Sustainability Report

Financial Year 2025/26

Table of contents

03 General Information

03 Basis for preparation
06 Sustainability risk management
08 Double materiality assessment
14 Strategy & Governance
22 Stakeholder engagement and partnerships

26 Sustainability Due Diligence

33 Planet

34 Climate Change
49 Resource Use and Circular Economy

57 People

58 Own Workforce

67 Partnerships

68 Workers in the Value Chain
75 Customers and End Users

80 KPI Summary

80 ESG Performance Table
85 Disclosure of Sustainability-related Directives and Statements of Commitments

91 Indices

91 ESRS index
96 Statement on Due Diligence
97 Disclosures for the Swiss Code of Obligations (Art. 964b)
100 TCFD index
102 EU Taxonomy

103 Limited Assurance Report

106 Contact

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 sustainability report for the FY 25/26 (1 July 2025 to 30 June 2026) for dormakaba Holding AG ("dormakaba") and its subsidiaries. It has been prepared on a consolidated basis, and the scope of consolidation is the same as that applied for the consolidated financial statements. It is the company's eleventh sustainability report and was prepared based on the November 2025 draft version of the European Sustainability Reporting Standards (ESRS). dormakaba will be required to report in line with the ESRS in FY 27/28 at the earliest, and we are taking decisive steps now to ensure we meet these requirements. All carbon emissions data was prepared in accordance with the Greenhouse Gas Protocol Corporate Standard using the operational control approach. 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 statement covers our material impacts, risks, and opportunities across our own operations and our upstream and downstream value chain. This includes raw materials and sourced goods, transportation, dormakaba production and administration, and the distribution, use, and end-of-life phases of our products.

Changes in preparation or presentation of sustainability information

- **Methodological changes:** In line with the Greenhouse Gas Protocol recommendations, emissions in the current reporting period were calculated based on the most recent available emission factors. The isolated effect of the updated emission factors, fuel property and heating values resulted in a marginal increase of 0.2% of Scope 1+2 market-based emissions, and 1.5% reduction of Scope 1+2 location-based emissions. Furthermore, the update resulted in a 5% increase in Scope 3 Category 1 and a 9% decrease 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. In addition, employee turnover was calculated in line with revised ESRS requirements, using average headcount as the denominator. Previous year figures have been restated accordingly and show marginal impact (<0.1% pp). In addition, the data coverage for Scope 3 Category 6 has been expanded to include actual travel bookings from our global travel booking platform, limiting direct comparison with the previous year's figures.
- **Presentation of additional information included in the sustainability statement:** This sustainability report also covers additional mandatory reporting requirements under the Swiss Code of Obligations, including climate-related disclosures aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. EU Taxonomy figures are also presented.
- **Application of material judgment and information subject to significant uncertainties:** The preparation of this statement required the use of judgment and estimates. This applies particularly to the Double Materiality Assessment, which involved structured indicators, internal data, and weighted stakeholder feedback to determine material topics. It also applies to the climate scenario analysis, which used frameworks from the Network for Greening the Financial System (NGFS) to evaluate transition risks across multiple time horizons. Scope 3 GHG emissions for all reported applicable categories are calculated using a combination of internal activity data, external data where

available, company assumptions, and secondary emission factors. The specific data sources and assumptions vary by category and include estimated inputs where primary data is incomplete or unavailable. Spend-based Scope 3 estimates are derived from dormakaba's global procurement information system (PRIS), the company's central source of procurement data. While PRIS covers the substantial majority of third-party spend, certain cost categories — such as business travel booked through dedicated channels — are not yet fully reflected. Data coverage and quality are being continuously expanded as part of the company's ongoing ESG data improvement roadmap. Industry-average or other secondary emission factors are applied. As a result, the calculations are subject to inherent uncertainty due to the use of assumptions, proxy data, and average emission factors. We have also launched a supplier questionnaire through an external service provider to collect additional primary activity data for selected Scope 3 categories.

Internal controls over sustainability reporting

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. This ensures the quality, reliability, and accuracy of our sustainability reporting. The main features include:

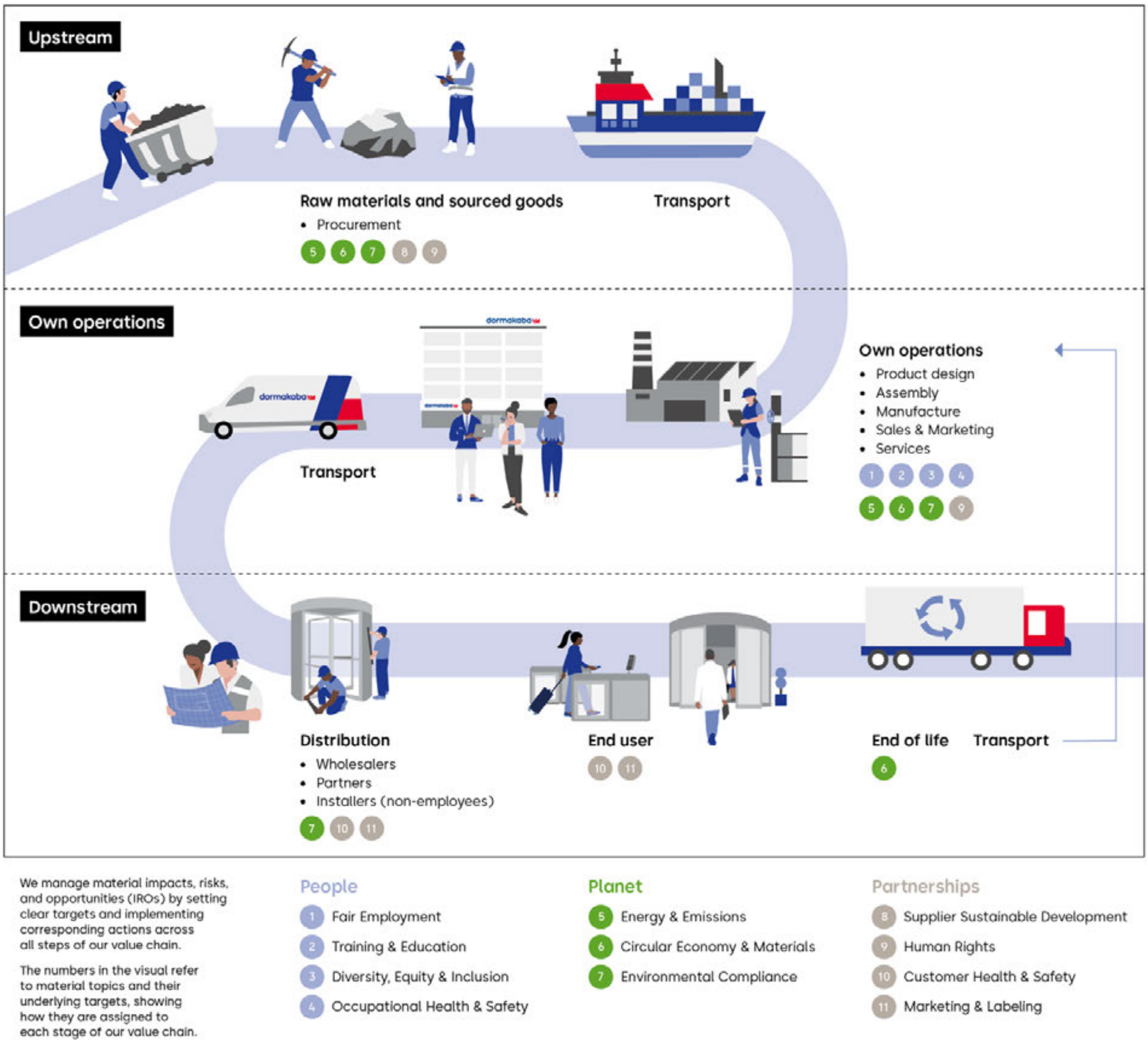
- **Data collection and consolidation:** Environmental data on energy, water, waste, and materials consumption is collected via an internal business intelligence platform, Infor BI, with a dedicated reporter at each site. Reporting is quarterly for most environmental data and half-yearly for materials use. The data mentioned above covers over 93% of dormakaba employees across 110 locations worldwide, including all manufacturing sites and locations with more than 20 employees. Locations below the 20 FTE threshold are not material from an environmental impact standpoint nor is their impact extrapolated into the reported environmental data, with the exception of smaller service branches in the USA for which fleet fuel data is gathered. Injury rates, accident types, corrective actions, and root-cause analyses are captured in a web-based health and safety tool, using the same threshold. Most HR data—such as workforce composition, turnover, and diversity—is sourced from the Group-wide SAP SuccessFactors platform and cover 100% of employees, while additional indicators (e.g., adequate wages, social protection, disability rate, family-related leave, training hours, and collective bargaining) are reported annually by local HR managers through Infor BI using the same materiality threshold as above. Each location has a designated data reporter who is trained on the employees to be included in scope and instructed to report disability data only where its collection and reporting are permitted under applicable national law. The metric is derived from payroll records and includes employees formally recognized or registered as persons with disabilities in accordance with the applicable national definition.
- **Data quality control**: Environmental and material data is reviewed quarterly and/or half-yearly by Corporate Sustainability. After the end of the financial year, an external consultant provides further data quality controls on environmental, materials and HR data.
- **Management review and approval**: The review process for qualitative and quantitative content involves topic owners in the Executive Committee, the CEO, and the CFO. The Audit Committee is responsible for contributing to the integrity of the sustainability report, and the Board of Directors reviews and approves the final report.

External assurance

External auditors conduct a limited assurance of all carbon emission figures (Scope 1–3) in accordance with the GHG Protocol. Additionally, waste, materials, social protection, and disability metrics were pre-assessed by external auditors to discover if any gaps versus ESRS requirements existed. The findings have been reported to the Audit Committee of the Board of Directors.

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



Raw materials & sourced goods (upstream)

Our global procurement volume with external vendors represents around 50% of total net sales. We work with approximately 12,000 active suppliers, with spend concentrated in Europe (53%), Asia (20%), and the Americas (26%). 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 transportation 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 345 installation partners, of which 38% are in Europe, 38% are in Asia, and 24% 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.

