1,125,000 cycles	1,000,000 cycles*
Card Readers & Peripherals	13.9 years	7 – 10 years***
Door Closers	740,000 cycles	500,000 cycles**
Electrified Door Hardware	20 years	10 years**
Electronic Hotel Locks	10 years	10 years**

Electronic Locks, Cylinders, Keys and Cores	10.9 years	10 years**
Emergency Exit Systems	350,000 cycles	200,000 cycles**
Glass Hardware	21.1 years	no industry average available
Lever handles	200,000 cycles	100,000 cycles**
Mechanical Locks, Cylinders, Keys and Cores	370,000 cycles	100,000 cycles**
Movable Partitions	62.5 years	no industry average available
Revolving Doors and Interlocks	1,450,000 cycles	1,000,000 cycles*
Safe Locks	7 years	no industry average available
Sensor Barriers/Speed Gates	16.3 years	no industry average available
Sliding Door Operators	940,000 cycles	1,000,000 cycles*
Swing Door Operators	10 years	10 years**
Terminals	10 years	7 – 10 years***
Turnstiles	15 years	no industry average available

* According to EN 16005
** According to ARGE-EPDs
*** According to EU Green Public Procurement criteria

Recyclability

By focusing on design for disassembly and using recyclable components, we enable our customers — as well as any companies responsible for building demolition or renovation — to properly recycle our products at the end of their life cycle. Recyclability rates are available in all of our EPDs. A summary of recyclability rates averaged across product families is found below.

Product family	Average recyclability rates (excl. packaging) in %
Automatic and Manual Sliding Doors	63
Card Readers & Peripherals	48
Door Closers	97
Electrified Door Hardware	90
Electronic Hotel Locks	95
Electronic Locks, Cylinders, Keys and Cores	91
Emergency Exit Systems	94
Glass Hardware	97
Lever handles	95
Mechanical Locks, Cylinders, Keys and Cores	96
Movable Partitions	29
Revolving Doors and Interlocks	50
Safe Locks	63
Sensor Barriers/Speed Gates	72
Sliding Door Operators	90
Swing Door Operators	65
Terminals	47
Turnstiles	63

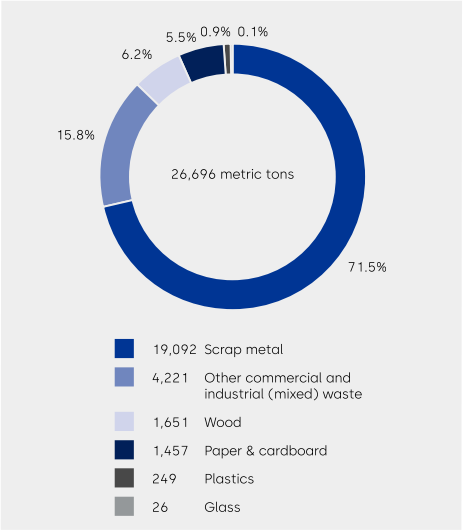
Waste management

We aim to send zero waste to landfill in our operations by 2027 (baseline 3,443 tons in FY 20/21) in order to decrease our disposal rate. To reach this, 33 manufacturing sites are developing sustainable waste management roadmaps. Since the launch of the program, ten sites have received or are receiving tailored support, including on-site audits and waste optimization plans in collaboration with external experts from Beyondly. In FY 24/25, plants in Canada and Peru joined the program. Local management is trained and encouraged to share best practices. The specific action plans include waste stream characterization, segregation to find waste value, diverting key materials from landfill waste, and identifying potential local partners and users of waste streams.

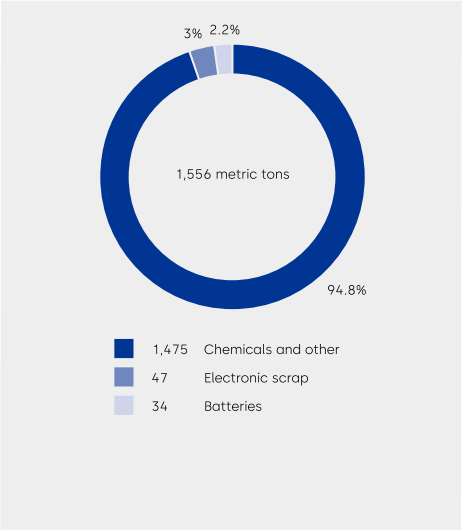
We monitor our waste by treatment method and waste type. At 68% by weight, the largest proportion of non-hazardous waste is scrap metal, followed by other commercial and industrial waste (15%), wood, paper, cardboard, and chemicals among others. In FY 24/25, approximately 88% of the waste stream was recycled, reused or recovered.

Hazardous waste management is especially crucial in electroplating, surface finishing, and painting processes. We work to minimize the volume and toxicity of waste from these operations through continuous improvement projects. Our filter systems prevent hazardous substances from being released externally, and toxic waste is disposed of as special waste. Certified disposal companies are commissioned to dispose of industrial waste and chemicals, and to recycle materials wherever possible.

Non-hazardous waste by type
(in metric tons)



Hazardous waste by type
(in metric tons)



Modernfold productions site in Dyersville (USA)

Dyersville's journey to zero waste to landfill

At dormakaba's Modernfold production site in Dyersville (USA), a persistent waste challenge has sparked an innovative solution. In FY 23/24, the site accounted for 44% of our global 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, the team partnered with MDK ZeroLandfill in November 2024, enabling the recycling of gypsum into agricultural soil conditioner.

Since then, Dyersville has recycled over 5 million kilograms of gypsum, reducing landfill waste by 34% versus the previous financial year. We expect to cut landfill waste by 66% and divert nearly 850 tons annually. This success is a major step toward dormakaba's global goal of zero waste to landfill by 2027. Dyersville is one of the manufacturing sites which was working with our external partner Beyondly to develop waste reduction roadmaps focused on reuse, recycling, and local partnerships.

Take-back programs

dormakaba products have typical lifetimes of 10–20 years, with some products having 40-year lifetimes. Even after these long lifetimes, some materials and components could be reused, repaired, or reintroduced as raw materials back into the manufacturing cycle. This is the aim behind our target to **offer extended producer responsibility take-back schemes for all products and packaging in the top ten sales countries by 2027**.

Over the past two years, we worked with a strategic partner called Resourcify to assess the feasibility of take-back programs in three pilot markets, which were considered the most mature in terms of circularity-related infrastructure: Austria, Germany, and the UK. This included a thorough review of local legislative requirements and current practices, as well as workshops with employees from logistics, quality management, sales, and product development to identify opportunities and barriers. We focused on best-selling products in each country, aiming to identify those that could create the volume needed to support an effective and economically viable take-back system.

In Austria, for example, we evaluated the potential for collecting and reusing cylinders and came across several challenges. First, we are often too far from the end-user and installation point to track where our products end up, which means we have little leverage and control over their disposal. We surveyed our distribution partners and found interest in product sustainability, but little appetite for collaboration in take-back programs. The waste value of mechanical cylinders is well known, and partners prefer to return them directly to local recyclers as an additional revenue stream. The additional transportation costs of sending the cylinders to us also served as an obstacle, even in cases where these costs would be absorbed by us. We could not compete with the recycling companies. The pilot in the UK, which focused on hotel locks, faced the same obstacles.

We have concluded that cylinders and other mechanical products are already well integrated into recycling waste streams as part of standard demolition processes. Creating a dedicated take-back loop for such products would not bring additional ecological or financial benefits nor further support a circular economy. As a result, we have decided not to move forward with dedicated take-back programs for mechanical products at this time. However, we continue to take full responsibility for our products at end-of-life. We already have well-established waste management and recycling processes in place, and whenever products are sent back to our factories, in the UK or in Austria for example, we ensure that these get recycled properly.

The pilot in Germany, however, has seen greater success — primarily because we not only focused on mechanical but also electromechanical parts. Due to supply chain scarcity for

some of these components, dismantling and reuse have become more economically viable. We have successfully implemented a return and reuse system there. Read more about this in the story below.

In the upcoming financial year, we will reevaluate our approach to product take-back schemes more broadly.

Sustainability in detail

Return and reuse program in Germany

At our European Logistics Center (ELC) in Germany, we launched a return and reuse program as part of our ongoing sustainability efforts. Products that are dismounted by our service technicians or are sent back by customers from all over Europe are no longer automatically directed to disposal. Instead, they are systematically returned, dismantled, and checked for reusable components.

Non-critical parts that are in perfect technical condition are either used as spare parts or, if needed, sent to our production site in Ennepetal (Germany) to be reintegrated into the manufacturing process. This not only reduces procurement and production costs but also contributes directly to the conservation of natural resources. In the FY 24/25, around 31,000 components have been reintegrated into the cycle.

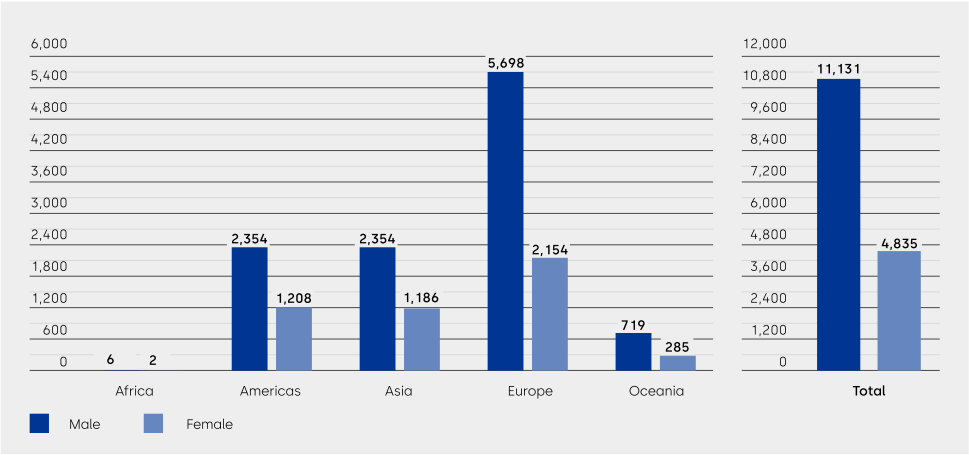
People

We empower our people so that they can unlock their full potential

Own Workforce

We are committed to fostering a fair and safe workplace where every employee feels welcome, valued, and empowered to thrive

Employees by region



Employees by contract type (headcount)

	Europe	Americas	Asia	Oceania	Africa
Number of employees	7,852	3,563	3,540	1,004	8
Of which permanent	7,320	3,383	2,976	981	8
Of which temporary	515	180	564	9	0
Of which non-guaranteed-hours employees	17	0	0	14	0

Further indicators on our workforce, including the fluctuation rate, are available in the ESG Performance Table.

ESG Performance Table

Our approach

At dormakaba, we are dedicated to fostering a fair, inclusive, and safe workplace that empowers our employees to thrive and ensures their rights are respected. We have set clear policies, conduct regular risk assessments, and execute robust training programs to empower employees, foster diversity, and ensure their well-being. This dedication is embedded in our company culture, which values collaboration, transparency, and mutual respect.

The People pillar of our sustainability framework focuses on four material topics: Fair Employment, Training & Education, Diversity, Equity & Inclusion and Occupational Health & Safety. Additionally, respecting human rights is a fundamental principle that guides us in being a responsible employer.

Further information on related policies such as our Code of Conduct, Responsible Labor Directive, and Zero Recruitment Fees Directive is found in our policies overview.

Disclosure of Sustainability-related Directives

Respecting the human rights of our employees

At dormakaba, we are deeply committed to safeguarding and promoting human rights across our value chain, including our own organization. As part of our ongoing efforts, we continuously work to ensure the well-being and fair treatment of our employees at all levels of the company. Our human rights commitment established in the dormakaba Statement of Commitment on Human Rights extends to all individuals throughout our value chain. Our commitment is put into actions through our **Human Rights Due Diligence (HRDD) process**, as outlined here.

HRDD processes related to fair employment in our own operations are codified in our **Human Rights Risk Management System**. Each dormakaba location is assigned a social risk score based on compliance levels versus our Responsible Labor Directive and various indicators such as country risk, reported working hours, whistleblowing cases, types of manufacturing processes carried out and injury incident rates. These are weighted according to likelihood, severity, and remediability of associated risks, resulting in a classification of sites from extreme to low priority for additional due diligence measures, such as targeted training and on-site audits.

We are committed to timely and transparent remediation of any adverse human rights impacts in line with the UN Guiding Principles, and our Code of Conduct outlines the grievance reporting procedure. Our employees are also made aware of the whistleblowing system through periodic communication campaigns, including posters and training materials.

Key activities

Social audits in own operations

To uphold human rights and drive continuous improvement across our own operations, we conduct regular on-site audits in high-risk facilities. These audits, which assess key areas such as labor practices, health and safety, business ethics, and management systems, help us identify actual or potential issues. When findings emerge, we take prompt and targeted corrective action to address them and prevent recurrence.

During the reporting period, we conducted four initial on-site audits at our facilities in India, China, Colombia, and Brazil as part of our ongoing efforts to uphold our Group standards on employment practices. These audits were carried out by ELEVATE, our independent external service provider, and revealed areas needing improvement, particularly regarding working hours, compensation, and health and safety. Following the audits, each facility received hands-on support from ELEVATE's experts to design tailored corrective action plans, and all of these facilities are actively working on implementing these improvements.

We also conducted three follow-up audits at our facilities in Taiwan and Malaysia, which showed significant progress. These sites demonstrated strong advancements in the implementation of our employment standards. Our facility in Chiayi (Taiwan) achieved the maximum score of 100 in the ERSA social audit. Furthermore, upon discovering that four migrant workers had paid recruitment fees in Taiwan several years prior, we reimbursed the individuals in line with our Zero Recruitment Fees Directive, even though such fees are permitted under local legislation. These actions and results reflect the positive impact of sustained oversight and close collaboration with both ELEVATE and our local teams.

Ethical recruitment training

Using the tools and training modules developed by the Responsible Labor Initiative (RLI), we achieved our target of providing ethical recruitment training for our labor agents in sending and receiving countries where we recruit foreign workers. This includes, but is not limited to, migration corridors between Nepal and Myanmar to Malaysia, and between Taiwan and the Philippines.

Following the launch of our responsible recruitment training in the first half of FY 2024/25, we are pleased to report that **all labor agencies that recruit and transport migrant workers for dormakaba have completed the training**. As a result, we have met our target — an achievement realized two years ahead of schedule.

Fair employment

Our approach

Our employees' dedication to delivering excellent solutions to our customers helps us maintain and further develop our competitive global position. As a company with employees in over 50 countries, we aim to ensure an engaging working environment so that we are an employer of choice for current and prospective employees. We also ensure that we treat employees fairly and in accordance with our company values, and that we provide them with fair opportunities and remuneration. To codify this, we published a global Anti-Harassment and Anti-Bullying Directive in FY 24/25 to provide guidance to all dormakaba employees on preventing, investigating and managing any occurrence of workplace discrimination or harassment to promote a safe, respectful and inclusive working environment. Fair renumeration requirements are covered in our Total Rewards Directive.

Key activities

Engaging our employees

High employee engagement has been proven to lead to increased productivity, fewer workplace accidents, and improved customer satisfaction. A key method for supporting employee engagement is to ensure a culture of open dialogue across the organization. We are therefore committed to giving employees the opportunity to provide feedback to management through regular pulse checks and through our biennial global employee survey "dormakaba dialogue".

We monitor any changes in the level of employee engagement against the Qualtrics Global Norm[1] and have set a target to **maintain our Employee Engagement score at or above the Global Norm until 2027.**

In FY 24/25 we conducted a pulse check survey, inviting employees from dormakaba Business Services Nogales, Bulgaria and India, along with colleagues from the product innovation and IT in Bulgaria to participate. Out of 514 invited participants, 307 responded, resulting in a 64% response rate. The average positive response was 85%. The two highest-rated statements were "Overall I am satisfied with my working environment" and "I would recommend dormakaba as a great place to work," each receiving an 88% positive response.

The next global dormakaba dialogue is planned for November 2025.

