

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

We are committed to facilitating the transition to a low-carbon economy by aligning our strategy and business model with the goal of limiting global warming to 1.5°C. We see two ways to make this happen: 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 integration of the sustainability governance and risk management framework into the company's overall Shape to Growth strategy and decision-making processes described in the Governance and Sustainability Risk Management sections of this Report (see: [General Information](#)) extends to climate-related risks and opportunities, metrics, and target setting.

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.

Climate scenario analysis

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, we have identified material risks and opportunities, not least those related to climate change (see [Sustainability Risk Management](#) section).

Transition 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 related to transition risk:

- 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):
- **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 approximately 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.

Physical climate scenario analysis

In FY 23/24 we conducted a first climate scenario analysis into the physical risk profile (whether acute or chronic) of our operations to identify both vulnerabilities and adaptation 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 and 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. Since the initial assessment, an annual review is conducted on the basis of RCP8.5.

Representative Concentration Pathway (RCP)

Scientists use the RCPs to model climate change and build scenarios about the impacts

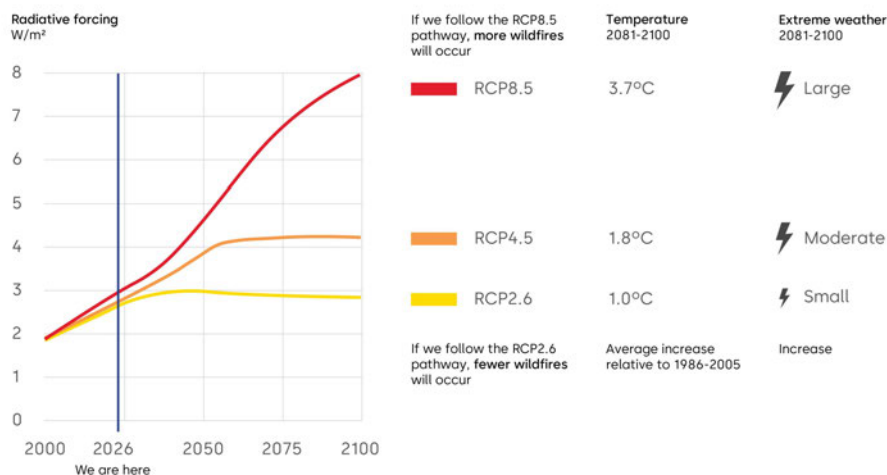


Figure was developed based on the image of GRID-Arendal/Studio Atlantis, 2021

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.