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:

- Outcome-oriented risk assessment;
- Definition and implementation of improvement measures based on cost-benefit analysis;
- Regular monitoring and review of identified risks and mitigation efforts;
- 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. 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 accurately identifying risks, conducting 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, which is connected to a central enterprise risk management (ERM) system where all listed risks are captured. Responsibility for risk mitigation 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 semi-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.

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 23/24, 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 using a gross impact evaluation approach (i.e., 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-low
- Mid-high
- 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
Planet	**Emissions**	3.40	3.50	2.75	1.75	**2.84**	⊖ GHG emissions across the value chain, particularly in metals processing and transportation
Planet	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
Planet	**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
Planet	**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
Planet	**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
Partnerships	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.
Partnerships	**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.
Partnerships	**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
Partnerships	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
Partnerships	**Customer Health & Safety**	N/A	N/A	N/A	2.18	**2.18**	⊖ Potential of product safety issues or end user accidents
Partnerships	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
People	Training & Education	1.25	0.63	2.00	1.25	**1.56**	⊕ Access to advanced education ⊖ Potential job automation in involved industries
People	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
People	**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. Likelihood ratings are aligned with dormakaba’s enterprise risk management thresholds, with a score of 4 indicating high certainty of occurrence in the short to medium term. Financial impact ratings consider the estimated magnitude of potential losses or gains, as well as strategic influence, stakeholder expectations, and reputational implications, with a score of 4 representing the highest level of impact.

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-low
Mid-high
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**
Planet	**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**
Planet	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**
Planet	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**
Planet	**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**
Planet	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**
Partnerships	Child Labor	1.7		0.4		**2.1**
Partnerships	Forced or Compulsory Labor	1.8		0.9		**2.8**
Partnerships	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-low
- Mid-high
- 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.

Materiality matrix

Strategy & Governance

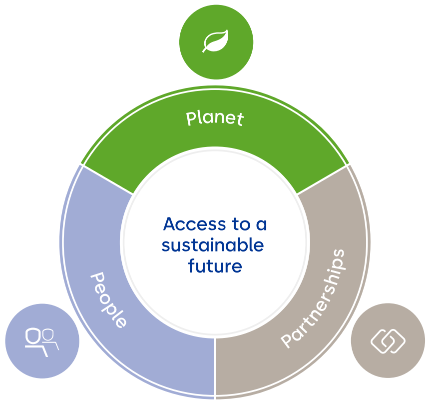
The results of the DMA directly inform dormakaba's corporate strategy, Shape to Growth. With this, we have further integrated sustainability into our solutions, operations, and processes to better meet the expectations of our customers. Material sustainability topics are embedded in the Sustainability 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.

As part of our company strategy, 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.

We have also 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.

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

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. Five 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** also 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 alert them on highly relevant climate-related and sustainability issues.

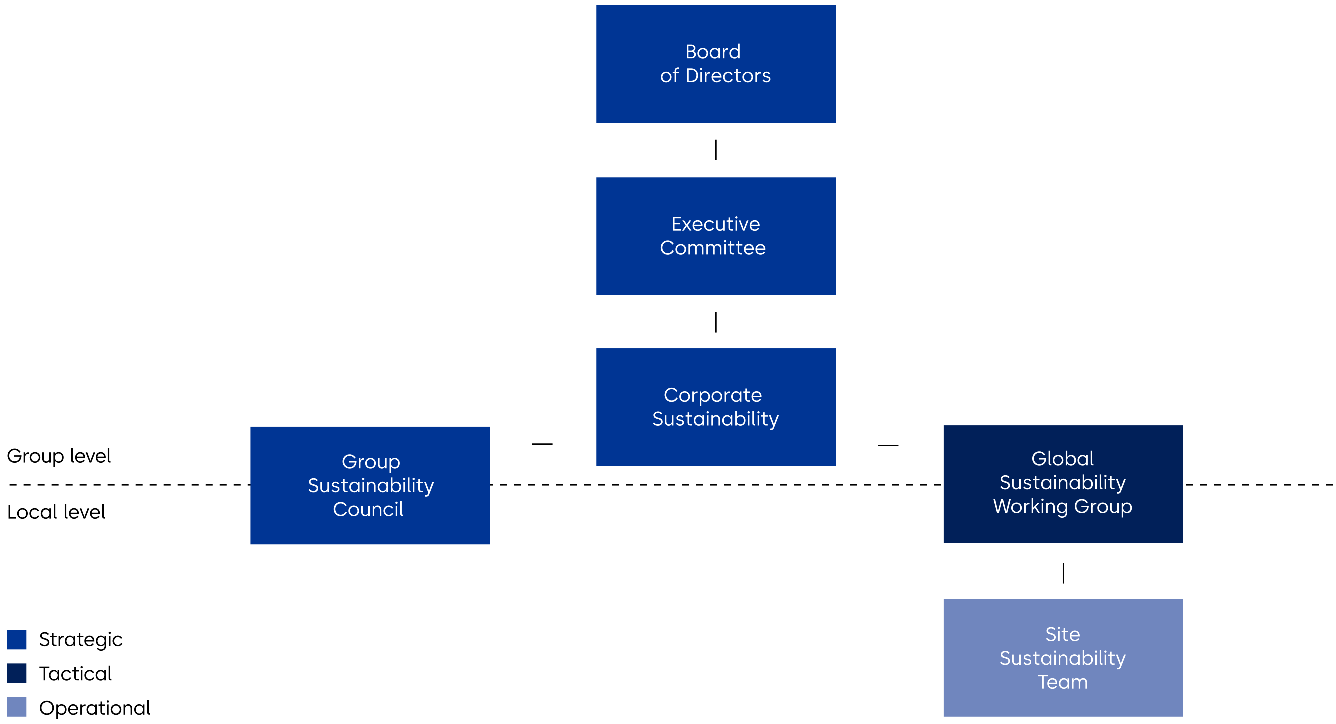
The cross-functional **Group Sustainability Council**, mandated by the EC and chaired by the CEO, includes senior leaders from global functions and regions. Meeting at least twice a year, the Council ensures the implementation of the sustainability framework and promotes ethical, social, and environmental 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



Strategic targets

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

Target-setting process and performance monitoring

The sustainability target-setting process is governed by our Sustainability Management System and follows a structured, multi-stakeholder approach aligned with ESRS requirements and best practice. Target proposals are developed by the Corporate Sustainability team together with external experts and functional Expert Groups within the Sustainability Working Group, based on competitor analysis, industry benchmarking, and internationally recognized frameworks, including the Science Based Targets initiative (SBTi) for Scope 1–3 climate targets, the Ellen MacArthur Foundation circular economy principles, and the Leadership in Energy and Environmental Design (LEED) standard.

Proposed targets are reviewed by functional leaders from Human Resources, Procurement, HSE, Operations, and Product Development within the Group Sustainability Council, which ensures cross-functional alignment through workshops and roundtables. Following this process, targets are finalized and submitted to the Executive Committee and Board of Directors for approval.

We systematically evaluate activities and projects supporting our sustainability objectives through an initiative tracker that captures their sustainability and climate-related impacts. At site level, project managers, QHSE managers, plant managers, and site heads are responsible for defining and implementing additional adaptation and mitigation measures aligned with global targets and for overseeing their execution.

Progress is monitored monthly, and performance against targets is tracked quarterly wherever possible. Updates are reported regularly to the Executive Committee and the Group Sustainability Council, which conducts formal reviews twice per year. Sustainability performance is also reviewed quarterly by the Chairman of the Board and annually by the full Board of Directors.

The table below outlines our key targets and summarizes the progress achieved to date.

People

Material Topic	Target	Target Year	Baseline FY 20/21	Performance FY 25/26	Notes	Status
Fair Employment	Maintain our employee engagement score at or above the IBM Global Norm (73)	2027	70%[1]	70%	In FY 25/26 we invited all employees to take part in the dormakaba dialogue survey. Overall engagement reached 70%, matching the level of the 2023 dialogue survey (71%) and outperforming the Pulse Check 2023 (61%).	
Training & Education	Increase average training hours to 20 hours per employee per year[2]	2027	12.7 hrs/employee	12.1 hrs/employee	The decrease reflects substantial improvements and changes in data collection processes, including more precise per-employee reporting and revised registration methods, which affect year-on-year comparability.	
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.	
	25% women in succession planning for top management positions	2027	14%	28%	The desired target level was already achieved in FY 23/24 and continues to be monitored.	
Occupational Health & Safety	Decrease the recordable work-related injury rate by 33%	2027	6.93	4.19	We made further measures, reducing the injury rate by 40% vs. the baseline, and by 7% vs. prior 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 25/26	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]	55,149 tCO_2e	We are well on track and have reduced emissions by 26% 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]	776,261 tCO_2e	For the second year in a row, we decreased value chain emissions. This was driven primarily by improved energy testing and efficiency of our products.	
	Become carbon neutral in our operations	2030	74,770 tCO_2e[1]	55,149 tCO_2e	We will continue to reduce carbon emissions in line with our 1.5°C commitment through 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]	918,626 tCO_2e	Our reported Scope 1–3 carbon emissions have decreased by 1% tCO_2e vs. previous year.	
	Have best-in-class energy efficiency for new products	2023	–	Target achieved	Our EcoDesign Specification Template has been mandatory for all new product developments since FY 23/24.	
	Reduce energy intensity of our operations by 25%	2030	100.5 MWh/mCHF[1]	88.7 MWh/mCHF	Energy intensity remained relatively stable, with a slight increase driven primarily by changes in revenue.	
	80% of purchased electricity is from green sources	2030	46%	55%	Performance on this sustainability target remained consistent with the previous year, with no significant progress recorded.	
	100% of fleet in Germany, France, and the UK is electric- or hydrogen-based	2030	–	30%	We nearly doubled the amount of electric vechicles vs. previous year, driven primarily by Germany and first replacements in France.	
	All manufacturing sites maintain Energy Management Systems based on ISO 50001[3]	2023	21%[2]	Target achieved	Target achieved in FY 24/25 and reconfirmed in this financial year.	
Circular Economy & Materials	All new product developments and optimizations are covered by our circularity approach	2023	–	Target achieved	Our EcoDesign Specification Template has been mandatory for all new product developments since FY 23/24.	
	Conduct feasibility studies to evaluate extended producer responsibility (EPR) take-back schemes for selected products in key markets, in collaboration with industry associations	2027	–	Ongoing feasibility studies in India and Germany.	The scope of target has been adjusted as explained in the Resource Use and Circular Economy chapter.	
	Introduce recycled plastic in packaging, progressively increasing its share as part of the transition from fossil fuel-based plastics	2027	–	We switched 7% of our spend in plastic packaging (e.g., screw bags and films) to 50% recycled content.	The scope of target has been adjusted as explained in the Resource Use and Circular Economy chapter.	
	100% of paper, wood, and carton stems from responsible forestry sources as accepted by the US Green Building Council	2027	–	58%	We have nearly doubled our paper, wood, and carton purchase from responsible forestry sources vs. previous financial year (33%).	
	Double the total number of sustainability-related product declarations / certifications, including Cradle to Cradle and for recycled content	2027	170	281	Despite a slight decrease from 323 to 281 valid documents due to expirations, a substantial number of new declarations and certifications were published during the reporting year, bringing us closer to our target.	