[1] The Qualtrics Global Norm is a composite of employee responses from 900+ companies across organizations from all industries and all geographies. It provides comparative results that represent the average scores across all organizations in the database running employee surveys over multiple years.

Fair remuneration and benefits

We aim to establish fair compensation that is determined based on job function and relevant local market benchmarks. The global grading system ensures that functions are evaluated in a consistent manner across the organization. Our global Total Rewards Directive includes requirements on the transparency and fairness of wages at dormakaba, in addition to any locally applicable labor regulations. For example, wage dumping is explicitly forbidden, as are making compensation decisions on any personal attribute such as gender, age or nationality. Furthermore, the rewards system promotes alignment with a broad set of stakeholders and for certain levels of management, long-term incentives are included to support alignment with shareholders' interests in long-term value creation.

Living wage

In FY 24/25, we carried out our first global living wage gap assessment across all our locations to verify whether even our lowest-paid workers are compensated enough to afford the necessities of life based on the local cost of living. We are committed to conducting annual living wage[1] gap assessments and developing actions to close any gaps that might exist. By and large, we have found that we are paying a living wage across our business in all locations except for Bangalore (India), Delhi (India), Casablanca (Morocco), Lima (Peru), Tocancipá (Colombia) and Singapore. The employees affected by these wage gaps represent only a small percentage of our global workforce, with an estimated total cost of CHF 13,701 to close the gaps. We are confident that we will be able to address these gaps in the next financial year.

Living wage gaps

Country	Living wage benchmark by Wage Indicator	% of employees earning below the benchmark
Colombia	COP 22,936,050.36	45.2%
India	INR 260,114.64	0.3%
Morocco	MAD 96,684.00	12.5%
Peru	PEN 30,696.84	73.7%
Singapore	SGD 40,199.28	0.2%

[1] A **living wage** is defined as the minimum income that an employed person needs to meet their basic needs without relying on government subsidies. It is sufficient to afford a decent standard of living for the worker and their family, taking into account local living standards and needs. Key elements that a living wage typically include are food, clothing, shelter, childcare, transportation, medical expenses, recreation and modest vacation time. The living wage is distinct from the minimum wage, which is legally mandated and may not be enough to cover basic living expenses, and from a subsistence wage, which only provides for the bare necessities.

In addition, we provide locally specific benefits and welfare programs. For a more detailed overview of employment-related benefits and measures across the Group, refer to the Employee Benefits table.

Social protection

Social protection against loss of income for certain life events is offered in accordance to local employment law or through additional company benefits as follows:

Life event	Employees covered by statutory or company-provided social protection	Countries where employees are not covered in all locations	Type of employees who are not covered in these locations
Sickness	97%	Canada, China, France, Netherlands, Singapore, USA	Apprentices, interns, students and trainees
Unemployment starting from when the employee is working at the company	74.5%	Brazil, China, Spain, France, Netherlands, Russia, USA	Apprentices, interns, students and trainees
Workplace injury and acquired disability	98.5%	Canada, China, Singapore, USA	Apprentices, interns, students and trainees
Parental leave	95.7%	Brazil, Canada, China, France, Netherlands, Singapore, USA	Apprentices, interns, students and trainees
Retirement	93%	Canada, China, Spain, France, Netherlands, Singapore, Turkey, Taiwan, USA	Apprentices, interns, students and trainees

Diversity, Equity & Inclusion

Our approach

At dormakaba, we are committed to fostering a culture where individuals can be their authentic selves, share diverse perspectives, and drive better decision-making and innovation. Our global presence reflects our dedication to promoting a diverse and inclusive workforce. We recognize the positive impact that a diverse workforce has on the culture and success of our organization. Diverse perspectives drive innovation, elevate performance, and strengthen our connections with each other, and especially with our varied customers and communities. Grounded in this commitment, we uphold the legal frameworks of every country in which we operate and apply our company policies, including our Code of Conduct, to foster inclusiveness and a sense of belonging in the workplace.

Through our global Talent Acquisition Directive, we ensure that our recruitment practices attract a diverse pool of candidates, while remaining free from bias and reflective of various cultures, backgrounds, and identities. Additionally, our local policies empower employees to achieve a better work-life balance.

As a signatory of the UN Women's Empowerment Principles (WEPs) since 2022, we strengthen our commitment to the UN Sustainable Development Goals and strive to empower all employees to realize their full potential, regardless of gender.

Our activities

Building an inclusive culture

We value the unique perspectives of each of our colleagues and strive to create a culture where everyone can be their authentic selves. Our inclusive culture is strengthened through open communication, training opportunities, and active support for voluntary employee resource groups. These bring together employees with shared interests or experiences to promote inclusion, celebrate diversity, and strengthen our culture of belonging. Since FY 22/23, we have trained 4,608 employees on unconscious bias, including 2,178 who currently hold managerial positions. In FY 24/25 alone, 123 managers and 964 non-managers completed the training.

Cultivating gender diversity

As part of our sustainability framework, we set global targets to improve gender diversity within our organization. **Our aim is for one in three managers to be female (19% in FY 20/21) and to increase the ratio of women in succession planning for top management positions to 25% by 2027 (14% in FY 20/21).**

Achieving these goals requires cultivating a strong internal talent pipeline and ensuring that all employees have equitable access to development opportunities. One way we support this is through our employee resource groups, including our Women and Allies' Networks in the Americas, Australia, Spain, and Germany. These groups provide a platform for connection, development, and peer learning. To celebrate International Women's Day in FY 24/25, the Women and Allies' Networks led a global webinar highlighting the value of informal mentorship in advancing personal and professional development. The event drew more than 170 employees from 15 countries.

Our Women and Allies Networks are part of a broader community of employee resource groups across dormakaba that promote inclusion, celebrate diversity, and strengthen our culture of belonging.

Training & Education

Our approach

Employee development is key to enhancing our workforce's skills and the quality of our offerings. In a dynamic, globalized world with growing skills shortages, particularly in IT and digitalization, it's essential to invest in ongoing development. This not only prepares employees for change but also boosts motivation, performance, and long-term employability. We are committed to continuously investing in the growth of both our employees and business leaders.

Although this topic is primarily guided by local policies, the People Development Center of Excellence designs and implements consistent global training and development programs. Employees can access a wide range of training opportunities offered by the People Development Center of Excellence, through local HR and specialized functional academies.

We regularly gather and evaluate participant feedback after training sessions in order to maintain and continually adapt the quality of our training and education programs. In addition, our training programs are regularly evaluated as part of external audits for ISO 9001 certification. If a negative trend is identified through this audit process, management meets to review the root cause and determine any potentially required remediation.

Our activities

Our goal is to increase average training hours to 20 hours per employee/year by 2027 (baseline 12.7 hours/headcount in FY 20/21). In FY 24/25, the average training hours per employee was 15.6 hours.

To provide our staff with the competencies they require to perform their tasks safely and efficiently, as well as to support their career advancement, dormakaba focuses on the following areas:

Leadership development

In line with our strategy and ambition, we aim to have the best leaders in key positions. We therefore offer comprehensive leadership training portfolios for all management career levels.

- Leading for Success is our foundational leadership training for new or first-time people managers. It includes three days of classroom training plus three hours of virtual sessions, delivered globally in multiple languages. During FY 24/25, 160 employees participated.
- Leading Leaders is our advanced training for managers who lead other managers. This 4.5-day in-person program includes eight hours of pre- and post-training work and is tailored to the specific needs for the region. In FY 24/25, 72 employees participated.
- Advanced Management Program (AMP) and Talent Development Program (TDP) target potential successors for top management positions. Each program includes two 5-day modules with coaching, project work, and optional cross-functional or cross-country rotations. These programs are co-facilitated with strong involvement from the Executive Committee. In 2025, there were 18 AMP and 26 TDP participants from across functions and regions.

Besides AMP and TDP, Leading Leaders is also closely tied to succession planning for top management, preparing participants for future leadership roles.

Individual development

Employee development is vital to maintaining and improving the skills of our workforce and the quality of our products and solutions.

- 12,795 employees have access to our Learning Management System (LMS). 92% (11,725 employees) of these users completed at least one eLearning module in this financial year, compared to 88% in FY 23/24. This increase is primarily driven by a higher number of mandatory compliance-related trainings assigned during this period.
- Compliance-related training activities — including modules on the Code of Conduct, antitrust, anti-corruption, and information security — accounted for over 11,660 employees and more than 72,270 training completions, representing approximately 76% of all training completions. This marks a 4.5% increase compared to the previous financial year. Many of these topics were initially introduced in previous years and continue to be assigned to new employees.
- We offer a range of vocational and technical trainings across various topics. In FY 24/25, 1,383 training completions were recorded.
- Through LinkedIn Learning, we are fostering a culture of continuous learning and development and aiming for a more engaged and committed workforce. In FY 24/25 we had 3,649 active users, yielding a total number of 8,972 training hours.

Occupational Health & Safety

Our approach

We respect the human right to safe workplaces across the company and particularly at our manufacturing sites. A safe and healthy work environment not only reduces injuries but also enhances product quality, productivity, and employee morale. We prioritize both the physical and mental well-being of our employees, addressing not only machine safety and ergonomics but also mental health issues. Our goal is to create optimal working conditions while ensuring operational efficiency and long-term success.

Our Health & Safety Directive, based on ISO 45001 and ILO guidelines, defines the minimum global standards for occupational health and safety throughout all dormakaba operations. Across all our reporting sites — including offices —34% have a health and safety management system certified according to ISO 45001, and 60% maintain a health and safety management system.

In FY 24/25 we developed our Service Health & Safety Directive, addressing our service business. The directive sets minimum standards for work performed at customer sites and provides guidance to help technicians manage and reduce health and safety risks in the field. In FY 25/26, the directive will be implemented globally throughout our service locations.

Health & Safety committees

dormakaba employs designated safety personnel and a safety committee at every site, comprising a variety of employees from different departments and shifts and representing a cross-section of the facility operations. Their key responsibility is to ensure that workers comply with the site's Health and Safety Management Plan and government regulations. They are expected to report unsafe observations and near misses, attend safety meetings, review accidents and investigations, suggest improvements to health and safety standards, promote safe practices, assist with inspections and audits, and evaluate the effectiveness of control measures to protect against workplace hazards. The committees meet at least twice a year to fulfill these duties.

Furthermore, in FY 24/25 the Global HSE team set up a new **Top 10 Turnaround Program** focused on the ten sites with the highest number of workplace injuries. An **Incident Review Council** (IRC) was established with experts in the areas of incident investigation and root cause analysis, and this body meets monthly with local management of the focal sites to review the injury incidents. The overall goals of this program include improving injury investigations, driving implementation of effective and sustainable corrective actions, promoting awareness and read across, and building a strong safety network. The Top 10 Turnaround Program will continue in FY 25/26 and the new sites will be chosen based on FY 24/25 injury results.

Our activities

During FY 24/25, our key focus was ensuring all locations meet the minimum requirements of the Health & Safety Directive. Each site continued implementing tailored action plans based on identified risks and gaps, now integrated into the newly established **Site Health, Safety, and Environment (HSE) Strategy.** This strategy consolidates all HSE-related activities, tracks key performance indicators (KPIs), and monitors progress on Directive actions. Any outstanding actions will be carried over into the FY 25/26 strategy.

As part of the HSE Strategy, we have implemented initiatives for five key programs — known as the **HSE Focus Five** — covering stored energy safety, machine guarding, powered industrial vehicles safety, personal protective equipment (PPE), and walking and working surfaces. Each includes a five-step maturity roadmap. The sites conducted initial assessments to determine their current level of maturity and subsequently developed action plans to progress.

For example, at our plant in Singapore, the paint shop team uses a closed-loop lockout/tagout (LOTO) system to ensure machines and electricity are safely shut off during maintenance. This approach is especially critical during ad hoc repairs, where supervisors play a key role in verifying correct procedures. Engineers and technicians have been trained to apply the correct LOTO devices, with regular audits to ensure proper use. A recent audit confirmed the use of LOTO devices to isolate electrical power and compressed air, ensuring safe servicing of robots in the paint booths.

Further activities included the development of written programs, employee training, assignment of program champions, completion of risk assessments, and implementation of inspections and annual program reviews.

A great example of our Safety First culture in action comes from Nogales (Mexico), where the team recently reached **2 million hours worked over 2.5 years without a single recordable accident**. This impressive milestone reflects the dedication, teamwork, and shared commitment to safety shown by everyone at the site.

Employee engagement and training

Workplace safety training is vital for identifying and addressing health and safety issues. Each facility conducts weekly safety talks covering hazards (mechanical, electrical, chemical, fire, physical), proper use of Personal Protective Equipment (PPE), emergency procedures, machine safety, and reporting injuries. Employee engagement is key to addressing risks, with staff encouraged to report near misses, which are treated with the same importance as injury reports. Supervisors follow up on near misses to ensure corrective action is taken.

During FY 24/25, a global Safety First channel was established in our internal social media platform to provide regular communication and training resources. Weekly Toolbox Talks were created and shared on the channel for use by all locations worldwide. These talks were designed to address safety topics with production, service team members, and office staff. Monthly themes allow for deeper training on safety topics, with multiple talks focused on themes like PPE, ergonomics, and the safe use of hand and power tools. We also launched our HSE Champion Award to encourage employee engagement and recognize exceptional contributions to site level health and safety management.

Investing in safety and ergonomics

Our Health & Safety Directive defines the minimum program and procedure requirements that form the foundation for the safe operation of our facilities. These include requirements for machine guarding, PPE, safe walking and working surfaces, and the use of powered industrial vehicles, to mention just a few. Furthermore, all dormakaba facilities that work with hazardous materials must maintain a hazard communication and chemical management program, as well as a transportation compliance policy, if applicable. Our workers responsible for the storage, clean-up or disposal of chemical substances receive specialized training and equipment.

Several improvements took place to create safer and healthier working environments across our facilities during FY 24/25, including:

- In Reamstown (USA), a new cart has been introduced to ensure safe vertical storage and transport of long materials without compromising ergonomics. Key safety features were incorporated, including rubber-lined arms to secure materials, small pegs to prevent slipping, a yellow rubber-coated safety chain, and large wheels for stability and easy mobility.
- In Dyersville (USA), the MakeUsafe program was launched to enhance workplace ergonomics and safety in our manufacturing facility. The program utilizes wearable devices that track excessive push-pull movements during shifts, allowing our ergonomics team to analyze g-force data and make targeted improvements in how we manufacture movable wall panels. In addition to motion monitoring, the devices collect real-time data on air quality, temperature, heat index, sound levels, and lighting conditions. Associates check out the monitors at the start of each shift and return them at the end, with data reviewed daily. This initiative has prompted meaningful changes to long-standing work practices, making tasks safer and more efficient for our team members.

Our performance

Despite our efforts to provide a safe workplace, injuries can still occur in and around our facilities, including cuts, stumbles, burns in smelting operations, injuries due to heavy lifting, or exposure to toxic fumes in galvanization processes. We have been using root cause analysis of injury incidents at our sites around the world to identify and implement the corrective actions necessary to prevent repeated incidents. **Our goal is that by the year 2027, we will decrease the recordable work-related injury rate by 33% (baseline 6.93 in FY 20/21).**

This target has been achieved ahead of schedule in FY 24/25. We registered 128 occupational injury cases, compared to 164 in the previous reporting year. This represents a recordable injury rate of 4.61, which is 22% lower than in the previous reporting year (5.94)[1]. The rate of high-consequence work-related injuries was 0.036[2]. The severity rate[3] was 17. There were no work-related fatalities[4]. Additionally, 12 recordable incidents affecting contract or leased workers occurred. Lacerations were the most common type of injury, and most injuries were sustained to the hands and fingers. Most accidents occurred in production plants, with the second-highest number occurring during installation or servicing at customer sites. The most common root cause has been reported as incidents due to ergonomic factors. Through our global injury incident reporting tool, we have logged the implementation of 183 corrective actions in FY 24/25.