Climate-related risks and opportunities

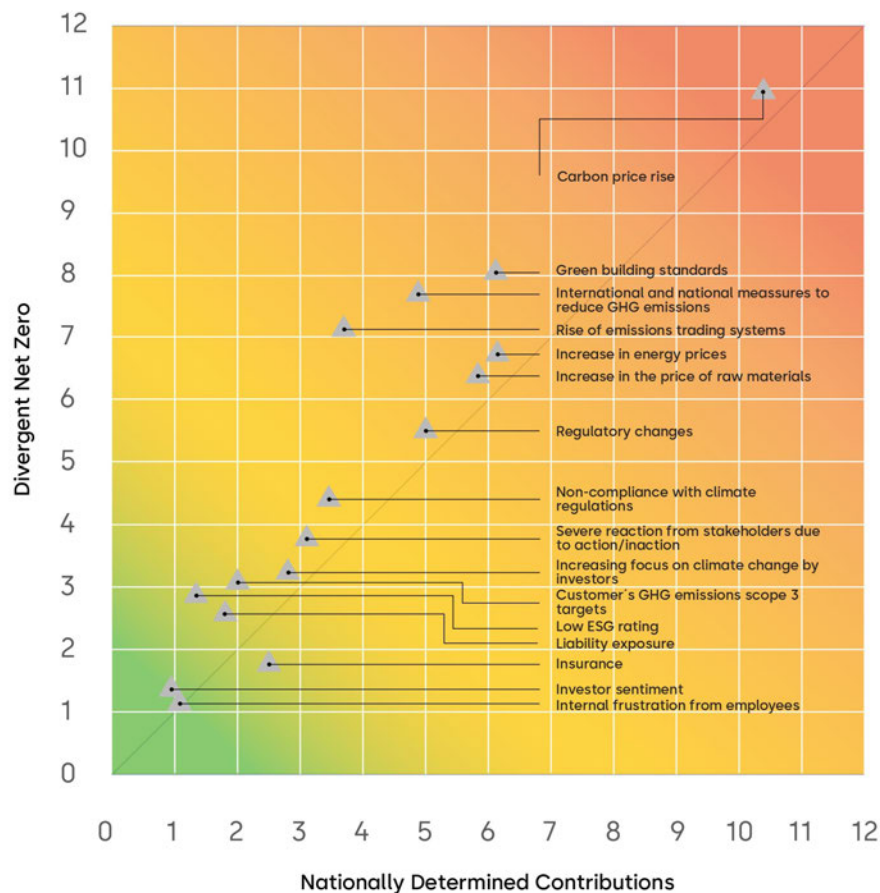
Transition risks and opportunities

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 investments 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 tangible impact on dormakaba's suppliers and our own production costs.
- **Technology:** Breakthrough technologies can help reduce company and downstream GHG emissions, improve the carbon performance and marketability of products, and deliver gains in cost efficiency, operational performance, energy efficiency, and reliability. However, rapid technological advancement also intensifies competition across the industry and may create risks for companies that fail to innovate or adapt quickly.
- **Legal:** dormakaba may face legal challenges from regulators or other parties alleging non-compliance 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 transition 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 2030, the annual carbon costs for our own Scope 1+2 emissions could range from USD 12 to 89 million (this would be lower under the NDCs scenario and higher under the Divergent Net Zero scenario).

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
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
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
International 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
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
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
Increase in the price of raw materials	More volatility in supply and demand as well as wider commodity prices resulting in higher prices for raw materials	Markets	Revenue, operating costs	Higher operating costs, reduced demand due to rising product prices

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

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 the three emissions scenarios as mentioned above, known as Representative Concentration Pathways (RCPs).

We evaluated the following risk types based on Verisk Maplecroft's risk indices: 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 conduct an annual high-level climate risk assessment of all sites across our operational regions and follow this up with a comprehensive assessment 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. In FY 25/26, these were shared with the respective local management teams, along with recommended mitigation measures tailored to each risk type. As part of these discussions, local teams were tasked with quantifying the anticipated financial effects on asset value and net revenue as per ESRS E1-11. In the upcoming financial year, additional hazard types such as extreme low/high temperature, extreme precipitation, chronic change in precipitation, etc. will be considered and a clearer differentiation on short-, medium- and long-term time horizons aligned to ESRS will be implemented.

Material sites at extreme or high risk are considered high-priority sites for climate adaptation. These sites will be tasked with defining and implementing climate adaptation actions by FY 27/28, while other sites are given additional time to develop and implement their adaptation plans.

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	Financial impact	Financial impact pathway
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	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production
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	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production
Severe storm	Severe storms impact operations and infrastructure, including: damage to buildings; supply chain disruption due to impact on transportation of materials; impact on employee homes and ability to commute to work; disruption to energy and water supply	Operations, Logistics, Sales, Assets, Finance	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production
Drought	Reduced access to water impacts productivity	Operations, Sales, Assets	Operating costs, revenue	Higher costs due to lack of access to water, reduced revenue from lower sales
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	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production
Water stress	Reduced access to water affects productivity	Operations, Sales, Assets	Operating costs, revenue	Higher costs due to lack of access to water, reduced revenue from lower sales
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, and rising river water levels, which may damage facilities or cause transportation disruption	Operations, Sales, Assets, Finance	Capital expenditure, operating costs, revenue	Higher capital costs for adaptation measures, damage repairs/need for replacement equipment or materials, higher operating costs, reduced production

Geographical exposure to physical risks

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

Resilience of our company strategy

The overall conclusion of these analyses is that there are no indications of any risks that could significantly threaten dormakaba's overall business continuity in the short, medium or long term. We remain committed to mitigating the risks identified, as this will allow us to safeguard our operations and maintain our competitive edge.

This includes:

- Increasing our investment in low-carbon technologies and in the course of capital allocation decisions through our climate transition plan.
- Developing quantification methodologies to gauge the potential financial implications of transition risks beyond carbon prices.
- Continuing to refine methodologies on the potential financial implications associated with the identified physical risks, along with the costs involved in implementing the mitigation measures.
- Continuing to evaluate the carbon emissions of potential acquisitions and apply carbon pricing into mergers and acquisitions decisions.
- Continuing to evaluate and promote the diversification of energy sources and sources of supply for key commodities.
- Continuing to develop more energy-efficient products to leverage green building market opportunities.