	Zero waste to landfill in operations	2027	3,443 tons	900 tons	This is a reduction of 43% versus the previous financial year and 74% 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 25/26	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%	42%		
	At least 45% of our high-risk suppliers participate in our sustainability engagement program	2027	10%	42%		
	Close at least 80% of high-priority corrective actions of assessed suppliers	2027	–	47%	We have substantially improved performance vs. previous year (5%) due to implementation of better corrective action plan management.	
	90% of assessed suppliers with priority findings have completed a sustainability training	2027	–	40%		
	Provide information regarding conflict minerals for high-risk suppliers	2027	–	We requested Conflict Minerals Reporting Templates from over 1,100 suppliers (68% 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)]	59,997 m^3 absolute consumption and 22 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 345 Extended Minerals Reporting Templates from our suppliers.	In the second year of the partnership, 30 children, along with 138 underage siblings, benefited from support through a child labour remediation initiative targeting the mining sector in the DRC.	
Customer Health & Safety	Collaborate on health and safety training with subcontractors and installation partners	2027	–	A new standard contract clause "Terms & Conditions for Installers" includes health and safety training obligations.	The "Terms & Conditions for Installers" was rolled out in the U.S. and will be continued in other countries over the next years.	

	Collaborate on training and provide information materials on the safe operation of our products for all end users	2027	–	Target achieved	We provide training and information materials to support the safe operation of our products. A review of historical safety incidents did not identify any cases where additional training or information measures would have prevented or mitigated the incidents.
	At least one corrective action and/or one awareness training session for each product-related injury	2027	–	Target achieved	

1 Baseline FY 19/20

Outlook

The table below outlines our plans for FY 26/27, summarizing the number of initiatives planned per material topic and type of activity.

Planned initiatives FY 26/27

Material topic	Examples of initiatives	Number of initiatives
Energy & Emissions	- Transition to electric vehicles - Make investments for emission reductions, e.g., biogas purchase, facility improvements such as electricity optimizers, A/C replacement and solar installations - Continue to enhance Energy Management Systems - Reduce energy consumption of selected products - Increase the purchase of aluminum, brass, and steel with recycled content	37
Circular Economy & Materials	- Continue research and activities on lead-free materials - Continue testing and conducting feasibility assessments for plastic-free and sustainable packaging concepts - Introduce recycled aluminum for ST PRO Green - Operationalize a product take-back program in two countries - Continue implementation of zero waste to landfill action plans	33
Fair Employment	- Continue conducting annual living wage gap assessment and 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	- Give training modules on unconscious bias and cultural diversity - Create local incusion roadmaps and activities	9
Occupational Health & Safety	- Make 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	17
Human Rights	- Conduct social audits at our locations - Continue child labor remediation partnership with Save the Children - Collect of Extended and Conflict Minerals Reporting Templates from selected suppliers - Continue water meter installation and water conservation initatives	14
Supplier Sustainable Development	- Conduct EcoVadis and on-site assessments of suppliers - Provide training for suppliers with high-priority findings	16
Marketing & Labeling	- Develop new sustainability-related product declarations or certifications	12

Resource allocation and planning

Sustainability planning is integrated with the Group's medium-term financial planning. Based on global sustainability targets, each site is assigned key initiatives, with local project managers responsible for execution and resource planning. 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. The Group Sustainability Council reviews plans and budgets annually, with final approval by the Executive Committee.

This table provides a detailed overview of the current and future financial resources — covering both OpEx and CapEx — allocated to the implementation of the action plans addressing each material topic identified by dormakaba.

Current and planned resources

	FY 26/27 (CHF thousand)			FY 25/26 (CHF thousand)[1)]		
Material topic	**CapEx**	**OpEx**	**Total**	**CapEx**	**OpEx**	**Total**
Energy & Emissions	3,974	373	4,347	6,368	6,256	12,624
Circular Economy & Materials	257	437	694	15	823	838
Fair Employment	0	160	160	0	89	89
Training & Education	0	1,300	1,300	0	571	571
Diversity & Inclusion	0	213	213	0	269	269
Occupational Health & Safety	669	640	1,309	79	225	304
Human Rights	19	122	141	9	103	112
Supplier Sustainable Development	0	99	99	0	70	70
Customer Health & Safety	0	0	0	0	0	0
Marketing & Labeling	13	175	187	0	12	12
All topics	**4,931**	**3,518**	**8,449**	**6,471**	**8,418**	**14,889**

1 Includes external costs and resources used for projects that are specifically allocated to the sustainability action plan, OpEx costs of renewable energy and recycling, as well as additional energy-savings, and CapEx investments related to non-IT fixed assets.

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 pepresentation**: In jurisdictions such as Germany, works council representatives participate in supervisory board meetings and bring stakeholder perspectives directly into 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.

Stakeholder	Stakeholder interest and views	Key methods of 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
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
Architects and specifiers	Product offering, product design and quality, trustworthiness and reliability, price level, innovation	Annual brand tracking survey, trade shows and associations, customer service hotlines
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
Suppliers	Contracting and delivery terms, qualification process, supplier sustainable development	Bilateral meetings, surveys, on-site audits, sustainability performance assessments
Workers in the value chain	Human rights, health and safety, working conditions	On-site audits, dialogues with suppliers (worker sentiment survey), and representatives, e.g., civil organizations
Local government	Employment, health, safety, environmental compliance	Bilateral meetings
Civic and non-profit organizations	Partnerships, research, expert inputs	Panel discussions, consultancy, project work

Partnerships

External acknowledgments

We have been awarded a platinum medal for our sustainability management, the highest distinction from the world's largest corporate sustainability ratings provider, EcoVadis. After four gold ratings, we are now among the top 1% of more than 150,000 companies assessed globally.

We are a Climate A List company, recognized as a leader in corporate transparency and action on climate change by the Carbon Disclosure Project (CDP). For our water management efforts, we achieved a B score.

We were recognized on the CDP Supplier Engagement A List for the second time, 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 2026 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.

dormakaba is recognized among TIME’s World’s Most Sustainable Companies 2026. This recognition highlights organizations that are setting benchmarks in sustainability, responsible business practices, transparency, and accountability — and confirms dormakaba’s continued progress in these areas.

For the third time dormakaba was named as one of Europe’s Climate Leaders by the Financial Times and Statista, improving our score by around 100 places versus 2025. 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 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.

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.