[1] Recordable work-related injury rate = number of recordable work-related injuries / number of hours worked x 1,000,000

[2] Rate of high-consequence work-related injuries = number of high-consequence work-related injuries (excluding fatalities) / number of hours worked x 1,000,000, with injuries requiring over six months' recovery time defined as high-consequence

[3] Severity rate = number of lost working days / number of hours worked x 1,000,000

[4] Fatality rate = number of fatalities as a result of work-related injury / number of hours worked x 1,000,000

Partnerships

We collaborate to promote sustainable development beyond our own doors

Workers in the Value Chain

We are committed to upholding human rights across our global value chain, working closely with suppliers and partners to ensure fair labor conditions.

As a company with a global value chain, dormakaba works with a diverse range of suppliers and partners across both the upstream and downstream segments. This includes those who source raw materials and produce components (upstream), as well as those involved in installation and distribution (downstream). Ensuring fair labor conditions and good health and safety management practices throughout is of the utmost importance. While we do not have direct control over all workers within our value chain, we recognize the associated risks of potential human rights violations - particularly in the upstream value chain, such as the rights of migrant workers, or in the downstream value chain, such as health and safety risks for workers involved in installation. Consequently, we place strong emphasis on respecting human rights and require our business partners to commit to the same standards.

Our approach

Key functions such as Sustainability, Human Resources, and Procurement actively participate in stakeholder engagement with value chain workers and their representatives. The Group Sustainability Officer holds the most senior role responsible for overseeing the hman rights engagement process, and ensuring its results inform the company's approach.

Our Sustainable Procurement Directive and Supplier Code of Conduct (SCoC) define our expectations for responsible sourcing, covering sustainability criteria, supplier compliance, and ethical business practices, including workers' rights. The SCoC is integrated into our online bidding system and is also part of our standard supplier contracts. In the FY 24/25 we updated the Sustainable Procurement Directive, adding a new requirement for collecting carbon emissions data from suppliers to support our climate transition plan.

Furthermore, our human rights commitment, established in the dormakaba Statement of Commitment on Human Rights, extends to all individuals throughout the value chain. **Our Human Rights Due Diligence process, detailed here, is our core approach to addressing and managing any human rights-related issues throughout our value chain.** The dormakaba Terms and Conditions for Labor Agents and Contractors lays out the responsible labor requirements that all business partners providing or managing workers on behalf of dormakaba must comply with. Lastly, our Statement of Commitment on Responsible Minerals Sourcing outlines our expectations for suppliers in addressing human rights risks in our minerals supply chains.

Learn more about the content of the Sustainable Procurement Directive and Supplier Code of Conduct

Disclosure of Sustainability-related Directives

All value chain workers have the opportunity to communicate their grievances in an open manner through our whistleblowing tool, as outlined in our SCoC.

As part of our on-site audits at supplier facilities, we conduct a confidential Worker Sentiment Survey that covers key topics such as working hours, wages, and harassment. This survey gives workers a safe way to share concerns. The anonymized results are reviewed by our sustainability team and used to discuss necessary corrective actions with the supplier.

We also require suppliers to provide effective **grievance mechanisms** for their workers. During audits, we check whether these systems exist, are accessible, and are known and trusted by employees. If a mechanism is missing, the supplier must establish one as part of a corrective action plan.

Additionally, dormakaba is a member of the **Responsible Minerals Initiative (RMI)**, which offers an independent grievance mechanism for value chain workers. This channel allows individuals to raise concerns about human rights, labor practices, or risks in mineral supply chains.

We monitor the effectiveness of these efforts through follow-up audits, analysis of anonymous worker surveys, and tracking the use of our whistleblowing tool.

We are not currently pursuing material opportunities in relation to value chain workers nor have we taken measures to mitigate negative impacts on workers that arise from the transition to a greener, climate-neutral economy.

Remediation for value chain workers

When adverse human rights impacts caused by our business activities or linked to our operations are discovered, we are committed to taking timely and transparent action to remediate them in a fair and equitable manner in accordance with the UNGPs. When we find impacts linked to our business relationships, we will use our influence to encourage suppliers and business partners to respect human rights.

If a zero-tolerance issue is found during an on-site assessment, all payments and purchase orders to the supplier are immediately suspended until the problem is fully resolved. We then conduct follow-up audits and closely monitor the situation to ensure corrective actions are taken.

In cases involving child labor, suppliers must follow a specific remediation process. This includes providing medical care, covering the child's education costs, and continuing to pay their full wage — without requiring them to work — until they reach the legal working age.

Read more about our whistleblowing tool in the Sustainability Due Diligence chapter.

Whistleblowing

Classroom, Democratic Republic of Congo

Remediating child labor victims in the small-scale mining communities of the Democratic Republic of Congo

Following the publication of the Tracing Cobalt in Fragmented Supply Chains study — commissioned by dormakaba from the University of St. Gallen (HSG) — we have taken actionable steps toward building more responsible supply chains.

In a landmark initiative, dormakaba partnered with Save the Children Switzerland and The Centre for Child Rights and Business to tackle child labor in small-scale mining communities in the Democratic Republic of Congo (DRC), where 70% of the world's cobalt is sourced and child labor is widespread.

The project supports children and youth working in cobalt mines by reintegrating them into school or vocational training. Each child receives a tailored remediation plan, which may include psychological support, a monthly stipend, full coverage of education and medical costs up to age 16, and guidance from a dedicated case manager. This holistic, community-based approach ensures culturally sensitive, long-term solutions and builds a local support network to prevent future cases.

Over ten years, dormakaba will invest around CHF 1 million in the project. In the first year, 23 children joined the program, and more caseworkers were trained to meet growing needs. We also engaged additional Swiss and international companies to expand the initiative and raised awareness at the 2025 OECD Forum on Responsible Sourcing of Minerals.

In recognition of this work, the Tracing Cobalt in Fragmented Supply Chains study won a 2025 HSG Impact Award for its significant societal impact.

Our activities

Supplier Sustainable Development

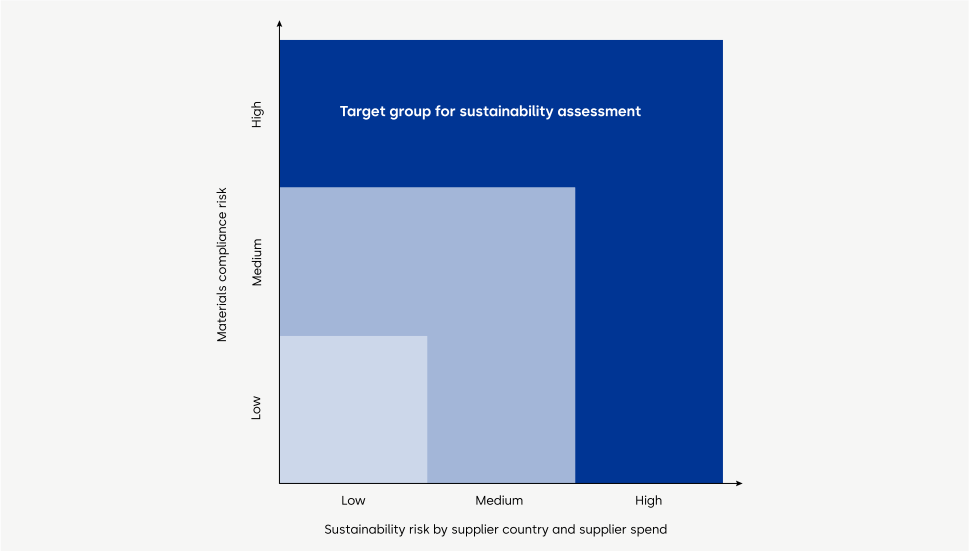
We believe sustainable supply chains ensure the well-being of the people and the environments which we source from, as while supporting the growth of our business through ethical and legal business practices. We are therefore committed to leveraging our purchasing power to benefit partners whose values align most closely with our own.

Identifying supply chain risks

dormakaba has defined a target group for sustainability assessments based on identified sustainability risk factors — such as origin country, labor risks depending on the service provided, and the material content of the goods procured or potential labor risks for outsourced services. A material content risk assessment is focused on potential hazardous materials outlined by the European Union's REACH regulations and RoHS Directive as well as on conflict and other high-risk minerals (e.g., tungsten, tantalum, tin, gold and cobalt). Suppliers over a certain procurement threshold were taken into consideration as part of the categorization work.

The high-risk group includes 1,908 suppliers from our Tier 1 base, both for direct (e.g., material goods) and indirect (e.g., services) spend. The target group was updated in FY 24/25 based on the FY 23/24 spend data.

Supplier categorization for sustainability assessment



Supplier assessments

We work together with our high-risk suppliers to assess, improve and further develop their sustainability performance, thereby ensuring fair employment conditions for the workers in our value chain. Supplier Sustainable Development is therefore one of the material topics in our Sustainability Framework 2021–2027, for which we have set ambitious targets. By 2027, we aim to:

- assess all high-risk suppliers for their sustainability management via a third party or off-board them for lack of participation.
- have at least 45% of our high-risk suppliers participate in our sustainability engagement program.
- close at least 80% of high-priority corrective actions via assessed suppliers.
- have 90% of assessed suppliers with priority findings complete a sustainability training.
- provide information regarding conflict minerals for high-risk suppliers.

We have been working with EcoVadis since 2019 to support our suppliers on this journey. Since then, 40.5% of our high-risk suppliers have been assessed.

In FY 24/25, we engaged 512 high-risk suppliers and asked them to participate in the EcoVadis assessment (versus the 500 targeted suppliers). The positive participation rate was 30%. Of all suppliers with a completed rating as at 30 June 2025, 58% landed in the score band of "good" or above. However, 37.1% had only partial performance, with scores lower than 45. And an additional 43.9% were considered to have insufficient performance. Furthermore, a total of 14 business relationships were terminated and three suppliers were blocked from new business.

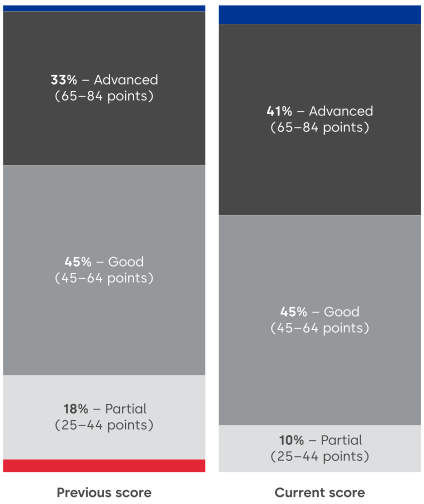
We are setting higher standards for our suppliers to foster circular solutions. Learn more about how we are increasingly sourcing recycled materials and goods harvested through responsible forestry practices.

Resource Use and Circular Economy

To track effectiveness of our actions, we monitor improvement in EcoVadis scores over time. 56% of all assessed suppliers have undergone a follow-up reassessment. Of those which underwent a reassessment in FY 24/25, 77% improved their score, with an overall improvement of 5.6 points. Among those that improved, the average supplier improvements per pillar were:

- Environment: +5.9 points
- Labor and Human Rights: +4.8 points
- Ethics: +6.1 points
- Sustainable Procurement: +6 points

The majority of reassessed suppliers exhibited either good (45%) or advanced (41%) performance. The proportion of suppliers with partial performance decreased from 18% to 10%. 242 high-priority corrective actions have been requested by dormakaba and only 11 have been completed. In FY 25/26, we will focus on better communication with our suppliers and monitoring improvements to increase the number of completed corrective actions.



Improvement in performance through EcoVadis reassessment

Due diligence on cobalt and conflict minerals

As a company procuring electronic components, we must take action to increase transparency in our supply chain regarding human rights violations during the mining of high-risk minerals. We are not directly involved in the extraction of minerals in the value chain, and we do not directly import or purchase raw ore or unrefined minerals, although small quantities may be present in some of our products' components. Therefore, collaboration with actors involved in mineral extraction, processing or transport is crucial to identifying and managing the risks associated with potential links to conflict-affected or high-risk areas. We also collaborate with others through our membership in the Responsible Minerals Initiative (RMI). To increase transparency, we have set the following targets, based on our human rights saliency matrix and input from external experts and top management in the course of our regular target-setting process: Our aim is that **by 2027, we provide all relevant information regarding conflict minerals for high-risk suppliers and ensure supply chain traceability for minerals with a high risk of child labor.**

An important step in achieving these goals was the publication of our Statement of Commitment on Responsible Minerals Sourcing, which helps our suppliers understand our expectations when it comes to tackling the human rights risks in our minerals supply chains. The statement lays out the strategy and actions that we take in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas.

Since 2022, we have engaged directly with suppliers to gain greater insight into the upstream portions of our high-risk mineral supply chains. These conversations aim to assess the maturity of suppliers' conflict minerals and cobalt management systems, support improvements, and explore opportunities for deeper collaboration.

We select suppliers for engagement based on their responses to the Conflict Minerals Reporting Template (CMRT) or Extended Minerals Reporting Template (EMRT) from the RMI. These tools help us identify high-risk smelters further up the supply chain (Tier 2 and beyond), as well as the Tier 1 suppliers connected to them.

For more information on this topic, please see our Statement of Commitment on Responsible Minerals Sourcing.

Download

Insights from engagement in the first half of the financial year — combined with learnings from previous years — led us to refine our strategy. Instead of broadly engaging all high-risk suppliers, we now focus on those who either failed to respond to our CMRT/EMRT requests or submitted weak disclosures, especially if they are linked to multiple components in our products. Our goal is to maximize transparency and help these suppliers improve their due diligence practices and reporting quality.

As part of this targeted approach, we conducted three additional dialogues in the second half of the financial year with suppliers that had provided incomplete or low-quality submissions. These discussions helped clarify the steps required to strengthen future disclosures.

Ultimately, we aim to build supplier capability and mobilize broader support across our supply chain to increase pressure at critical chokepoints — such as at smelters and refiners.

In FY 24/25, we continued to work with Assent Compliance in the U.S., and expanded the scope to Germany, launching an automated outreach campaign to gather compliance documentation. At the same time, we engaged a risk-based selection of suppliers in other regions. Overall, we reached out to over 1,000 relevant suppliers to gather CMRTs. Across all areas, 63% of suppliers submitted reports. Among respondents:

- 60% reported no intentional use of 3TGs (tungsten, tantalum, tin, gold)
- 29% indicated strong compliance programs
- 11% revealed weak conflict minerals procedures.

We also broadened our focus on cobalt and mica due diligence by requesting EMRTs. In total, 247 suppliers were contacted, yielding a response rate of 44%. Among respondents:

- 27% confirmed the use of cobalt or mica in their products
- 12% had robust due diligence programs
- 18% showed notable gaps in responsible sourcing.

Subcontractor on-site audits

We focus closely on subcontractors due to the higher risk of human rights and labor issues. To address this, we conduct third-party on-site audits via ELEVATE, including worker sentiment surveys on topics like working hours, safety, and discrimination. Feedback from these is used to shape corrective actions.

During FY 24/25, we conducted eight audits on subcontractors: two initial audits in China, two initial audits in India, one closure audit in China, and three closure audits in Taiwan.

Major findings at some of the Chinese subcontractors undergoing an initial audit included inadequacy of systems to record working hours, excessive working hours and lack of resting days, a past incident of underage work, issues with labor contracts, and health and safety hazards.

In India, there were findings regarding lack of business licenses, failure to pay overtime, minimum wages, excessive working hours, inadequacy of systems to record working hours, absence of grievance mechanisms, health and safety hazards, and environmental protection issues.

To protect workers' well-being, we avoid immediately ending relationships with non-compliant suppliers — except in zero tolerance cases. Instead, we work with them to address issues, as this approach better supports workers, vulnerable groups, and local communities. In cases of zero tolerance findings, business is immediately stopped until the findings have been corrected.

For example, in a case of missing business licenses, we stopped business immediately until the facilities demonstrated that they had the required license. Thereafter, our local team worked together with the subcontractor and ELEVATE to agree on a set of additional corrective measures. A follow-up audit will take place within twelve months to verify the implementation of the corrective actions and the continued improvement.

Procedures in the event of non-participation or non-compliance

A sustainable development clause is included in contracts for new and renewing suppliers falling under our high-risk category, requiring them to participate in off-site assessments or on-site audits and implement improvement plans if their performance falls below our benchmarks. At the start of the relationship, suppliers must sign the dormakaba SCoC, with those refusing or lacking an equivalent standard being blocked.