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

To mitigate our highest-priority transition risk — increasing carbon prices — we apply shadow carbon pricing to all non-IT fixed asset investment decisions and M&A due diligence processes. A dynamic carbon price, ranging from CHF 43 to CHF 99 per tCO₂ depending on the year, is integrated into cashflow, EBITDA, and internal rate of return calculations. 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. This ensures 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

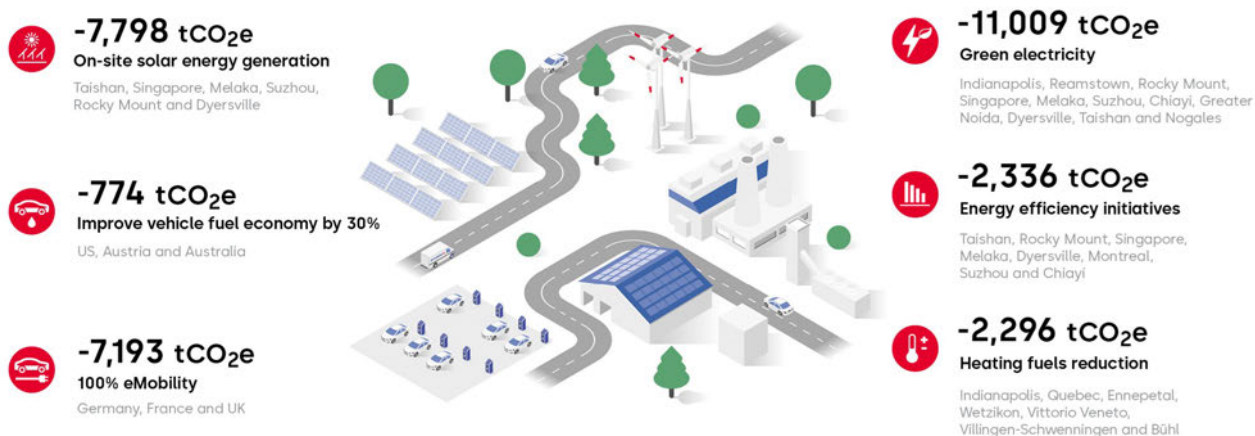
As approved by the Science Based Targets initiative (SBTi), our target is to **reduce absolute Scope 1+2 greenhouse gas (GHG) emissions by at least 42% by 2030, in line with a 1.5°C future, without the use of carbon offsets (baseline 74,770 tCO₂e in FY 19/20*)**. This means total emissions savings of 31,403 tCO₂e 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)**.

* Base year determined based on SBTi submission

Our strategy

To achieve the 42% reduction (31,403 tCO₂e) 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 CO₂ 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 have already achieved a 26% 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 tCO₂e 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 1: 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 disaggregated to an individual supplier level. This means we have little leverage to encourage suppliers to decarbonize. To address this, in FY 25/26 we started to collect primary CO₂ data from our most carbon-intensive suppliers. 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. We plan to have the Scope 3 transition plan ready in FY 26/27.

* Base year determined based on SBTi submission

Innovation for a low-carbon economy

When it comes to primary energy consumption, the building sector is one of the world's largest energy consumers, making its impact on climate change significant. As part of our Scope 3 Category 11 strategy, our new products have best-in-class energy efficiency. A key enabler has been our digital Product CO₂ Inventory Tool, which provides information on the carbon emissions of around 350 energy-consuming products during their use phase (the calculation method is in line with the GHG Protocol), 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 ten carbon-intensive products identified by the tool in our sustainability initiatives tracker, tasking product development teams with evaluating and implementing energy efficiency strategies for them.

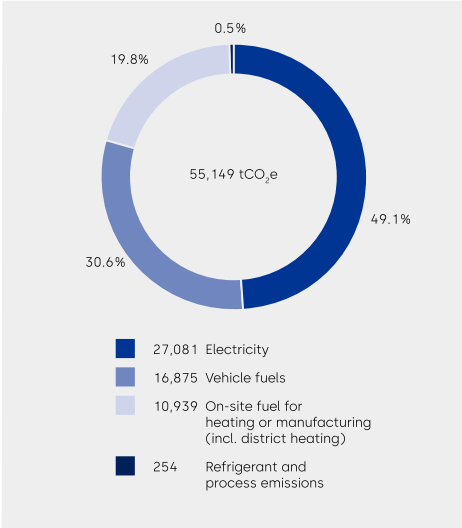
We also offer sustainable solutions to help address Scope 4 (avoided) emissions, such as Motion IQ and the Door Efficiency Calculator. MotionIQ is an intelligent sensor system which ensures that automatic doors only open when they really need to and for no longer than necessary. This means the doors move less frequently, thus reducing air exchange and the energy needed for heating or cooling. 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.

The Door Efficiency Calculator helps customers compare and analyze different automatic doors in terms of their impact on a building's airflow, energy use, and CO₂ emissions, depending on factors such as building type, usage, and typical weather conditions for the site. This enables more informed decisions and supports the selection of the most energy-efficient entrance solution for each building.