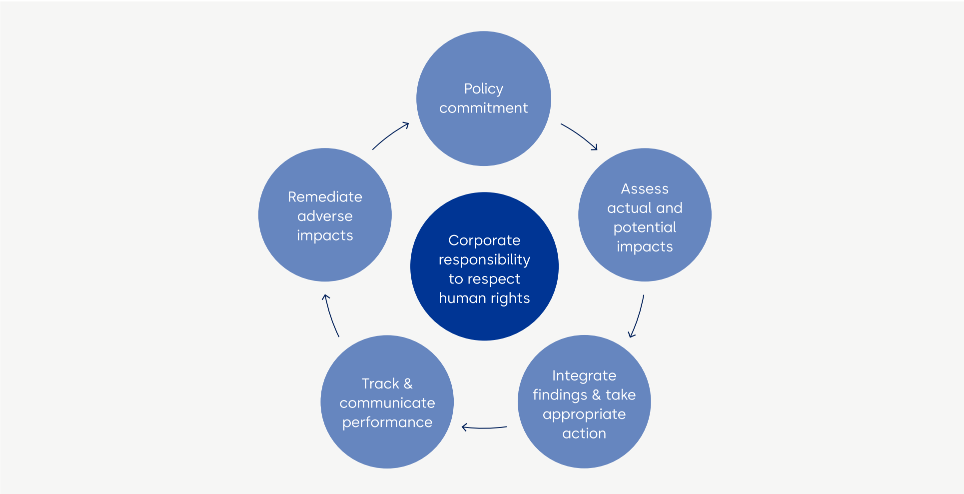
General Information

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

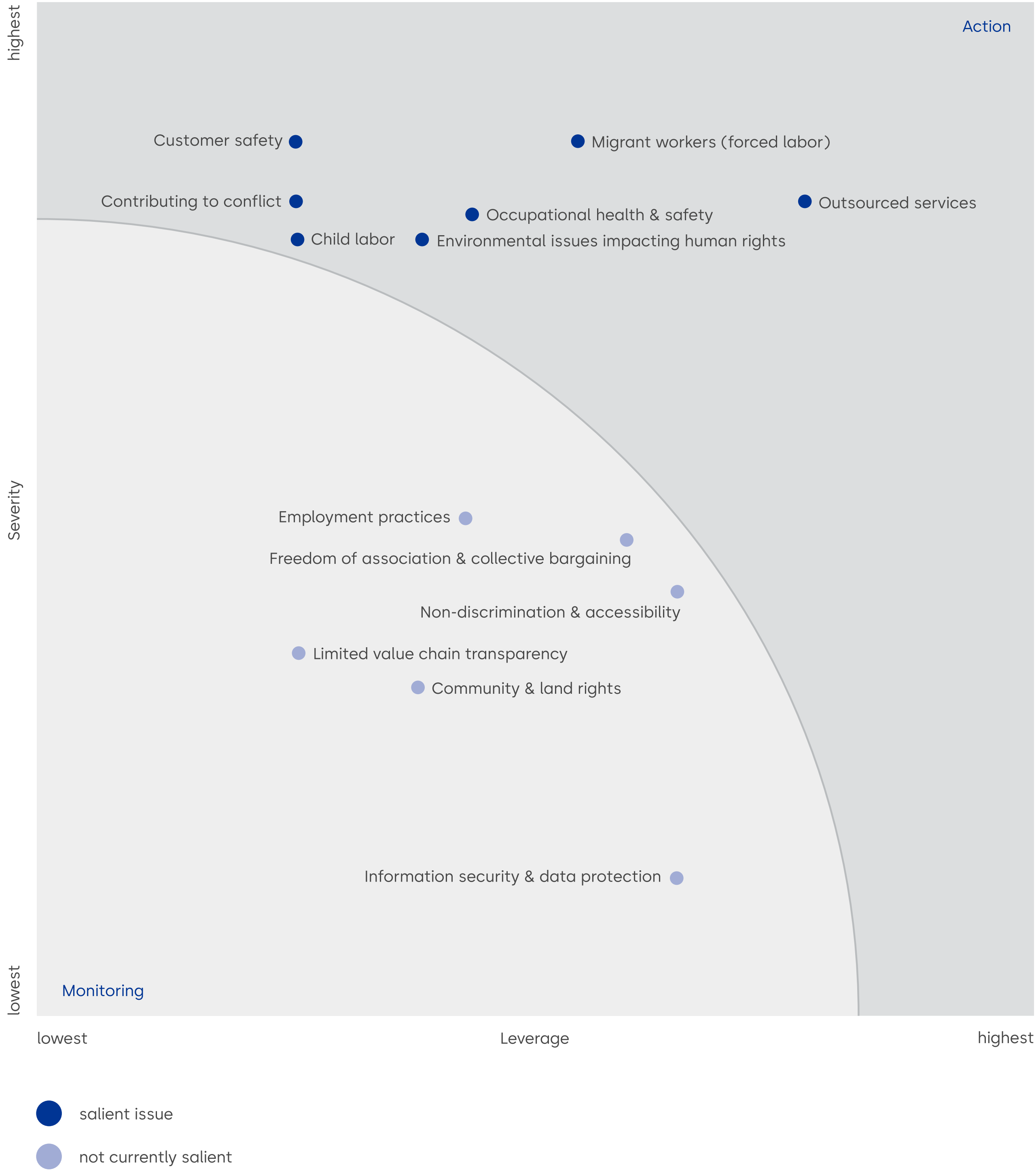
Assessing actual and potential impacts to define salient issues

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 malfunction causing injury during operation or preventing safe opening during a fire.
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 value chain transparency and evolving issue priorities, we annually review our salient issues through human rights impact assessments or social audits in high-risk areas, incorporating stakeholder and expert insights, including worker interviews and surveys of subcontractors and employees.

Learn more about our internal Human Rights Risk Management System

Own Workforce

Integrating findings and taking 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 25/26 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.

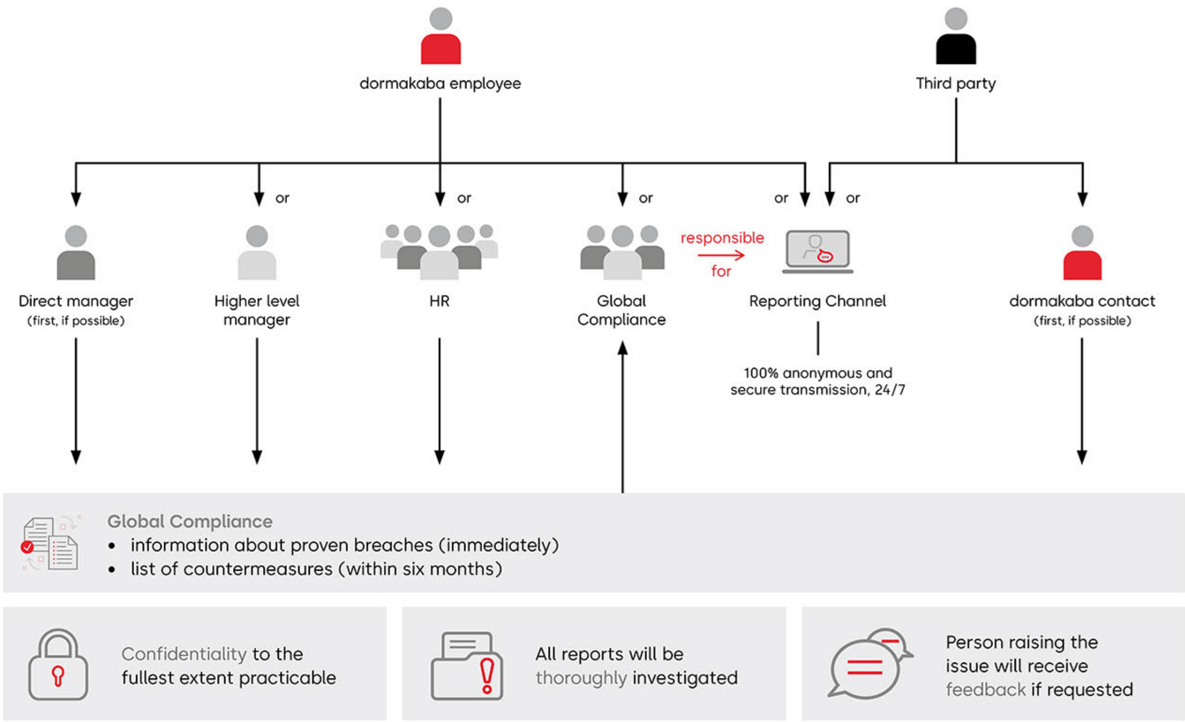
Before launching the tool, we gathered feedback from stakeholders, including the German Works Council and HR representatives, to ensure protection from retaliation. The tool largely meets the effectiveness criteria set out in the UNGPs, and complies with the German Supply Chain Due Diligence Act.

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. The Code of Conduct training has been conducted by 1,330 employees in the FY 25/26.

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) recommendations, 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 16% 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.

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

Climate Change

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 into 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.

In addition, we have a global sustainability initiative tracker that supports performance monitoring of environmental and climate change-related projects that contribute to global target achievement. Further information is found in the General Information chapter.

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.

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.

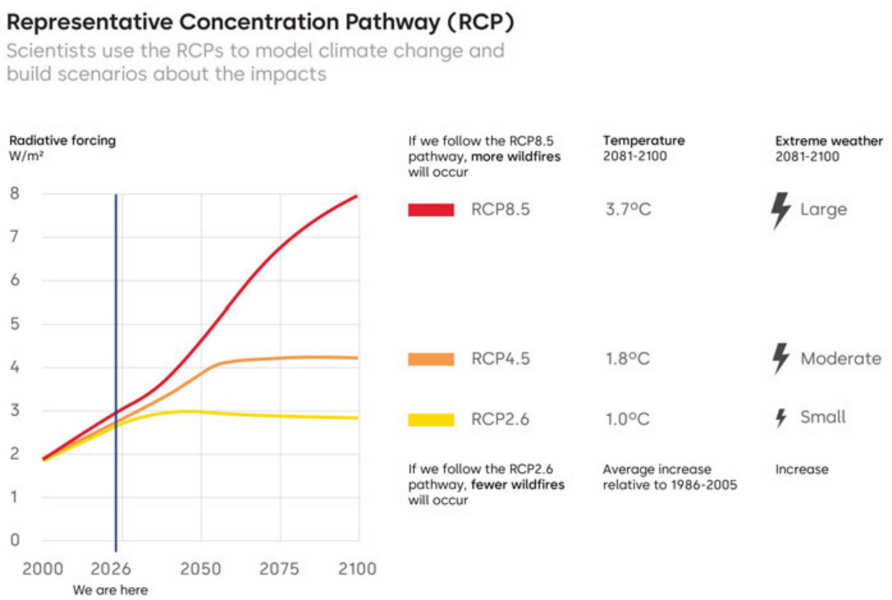


Figure was developed based on the image of GRID-Arendal/Studio Atlantis, 2021

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

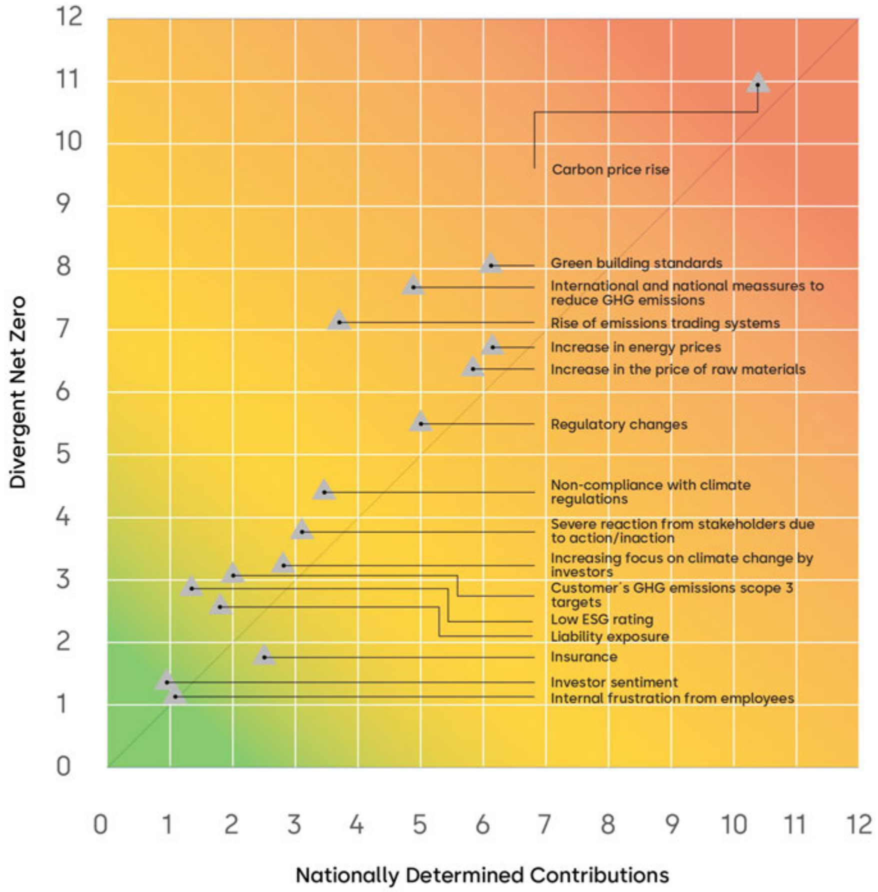
Transition risks and opportunities

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 tCO_2 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 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)**.