For suppliers invited for an EcoVadis assessment, we require further actions based on their score: reassessments are required every two to five years for high-performing suppliers, and annually for those with partial performance, along with an improvement plan. Suppliers refusing the assessment or with insufficient scores will be shortlisted for an on-site audit by ELEVATE, resulting in a corrective action plan with a one-year deadline. Suppliers failing to implement the plan are blocked or eliminated.

The Responsible Procurement Steering Committee meets regularly to address special cases, including monopoly suppliers, internal Code of Conduct checks, acceptance of non-EcoVadis assessments, and monitoring blocked suppliers or those in active elimination for poor sustainability performance.

Sustainability trainings for suppliers and employees

Our procurement employees play a critical role in achieving our goals related to Supplier Sustainable Development. Their understanding of sustainability and our processes related to EcoVadis and other sustainability-related information requests is vital. For this reason, employees working together with suppliers participate in training programs that prepare them for sustainability- and assessment-related conversations with partners. In FY 24/25, 25 procurement employees were trained on our responsible minerals sourcing commitments. An updated training to the Sustainable Procurement Directive was also rolled out in June 2025, with 37 procurement staff participating. Follow-ups will take place until all procurement employees have completed it. A total of 109 employees completed these two courses, including participants from other departments.

To support sustainable development, **we aim to engage 90% of assessed suppliers with priority findings in sustainability training by 2027**. Training is provided free of charge on four topics: environment, climate change, labor, and health and safety. Suppliers are recommended specific training based on performance gaps. Of the 250 suppliers with high-priority corrective actions that have been invited to participate in the training, 23% have complied by the end of FY 24/25.

Customers and End Users

Our vision is to become the trusted partner worldwide for safe, secure and sustainable places where people can move seamlessly.

Our approach

At dormakaba, we prioritize the safety and satisfaction of our customers and end users. We focus on designing user-friendly solutions for safe, secure, and sustainable places. Through continuous product testing, certifications, and customer feedback, we enhance product safety, improve usability and offer detailed guidance on installation and maintenance for safe and reliable operations. Additionally, we provide transparent information about the possible environmental and health impacts of our products in the form of Environmental and Health Product Declarations, among other things.

Our customers are primarily building owners, architects and resellers. Our products and solutions are used in various buildings including in the commercial, hospitality, healthcare, education, government, transportation, and residential sectors.

dormakaba does not have formalized directives or policies specifically dedicated to the two topics related to customers and end users that have been defined as material: Customer Health & Safety and Marketing & Labeling. However, we adhere to rigorous international standards and internal processes to share accurate product information and to ensure the health and safety of our end users. Additionally, our **Rules of Procedure for Complaints** is in accordance with the German Supply Chain Due Diligence Act, in order to fairly and appropriately follow up on reports and complaints on human rights and environmental issues. Reports and complaints can be submitted anonymously at any time via dormakaba's externally operated whistleblowing tool. Furthermore, contact information is available on our local websites, and our customer service teams and certified installers are accessible for assistance, even in noncritical situations.

In addition, our internal **Sustainability Communications Guidance** defines the does and don'ts of communicating about sustainability achievements and product sustainability, in order to reduce the risks of greenwashing. The Corporate Sustainability function is in charge of assessing the risks that may arise from related external communications and reviewing content on social and environmental performance.

Customer Health & Safety

As one of the top three global access control and security solutions companies, customer health and safety is fundamental to our sense of product responsibility. Customer safety has also been identified as one of our salient human rights issues, as it is associated with the fundamental right to health. By identifying and minimizing all possible risks relating to our products — including those arising from harmful materials or potentially dangerous functional features — we ensure the safety of our customers and end users.

Our activities

Public buildings must meet high standards of health and safety, and dormakaba ensures compliance with internationally recognized standards such as the European Standard (EN), American National Standards Institute (ANSI), and the Deutsches Institut für Normung (DIN,

German Institute of Standardization), including DIN 18040 for barrier-free construction. At dormakaba, no product can be installed in the field or released for production without the appropriate certification or technical product safety instructions.

Through our ISO 9001 quality processes, we continuously monitor product safety as part of our local management systems. **68% of manufacturing sites have ISO 9001 certification**. Additionally, the global Quality, Health, Safety, and Environment (QHSE) function works together with local QHSE managers to drive transparency regarding potential product safety issues.

We have established a global definition for quality escalations, based on potential impacts on the customer in terms of safety, quality, reliability, or delivery. Factors include failed re-certification tests, notice of regulatory non-compliance, or quality issues that could lead to product recalls. In the event of a quality escalation, we follow a harmonized global process, including containment actions, root cause analysis, corrective action, and preventative measures.

We have established the requisite business processes in order to achieve our global target of **having at least one corrective action and/or one awareness training session for each product-related injury**. To do so, we launched a workflow within our global incident management tool for identifying product safety risks. This system enables us to monitor corrective actions, ensuring that we have a defined process in place if any product-related injury occurs. Furthermore, it allows us to collaborate across the globe on driving effective corrective actions for escalated issues and incidents to ensure product safety. In FY 24/25, there were no confirmed incidents of injuries related to our products.

Additionally, during the reporting period under review, no incidents of severe human rights issues connected to consumers and/or end users have been reported. Should such cases arise, remedy is provided as explained in our Due Diligence chapter.

To ensure product- and solution-specific customer health and safety, our Access Solutions and Key & Wall Solutions businesses are developing adequate action plans.

Access Solutions

Our Access Solutions (AS) business provides products such as escape routes, entrance systems, and hotel access systems. We work to address fire safety and electromagnetic interference, and to reduce hazardous substances, as well to ensure that emergency exits open following a power failure.

Fire testing: Typically, this can consist of placing the door assembly with locks in a door leaf, exposing it to a specified temperature for three hours. The test is passed if no flames appear on the unexposed surface during the first 30 minutes, and failed if flames penetrate the door. All our building hardware products specified for fire-rated doors in Europe are tested in accordance with EN 1634-1 or EN 1634-2, and HPS EN 16035. EN 1634-1 defines the method for testing the fire resistance of door assemblies, while EN 1634-2 focuses on assessing how building hardware influences the fire performance of hinged or pivoted fire doors.

In the U.S., we comply with the United Laboratories (UL) 10C standard for Positive Pressure Fire Tests of Door Assemblies. Furthermore, we adhere to the Office of the State Fire Marshal's (SFM) Building Materials Listing Program requirements, ensuring that fire doors are approved and listed by the SFM before sale or marketing within the state.

Hazardous substances: Our products comply with the EU RoHS Directive (2011/65/EU and amendments, notably 2015/863/EU), ensuring all components and materials in electronic products sold in the EU market are RoHS-compliant. Additionally, we adhere to California's Proposition 65, REACH and WEEE regulations, among other material compliance requirements.

Electrostatic discharges: All Electronic Access & Data products come with a CE self-declaration, which is based on various mandatory test standards such as ESD (electrostatic discharge EN 61000-4-2), EMC (electromagnetic compatibility EN 55032/EN 55035) and product safety (IEC 62368) to ensure safe operation. Products equipped with radio-

frequency identification are tested based on the RED (Radio Equipment Directive) EU regulation.

Electrified locking devices sold in Europe comply with EN 14846, EN 15684, and EN 16867. EN 14846 covers requirements for the performance, durability, and security of electromechanically operated locks and striking plates. EN 15684 applies to mechatronic cylinders and their keys, specifying performance and security standards for use in building applications. EN 16867 addresses mechatronic door furniture, focusing on electronic access control functionality operated via credentials such as cards, codes, or biometrics.

Electrified locking devices sold in the U.S. comply with the ANSI/ BHMA A156.25 standard, which checks for reliable operation under slam cycle tests, durability, and strength, and includes electrical tests for protection against corrosion and overcurrent, among other test factors.

Emergency exits and escape routes: All our automatic doors are subject to the stricktest safety demands in accordance with EN 16005 (Power operated pedestrian doorsets – Safety in use – Requirements and test methods). For example, the ES PROLINE FST is equipped with a redundant operator, an additional control unit for safety purposes, and a self-monitoring motion detector. Additionally, its magnetic locking system (FIA) combines burglary protection with escape route functionality, ensuring safe exits in emergencies while preventing unauthorized access. In the U.S., we conform to the authorization requirements for unintentional radiators as stipulated in the Code of Federal Regulations (FCC Part 15 Sub Part B).

Our **mechanical door hardware** products (mechanical locks and cylinders) comply with key European standards: EN 1303, EN 12209, EN 1906, and EN 15685. These standards collectively cover requirements for performance, durability, security, and corrosion resistance, ensuring that our products meet consistent safety and quality benchmarks across all critical components.

Key & Wall Solutions

Our Key & Wall Solutions business manufactures automated solutions, keys, and space-dividing solutions. Our Key Systems and Movable Walls business units each have individual approaches to customer health and safety that are product-specific.

The Key Systems business unit approaches customer health and safety as an element of its ISO 9001 certification and ensures compliance with both mandatory (such as the European CE Declaration of Conformity) and voluntary safety standards. It has over 16 product certifications. Each Key Systems product features: proper documentation, such as a user manual; a Declaration of Compliance; contact details for the manufacturer; quick guides and tutorials available online; and training on demand or during product installation to provide the customer with all relevant information for proper product use and safety features. Regional distributors are periodically trained on the same topics.

Raising awareness of the safe use and installation of our products

Besides certifications and maintaining our exacting processes, we also believe that it is important to efficiently communicate with our partners and customers about the safe installation, operation, and use of our products. We have set the following targets to further minimize any associated health and safety risks. By 2027, we aim to:

- collaborate on health and safety trainings with subcontractors and installation partners,
- collaborate on training and provide information materials on the safe operation of our products to all end users and
- have at least one corrective action and/or one awareness training session for each product-related injury.

As part of our commitment to these targets, we developed a due diligence strategy in FY 24/25 focused on installers in our supply chain. In the first phase, we identified key risks related to health and safety and labor rights. We also mapped where our installers are located and which departments contract and manage them. To clearly set expectations, the Corporate Sustainability team and the Legal department created a standard contract clause called the **"Terms & Conditions for Installers."** This outlines the basic standards installers must meet. A rollout is planned for the coming financial year. The Corporate Sustainability team will also consider whether on-site audits are needed to support compliance and accountability.

Marketing and Labeling

Our approach

Marketing and Labeling has been identified as a new material topic in our sustainability strategy, following our comprehensive double materiality assessment. This topic focuses on clear and accurate product labeling, access to reliable and sufficient information, including transparency regarding safety, environmental impacts, and product characteristics. The decision to prioritize this topic stems from risks due to increasing regulatory demands for environmental- and health-related product information, reputational risks posed by potential exposure to accusations of greenwashing if product data is not validated, and opportunities related to customer expectations for sustainability documentation required by green building standards.

Product information from environmental- or health-related product declarations can help our customers attain the highest green building certifications, such as Leadership in Energy and Environmental Design (LEED). By providing this level of product information, we seek to lower market entry barriers in the green building industry, enabling our inclusion in related bidding processes. Our product labels and technical documentation are in line with the relevant regulatory requirements.

Our activities

We compile, consolidate and digitize our sustainability-related data in order to meet future requirements such as upcoming obligations under the EU's Digital Product Passport (DPP). Additionally, dormakaba is actively involved in the standardization work of the DPP with regards to sustainability information.

We provide transparent information for more than 323 of our products in the form of sustainability-related product declarations. **By 2027, we aim to double our sustainability-related product declarations/certifications, including Cradle to Cradle and for recycled content (baseline 170 in FY 20/21).**

We provide **Environmental Product Declarations (EPDs)** to disclose the environmental impact of our products across their life cycle, following ISO 14025, 14040, and 14044 standards, to ensure that our environmental information is transparent, reliable, and credible.

Our EPDs are based on Life Cycle Assessments (LCA), which provide a reliable calculation of the environmental performance of a product. Mainly using the cradle-to-gate (with options) approach, LCAs cover the environmental impacts arising during the extraction of raw materials and all the way through the production, distribution, use, and end of life phases, which are quantified based on materials, energy consumption, transport routes, and emissions, across the life span of the products.

We also offer Health Product Declarations (HPDs) and Building Product Declarations (BPDs), depending on local market requirements. Additionally, we offer **recycled content certifications** from Green Circle Certified for 39 products. These third-party verifications confirm the use of verified recycled materials, supporting our efforts to reduce resource consumption and promote circularity in our value chain.

Additionally, our **Movable Walls portfolio** has responsible forestry and indoor air quality certifications. These certifications ensure that the wood materials used in our products originate from responsibly managed forests and that the products contribute to healthier indoor air quality by meeting strict volatile organic compounds emissions standards.

During FY 24/25, we updated and expanded our **LCA tool** to include the capability to generate EPDs for our Movable Walls portfolio. The enhanced tool also allows for a better comparison of Global Warming Potential (GWP) values across different materials, enabling more sustainable decision-making during the design phase.

We have also continued the **Cradle to Cradle (C2C) certification** process for our TS 98 XEA and ITS 96 door closers, underscoring our commitment to circular product development and the responsible use of materials.

In addition, the DGNB (Deutsche Gesellschaft für Nachhaltiges Bauen) Navigator label is being updated and gradually introduced across more product lines, supporting sustainable building certifications and improving transparency — particularly for our customers in Germany.

Within our Safe Locks portfolio, we are building on recent progress by increasing the use of recycled content. This step further enhances our resource efficiency and helps us meet our global sustainability targets.

See our sustainability-related product declarations and certifications on our website.

Go to page

Information Security

Safeguarding our customers' rights to data protection and privacy includes obtaining data by lawful and fair means, protecting the personal data of customers by adequate information security safeguards, and using customer data responsibly. We have an Information Security Management System (ISMS) in place, which is based on the ISO/IEC 27001:2022 standard. The scope of the certification covers Global IT and digital-based product development in Europe and North America. The Group Information Security Directives and the Data Protection Management System Directive provide guidance for our employees to ensure compliance with relevant laws and to minimize any related risks.

Our Information Security Management System helps safeguard our customers' rights to data protection and privacy.