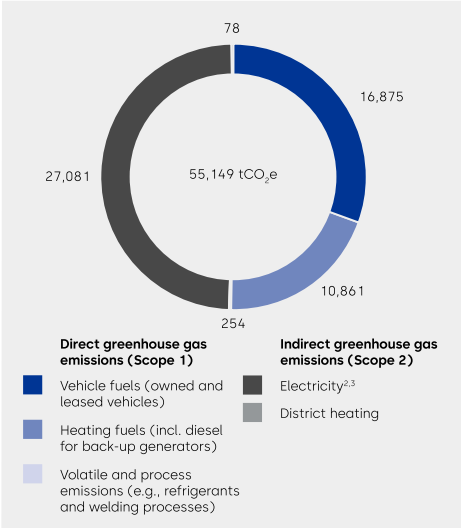
Our performance

Scope 1 and 2 emissions

Greenhouse gas emissions by source (tCO₂e)



Scope 1 and Scope 2 greenhouse gas emissions (tCO₂e)¹



For further metrics on energy and emissions, please see our ESG Performance Table.

ESG Performance Table

¹ Greenhouse gas inventory calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol. Main emission factor sources: UK Defra (2025), US EPA eGRID (2023), IEA (2025), AIB (2024), Intep (2024), ecoinvent v3.12, and Exiobase v3.8.2.

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. Please see our ESG Performance Table for further details.

³ Market-based Scope 2 GHG emissions are calculated using contractual instruments where available, including renewable electricity supply contracts, green electricity products, and energy attribute certificates such as Guarantees of Origin, RECs, I-RECs, or equivalent instruments depending on the market. Where contractual instruments are not available or do not fully cover electricity consumption, residual mix factors, supplier-specific factors, or other applicable grid-average emission factors are used. Generation technologies vary by country, supplier, and instrument type and may include renewable technologies as well as broader grid or residual mixes where applicable. Further country-level details are disclosed in dormakaba's CDP response.

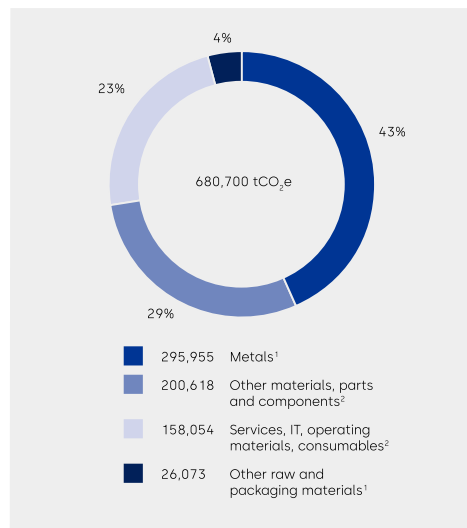
In FY 25/26, our total greenhouse gas (GHG) emissions (Scope 1+2) amounted to around 55,000 tCO₂e. Nearly half of these emissions are attributed to electricity consumption, followed by vehicle fuel use. Key decarbonization projects and initiatives launched during the year are expected to avoid approximately 2,300 tCO₂e. Among these, energy efficiency and heating fuels reduction measures will deliver annual energy savings of 3,331 MWh. Overall energy consumption increased by 1.3% to 247,618 MWh, and energy intensity remained relatively stable at 88.7 MWh/mCHF net sales vs. 85.1 MWh/mCHF in the previous year.

Key decarbonization activities

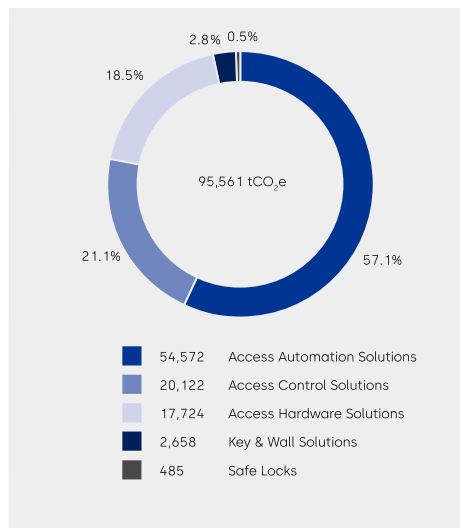
Lever	Location	Initiative	OpEx investment in FY 25/26 (CHF thousand)	CapEx investment in FY 25/26 (CHF thousand)	Expected energy savings (MWh/year)	Expected CO ₂ e savings (tCO ₂ e/year)
On-site solar generation	Dyerville (USA)	Photovoltaic solar installation	0	0	N/A	367
	Nogales (Mexico)	Photovoltaic solar installation	0	0	N/A	548
Vehicle fuels reduction	Dyerville (USA)	Electric forklifts	0	125	36	5
	Hallam (Australia)	Switch to hybrids and more efficient vehicles	0	737	369	92
Heating fuels reduction	Quebec (Canada)	Electrical heaters	0	92	0	277
	Dyerville (USA)	Air make up unit replacement	0	77	262	54
	Wetzikon (Switzerland)	Heat pump	0	20	568	123
		Electroplating process optimization	0	2,337	26	19
	Vittorio Veneto (Italy)	Setpoint temp management	0	0	475	88
Energy efficiency	Singapore	Chiller replacement	0	1,316	453	184
		Electric resistance optimization	0	90	313	140
		Cooling panel replacements	0	147	22	9
		Air handling unit optimization	0	0	98	40
		Air compressor replacement	0	135	158	66
	Bühl (Germany)	Laser cutting machine	0	242	150	0
	Ennepetal (Germany)	Turning/milling machine replacement	0	501	37	0
	Senai (Malaysia)	Laser machine replacement	0	99	5	3
	Taishan City (China)	Polishing line optimization	0	123	22	14
		Motor replacements	0	34	41	24
		Air compressor replacement	0	0	240	142
		Energy-efficient upgrade of pneumatic press machines	0	147	59	35
		Variable speed drive installations	0	9	79	58
	Greater Noida (India)	Air compressor replacement	0	87	33	0
	Vittorio Veneto (Italy)	Installation of electric filter	0	51	41	0