* Base year determined based on SBTi submission

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 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 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 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 CO_2 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 CO_2 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.

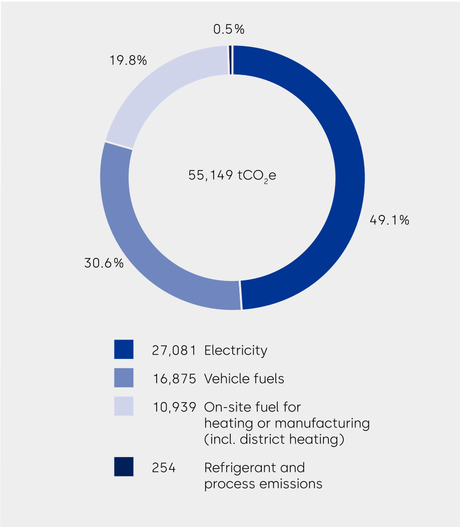
We also offer sustainable solutions to help address Scope 4 (avoided) emissions, such as Motion IQ and the Door Efficiency Calculator. MotionIQ is an intelligent sensor system which ensures that automatic doors only open when they really need to and for no longer than necessary. This means the doors 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 CO_2 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.

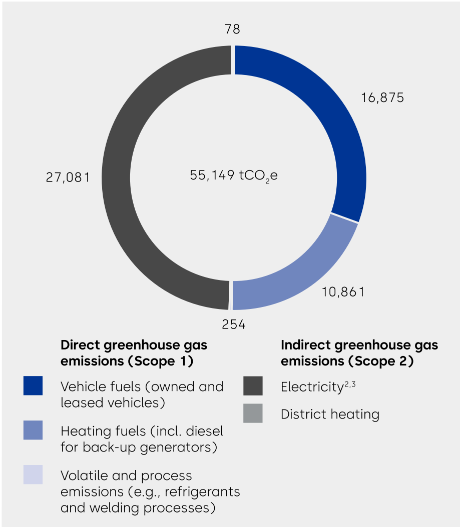
Our performance

Scope 1 and 2 emissions

Greenhouse gas emissions by source (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. 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 tCO_2e. 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 tCO_2e. 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.

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

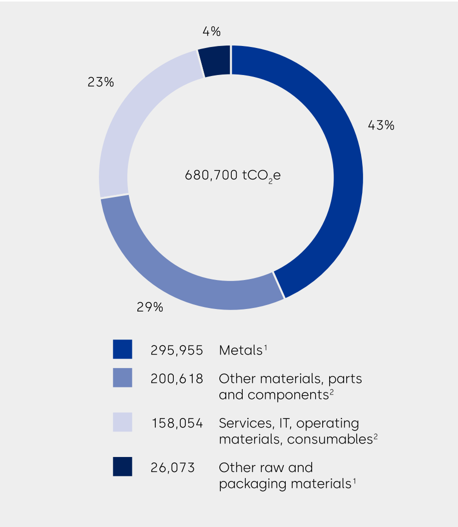
ESG Performance Table

Key decarbonization activities

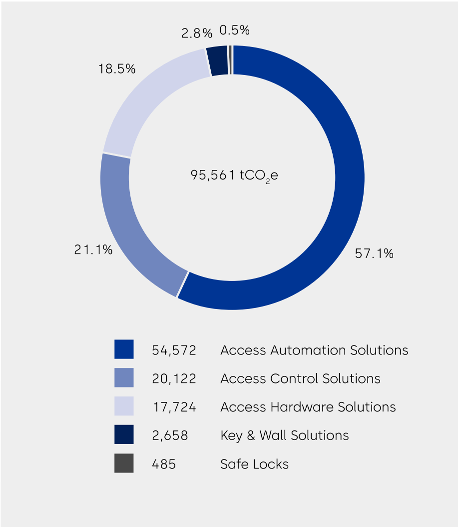
Lever	Location	Initiative	OpEx investment in FY 25/26 (CHF thousand)	CapEx investment in FY 25/26 (CHF thousand)	Expected energy savings (MWh/year)	Expected CO_2 savings (tCO_2e/year)
On-site solar generation	Dyerville (USA)	Photovoltaic solar installation	0	0	N/A	367
	Nogales (Mexico)	Photovoltaic solar 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 (tCO_2e)[1, 2]



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



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

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 (tCO_2e)[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 (tCO_2e)	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 tCO_2e. 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^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	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
Turnover[1]	0.2%	28.9%	29.1%	70.9%
CapEx[2]	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.

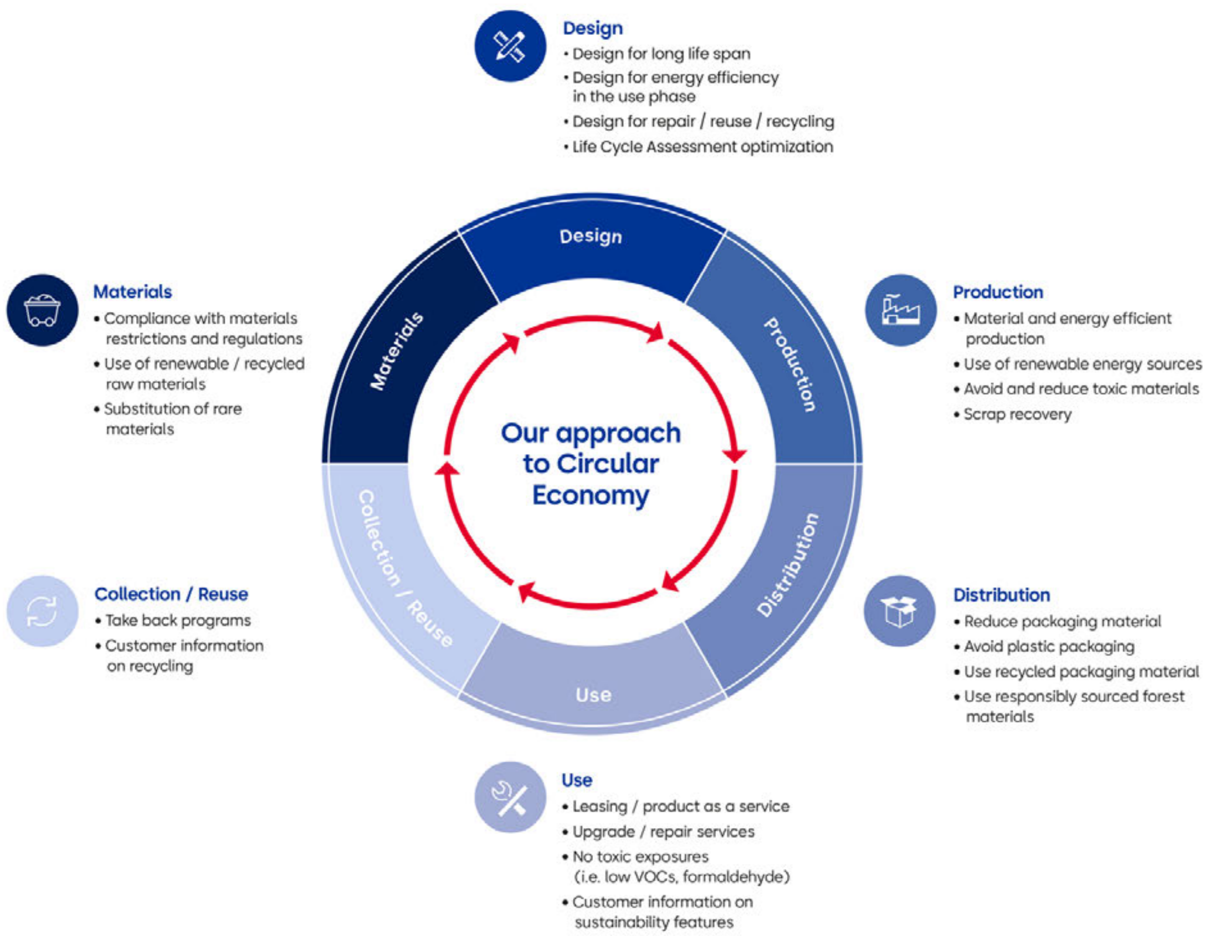
Our global **Environment Directive** regulates environmental management in manufacturing practices as well as mandatory requirements on product circularity and eco-design, including energy efficiency and minimum recycled content benchmarks for each product family. The Environment Directive promotes the 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, repairability, 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.