ESG Performance Table

ESG Performance Table

Environmental Performance

Indicator description	24/25		23/24	22/23	21/22	20/21
Materials						
Total materials used (metric tons)[1)]	**71,911**		**70,795**	**68,518**	**70,752**	**75,361**
Non-renewable resources	**60,252**	**84%**	**58,690**	**57,080**	**59,116**	**62,985**
Steel (incl. stainless steel)	29,469		26,120	25,573	28,566	27,621
Brass	9,151		9,855	9,076	11,194	10,334
Aluminum	7,965		9,721	11,604	8,011	8,686
Nickel silver	1,643		2,045	1,964	1,829	2,058
Zinc	2,750		2,972	2,516	3,127	3,145
Copper	33		7	7	6	38
Gypsum board	4,703		4,017	2,847	3,171	8,095
Glass	1,641		1,589	1,767	1,719	1,696
Plastics (parts and packaging material)	2,897		2,365	1,725	1,493	1,312
Renewable resources	**11,658**	**16%**	**12,105**	**11,439**	**11,636**	**12,376**
Wood (incl. packaging material)	6,349		6,583	5,939	7,404	8,146
Paper and cardboard (incl. packaging material)	5,309		5,522	5,500	4,232	4,230
Absolute weight and percentage of secondary reused or recycled components used	N.D.					
Absolute weight and percentage of intermediary products used	N.D.					
Absolute weight and percentage of secondary materials used	N.D.					
Energy						
Total energy consumption (MWh)	**244,335**		**240,722**	**239,070**	**254,212**	**252,571**
Fossil energy consumption	**167,270**	**68%**	**167,999**	**171,362**	**184,471**	**182,999**
Fuel consumption from coal and coal products	N/A		N/A	N/A	N/A	N/A
Fuel consumption from crude oil and petroleum products	74,459		75,206	76,073	68,797	66,400
Fuel consumption from natural gas	45,551		43,035	46,113	58,535	59,352
Fuel consumption from other fossil sources	N/A		N/A	N/A	N/A	N/A
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	47,260		49,758	49,176	57,140	57,247
Consumption from nuclear sources	**6,762**	**4%**	**7,237**	**8,234**	**10,142**	**11,071**
Renewable energy consumption	**70,303**	**29%**	**65,486**	**59,474**	**59,598**	**58,502**
Fuel consumption for renewable sources, including biomass	314		355	38	56	57
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	67,311		63,191	59,024	59,419	58,340
Consumption of self-generated non-fuel renewable energy	2,678		1,940	413	122	105
Energy intensity (MWh/mCHF net sales)	**85.1**		**84.8**	**83.9**	**92.2**	**101.0**
Greenhouse Gas Emissions (tCO_2e)[2)3)]						
Scope 1+2+3 (market-based)[3)]	**930,665**		**923,823**	**966,291**	**949,121**	**896,635**
Scope 1+2+3 (location-based)[3)]	**946,071**		**943,253**	**982,345**	**966,293**	**911,665**
Scope 1+2 (market-based)[3)]	**55,929**		**62,269**	**64,621**	**68,625**	**70,311**
Scope 1+2 (location-based)[3)]	**71,335**		**81,699**	**80,675**	**85,797**	**85,341**
Scope 1[3)4)5)]	**27,199**		**29,520**	**29,725**	**30,521**	**30,244**
Scope 2 (market-based)[3)6)]	**28,730**		**32,749**	**34,896**	**38,104**	**40,067**
Scope 2 (location-based)[3)]	**44,136**		**52,181**	**50,949**	**55,276**	**55,097**
Scope 3[3)]	**874,736**		**861,554**	**901,670**	**880,496**	**826,324**
Category 1: Purchased goods and services	679,368	78%	692,254	684,057	634,030	546,417
Category 2: Capital goods	15,538		16,313	10,373	9,402	1,976
Category 3: Fuel and energy-related activities	15,238					
Category 4: Upstream transportation and distribution	6,796		2,525	2,881	2,189	5,031
Category 5: Waste generated in operations	165		262	362	100	
Category 6: Business travel	1,050		1,343	1,618	414	
Category 7: Employee commuting	26,836					

Category 8: Upstream leased assets	N/A		N/A	N/A	N/A	N/A
Category 9: Downstream transportation & distribution	2,284		2,863	3,479	4,571	
Category 10: Processing of sold products	N/A		N/A	N/A	N/A	N/A
Category 11: Use of sold products	106,410	12%	145,994	198,900	229,790	272,900
Category 12: End-of-life treatment of sold products	19,493					
Category 13: Downstream leased assets	1,551					
Category 14: Franchises	N/A		N/A	N/A	N/A	N/A
Category 15: Investments	6					
Carbon intensity (tCO_2e/mCHF net sales)[7)]	**19.5**		**21.9**	**22.7**	**24.9**	**28.1**
Water						
Total water consumption (m^3)	**310,577**		**300,686**	**274,478**	**280,080**	**368,906**
Of which in areas at water risk, including areas of high-water stress	38,627	12%				
Water withdrawal	738,452		734,830	700,787	752,904	841,474
Water recycled and reused	11,321					
Water stored	1,085					
Changes in water storage	N/A					
Wastewater discharge	427,875		434,144	426,309	472,825	472,569
Water intensity (m^3/mCHF net sales)	**257**		**259**	**246**	**273**	**337**
Waste						
Total waste generated (metric tons)	**28,253**		**34,074**	**35,245**	**38,574**	**38,683**
Non-hazardous waste	**26,696**	**94%**	**31,916**	**32,871**	**35,940**	**36,287**
Scrap metal	19,092		24,908	25,948	28,791	28,776
Other commercial and industrial (mixed) waste	4,221		4,089	3,793	3,829	4,507
Wood	1,651		1,467	1,601	1,717	1,521
Paper and cardboard	1,457		1,244	1,303	1,314	1,239
Plastics	249		174	177	244	197
Glass	26		33	49	46	47
Hazardous waste	**1,556**	**6%**	**2,158**	**2,374**	**2,633**	**2,396**
Chemicals and other	1,475		2,072	2,281	2,521	2,279
Electronic scrap	47		57	63	84	82
Batteries	34		29	31	29	35
Waste diverted from disposal (metric tons)	**24,904**	**88%**	**24,978**	**24,910**	**28,023**	**29,496**
Non-hazardous waste	**23,593**		**23,431**	**23,520**	**26,617**	**28,146**
Recycling	16,443		16,703	16,990	19,564	17,415
Reuse	6,499		6,681	6,418	7,018	10,694
Other recovery operations	651		48	112	35	37
Hazardous waste	**1,311**		**1,547**	**1,390**	**1,406**	**1,351**
Recycling	1,197		1,547	1,390	1,406	1,351
Reuse	N/A					
Other recovery operations	114					
Waste directed to disposal (metric tons)	**3,349**	**12%**	**9,096**	**10,335**	**10,551**	**9,187**
Non-hazardous waste	**3,104**		**8,484**	**9,351**	**9,323**	**8,142**
Landfill	2,007		2,603	2,691	2,724	3,442
Incineration	614		910	534	485	608
Other disposal operations	483		4,971	6,126	6,115	4,092
Hazardous waste	**245**		**612**	**984**	**1,227**	**1,045**
Landfill	177		211	204	48	33
Incineration	63		109	143	152	167
Other disposal operations	6		292	637	1,028	845
Non-recycled waste	10,613	38%				
Amount of radioactive waste	N/A					
Waste intensity (t/mCHF net sales)	**9.8**		**12.0**	**12.4**	**14.0**	**15.5**
Net revenue used for intensity calculations (mCHF)	2,870.1		2,837	2,849	2,757	2,500

1 Does not include materials and volumes that can only be accounted for in pieces or monetary terms.
2 Greenhouse gas inventory calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol. Emission factor sources: UK Defra (2024), US EPA eGRID (2023), IEA (2024), AIB (2023), Intep (2024), ecoinvent v3.6, Exiobase 3.8.2
3 2024/2025 PwC-assured. The assurance statement is available at: bit.ly/Assurance_Report_24_25
4 Scope 1: direct greenhouse gas emissions from sources owned or controlled by dormakaba.
5 Biogenic emissions associated with the combustion of biofuel amounting to 65 tCO_2e. These are called "outside of scope" emissions and reflect the impact of burning biomass and biofuels. The fuel source itself absorbs an equivalent amount of CO_2 during the growth phase to that released through combustion.

[6] Scope 2: indirect greenhouse gas emissions from sources owned or controlled by another entity, as a consequence of the company's activities.
[7] Scope 1+2 market-based emissions
N.D. means no data; N/A means not applicable

Social Performance

Indicator description	24/25		23/24		22/23		21/22		20/21	
Employees[1)]										
Total number of employees	**15,967**		**15,736**		**15,629**		**15,716**		**15,250**	
By region										
Africa	8	0.1%								
Americas	3,563	22%								
of which USA	2,505	16%								
Asia	3,540	22%								
of which China	1,578	10%								
Europe	7,852	49%								
of which Germany	2,999	19%								
Oceania	1,004	6%								
By gender										
Female	4,835	30%	4,538	29%	4,512	29%	4,578	29%	4,452	29%
Male	11,131	70%	11,198	71%	11,117	71%	11,138	71%	10,798	71%
Other	N/A									
Not disclosed	1	0.01%								
Permanent employees	**14,668**	**92%**								
Female	4,200		4,538	29%	4,512	29%	4,578	29%	4,452	29%
Male	10,468		11,198	71%	11,117	71%	11,138	71%	10,798	71%
Other	N/A									
Not disclosed	0									
Temporary employees	**1,268**	**8%**								
Female	620									
Male	647									
Other	N/A									
Not disclosed	1									
Non-guaranteed-hours employees	**31**	**0.2%**								
Female	15									
Male	16									
Other	N/A									
Not disclosed	0									
Turnover										
Leavers	**2,456**	**15%**								
Diversity										
Board of Directors										
Female	3	30%	2	22%	1	11%	2	20%	3	30%
Male	7	70%	7	78%	8	89%	8	80%	7	70%
< 30 years	0		0		0		0		0	
30–50 years	1	10%	1	11%	1	11%	2	20%	2	20%
> 50 years	9	90%	8	89%	8	89%	8	80%	8	80%
Executive Committee										
Female	0		1	20%	1	14%	0		1	13%
Male	6	100%	4	80%	6	86%	9	100%	7	88%
< 30 years	0		0		0		0		0	
30–50 years	0		0		1	14%	2	22%	1	13%
> 50 years	6	100%	5	100%	6	86%	7	78%	7	88%
Employees										
Male managers (top management)	92	81%								
Female managers (top management)	21	19%								
Male managers (all levels)	1,948	78%	1,928							
Female managers (all levels)	560	22%	537	22%	505	21%		20%		19%
< 30 years	2,217	14%	1,626	10%	1,609	10%	1,618	10%	1,420	9%
30–50 years	8,686	54%	8,370	53%	8,357	53%	8,537	54%	8,412	55%

> 50 years	5,064	32%	5,740	36%	5,663	36%	5,561	35%	5,418	36%
Persons with disabilities	N.D.									
Work-life balance[2)]										
Number and percentage of employees entitled to family-related leave	14,591	98%								
Number and percentage of entitled employees that took family-related leave	758	5%								
of which male	473									
of which female	285									
of which other or not disclosed	0									
Collective bargaining agreements[2)3)]		**45%**		**39%**		**44%**		**45%**		**57%**
Regions										
Africa	0	0%								
Americas	406	12%								
Asia	215	7%								
Europe	5,826	78%								
Oceania	265	30%								
EEA	**4,874**	**81%**								
Germany	2,574	87%								
Social dialogue (Workplace representation)[2)]										
EEA	**5,071**	**84%**								
Germany	2,889	97%								
Training (average hours/employee)[2)4)]	**15.6**		**13.8**		**12.1**		**11.8**		**12.7**	
Female	3.5									
Male	5.2									
Other	N/A									
Not disclosed	0.0									
Employees receiving regular performance and career development reviews	**5,769**	**36%**	**4,927**	**31%**	**4,477**	**29%**				
Female	1,806	11%	1,436	32%	1,211	27%				
Male	3,963	25%	3,491	31%	3,266	29%				
Other	0									
Not disclosed	0									
Remuneration metrics										
Gender pay gap	N.D.									
Remuneration ratio	N.D.									
Workers who are not employees	**1,749**									
Occupational Health & Safety[2)]										
Employees										
Registered work-related injury cases	128		164		210		198		186	
Recordable work-related injury rate[5)]	4.61		5.94		7.65		7.26		8.93	
Recordable work-related ill health	13									
Employee work-related fatalities	0		0		1		0		0	
Number of days lost to work-related injuries, illnesses and fatalities	1,793									
Workers who are not employees										
Registered work-related injury cases	12		10		7					
Work-related fatalities	0		0		0					
Supplier Engagement & Sustainability Assessment										
Number of suppliers assessed using social and environmental criteria[6)]	779		625		546		390		146	
Number and percentage of suppliers assigned a corrective action plan[6)]	242	31%	130	21%	16	10%	234	96%	45	75%
Number of business relationships terminated	14		6		12		6		0	
Ethics, integrity, and human rights										
Number of employees participating in compliance-related training	11,662		9,731		10,463		7,939		12,452	

Number of compliance- and ethics-related reports received [7)]	118					
Number of compliance- and ethics-related reports resolved [7)]	104					
Number of incidents of discrimination reported, including harassment, received through channels for people in own workforce[8)]	27					
Number of compliance- and ethics-related reports received through channels for people in own workforce, excluding discrimination	91					
Number of confirmed corruption incidents	0	0	0	0	0	
Amount of material fines, penalties, and compensation for damages as a result of violations regarding social and human rights factors	0					
Number of severe human rights incidents connected to own workforce per year	0					
Amount of material fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	0					
Information security						
Percentage of all entities developing digital products with an information security management system certified to ISO 27000 (or equivalent)	75%	75%	70%	60%	50%	
Number of confirmed information security incidents with regard to customer privacy or loss of customer data	0	0	0	0	0	

1 Headcount, as at 30 June 2025
2 For the scope of sustainability reporting sites (locations with >20 full time-equivalent employees), representing 94% of employees
3 In the majority of cases, working conditions and terms of employment are not based on collective bargaining agreements from other organizations or from collective bargaining agreements that cover our other employees. Primarily working conditions are defined on the basis of local law and our global Responsible Labor Directive.
4 Gender breakdown reflects training hours derived from eLearning platforms only, divided by that gender's total population.
5 Recordable work-related injury rate = number of recordable work-related injuries / number of hours worked x 1,000,000
6 Value reflects cumulative coverage of assessment of high-risk suppliers
7 All reports received by Compliance including through an additional internal ethics hotline available in the Americas region only. Consolidation of both tools and global rollout is planned for FY 25/26. Due to change of scope, historical figures are not comparable and no longer shown.
8 Of these, 15 cases were fully or partially substantiated. Only one case remains in process.

N.D. means no data; N/A means not applicable

EHS Management Systems

Indicator description	24/25	23/24	22/23	21/22	20/21
ISO 9001 Certificate	**58**	**59**	**55**	**55**	**54**
% locations covered in reporting scope[1)]	50%	53%	49%	55%	53%
% employees covered (headcount)	77%				
ISO 14001 Certificate	**46**	**46**	**43**	**43**	**33**
% locations covered in reporting scope[1)]	40%	41%	38%	43%	32%
% employees covered (headcount)	67%	68%	68%	71%	62%
Maintain Environmental Management System	**54**	**60**	**56**	**54**	**52**
% locations covered in reporting scope[1)]	47%	54%	50%	54%	51%
% employees covered (headcount)	72%				
ISO 50001 Certificate	**12**	**14**	**9**	**8**	**7**
% locations covered in reporting scope[1)]	10%	13%	8%	8%	7%
% employees covered (headcount)	20%				
Maintain Energy Management System	**33**	**36**	**27**	**38**	**23**
% locations covered in reporting scope[1)]	28%	32%	24%	38%	23%
% employees covered (headcount)	49%				
ISO 45001 Certificate	**39**	**35**	**28**	**28**	**20**
% locations covered in reporting scope[1)]	34%	32%	25%	28%	20%
% employees covered (headcount)	53%				
% of non-employees covered[2)]	30%				
Maintain OHS Management System	**70**	**72**	**71**	**71**	**65**
% locations covered in reporting scope[1)]	60%	65%	63%	71%	70%
% employees covered (headcount)	71%				
% of non-employees covered[2)]	57%				

1 Including offices; total locations: 102 in FY 20/21, 100 in FY 21/22, 112 in FY 22/23, 111 in FY 23/24, 116 in FY 24/25
2 External agency workers

Employee Benefits & Measures

Benefits	% FTE covered
New employee referral bonus	80%
Health insurance benefits for employees[1)]	72%
Incentive/bonus scheme	57%
Vacation and holidays[1)]	55%
Financial contribution to external training	54%
Pension plan[1)]	49%
Maternity, paternity, or parental leave[1)]	48%
Other special leave offerings[1)]	45%
Health insurance benefits for employees' families/dependents[1)]	40%
Disability benefits[1)]	38%
On-site fitness classes or gym discounts	37%

Measures	% implementing[2)]
Regular assessment (at least once a year) of individual performance	97%
Training of relevant employees on health and safety risks and best working practices	97%
Flexible organization of work available to employees (e.g., remote work, telecommuting, flexitime, etc.)	94%
Provision of protective equipment to all impacted employees	94%
Provision of skills development training	71%
Recognition program	68%
Working time reduction measures (part-time, job sharing, etc.)	61%
Measures to promote gender and/or minority inclusion in the workplace	61%
Annual medical exams	58%
Employee representatives or employee representative body (e.g., works council)	58%
Awareness training to prevent discrimination and/or harassment	55%
Official measures to anticipate or reduce layoffs and associated negative impacts (e.g., financial compensation, outplacement service, internal job placement, job search support, counseling, support for moving costs, etc.)	55%
Communication on freedom of association and the right to collective bargaining (e.g., trade unions, works councils, etc.)	55%
Employee Assistance Program (counselling for, e.g., psychological, addiction, or financial problems)	48%
Equal pay for equal work audit	42%
Training on freedom of association and the right to collective bargaining (e.g., trade unions, works councils, etc.)	32%
Dependent care support (on-site childcare, financial support or allowances, holiday care, referral services)	29%

1 Beyond legal requirements
2 From surveyed countries. These cover 31 countries representing 95% of full-time equivalent employees

Disclosure of Sustainability-related Directives and Statements of Commitments

The following table presents the policies and statements of commitments dormakaba has adopted to manage material sustainability matters. This disclosure fulfills the minimum disclosure requirements set out in ESRS 2, specifically the obligation to provide transparency on how we prevent, mitigate, and remediate actual or potential sustainability impacts, address related risks, and pursue associated opportunities. All listed policies were developed internally, taking into consideration the interests of stakeholders who may be impacted or who play a role in implementation. For each directive, we describe its key contents, including the general objectives and relevant material topics it addresses. We also specify the scope of the directive, the highest level of accountability within the organization, and any third-party standards we commit to. Where applicable, we indicate whether and how the document is made accessible to relevant stakeholders.