Scope 3 emissions: Category 1 and 11

Scope 3 emissions: purchased goods and services (tCO₂e)^{1,2}



Scope 3 emissions: use phase of products (tCO₂e)³



¹ Calculated via direct material weight. Emission factor source: ecoinvent v3.12

² Calculated via spend volume. Emission factor source: Exiobase v3.8.2

³ Calculated via energy consumption during the use phase. Emission factor sources: UK Defra (2025), IEA (2025), and BCI/ILA (2023)

Achieved GHG reductions

	Retrospective				Milestones and targets			
	FY 19/20	FY 24/25	FY 25/26	FY 25/26 vs. FY 24/25 (%)	FY 26/27	FY 29/30	FY 49/50	Annual % target / Base year
Scope 1 + 2 GHG emissions (tCO₂e)¹	74,770	55,929	55,149	-1.4%	52,786	43,366	7,477	4.2%
Scope 1 GHG emissions	31,162	27,199	27,991	2.9%	21,999	18,073	3,116	4.2%
Scope 2 GHG emissions	43,608	28,730	27,158	-5.5%	30,787	25,293	4,361	4.2%
Significant Scope 3 GHG emissions (tCO₂e)	734,850	785,778	776,261	-1.2%	626,919	551,138	73,485	2.5%
Category 1: Purchased goods and services	567,250	679,368	680,700	0.2%	483,935	425,438	56,725	2.5%
Category 11: Use of sold products	167,600	106,410	95,561	-10.2%	142,984	125,700	16,760	2.5%
Total GHG emissions in scope of our SBTi targets	809,620	841,707	831,410	-1.2%	681,448	594,504	80,962	

¹ All data in the table is in tCO₂e. 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 provides financial and non-financial companies with a common definition of economic activities considered environmentally sustainable. It recognizes that directing capital flows towards more sustainable activities requires a shared, holistic understanding of the environmental impacts of economic activities and investments.

Under the EU taxonomy technical screening criteria, a company's internal economic activities can be classified by environmental sustainability across six 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 may contribute to one of the environmental objectives are considered taxonomy-eligible. Taxonomy-eligible activities that meet the sustainability criteria are taxonomy-aligned. Alignment requires meeting three sets of criteria:

- 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

Following a detailed review of Technical Annex 1 of the Taxonomy Regulation (EU) 2020/852 and Commission Delegated Regulation (EU) 2023/2486, we found that only a limited number of our revenue-generating activities are taxonomy-eligible. This review covered the full scope of our products and solutions and was conducted together with Product Sustainability and Product Management. The EU taxonomy classification is largely not applicable to most of our revenue-generating activities, nor to the access solutions industry in general. Eligibility is more relevant in the area of the circular economy. No eligibility was identified for pollution prevention and control, protection and restoration of biodiversity and ecosystems, or sustainable use and protection of water and marine resources. We will continue to reassess this regularly.

The company's eligible revenue-generating activities 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 ² K*
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	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 25/26 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
Turnover¹	0.2%	28.9%	29.1%	70.9%
CapEx²	4.4%	0.0%	4.4%	95.6%

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 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.