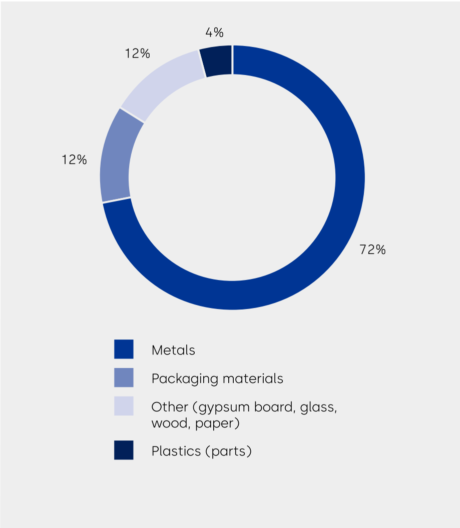
By applying the EcoDesign Specification Template, EasyAssist Pro became a great example of how dormakaba’s circularity approach can translate sustainability principles into practical, innovative product solutions.

Resource inflows

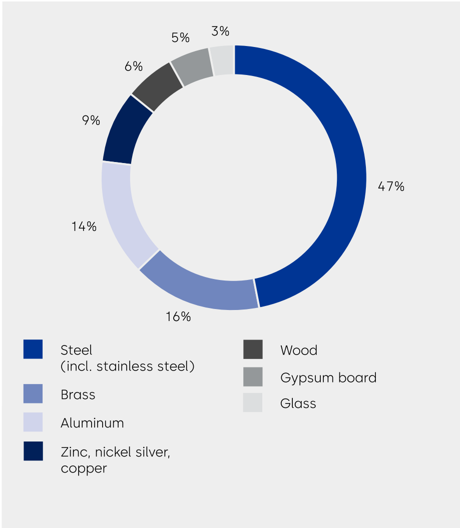
Materials

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

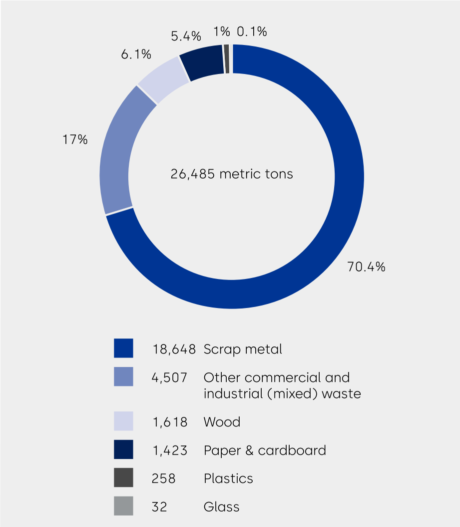
Waste management

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.

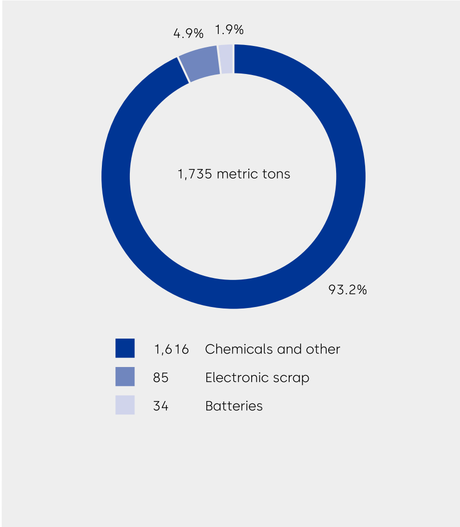
We monitor our waste by treatment method and waste type. At 70% by weight, the largest proportion of non-hazardous waste is scrap metal, followed by other commercial and industrial waste (17%), wood, paper, cardboard, and chemicals. In FY 25/26, approximately 89% of the waste stream was recycled, reused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

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

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 the 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 eight on-site audits across our own operations.

- In India, the Chennai facility underwent an initial audit, which identified findings related to overtime pay, delayed payments, excessive overtime, and health and safety. The Greater Noida facility showed considerable progress, improving from a D to a C rating, with remaining findings related to overtime pay, excessive working hours, and health and safety.
- In China, the Wah Yuet facility demonstrated notable improvements, with remaining findings related to excessive overtime and record keeping. The Suzhou facility improved from a C to a B rating, with findings related to excessive overtime and one medium-risk health and safety issue.
- In Malaysia, the Senai facility showed considerable improvements in working hours, health and safety, and overall compliance maturity, moving from a D to a B rating.
- In Colombia, the Tocancipá facility demonstrated significant improvements, achieving an A rating with no findings.
- In Peru, the Lima facility successfully completed its initial audit with no findings.
- In Turkey, the Istanbul facility underwent its initial audit, which identified findings related to health and safety and environmental management.

Across all facilities where findings have been identified, corrective action plans have been established, and are subject to regular monitoring by the Group to ensure effective oversight and progress tracking. Furthermore, each initial audit is followed by the development of a comprehensive corrective action plan that addresses the identified findings and strengthens stakeholder capabilities to prevent the recurrence of the same human rights issues. To ensure complete objectivity and alignment with best practices, our external partner, ELEVATE, guides the identification of root causes and the development of corrective action plans.

Ethical recruitment training

Using the tools and training modules developed by the Responsible Labor Initiative (RLI), in FY 24/25 **we achieved our target of providing ethical recruitment training for all of 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. Local managers are expected to include completion of this ethical recruitment training as part of the qualification process for onboarding new labor agents.

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 on 1 June 2025, valid across all locations we operate. The Directive provides 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. Employees were informed of the launch through multiple communications across our global channels. An eLearning module has already been shared with HR colleagues and senior management, and will be rolled out more widely across the organization at the beginning of FY 26/27, together with in-person workshops for blue-collar employees. Fair renumeration requirements are covered in our Total Rewards Directive.

Key activities

Engaging our employees

Engaged employees are essential to dormakaba's transformation toward a customer-centric and performance-oriented work culture. Together, Employee Engagement and Diversity & Inclusion provide important insights into how employees experience the company's culture, leadership, and working environment, while helping to guide actions that strengthen collaboration, belonging and professional growth. 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 25/26 we conducted our global dormakaba dialogue, a comprehensive employee engagement survey comprising 32 questions across key dimensions such as strategy, behaviors, work environment, and leadership. The survey achieved a participation rate of 73%, demonstrating strong engagement and trust across the organization — particularly notable given the significant transformation underway. Overall engagement reached 70%, marking a significant increase from 61% in the 2023 Pulse Check at the early stage of the transformation and returning close to the 71% achieved in the previous full dialogue. The results reflect a resilient and committed workforce, with colleagues demonstrating a strong sense of pride and a clear understanding of how they contribute to dormakaba's success. Key strengths include high levels of manager trust and open, two-way communication. Based on these insights, the leadership team has driven targeted follow-up actions at global, country, and functional levels, with a particular focus on strengthening collaboration as one global team and simplifying how we serve our customers.

At the same time, dormakaba has embarked on the introduction of its new values: Accountable, Bold, Connected (ABC), which will further shape how teams work together and deliver impact, marking the beginning of the next phase of the company's cultural journey.

[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 is 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

We are committed to conducting annual living wage[1] gap assessments and developing actions to close any gaps that might exist. Living wage gaps identified in the previous financial year in Delhi (India), Casablanca (Morocco) and Tocancipá (Colombia), have been successfully closed.

This year's assessment again shows that the vast majority of our workforce earns at or above the living wage benchmark. However, we identified gaps in Bangalore (India), Rocky Mount (USA) and Singapore due to increased cost of living. The percentage of employees with a living wage gap discovered in Lima (Peru) decreased from 74% to 63% versus the previous year. Based on the current data collected, the estimated total cost to close the gaps is CHF 239,310. We are confident that we will be able to address these gaps in the next financial years.

Living wage gaps

Country	Living wage benchmark by WageIndicator	% of local employees earning below the benchmark
India	INR 284,144	2%
Peru	PEN 29,776	63%
Singapore	SGD 35,420	7%
USA	USD 28,102	1%

[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.

Social protection

Social protection against loss of income for certain life events is offered in accordance with 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	96.5%	Canada, India, Italy, Singapore, USA	Interns, working students and trainees, apprentices
Unemployment starting from when the employee is working at the company	76.2%	Brazil, India, Italy, Netherlands, Peru, Russia, Singapore	Interns, working students and trainees, apprentices
Workplace injury and acquired disability	98.6%	Canada, India, USA	Interns, working students and trainees, apprentices
Maternity leave*	99%	Canada, India, Italy, Peru, USA	Interns, working students and trainees

* Under "maternity leave," the term "employees" refers only to female employees. In all other categories, "employees" refers to all employees.

Diversity, Equity & Inclusion

Our approach

dormakaba fosters a diverse, inclusive, and equitable workplace where employees can contribute different perspectives and feel a strong sense of belonging. Grounded in this commitment, we uphold the legal frameworks of every country in which we operate and apply global policies such as the Code of Conduct, Talent Acquisition Directive, and global Anti-Harassment and Anti-Bullying Directive, which promote inclusive recruitment, respectful workplace behavior, and equal opportunity. As a signatory of the UN Women's Empowerment

Principles since 2022, dormakaba also reinforces its commitment to empowering employees 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. In Nogales (Mexico), for example, employees created the In Full Bloom initiative, which supports well-being, personal growth, and open dialogue in the workplace.

Additionally, since FY 22/23, 4,755 employees have completed unconscious bias training, including 147 employees in FY 25/26.

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).** The ratio of females has since increased to 22% in management and to 28% in succession planning for top management.

Achieving our goals requires building a strong internal talent pipeline and ensuring equitable access to development opportunities. One way we support this is through our global Women and Allies Network, complemented by local networks in the Americas, Spain, Australia, and other markets. These networks create space for connection, development, and peer learning.

In FY 25/26, the Americas network was particularly active. Women from the organization spoke at major industry events, including ISC West, ISC East, Women in Manufacturing, and Security LeadHER. The network also partnered with the SIA TIME Mentorship Program, engaging 22 dormakaba team members, and hosted its first inclusive Annual Women’s Network Leadership Summit to align priorities and define a clear path forward.

The global Women and Allies Network webinar series covered topics such as allyship, bias, career development, mentorship, microaggressions, and personal branding. Open to all employees, the webinars provide a space to learn, exchange perspectives, and discuss employee-identified topics. To mark International Women’s Day, we also hosted a global webinar on career ownership and development in five languages, attended by 180 employees across all continents where we operate.