Name	Key content	Relevance to material topics	Scope and accountability	Third-party standards/ initiatives	Availability	Link
Code of Conduct	It describes our company culture and the shared values that we are committed to worldwide. It is supplemented by further rules and regulations. Content includes: compliance with laws and regulations, health & safety, human rights, conflict of interest, environment, the Supplier Code of Conduct, the values of trust, respect and tolerance, protection against corruption and bribery, fair competition and antitrust law, public relations and confidentiality, the responsibility of each employee and steps in case of misconduct and sanctions (whistleblowing system).	- Human Rights - Energy & Emissions - Circular Economy & Materials - Fair Employment - Diversity, Equity & Inclusion - Occupational Health & Safety	Scope: All dormakaba employees Accountability: Signed by the CEO, the Compliance Officer is the author and accountable for implementation.	- UN Declaration of Human Rights - ILO Declaration on Fundamental Principles and Rights at Work	Every employee is provided with the CoC. New employees receive it with their employment contract. It is published on the dormakaba Intranet. All employees are notified if major changes are made to the Code. It is available in 22 languages and also made available to the public and to anyone who requests it.	dormakaba Code of Conduct
Statement of Commitment on Human Rights	The Statement provides a common framework for the company's human rights due diligence process within our entire value chain. It outlines the international human rights frameworks dormakaba adheres to, and identifies our salient human rights issues (child labor, contributing to conflict, customer safety, environmental issues	- Human Rights - Forced Labor - Customer Health & Safety - Occupational Health & Safety	Scope: All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries. It extends to all individuals throughout the values chain. Accountability: Signed by the Chairman, the VP of Corporate Sustainability is accountable	- Universal Declaration of Human Rights (UDHR) - International Covenant on Civil and Political Rights - International Covenant on Economic, Social and Cultural Rights - ILO Core Labour Conventions - United Nations Guiding Principles on Business and Human Rights (UNGPs) - OECD Guidelines for	The Statement of Commitment is published on the dormakaba Intranet and is also made available to the public and to anyone who requests it.	dormakaba Statement of Commitment on Human Rights

	impacting human rights, migrant workers, outsourced services, occupational health and safety).		for this Statement of Commitment.	Multinational Enterprises - Ten Principles of the UN Global Compact (UNGC) - UNICEF's Children's Rights and Business Principles (CRBP) - Responsible Business Alliance Code of Conduct - OECD Due Diligence - Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas - ISO 45001 Occupational Health and Safety Management (OHS) - Standard Minimata Convention on Mercury - Stockholm Convention on Persistent Organic Pollutants - Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal		
Environment Directive	It regulates minimum business standards on environmental management in manufacturing and product development practices. It includes requirements on resource efficiency, energy consumption, carbon emissions, air emissions, materials restrictions, water and waste management, product circularity and EcoDesign.	- Energy & Emissions - Circular Economy & Materials - Human Rights	Scope: All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries. Accountability: VP of Corporate Sustainability	- The Paris Agreement - Science Based Targets initiative - ISO 14001 Environmental Management System Standard - ISO 50001 Energy Management System Standard	This directive is published on the dormakaba Intranet.	Environment Directive
Material Compliance Directive	The Directive ensures our products meet legal requirements on hazardous substances and responsible minerals sourcing. Currently in final approval stage, it defines roles, sets minimum standards, and will be rolled out across the organization in the next financial year.	- Occupational Health & Safety - Human Rights - Circular Economy & Materials - Customer Health & Safety - Supplier Sustainable Development	Scope: It refers to the entire value chain Accountability: VP of Corporate Sustainability	- IEC 63000 - Minamata Convention - Stockholm Convention - REACH Regulation (EC 1907/2006) - UK REACH (UK SI 2019 No 758) - RoHS Directive (2011/65/EU) - UK RoHS (SI 2012/3032) - Toxic Substances Control Act (TSCA) - California Proposition 65 - Minnesota House File 2310 - Maine PFAS Reporting Law - New Mexico PFAS Reporting and Prohibition Law - EU Battery Regulation (EU 2023/1542) - WEEE Directive (2012/19/EU)	This Directive will be published on the dormakaba Intranet. A mandatory training will accompany it, aimed at related functions in operations, product management, product development, procurement, and QHSE.	Not publicly available

				- Waste Framework Directive (2008/98/EC) - PFAS Restrictions under REACH and POPs Regulation (EU 2019/1021) - Canadian Environmental Protection Act - Dodd-Frank Act - EU Conflict Minerals Regulation (EU 2017/821) - Hong Kong Ship Convention -German Supply Chain Due Diligence Act - EU Corporate Sustainability Due Diligence Directive		
Employees						
Responsible Labor Directive	It regulates the minimum business standards during recruitment, hiring, and employment in terms of freely chosen employment, human treatment, security services, working hours, wages and benefits, the prevention of child labor, freedom of association, and workers' accommodation.	- Fair Employment - Human Rights - Forced Labor	Scope: All employees, including part-time and temporary workers as well as apprentices and student workers, contract workers, agency workers and casual workers (e.g., day labor workers). Labor Agents and Labor Contractors need to have executed contracts with service agreement requirements to ensure conformance with this Directive. Accountability: CHRO	- SA 8000:2014 Social Accountability Standard - Universal Declaration of Human Rights (UDHR) International Covenant on Civil and Political Rights - International Covenant on Economic, Social and Cultural Rights - The International Labor Organization's Declaration on Fundamental Principles and Rights at Work - UN Guiding Principles on Business and Human Rights - UNICEF's Children's Rights and Business Principles (CRBP) - The OECD Guidelines for Multinational Enterprises	This directive is published on the dormakaba Intranet. Trainings have been provided for responsible employees.	Not publicly available
Zero Recruitment Fees Directive	This directive regulates the business standards regarding fees and costs associated with recruitment.	- Human Rights - Forced Labor	Scope: All employees Accountability: CHRO	- Responsible Business Alliance Code of Conduct and Definition of Recruitment Fees - International Labor Organization's General Principles and Operational Guidelines for Fair Recruitment and Definition of Recruitment Fee - UN Guiding Principles on Business and Human Rights	This directive is published on the dormakaba Intranet. Trainings have been provided for responsible employees.	Not publicly available
Total Rewards Directive	The purpose of this directive is to set the overarching philosophy and principles applying to the rewards programs of dormakaba. It provides a common framework for rewards that is globally	Fair Employment	Scope: It is binding for all dormakaba Human Resources employees and line managers who are responsible for designing, communicating and implementing rewards programs.	not applicable	This directive is published on the dormakaba Intranet. Trainings have been provided for responsible employees.	Not publicly available

	valid and used as the basis for any local programs.		Accountability: CHRO			
Talent Acquisition Directive	The purpose of this directive is to provide a common understanding and key principles of attracting, recruiting, and onboarding talent across the organization.	- Fair Employment - Diversity, Equity & Inclusion	Scope: This Directive is binding for all those dormakaba employees involved in the hiring and onboarding process e.g., Human Resources, Talent Acquisition, Hiring Managers, and anyone in the panel involved in the selection process for both internal and external recruitments. Accountability: VP HR Employer Branding & Talent Acquisition	not applicable	This directive is published on the dormakaba Intranet. Trainings have been provided for responsible employees.	Not publicly available
Anti-Harassment and Anti-Bullying Directive	The directive provides guidance on preventing and managing any occurrence of workplace discrimination, specifically harassment and bullying. dormakaba will not tolerate any form of harassment or bullying and is committed to ensuring that employees are able to work confidently and without fear of harassment, bullying or victimization.	- Fair Employment - Diversity, Equity & Inclusion	Scope: All employees , furthermore contractors, interns, helpers and apprentices. Accountability: Global Employee Engagement & DE&I	- UN Guiding Principles on Busines and Human Rights - ILO Conventions, including the ILO Violence and Harassment Convention	This directive is published on the dormakaba Intranet in June 2025. Mandatory trainings will be provided to all employees in FY 25/26.	Not publicly available
Occupational Health and Safety Directive	The directive regulates the minimum business standards in regard to occupational health and safety management and processes at local levels, such as the safety of the working environments and the health of our employees, contractors, and visitors within our facilities. Furthermore, the Directive gives clear guidance on incident data management and on the effective control of facilities and equipment during high-risk activities.	- Occupational Health & Safety - Human Rights	Scope: All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries. Accountability: VP of QHSE	- ISO 45001 - ILO Guidelines on Occupational Safety and Health	Thisdirective is published on the dormakaba Intranet. Trainings have been provided for responsible employees.	Not publicly available
Supply Chain						
Supplier Code of Conduct	It outlines our requirements towards our suppliers and sub-contractors with regard to human rights, fair working conditions, child labor, health & safety, environmental responsibility, right to audit, business ethics, compliance	- Supplier Sustainable Development - Human Rights - Energy & Emissions - Circular Economy & Materials	Scope: Material suppliers, service providers and other business partners including their affiliates, officers, directors, agents, employees, representatives, subcontractors, and consultants (the “Supplier”)	- ILO Core Conventions and 1919 (No. 1) - UN Global Compact - UN Guiding Principles on Business and Human Rights	It is integrated into our online bidding system and is also part of our standard supplier contracts. It is published on the dormakaba Intranet and is also made available to the public and to anyone who requests it.	dormakaba Supplier Code of Conduct

	with applicable rules and regulations, among others.		Accountability: SVP Global Procurement			
Sustainable Procurement Directive	The Sustainable Procurement Directive aims to support and facilitate the purchase of products and materials that minimize the harmful effects to the environment from their production, transportation, use and disposition. A related purpose is to implement common supplier sustainability assessment criteria and processes to be used by all personnel that support ethical suppliers of environmentally sustainable products, services, and practices.	- Supplier Sustainable Development - Human Rights - Energy & Emissions - Circular Economy & Materials	Scope: All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries. Accountability: SVP Global Procurement	- ILO Core Conventions - ILO Declaration on Fundamental Principles and Rights at Work - Responsible Minerals Initiative - ISO 15686 – 5 - UN Guiding Principles on Business and Human Rights	This directive is published on the dormakaba Intranet. Trainings have been provided for responsible employees.	Not publicly available
Statement of Commitment on Responsible Minerals Sourcing	The statement provides a common framework for the company's due diligence process specifically related to the mineral supply chain which may potentially originate from conflict-affected or high-risk areas. It guides our efforts to address the risks associated with the supply chains of minerals identified as high-risk, including tin, tantalum, tungsten, gold, and cobalt. This commitment outlines our strategy to source minerals responsibly, in line with international standards and frameworks.	- Supplier Sustainable Development - Human Rights - Forced Labor - Circular Economy & Materials	Scope: The statement covers fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries and applies to all dormakaba employees and managers, including part-time and temporary workers as well as casual workers (e.g., day labor workers) Accountability: Signed by the CEO, the VP of Corporate Sustainability is accountable for this Statement of Commitment.	OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas	The Statement of Commitment is published on the dormakaba Intranet and is also made available to the public and to anyone who requests it.	Statement of Commitment on Responsible Minerals Sourcing
Terms and Conditions for Labor Agents and Labor Contractors	These Terms of Conditions (ToC) are derived from our Responsible Labor and Zero Recruitment Fees Directives and extend the same requirements to labor providers, defining the working conditions that they manage on behalf of dormakaba.	- Fair Employment - Human Rights - Forced Labor	Scope: Labor providers Accountability: SVP Global Procurement	- Universal Declaration of Human Rights (UDHR) - The International Labor Organization's Declaration on Fundamental Principles and Rights at Work - UN Guiding Principles on Business and Human Rights - The OECD Guidelines for Multinational Enterprises - Responsible Business Alliance Code of Conduct and Definition of Recruitment Fees - International Labor Organization's General Principles and Operational Guidelines for Fair Recruitment	It is sent to the labor agent/ contractor by dormakaba. Signed copies are kept in the Human Rights Hub - Repository.	Not publicly available

				and Definition of Recruitment Fee		
Other						
Sustainability Communications Guidance	This guidance defines the application of the sustainability communications activities, especially externally, in order to reduce the risks of greenwashing. The objective of this guidance is to provide an effective and professional approach by the responsible employees as regards to dos and don'ts, and the consistency of key messages and visuals.	- Marketing & Labeling	Scope: All dormakaba employees Accountability: VP of Corporate Sustainabilityn	not applicable	The Statement of Commitment is published on the dormakaba Intranet.	Not publicly available

ESRS index

ESRS 2 General Disclosures

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report	Other sources
Basis for preparation			
BP-1	General basis for preparation of the sustainability statement	General Information - Basis for preparation	
BP-2	Disclosures in relation to specific circumstances	General Information - Basis for preparation	
GOV-1	The role of the administrative, management and supervisory bodies	General Information - Strategy & Governance	Annual report - Board of Directors
		General Information - Sustainability risk management	Annual report - Executive Committee
		General Information - Strategic integration	
		General Information - Stakeholder engagement and partnerships	
		Sustainability Due Diligence - Environmental Due Diligence	
		ESG Performance Table - Social performance	
GOV-2	Information provided to, and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	General Information - Strategy & Governance	
		General Information - Sustainability risk management	
		General Information - Strategic integration	
		General Information - Stakeholder engagement and partnerships	
		Sustainability Due Diligence - Environmental Due Diligence	
GOV-3	Sustainability-related performance in incentive schemes	General Information - Sustainability governance	Annual Report - Long-term Incentive
GOV-4	Statement on due diligence	Statement on Due Diligence	
		Sustainability Due Diligence	
GOV-5	Risk management and internal controls over sustainability reporting	General Information - Reporting coverage and processes	Annual Report - Opportunity & Risk Report
		General Information - Strategy & Governance	
		General Information - Sustainability risk management	
		Sustainability Due Diligence - Tracking and communicating performance	
		Sustainability Due Diligence - Environmental Due Diligence	
SBM-1	Strategy, business model and value chain	General Information - Strategy & Governance	Annual Report - Consolidated income statement
		General Information - dormakaba value chain	Annual Report - Corporate information
		General Information - Stakeholder engagement and partnerships	Annual Report - Strategy
		Sustainability Due Diligence - Assessing actual and potential impacts to define salient issues	Annual Report - Business Performance at a Glance
		Own Workforce - Employees by region	
		ESG Performance Table - Social Performance	