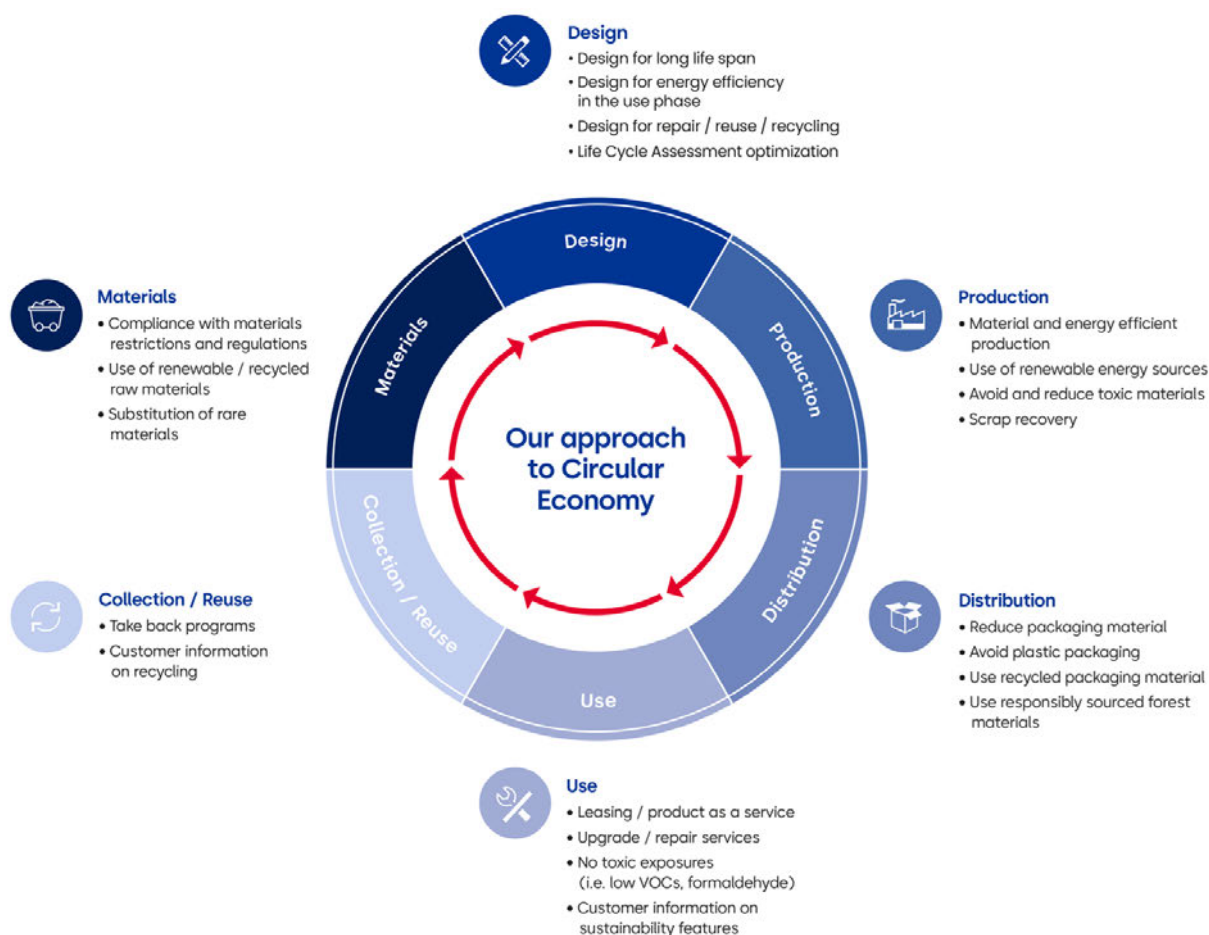
Our global **Environment Directive** regulates environmental management in manufacturing practices as well as mandatory requirements on product circularity and eco-design, including energy efficiency and minimum recycled content benchmarks for each product family. The Environment Directive promotes the 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, our group-wide **Material Compliance Directive** defines 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 dormakaba sustainability commitment and life cycle approach are also integrated into our **Product Design Manual** and **Corporate Packaging Guideline**.

A circular approach to product design

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, a target we achieved in FY 23/24. 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, reparability, adaptability, and disassembly, and also sets minimum requirements for recycled content and packaging design. The template was updated in FY 25/26 to make sure sustainability criteria can be easily incorporated into the process.





EasyAssist

EasyAssist Pro: Turning circular design into reality

One of the first innovations to follow the EcoDesign Specification Template was the development of EasyAssist and EasyAssist Pro, a power-assisted door closer designed for use on fire-rated doors.

EasyAssist Pro helps people open heavy doors more easily while ensuring the doors close safely and in a controlled manner, supporting barrier-free building concepts and accessibility.

Instead of relying on conventional hydraulic technology, the system uses an innovative mechanical system that reuses energy generated during door operation. This removes the need for hydraulic oil, which helps avoid fluid leakage, improves fire resistance, and lowers maintenance requirements over the product's lifetime.