These networks are part of a broader community of employee resource groups across dormakaba that promote inclusion, celebrate diversity, and strengthen belonging. They are complemented by tailored DE&I roadmaps that help countries support gender diversity and implement more inclusive practices. In FY 25/26, Switzerland, Germany, and Spain took specific actions. Switzerland, for example, extended parental leave by ten days, while Spain pursued a potential partnership with the Women STEM Congress and continued Talentia, its annual development program focused on advancing women in the workplace, with sessions on AI, public speaking, and self-confidence.

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 constantly changing skill requirements and growing skills shortages, particularly in IT and digitalization, it is 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, our Global Talent Center of Excellence designs and implements consistent global training and development programs. Employees can access a wide range of training opportunities offered by the Talent Center of Excellence and local HR.

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 25/26, the average training hours per employee was 12.1 hours. The decrease in average training hours per employee reflects substantial improvements and changes in data collection processes, including more precise per-employee reporting and revised registration methods, which affect year-on-year comparability. It also reflects the timing of multi-year mandatory training renewal cycles and the non-recurrence of significant one-off training initiatives and compliance rollouts conducted in the prior year.

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 development program for people managers and experts preparing for people leadership roles. Delivered globally in multiple languages, it combines three days of classroom training with three 120-minute virtual sessions. In FY 25/26, 143 employees participated.
- Leading Leaders is our next-level leadership development program for managers leading other managers, as well as for experts and high potentials preparing for such roles. Tailored to regional needs, it includes 4.5 days of in-person training, supported by pre- and post-program work. In FY 25/26, 66 employees participated.
- The Advanced Management Program (AMP) and Talent Development Program (TDP) are tailored learning paths within our advanced leadership development offering. TDP supports high-potential managers preparing for senior leadership roles, while AMP is designed for senior managers nominated as successors to the next leadership level. Delivered over eight months, the program includes two five-day in-person modules and two 90-minute virtual sessions, combining shared and path-specific content. Participants strengthen capabilities such as self-awareness, strategic thinking, transformational leadership, and cross-functional collaboration through coaching,

business application, peer exchange, and discussions with Executive Committee members. In FY 25/26, 15 participants joined AMP and 24 joined TDP 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. Below are some of the key highlights for FY 25/26:

- 11,394 employees have access to our Learning Management System (LMS). 80% (9,152 employees) of these users completed at least one eLearning module in this financial year.
- Compliance-related training activities — including modules on the Code of Conduct, antitrust, anti-corruption, and information security — accounted for over 10,317 employees and more than 52,470 training completions, representing approximately 40% of all training completions. 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, such as safety instructions. In FY 25/26, 28,643 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 25/26 we had 3,024 active users, yielding 6,115 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 —32% have a health and safety management system certified according to ISO 45001, and 57% maintain a health and safety management system.

Our Service Health & Safety Directive, addressing our service business, 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. It addresses several topics that are unique to our service business and the environments in which our employees work, such as vehicle safety, pre-job safety assessments, and lone worker safety. In FY 25/26, we launched the directive globally, beginning with a gap assessment and scorecard process that provided each site with prioritized focus areas and guidance to address identified gaps.

Health and 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 25/26 the Top 10 Turnaround Program — focused on the ten sites with the highest number of workplace injuries — and the Incident Review Council — for incident investigation and root cause analysis — continued to work successfully.

Our activities

During FY 25/26, our key focus was continuing with the **Site Health, Safety, and Environment (HSE) Strategy**. Operations sites produced their strategies based on prior year HSE performance results and the existing HSE Focus Five topics, as well as the Focus Five topics for FY 25/26. This strategy continues to consolidate all HSE-related activities, track key performance indicators, and monitor progress on the HSE Roadmap topics. The HSE Focus Five in FY 25/26 covered safe product storage, ergonomics, emergency preparedness, contractor and visitor safety, and HSE rules and disciplinary action. 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.

During FY 25/26, we continued advancing our journey toward world-class safety by strengthening our global safety culture and introducing six **Life-Saving Rules** focused on the company's highest-risk activities. The initiative reinforced critical safety behaviors related to personal protective equipment, working at heights, lockout/tagout, machine guarding, powered industrial vehicles, and safe equipment use. By targeting the areas responsible for the majority of serious injuries, the program supports a proactive approach to risk reduction, operational excellence, and ensuring employees, contractors, and visitors return home safely each day.

Further activities during this financial year included the development of written programs for the Focus Five topics, employee training, assignment of program champions, completion of risk assessments, and implementation of inspections and annual program reviews.

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.

To recognize World Safety Day, dormakaba launched the global **"Because People Make Every Place Matter" campaign**, inviting employees worldwide to reflect on and share why they work safely. Throughout April, employees participated through a digital platform and on-site commitment posters, creating a highly visible demonstration of the company's safety culture and shared values. The campaign generated strong global engagement, with employees sharing personal stories, family motivations, workplace commitments, team activities, and examples of safe work practices from locations around the world. The broad participation highlighted our people-first culture and reinforced the message that safety is a shared responsibility rooted in protecting one another, both at work and at home.

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 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.

During FY 25/26 several improvements were implemented to create safer and healthier working environments across our facilities, including:

- We launched the DORN ergonomic pilot project at four locations in the USA and France, with the Indianapolis facility completing a pilot study focused on high-risk material handling tasks and reducing musculoskeletal injury risks through engineering and behavioral interventions. The project included AI-based ergonomic risk detection, ergonomic assessments, employee coaching, and controls such as stacked pallets, long-handled reachers, pallet dollies, and body mechanics training. Across the four primary tasks studied, overall ergonomic risk scores were reduced by 21% to 71%, low back compression forces by approximately 50%, and severe back bending risks were nearly eliminated in several tasks. Work performed within the ergonomic “Power Zone” improved to nearly 100%, supporting safer practices, reduced physical strain, and a stronger injury prevention culture.
- At the Silca plant in Vittorio Veneto (Italy), ergonomic improvements in the Transponder Packaging department helped reduce upper limb strain and prevent musculoskeletal disorders. With support from an external ergonomics specialist, the local HSE team used the OCRA methodology to assess risks and develop employee-centered solutions, including adjustable ergonomic workstations. Employees helped test and refine prototypes to ensure the final design addressed daily operational challenges. Since implementation in July 2025, employees have reported reduced fatigue and improved comfort, supporting our commitment to safer, healthier workplaces through innovation and collaboration.
- At the Reamstown (USA) site, we strengthened proactive injury prevention through an on-site early symptom intervention partnership focused on ergonomic risk reduction, employee wellbeing, and early response to musculoskeletal discomfort. The program combined ergonomic assessments, job coaching, stretch and exercise support, work task analyses, and risk analyses to address workplace risk factors before injuries occurred. In 2025, it achieved a 92% case resolution rate, prevented 13 potential recordable injuries, and generated an estimated USD 65,000 in avoided injury-related costs. Further improvements included ergonomic recommendations for manufacturing equipment and workstations, expanded employee education, and initiatives to reduce sprain and strain injuries.

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 was achieved ahead of schedule in FY 24/25. This financial year we registered 114 occupational injury cases, compared to 128 in the previous reporting year. This represents a recordable injury rate[1] of 4.19. The rate of high-consequence work-related injuries[2] was 0.11. The severity rate[3] was 46.8. There were no work-related fatalities. Additionally, five 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 and the most common root cause was reported as incidents due to ergonomic factors. Through our global injury incident reporting tool, we have logged the implementation of 232 corrective actions.

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

2 Rate of high-consequence work-related injuries = number of high-consequence work-related injuries (excluding fatalities) / number of hours worked × 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 × 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, and provide services (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, such as the rights of migrant workers in the upstream value chain, or health and safety risks for installation workers in the downstream value chain. 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 human 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 addresses human trafficking as well as forced, compulsory, and child labor and is part of our standard supplier contracts. Our Sustainable Procurement Directive outlines expectations towards local buyers and procurement colleagues, and stipulates that suppliers must sign the SCoC. Suppliers who refuse or do not have their own equivalent of equal quality are blocked from purchasing processes. The Sustainable Procurement Directive also includes a 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 employees of our suppliers and business partners (i.e., 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.

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

Whistleblowing

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.


Children in the program

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

In a landmark initiative, aiming for more responsible supply chains, 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. So far, 30 children have joined the program, of whom nine have already completed the remediation plan. To meet the increasing number of children onboarded, the number of case managers is also growing. Additionally, our partnership financially supports school access for the 138 underage siblings of the children participating in the remediation program.

We also engaged additional Swiss and international companies to expand the initiative and raised awareness at several gatherings of the Responsible Minerals Initiative and the Cobalt Congress.

Our activities

Supplier sustainable development

We are committed to maintaining sustainable supply chains that protect both the communities and the environments where our resources originate, while also promoting business growth through ethical and legal practices. We are therefore committed to leveraging our purchasing power to benefit partners whose values align most closely with our own. For example, we incorporate sustainability evaluations into new business award decisions as part of our new Sourcing Board.

Identifying supply chain risks

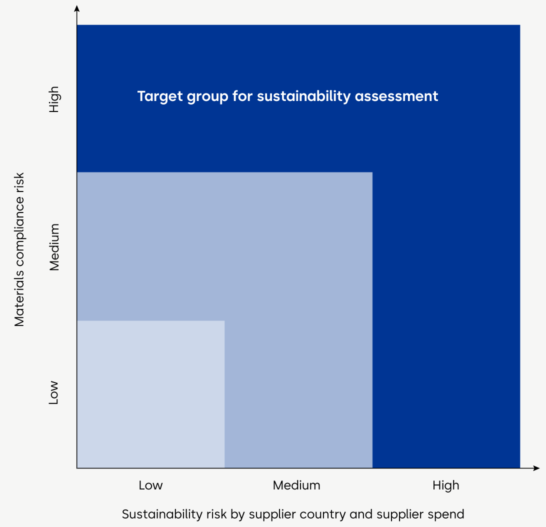
dormakaba has defined a target group for sustainability assessments based on identified sustainability risk factors — such as origin country, labor risks depending on the service provided, and the material content of the goods procured or potential labor risks for outsourced services. A material content risk assessment focuses on identifying potential hazardous materials covered by the European Union's REACH Regulation and RoHS Directive, as well as other applicable regulations such as the Toxic Substances Control Act (TSCA) and California Proposition 65. It also considers additional substances of concern, including per- and polyfluoroalkyl substances (PFAS), and conflict or other high-risk minerals such as 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 2,094 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 25/26 based on the FY 24/25 spend data.