		Resource Use and Circular Economy - Products	
		Customers and End Users - Our approach	
		Workers in the Value Chain - Due diligence on cobalt and conflict minerals	
SBM-2	Interests and views of stakeholders	General Information - Stakeholder engagement and partnerships	
		Sustainability Due Diligence	
		Workers in the Value Chain - Our approach	
		Workers in the Value Chain - Remediation for value chain workers	
		Own Workforce - Fair Employment, Engaging Own Workforce	
		Own Workforce - Respecting the Human Rights of Own Workforce	
		Customers and End Users - Our approach	
SBM-3	Material impacts, risks and opportunities and how they interact with its strategy and business model	General Information - Strategy & Governance	Annual Report - Opportunity & Risk Report
		General Information - Sustainability risk management	
		General Information - Double Materiality Assessment	
		Sustainability Due Diligence	
		Climate Change - Our approach	
		Climate Change - Climate-related Risks and Opportunities and Resilience of the Company's Strategy	
		Resource Use and Circular Economy - Our approach	
		Own Workforce - Fair Employment, Our approach	
		Own Workforce - Diversity, Equity & Inclusion, Our approach	
		Own Workforce - Training & Education, Our approach	
		Own Workforce - Occupational Health & Safety, Our approach	
		Workers in the Value Chain - Our approach	
		Customers and End Users - Our approach	
Impact, risk and opportunity management			
IRO-1	Process to identify and assess material impacts, risks and opportunities	General Information - Double Materiality Assessment	
		General Information - Sustainability risk management	
		Climate Change - Climate-related Risks and Opportunities and Resilience of the Company's Strategy	
		Workers in the Value Chain - Due diligence on cobalt and conflict minerals	
		Workers in the Value Chain - Identifying supply chain risks	
		Workers in the Value Chain - Supplier assessments	

		Own Workforce - Respecting the Human Rights of Own Workforce	
		Sustainability Due Diligence	
IRO-2	Disclosure requirements in ESRS covered by the sustainability statement	ESRS Reference Index Table	
		General Information - Double Materiality Assessment	
MDR-P	Policies adopted to manage material sustainability matters	Disclosure of Sustainability-related Directives and Statements of Commitments	
		Sustainability Due Diligence	
		Climate Change	
		Resource Use and Circular Economy	
		Own Workforce	
		Workers in the Value Chain	
		Customers and End Users	
MDR-A	Actions and resources in relation to material sustainability matters	Climate Change	
		Resource Use and Circular Economy	
		Own Workforce	
		Workers in the Value Chain	
		Customers and End Users	
		General Information - Current and planned resources	
		General Information - Outlook	
MDR-M	Metrics in relation to material sustainability matters	ESG Performance Table	
		Climate Change	
		Resource Use and Circular Economy	
		Own Workforce	
		Workers in the Value Chain	
		Customers and End Users	
MDR-T	Tracking of effectiveness of policies and actions through targets	General Information - Strategic Targets	
		ESG Performance Table	
		Climate Change	
		Resource Use and Circular Economy	
		Own Workforce	
		Workers in the Value Chain	

ESRS 2 E1 Climate Change

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report	Other sources
GOV-3	Sustainability-related performance in incentive schemes	General Information - Sustainability governance	Annual Report - Long-term Incentive
SBM-3	Material impacts, risks and opportunities and how they interact with its strategy and business model	General Information - Double Materiality Assessment	Annual Report - Opportunity & Risk Report
		Climate Change - Our approach	
		Climate Change - Climate-related Risks and Opportunities and Resilience of the Company's Strategy	
		Sustainability Due Diligence - Environmental Due Diligence	
IRO-1	Process to identify and assess material impacts, risks and opportunities	General Information - Double Materiality Assessment	
		General Information - Sustainability risk management	

		Climate Change - Climate-related Risks and Opportunities and Resilience of the Company's Strategy	
		Sustainability Due Diligence - Environmental Due Diligence	
E1 – 1	Transition plan for climate change mitigation	Climate Change - Our climate transition plan	Our Climate Transition Plan
E1 – 2	Policies related to climate change mitigation and adaptation	Disclosure of Sustainability-related Directives and Statements of Commitments	
		Climate Change - Our approach	
E1 – 3	Actions and resources in relation to climate change policies	Climate Change - Our approach	
		Climate Change - Our climate transition plan	
		Climate Change - EU Taxonomy	
		General Information - Current and planned resources	
		General Information - Outlook	
E1 – 4	Targets related to climate change mitigation and adaptation	Climate Change - Our climate transition plan	
		General Information - Strategic Targets	
E1 – 5	Energy consumption and mix[1)]	Climate Change - Our performance	
		ESG Performance Table - Environmental performance	
E1 – 6	Gross Scopes 1, 2, 3 and Total GHG emissions[2)]	Climate Change - Our performance	
		ESG Performance Table - Environmental performance	
E1 – 7	GHG removals and GHG mitigation projects financed through carbon credits	Climate Change - Our performance	
E1 – 8	Internal carbon pricing	Climate Change - Internal carbon pricing	
E1 – 9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Climate Change - Physical risks and impacts	

1 Data not available for ESRS requirement E1-5/40-43
2 Data not available for ESRS requirement E1-6/48b

ESRS 2 E5 Resource Use and Circular Economy

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
IRO-1	Process to identify and assess material impacts, risks and opportunities	Resource Use and Circular Economy - Our approach
		General Information - Double Materiality Assessment
E5 – 1	Policies related to resource use and circular economy	Disclosure of Sustainability-related Directives and Statements of Commitments
		Resource Use and Circular Economy - Our approach
E5 – 2	Actions and resources in relation to resource use and circular economy policies	Resource Use and Circular Economy
		General Information - Current and planned resources
		General Information - Outlook
E5 – 3	Targets related to resource use and circular economy	Resource Use and Circular Economy - Targets related to resource use and circular economy
		General Information - Strategic Targets
E5 – 4	Resource inflows	Resource Use and Circular Economy - Resource inflows

		ESG Performance Table - Environmental performance
E5 – 5	Resource outflows	Resource Use and Circular Economy - Resource outflows
		ESG Performance Table - Environmental performance
E5 – 6	Anticipated financial effects from material resource use and circular economy-related risks and opportunities	Data not available

ESRS 2 S1 Own Workforce

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
SBM-2	Interests and views of stakeholders	General Information - Stakeholder engagement and partnerships
		Own Workforce - Fair Employment, Engaging Own Workforce
		Own Workforce - Respecting the Human Rights of Own Workforce
SBM-3	Material impacts, risks and opportunities and how they interact with its strategy and business model	General Information - Double Materiality Assessment
		Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process
		Own Workforce - Fair Employment, Our approach
		Own Workforce - Diversity, Equity & Inclusion, Our approach
		Own Workforce - Training & Education, Our approach
		Own Workforce - Occupational Health & Safety, Our approach
S1 – 1	Policies related to own workforce	Disclosure of Sustainability-related Directives and Statements of Commitments
		Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process
		Own Workforce - Our approach
		Own Workforce - Fair Employment, Our approach
		Own Workforce - Diversity, Equity & Inclusion, Our approach
		Own Workforce - Occupational Health & Safety, Our approach
S1 – 2	Processes for engaging with own workers and workers' representatives about impacts	General Information - Stakeholder engagement and partnerships
		Own Workforce - Fair Employment, Engaging Own Workforce
S1 – 3	Processes to remediate negative impacts and channels for own workers to raise concerns	Own Workforce - Respecting the Human Rights of Own Workforce
		Sustainability Due Diligence - Remediating adverse impacts
		Sustainability Due Diligence - Access to grievance
S1 – 4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Own Workforce
		Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process
		General Information - Current and planned resources
		General Information - Outlook
S1 – 5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	General Information - Strategic Targets
		Own Workforce

S1 – 6	Characteristics of the undertaking's employees	Own Workforce - Employees by region and contract type
		ESG Performance Table - Social performance
S1 – 7	Characteristics of non-employee workers in the undertaking's own workforce	ESG Performance Table - Social performance
S1 – 8	Collective bargaining coverage and social dialogue	ESG Performance Table - Social performance
S1 – 9	Diversity metrics	ESG Performance Table - Social performance
S1 – 10	Adequate wages	Own Workforce - Living wage
S1 – 11	Social protection	Own Workforce - Social protection
S1 – 12	Persons with disabilities	ESG Performance Table - Social performance
S1 – 13	Training and skills development metrics	ESG Performance Table - Social performance
S1 – 14	Health and safety metrics	ESG Performance Table - Social performance
		Own Workforce - Occupational Health & Safety, Our Performance
S1 – 15	Work-life balance metrics	ESG Performance Table - Social performance
S1 – 16	Compensation metrics	Data not available
S1 – 17	Incidents, complaints and severe human rights impacts	ESG Performance Table - Social performance

ESRS 2 S2 Workers in the value chain

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
SBM-2	Interests and views of stakeholders	General Information - Stakeholder engagement and partnerships
		Workers in the Value Chain
		General Information - dormakaba value chain
		Workers in the Value Chain - Remediation for value chain workers
SBM-3	Material impacts, risks and opportunities and how they interact with its strategy and business model	General Information - Double Materiality Assessment
		Workers in the Value Chain - Our approach
		Workers in the Value Chain - Remediation for value chain workers
S2 – 1	Policies related to value chain workers	Disclosure of Sustainability-related Directives and Statements of Commitments
		Workers in the Value Chain - Our approach
S2 – 2	Processes for engaging with value chain workers about impacts	General Information - Stakeholder engagement and partnerships
		Workers in the Value Chain - Our approach
		Workers in the Value Chain - Supplier assessments
		Sustainability Due Diligence - Assessing actual and potential impacts to define salient issues
S2 – 3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Sustainability Due Diligence - Remediating adverse impacts
		Sustainability Due Diligence - Access to grievance
		Workers in the Value Chain - Our approach
		Workers in the Value Chain - Remediation for value chain workers
S2 – 4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process
		Workers in the Value Chain - Our approach
		Workers in the Value Chain - Remediation for value chain workers

		Workers in the Value Chain - Supplier assessments
		General Information - Current and planned resources
		General Information - Outlook
		ESG Performance Table - Social performance
S2 – 5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	General Information - Strategic Targets
		Workers in the Value Chain - Supplier assessments
		Workers in the Value Chain - Due diligence on cobalt and conflict minerals

ESRS 2 S4 Customers and End-Users

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
SBM-2	Interests and views of stakeholders	General Information - Stakeholder engagement and partnerships
		Customers and End Users - Our approach
SBM-3	Material impacts, risks and opportunities and how they interact with its strategy and business model	General Information - Double Materiality Assessment
		Customers and End Users - Our approach
		Customers and End Users - Customer Health & Safety
		Customers and End Users - Marketing and Labeling
S4 – 1	Policies related to customers and End Users	Customers and End Users - Our approach
		Disclosure of Sustainability-related Directives and Statements of Commitments
		Customers and End Users - Raising awareness of the safe use and installation of our products
		Sustainability Due Diligence - Assessing actual and potential impacts to define salient issues
S4 – 2	Processes for engaging with customers and End Users about impacts	General Information - Stakeholder engagement and partnerships
		Customers and End Users - Our approach
		Customers and End Users - Raising awareness of the safe use and installation of our products
		Customers and End Users - Marketing and Labeling, Our activities
S4 – 3	Processes to remediate negative impacts and channels for customers and End Users to raise concerns	Customers and End Users - Our approach
		Customers and End Users - Customer Health & Safety
		Sustainability Due Diligence - Access to grievance
S4 – 4	Taking action on material impacts on customers and End Users, and approaches to managing material risks and pursuing material opportunities related to customers and End Users, and effectiveness of those actions	Customers and End Users - Customer Health & Safety, Our activities
		Customers and End Users - Marketing and Labeling, Our activities
		General Information - Current and planned resources
		General Information - Outlook
S4 – 5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	General Information - Strategic Targets
		Customers and End Users - Customer Health & Safety, Our activities
		Customers and End Users - Marketing and Labeling, Our activities

Statement on Due Diligence

Our due diligence process is in line with the principles outlined in international instruments such as the United Nations (UN) Guiding Principles on Business and Human Rights and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises and covers both environmental as well as social sustainability topics. The table below provides a mapping to where we provide information about our due diligence processes and their applications.

Core elements of due diligence	Sections in the Sustainability Report
a) Embedding due diligence in governance, strategy and business model	General Information - Strategy & Governance
	General Information - Sustainability risk management
	General Information - Strategic integration
	Sustainability Due Diligence
	Climate Change - Climate-related risks and opportunities and resilience of the company's strategy
b) Engaging with affected stakeholders in all key steps of the due diligence process	General Information - Stakeholder engagement and partnerships
	Sustainability Due Diligence
	Workers in the Value Chain - Our approach
	Workers in the Value Chain - Remediation for value chain workers
	Our Workforce - Fair Employment, Engaging our workforce
	Our Workforce - Fair Employment, Respecting the Human Rights of Our Workforce
	Customers and End Users - Our approach
c) Identifying and assessing adverse impacts	General Information - Double Materiality Assessment
	Sustainability Due Diligence
	Climate Change - Climate-related risks and opportunities and resilience of the company's strategy
d) Taking actions to address those adverse impacts	Disclosure of Sustainability-related Directives and Statements of Commitments
	Sustainability Due Diligence
	Climate Change
	Resource Use and Circular Economy
	Our Workforce
	Workers in the Value Chain
	Customers and End Users
e) Tracking the effectiveness of these efforts and communicating them	General Information - Strategic Targets
	ESG Performance Table
	Sustainability Due Diligence
	Climate Change
	Resource Use and Circular Economy
	Our Workforce
	Workers in the Value Chain
	Customers and End Users

Disclosures for the Swiss Code of Obligations (Art. 964b)

The Swiss Code of Obligations is related to due diligence and transparency requirements, and applies to dormakaba since financial year 23/24. As such, the below index serves as a guide to where to find the required content, which is subject to shareholder approval.

Art. 964 A-C Transparency on non-financial matters

Disclosure	Location	Page number	Other sources
Description of the business model	AR - Corporate Information	29	
Description of the main risks in relation to the non-financial matters	SR - General Information - Double Materiality Assessment	20 – 29	
	SR - General Information - Sustainability risk management	18 – 19	
	SR - Climate Change - Climate-related risks and opportunities and resilience of the company's strategy	40 – 46	
	AR - Opportunity & Risk Report	34 – 40	
Environmental matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	93 – 98	dormakaba Code of Conduct
	SR - Climate Change - Our approach	39 – 40	Environment Directive
	SR - Resource Use and Circular Economy - Our approach	54	Material Compliance Directive
	SR - Workers in the Value Chain - Our approach	76 – 77	Sustainable Procurement Directive dormakaba Supplier Code of Conduct
Measures	SR - Resource Use and Circular Economy	54 – 63	
	SR - Climate Change - Our climate transition plan	47 – 48	
	SR - Climate Change - Our performance	49 – 51	
	SR - Workers in the Value Chain - Supplier assessments	78 – 81	
Performance indicators	SR - Environmental Performance Table	87 – 88	
	SR - Resource Use and Circular Economy	54 – 63	
	SR - Climate Change - Our performance	49 – 51	
Carbon management	SR - Sustainability Due Diligence - Environmental Due Diligence	36 – 37	CDP Report
	SR - Climate Change	39 – 53	
Social matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	94 – 99	dormakaba Code of Conduct
	SR - Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process	31 – 36	dormakaba Supplier Code of Conduct
	SR - Own Workforce - Our approach	65 – 66	dormakaba Statement of Commitment on Human Rights
	SR - Own Workforce - Fair Employment, Our approach	67	dormakaba Modern Slavery and Child Labor Statement