Recycled content is used in its key materials such as aluminum, steel, and zinc, as well as in its packaging. The product also avoids the use of lead in metal alloys, contributing to more environmentally friendly buildings and to safer end-of-life recycling.

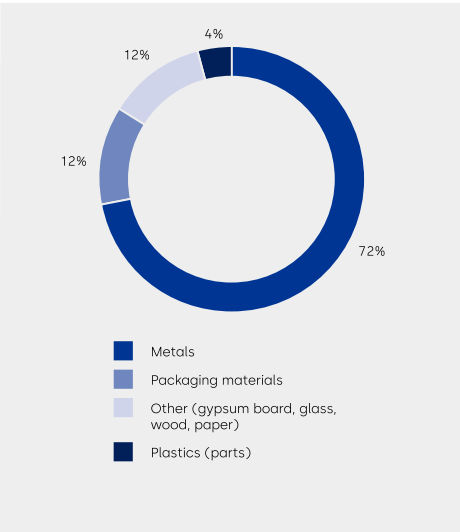
By applying the EcoDesign Specification Template, EasyAssist Pro became a great example of how dormakaba's circularity approach can translate sustainability principles into practical, innovative product solutions.

Resource inflows

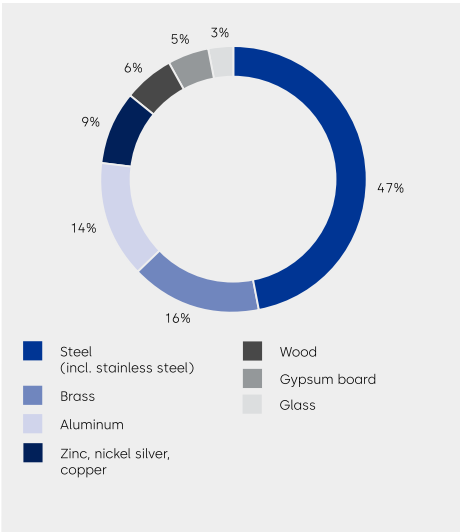
Materials

Among the most important raw materials used in our products are metals such as steel, brass, aluminum, nickel silver, and zinc for Door Hardware and Mechanical Key Systems. In addition, Entrance Systems use glass and our Movable Walls use glass and gypsum board. Wood, paper, cardboard and plastic are used in packaging.

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 help our customers achieve green building standards. **The average recycled content by product group is 59% for Door Closers, 41% for Locks, 45% for Exit Devices, 46% for Sliding Doors, and 66% for Interior Glass Systems.**

We were also one of the first companies to pilot the new Recycled Content Declarations (RCDs) developed by the Institut Bauen und Umwelt (IBU). The RCDs will initially be available for three pilot products, including the EasyAssist Pro, strengthening transparency and supporting our customers' circular economy ambitions. Similar to our previous recycled content certifications, the IBU's RCDs are verified manufacturer declarations that transparently documents the exact proportion of pre-consumer and post-consumer recycled materials in construction products, in accordance with ISO 14021.

For more information about product declarations and certifications, see our marketing and labeling activities

Customers and End Users

Transparency on substances of concern

To comply with the increasing regulatory requirements and to deliver enhanced transparency on material composition, we have initiated the PURE (Preparing Us for Regulatory Evolution) Materials Program. This program focuses on assessing and gradually phasing out lead-containing metals in light of recent developments under the EU RoHS (Restriction of Hazardous Substances) Directive.

A key advantage of the PURE Materials Program is its coordinated and structured methodology. This integrated approach creates synergies, improves efficiency, reduces administrative complexity, and generates cost savings while accelerating implementation efforts.

As regulatory requirements continue to evolve, dormakaba plans to expand the program's scope to additional critical substances, including PFAS and other materials of concern. By

taking action early, we aim to reduce future compliance risks and strengthen responsible material management across our products and supply chain.

In addition, and building on our long-standing collaboration with Assent in the Americas region, where we have established an automated [compliance and supplier engagement process](#), we have continued to expand and strengthen this approach across our operations. Following its successful introduction in Germany in the previous reporting year, we further extended the system to Switzerland. This system enables structured data collection on material composition and supports proactive supplier engagement to assess the presence of any substances of concern.

And as part of our 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.

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 introduce recycled plastic in our packaging, progressively increasing its share as part of the transition from fossil fuel-based plastics.** This target replaces our previous goal of eliminating fossil fuel-based plastic from packaging entirely, due to material availability constraints and supplier immaturity. In FY 25/26, we started to switch plastic packaging such as screw bags and films to 50% recycled content. We managed to switch 7% of our spend in these categories accordingly.