	SR - Own Workforce - Diversity, Equity & Inclusion, Our approach	69	dormakaba Statement of Commitment on Responsible Minerals Sourcing
	SR - Own Workforce - Occupational Health & Safety, Our approach	71	Responsible Labor Directive
	SR - Workers in the Value Chain - Our approach	75 – 76	Zero Recruitment Fees Directive
	SR - Customers and End Users - Our approach	82	Talent Acquisition Directive
	SR - Customers and End Users - Raising awareness of the safe use and installation of our products	84 – 85	Anti-Harassment and Anti-Bullying Directive Sustainable Procurement Directive
Measures	SR - Sustainability Due Diligence	31 – 37	dormakaba Modern Slavery and Child Labor Statement
	SR - Own Workforce	65 – 73	
	SR - Workers in the Value Chain	75 – 81	
	SR - Customers and End Users	82 – 86	
	SR - Employees Benefits and Measures	92	
Performance indicators	SR - Social Performance Table	89 – 91	
	SR - Own Workforce	65 – 73	
	SR - Workers in the Value Chain	75 – 81	
	SR - Customers and End Users	82 – 86	
Employee-related matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	93 – 98	dormakaba Code of Conduct
	SR - Sustainability Due Diligence	32	dormakaba Statement of Commitment on Human Rights dormakaba Modern Slavery and Child Labor Statement dormakaba Statement of Commitment on Responsible Minerals Sourcing Responsible Labor Directive Zero Recruitment Fees Directive Anti-Harassment and Anti-Bullying Directive Talent Acquisition Directive Occupational Health & Safety Directive Service Health & Safety Directive
Measures	SR - Sustainability Due Diligence	31 – 37	
	SR - Own Workforce	65 – 73	
	SR - Employees Benefits and Measures	92	
Performance indicators	SR - Social Performance Table	89 – 91	
	SR - Own Workforce	65 – 73	
Human rights matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	93 – 98	dormakaba Code of Conduct
	SR - Sustainability Due Diligence	32	dormakaba Supplier Code of Conduct dormakaba Statement of Commitment on Human Rights dormakaba Modern Slavery and Child Labor Statement dormakaba Statement of Commitment on Responsible Minerals Sourcing Responsible Labor Directive Zero Recruitment Fees Directive Terms and Conditions for Labor Agents and Labor Contractors

			Sustainable Procurement Directive
Measures	SR - Sustainability Due Diligence	31 – 37	
	SR - Own Workforce	65 – 73	
	SR - Workers in the Value Chain	75 – 81	
	SR - Customers and End Users	82 – 86	
Performance indicators	SR - Own Workforce	65 – 73	
	SR - Workers in the Value Chain	75 – 81	
	SR - Customers and End Users	82 – 86	
	SR - Social Performance Table	89 – 91	
Anti-corruption			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	93 – 98	dormakaba Code of Conduct
	SR - Sustainability Due Diligence - Access to grievance	35 – 36	
	AR - Opportunity & Risk Report	38 – 39	
Measures	SR - Sustainability Due Diligence - Access to grievance	35 – 36	
	AR - Opportunity & Risk Report	38 – 39	
Performance indicators	SR - Social Performance Table	89 – 91	

Art. 964 J-L – Due diligence and transparency in relation to minerals and metals from conflict-affected areas and child labor

Disclosure	Location	Page number	Other sources
Conflict minerals	SR - Sustainability Due Diligence	31 – 37	dormakaba Statement of Commitment on Responsible Minerals Sourcing
	SR - Workers in the Value Chain - Due diligence on cobalt and conflict minerals	79 – 80	dormakaba Statement of Commitment on Human Rights
Child labor	SR - Sustainability Due Diligence	31 – 37	dormakaba Statement of Commitment on Human Rights
	SR - Workers in the Value Chain	75 – 81	dormakaba Modern Slavery and Child Labor Statement
			Responsible Labor Directive

Task Force on Climate-related Financial Disclosures Content (TCFD) Index

TCFD disclosure	TCFD code	Disclosure description	Section
Governance	TCFD-GOV-a	Describe the board's oversight of climate-related risks and opportunities.	General Information - Sustainability governance
			General Information - Sustainability risk management
			General Information - Strategic integration
			Sustainability Due Diligence - Governance and accountability
	TCFD-GOV-b	Describe management's role in assessing and managing climate-related risks and opportunities.	General Information - Sustainability governance
			General Information - Sustainability risk management
			General Information - Strategic integration
			Sustainability Due Diligence - Governance and accountability
Strategy	TCFD-STR-a	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	General Information - Double Materiality Assessment
			Climate Change - Climate-related risks and opportunities and resilience of the company's strategy
	TCFD-STR-b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	General Information - Double Materiality Assessment
			Climate Change - Climate-related risks and opportunities and resilience of the company's strategy
	TCFD-STR-c	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Change - Climate-related risks and opportunities and resilience of the company's strategy
Risk management	TCFD-RMA-a	Describe the organization's processes for identifying and assessing climate-related risks.	General Information - Sustainability risk management
			Sustainability Due Diligence - Environmental Due Diligence
	TCFD-RMA-b	Describe the organization's processes for managing climate-related risks.	General Information - Sustainability risk management
			Sustainability Due Diligence - Environmental Due Diligence
	TCFD-RMA-c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	General Information - Sustainability risk management

			General Information - Strategic integration
Metrics and targets	TCFD-MET-a	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate Change - Climate-related risks and opportunities and resilience of the company's strategy
			Climate Change - Internal carbon pricing
			Climate change - EU Taxonomy
			ESG Performance Table - Environmental performance
			General Information - Sustainability governance
			Annual Report - Long-term Incentive
	TCFD-MET-b	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Climate Change - Our climate transition plan
			ESG Performance Table - Environmental performance
			Climate Change - Climate-related risks and opportunities and resilience of the company's strategy
	TCFD-MET-c	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Climate Change - Our climate transition plan
			General Information - Strategic Targets

EU Taxonomy

Information on our approach and methodology is found in the Climate Change chapter.

				Substantial contribution criteria						DNSH criteria (Do No Significant Harm)										
Economic activities	**Code**	**Absolute turnover mio. CHF**	**Proportion of turnover %**	**Climate change mitigation %**	**Climate change adaptation %**	**Water and marine resources %**	**Circular economy %**	**Pollution %**	**Biodiversity and ecosystem %**	**Climate change mitigation Y/N**	**Climate change adaptation Y/N**	**Water and marine resources Y/N**	**Circular economy Y/N**	**Pollution Y/N**	**Biodiversity and ecosystem Y/N**	**Minimum safeguards Y/N**	**Taxonomy aligned turnover FY 24/25 %**	**Taxonomy aligned turnover FY 23/24 %**	**Category (enabling activity) E**	**Category (transitional activity) T**
A. Taxonomy-eligible activities																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Manufacture of energy efficiency equipment for buildings	3.5	4.5	0.2%	100	–	–	–	–	–	Y	Y	Y	Y	Y	Y	Y	0.2%	0.2%	E	
A.2 Taxonomy-eligible but not environmentally sustainable activites																				
Manufacture of energy efficiency equipment for buildings	3.5	102.7	3.6%	100	–	–	–	–	–	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	E	
Manufacture of electrical and electronic equipment	1.2	556.6	19.4%	–	–	–	100	–	–	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.		
Provision of IT/OT data-driven solutions	4.1	35.4	1.2%	–	–	–	100	–	–	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	E	
Sale of spare parts	5.2	82.2	2.9%	–	–	–	100	–	–	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.		
Total (A.1+A.2)		781.3	27.2%																	
B. Taxonomy non-eligible activities																				
Turnover of Taxonomy non-eligible activities		2,088.8	72.8%																	
Total (A+B)		2,870.1	100.0%																	

				Substantial contribution criteria						DNSH criteria (Do No Significant Harm)										
Economic activities	**Code**	**Absolute CapEx mio. CHF**	**Proportion of CapEx %**	**Climate change mitigation %**	**Climate change adaptation %**	**Water and marine resources %**	**Circular economy %**	**Pollution %**	**Biodiversity and ecosystem %**	**Climate change mitigation Y/N**	**Climate change adaptation Y/N**	**Water and marine resources Y/N**	**Circular economy Y/N**	**Pollution Y/N**	**Biodiversity and ecosystem Y/N**	**Minimum safeguards Y/N**	**Taxonomy aligned CapEx FY 24/25 %**	**Taxonomy aligned CapEx FY 23/24 %**	**Category (enabling activity) E**	**Category (transitional activity) T**
A. Taxonomy-eligible activities																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Electricity generation using solar photovoltaic technology	4.1	0.09	0.09%	100	–	–	–	–	–	Y	Y	Y	Y	Y	Y	Y	0.09%	1.14%		
Installation, maintenance and repair of energy efficiency equipment	7.3	1.19	1.08%	100	–	–	–	–	–	Y	Y	Y	Y	Y	Y	Y	1.08%	0.04%	E	
A.2 Taxonomy-eligible but not environmentally sustainable																				
Electricity generation using solar photovoltaic technology	4.1	0	0.0%	100	–	–	–	–	–	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.		
Installation, maintenance and repair of energy efficiency equipment	7.3	0	0.0%	100	–	–	–	–	–	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	E	
Total (A.1+A.2)		1.29	1.2%																	
B. Taxonomy non-eligible activities																				
CapEx of Taxonomy non-eligible activities		109.02	98.8%																	
Total (A+B)		110.3	100%																	

Independent practitioner's limited assurance report

on GHG emission indicators published in the 2024/25 Sustainability Report to the Board of Directors of dormakaba Holding AG,

Rümlang

We have been engaged by Board of Directors to perform assurance procedures to provide limited assurance on GHG emission indicators in the 2024/25 Sustainability Report of dormakaba Holding AG (the Company) for the period from 1 July 2024 to 30 June 2025.

The Gross Scopes 1, 2, 3 and Total GHG emission indicators, ESRS E1 - 6, which are marked with a footnote (“2024-2025 PwC-assured”) in the ESG Performance Table in the 2024/25 Sustainability Report on pages from 87 to 88 were subject to our engagement (hereby called as the GHG emissions indicators).

The 2024/25 Sustainability Report was prepared by the Management of dormakaba Holding AG in accordance with the European Sustainability Reporting Standards (ESRS) and the Greenhouse Gas (GHG) Protocol Corporate Standard. The Company presents its section “Basis for Preparation” in the 2024/25 Sustainability Report on page 3 and the list of disclosure requirements complied with as per ESRS on pages from 99 to 105. We evaluated the GHG emission indicators against the Basis for Preparation (the “suitable Criteria”).

Inherent limitations

In reporting forward-looking information in accordance with the ESRS, the Management of the dormakaba Holding AG is required to prepare the forward-looking information based on disclosed assumptions about events that may occur in the future and possible future actions by the dormakaba Holding AG. The actual outcome is likely to be different since anticipated events frequently do not occur as expected.

The accuracy and completeness of the data and information in the 2024/25 Sustainability Report (including the GHG emissions) are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the data and information in the 2024/25 Sustainability Report (including the GHG emissions) is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to the data and information and the values needed to combine e.g. emissions of different gases. Our assurance report will therefore have to be read in connection with the basis of preparation used by dormakaba Holding AG, its definitions and procedures in the 2024/25 Sustainability Report.

Management’s responsibility

The Management of dormakaba Holding AG is responsible for preparing and presenting the 2024/25 Sustainability Report in accordance with guidance referred to in the Report. This responsibility includes the design, implementation and maintenance of the internal control system related to the preparation of the indicators (including the GHG emissions) that are free from material misstatement, whether due to fraud or error. Furthermore, the Management is responsible for the selection and application of the guidance referred to in the Report and adequate record keeping.

Independence and quality management

We are independent of the dormakaba Holding AG in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code,

PricewaterhouseCoopers AG, Birchstrasse 160, Postfach, 8050 Zurich, Switzerland
Telephone: +41 58 792 44 00, www.pwc.ch

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which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

PricewaterhouseCoopers AG applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's responsibility

Our responsibility is to perform an assurance limited engagement and to express a conclusion on the GHG emission indicators published in the 2024/25 Sustainability Report. We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information' and the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. Those standards require that we plan and perform our procedures to obtain limited assurance whether anything has come to our attention that causes us to believe that the GHG emission indicators in the 2024/25 Sustainability Report were not be prepared, in all material aspects, in accordance with the suitable Criteria.

Based on risk and materiality considerations, we performed our procedures to obtain sufficient and appropriate assurance evidence. The procedures selected depend on the assurance practitioner's judgement. A limited assurance engagement under ISAE 3000 (Revised) and ISAE 3410 is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement and therefore less assurance is obtained with a limited assurance engagement than for a reasonable assurance engagement.

We performed the following procedures, among others:

- Assessing the suitability of Company's use of the suitable Criteria in the circumstances, applied as explained in the section "Basis for Preparation" on page 3 in the 2024/25 Sustainability Report to the GHG emission indicators summarized in Annex 1 of this report;
- Local level procedures (site visits at Greater Noida (India) and Chiayi (Taiwan)) to inspect local processes and reconcile source evidence).
- Inquiries and detailed walkthroughs with relevant stakeholders for the selected indicators in the 2024/25 Sustainability Report;
- Analytical procedures;
- Reperformance of relevant calculations (including the GHG emissions);
- Additional assurance procedures as deemed necessary (e.g. on sample based source tracing);

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

Conclusion

Based on the work we performed, nothing has come to our attention that causes us to believe that the GHG emission indicators in scope and marked with a footnote "2024-2025 PwC-assured" in the ESG Performance Table of the 2024/25 Sustainability Report of dormakaba Holding AG, for the period from 1 July 2024 to 30 June 2025 and as summarized in Annex 1 of this report, are not prepared, in all material respects, in accordance with the suitable Criteria.

Intended users and purpose of the report

This report is prepared for, and only for, the Board of Directors of dormakaba Holding AG, and solely for the purpose of reporting to them on the GHG emission indicators in the 2024/25 Sustainability Report and no other purpose. We do not, in giving our conclusion, accept or assume responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion may be used, or to any other person to whom our report is shown or into whose hands it may come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the suitable Criteria, to enable the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report over the GHG emission indicators in the 2024/25 Sustainability Report, without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of dormakaba Holding AG for our work or this report.

PricewaterhouseCoopers AG

Patrick Balkanyi Petar Lesic

Zurich, 29 August 2025

The maintenance and integrity of dormakaba Holding AG's website and its content are the responsibility of the Board of Directors; the work carried out by the assurance provider does not involve consideration of the maintenance and integrity of the dormakaba Holding AG's website, accordingly, the assurance providers accept no responsibility for any changes that may have occurred to the GHG emission indicators in the 2024/25 Sustainability Report or suitable Criteria since they were initially presented on the website.

Annex 1 – Key Performance Indicators in scope and marked with a footnote *("2024-2025 PwC-assured")* in the ESG Performance Table in the 2024/25 Sustainability Report (including the GHG statement) to the Management of dormakaba Holding AG.

Reference	Key Perfomance Indicators in scope assured	Report page
KPI - 3	**Gross Scopes 1, 2, 3 and Total GHG emissions**	
3.1	Scope 1 Greenhouse Gas emissions	Page 87
3.2.1	Scope 2 Location-based emissions	Page 87
3.2.2	Scope 2 Market-based emissions	Page 87
3.3	Scope 3 total greenhouse gas emissions	Page 87
3.3.1	Scope 3 Category 1: Purchased goods and services	Page 87
3.3.2	Scope 3 Category 2: Capital goods	Page 87
3.3.3	Scope 3 Category 3: Fuel and energy related activities	Page 87
3.3.4	Scope 3 Category 4: Upstream transportation and distribution	Page 87
3.3.5	Scope 3 Category 5: Waste generated in operations	Page 87
3.3.6	Scope 3 Category 6: Business travel	Page 87
3.3.7	Scope 3 Category 7: Employee Commuting	Page 87
3.3.8	Scope 3 Category 8: Upstream leased assets	Page 88
3.3.9	Scope 3 Category 9: Downstream transportation & distribution	Page 88
3.3.10	Scope 3 Category 11: Use of sold products	Page 88
3.3.11	Scope 3 Category 12: End-of-life treatment of sold products	Page 88
3.3.12	Scope 3 Category 13: Downstream leased assets	Page 88
3.3.13	Scope 3 Category 15: Investments	Page 88

Contact

dormakaba Holding AG
Hofwiesenstrasse 24
8153 Rümlang, Switzerland

sustainability@dormakaba.com

Imprint

Project support: Serena Alonso, Rossella Bittichesu, Nicole Claase, Tim Philipp Eichhoff, Dora Healey, Kristin Jarrett, Lea Rammelmann, Daniel Scavo, Christina Siemsen, Karola Steputat, Adem Tsiko
Project management: Stephanie Ossenbach, Marita Burgard, Georgi Gushlekov, Renata Jendrolovits
Data quality assurance: Schnabl + Partner GmbH

Editor: dormakaba Holding AG, www.dormakabagroup.com

Design: NeidhartSchön AG, Dorfstrasse 29, 8037 Zurich, www.neidhartschoen.ch

Photographer: Florian Ritter (Cover image)

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