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 the Sustainable Forestry Initiative (SFI), American Tree Farm System (ATFS), and Program 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 25/26 we had transitioned around 30% of our paper packaging, over 59% of our cardboard, and 65% of wood packaging.

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 life cycle. 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 aim to ensure that all our products remain fully serviceable throughout their life cycle.

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
Automatic and Manual Sliding Doors	1,125,000 cycles
Card Readers & Peripherals	13.9 years
Door Closers	740,000 cycles
Electrified Door Hardware	20 years
Electronic Hotel Locks	10 years
Electronic Locks, Cylinders, Keys and Cores	10.9 years
Emergency Exit Systems	350,000 cycles
Glass Hardware	21.1 years
Lever handles	200,000 cycles
Mechanical Locks, Cylinders, Keys and Cores	370,000 cycles
Movable Partitions	62.5 years
Revolving Doors and Interlocks	1,450,000 cycles
Safe Locks	7 years
Sensor Barriers/Speed Gates	16.3 years
Sliding Door Operators	940,000 cycles
Swing Door Operators	10 years
Terminals	10 years
Turnstiles	15 years

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

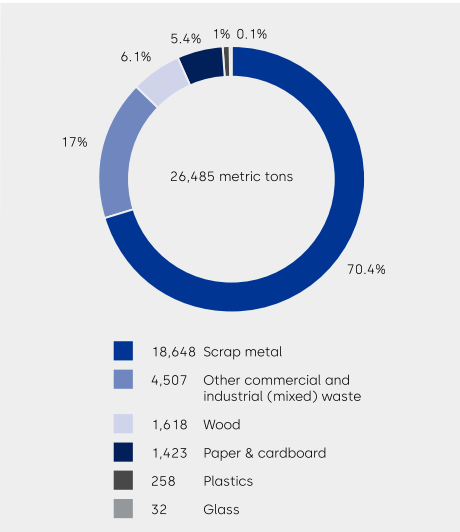
Waste management

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. Some of the sites with the largest potential impact receive tailored support in collaboration with external experts from Beyondly, including waste assessments, waste flow mapping, site audits, detailed waste composition analyses, and waste optimization plans. During FY 25/26, we completed engagement in Russia, Peru, and two plants in Canada, bringing the total number of sites receiving tailored support through the program to ten.

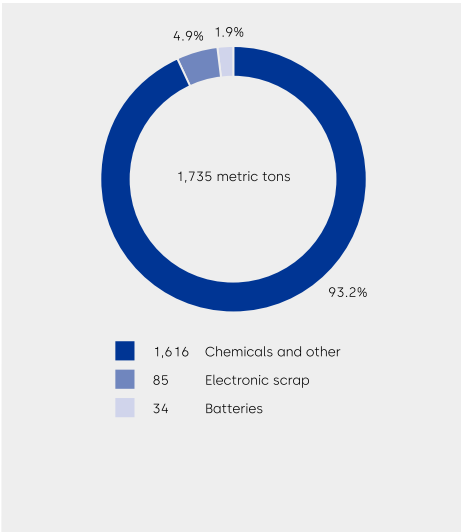
We monitor our waste by treatment method and waste type. At 70% by weight, the largest proportion of non-hazardous waste is scrap metal, followed by other commercial and industrial waste (17%), wood, paper, cardboard, and chemicals. In FY 25/26, approximately 89% of the waste stream was recycled, reused 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)



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 into the manufacturing cycle.

Between 2023 and 2025, we invested significant effort in piloting take-back programs across Austria, Germany, and the UK, including detailed feasibility studies, stakeholder workshops, and market assessments, but overall progress was limited. Structural barriers such as lack of control over end-of-life handling, low partner engagement, and well-established recycling streams meant that dedicated take-back systems for our products did not deliver meaningful ecological or economic benefits, despite isolated success in Germany with electromechanical components. As a result, we have been reassessing our overall approach to take-back programs. **Our aim is now to continue to conduct feasibility studies to evaluate take-back schemes for selected products in key markets until 2027, in collaboration with industry associations where possible.**

Beyond the feasibility assessments in the three pilot countries, we launched a feasibility study in India, where market demand is strong and our teams have greater visibility into the end-of-life stage of our products, in this case door closers and gates. We are in the early phase of collaborating with a waste-auction company to encourage customers to return end-of-life dormakaba products to certified recyclers.

In Germany, we launched another pilot program under Circular Spaces by DORMA Hüppe, aimed at finding solutions for repairing, refitting, reusing, and recycling our movable wall products. For this, we are collaborating with an external consultancy and plan to apply the concept of urban mining, leveraging their knowledge of which buildings are being renovated, gutted, or demolished. This approach gives us access to information about our built-in products and allows us to work with building owners to decide on their future use.