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

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.

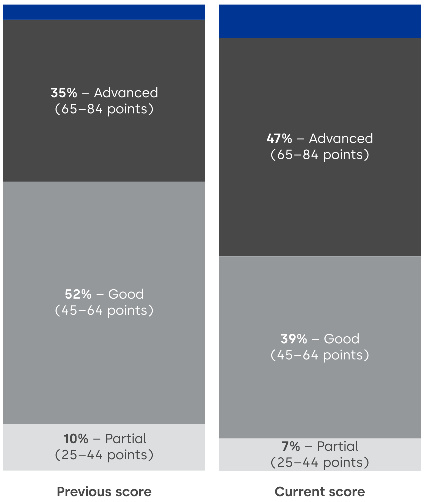
We have been working with EcoVadis since 2019 to support our suppliers on this journey. Since then, 42% of our high-risk suppliers have been assessed.

In FY 25/26, we engaged 546 high-risk suppliers and asked them to participate in the EcoVadis assessment (versus the 500 targeted suppliers). The positive participation rate was 29%. Of all suppliers with a completed rating as at 30 June 2026, 61% landed in the score band of "good" or above. However, 35% had only partial performance, with scores lower than 45, and 4% were considered to have insufficient performance. Furthermore, a total of three business relationships were terminated.

To track effectiveness of our actions, we monitor improvement in EcoVadis scores over time. 59% of all assessed suppliers have undergone a follow-up reassessment. Of those which underwent a reassessment in FY 25/26, 77% improved their score, with an overall improvement of 4.6 points. Among those that improved, the average supplier improvements per pillar were:

- Environment: +4.5 points
- Labor and Human Rights: +4.1 points
- Ethics: +4.7 points
- Sustainable Procurement: +6 points

The majority of reassessed suppliers exhibited either good (39%) or advanced (47%) performance. The proportion of suppliers with partial performance decreased from 10% to 7%. In FY 25/26, 47% of high-priority corrective actions have been closed.



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 transportation 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), chairing the RMI Cobalt Working Group. In this role, we directly engage with governmental stakeholders, smelters and refiners, multinational companies, and civil-society actors to define strategies that increase transparency in the cobalt supply chain.

To increase transparency, we have set the following target, 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.

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 25/26, we continued our collaboration with Assent for conflict minerals due diligence in Germany and the USA, while further expanding our risk-based supplier engagement in other regions. Overall, more than 1,100 suppliers were contacted (response rate was 68%) to provide Conflict Minerals Reporting Templates (CMRTs). This engagement further improved transparency and supplier awareness of responsible mineral sourcing. Among the evaluated CMRT responses:

- 42% of suppliers confirmed the intentional use of at least one conflict mineral (tin, tantalum, tungsten, or gold).
- 26% demonstrated robust due diligence programs, including sourcing policies, implemented due diligence measures and active supply chain inquiries.
- 15% showed weaknesses in their responsible sourcing practices.

We also expanded our Extended Minerals Reporting Template (EMRT) program. While previous reporting focused on cobalt and mica, the scope was extended to include copper, graphite, lithium, and nickel in line with the latest Responsible Minerals Initiative (RMI) reporting approach. More than 700 suppliers were contacted to provide EMRT information, and 49% of those submitted a response. Among evaluated EMRT responses:

- 49% of suppliers confirmed the use of at least one of the six covered minerals.
- 27% demonstrated robust due diligence programs.
- 22% showed weaknesses in their responsible sourcing practices.

Copper was the most frequently reported mineral among responding suppliers, followed by cobalt and nickel.

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 audits is used to shape corrective actions.

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.

During FY 25/26, 11 audits were conducted across Taiwan, Malaysia, China, and India, revealing mixed results. Several subcontractors achieved measurable improvements, including rating upgrades from D to C and the closure of priority findings, particularly in health and safety management. Notable progress was observed in Taiwan, Malaysia, and at one subcontractor in China, reflecting stronger management systems and corrective action implementation.

However, many suppliers continue to face challenges in addressing priority findings related to labor practices, health and safety, and business ethics. Consequently, most audited subcontractors will remain within the audit cycle and continue to receive monitoring and support. In China, targeted one-to-one coaching has been initiated to help suppliers strengthen their management practices and accelerate remediation efforts.

In addition to the follow-up audits, an initial audit conducted in India identified findings related to excessive working hours, insufficient rest periods, and health and safety management. Overall, while positive progress is evident across several suppliers, continued oversight and engagement remain necessary to ensure the effective closure of priority findings and sustained risk reduction across the supply chain.

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 25/26, 138 employees across the organization completed the Sustainable Procurement Directive training. Within the procurement function, 76 employees completed the course, following 37 employees who completed it in the previous financial year. In addition, procurement employees received training on topics such as material compliance, supplier decarbonization, and the EU Packaging Regulation.

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 73 suppliers that were invited to participate in the training program, 40% had completed by the end of FY 25/26.

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 (EPDs and HPDs), among other things.

Our customers are primarily building owners, architects, and resellers. Our products and solutions are used in various buildings including those 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** complies with the German Supply Chain Due Diligence Act, and allows us 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 dos 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 health and safety standards, 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, notices 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 preventive 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 25/26, there were no confirmed incidents of injuries related to our products.

Additionally, during the reporting period under review, no human rights incidents connected to consumers and/or end users were 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 route solutions, entrance systems, and hotel access systems. We work to address fire safety and electromagnetic interference, and to reduce hazardous substances, as well as 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 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 Underwriters 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 California state.

Hazardous substances: Our products are designed to comply with applicable requirements on hazardous substances, covering substance restrictions, chemical safety, product end-of-life, and information obligations in our key markets.

We comply with the RoHS Directive (including 2015/863/EU) for electronic products placed on the EU market. We also adhere to chemical regulations such as REACH (including requirements related to Substances of Very High Concern (SVHC)), as well as applicable requirements under the U.S. Toxic Substances Control Act and chemical information and labeling laws, such as California Proposition 65. Our approach is supported by structured material data collection, supplier engagement, and continuous monitoring of regulatory developments.

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 strictest 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 Subpart 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. Each Key Systems product features proper technical and compliance documentation, such as user manual; 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 set clear expectations, the Corporate Sustainability team and the Legal department created "**Terms & Conditions for Installers**", which were rolled out in April 2026 on a pilot basis in the U.S. These set out the minimum standards and expectations for all installers engaged in work on our behalf. They cover key requirements relating to working hours, health and safety responsibilities, the protection and supervision of young workers, and compliance with applicable wage and benefit obligations. All installers are expected to follow these requirements, comply with relevant laws and regulations, and maintain safe, professional, and ethical working practices throughout the duration of their engagement. Pending the results of installer's feedback during the pilot, rollout of the Terms & Conditions is planned in other countries.

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 environment- 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 EPDs and HPDs 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).

We provide transparent information for more than 281 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 EPDs to disclose the environmental impact of our products across their life cycle, following ISO 14025, 14040, 14044 and EN 15804+A2 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, transportation routes, and emissions, across the life span of the products.

Additionally, our enhanced LCA tool allows for a comparison of Global Warming Potential (GWP) values across different materials, enabling more sustainable decision-making during the design phase. To ensure the active use of this tool it is now part of the EcoDesign Specification Template.

We also offer HPDs and Building Product Declarations (BPDs), depending on local market requirements. Additionally, we offer **recycled content certifications** from Green Circle Certified for nine 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.

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. The products have been submitted for certification to the respective body under version 5.0, with a target of achieving bronze level due to the presence of lead in certain 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.

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

Go to page

Information security

At dormakaba, protecting customer data and securing our digital products are key priorities. We maintain a globally implemented Information Security Management System (ISMS) aligned with ISO/IEC 27001:2022, covering Global IT and digital product development activities. Supported by Group-wide Information Security and Data Protection Directives, our risk-based approach ensures the secure, lawful, and transparent handling of data.

Information security is fully integrated into our risk management framework and supported by regular audits, monitoring, and continuous improvement activities. Robust safeguards are in place to protect confidentiality, integrity, availability, and authenticity of information. Customer data is processed only for legitimate purposes and in accordance with applicable legal and regulatory requirements. In FY 25/26, no confirmed information security incidents involving customer privacy breaches or loss of customer data were recorded.

We continue to strengthen our security posture in line with evolving regulatory requirements, including the EU Cyber Resilience Act (CRA) and the NIS2 Directive.

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	25/26		24/25		23/24	22/23	21/22
Materials							
Total materials used (metric tons)[1]	**67,720**		**71,911**		**70,795**	**68,518**	**70,752**
Non-renewable resources	**57,045**	**84%**	**60,252**	**84%**	**58,690**	**57,080**	**59,116**
Steel (incl. stainless steel)	26,559		29,469		26,120	25,573	28,566
Brass	9,110		9,151		9,855	9,076	11,194
Aluminum	8,189		7,965		9,721	11,604	8,011
Nickel silver	1,409		1,643		2,045	1,964	1,829
Zinc	3,556		2,750		2,972	2,516	3,127
Copper	70		33		7	7	6
Gypsum board	2,596		4,703		4,017	2,847	3,171
Glass	1,549		1,641		1,589	1,767	1,719
Plastics (parts and packaging material)	4,007		2,897		2,365	1,725	1,493
Renewable resources	**10,674**	**16%**	**11,658**	**16%**	**12,105**	**11,439**	**11,636**
Wood (incl. packaging material)	7,335		6,349		6,583	5,939	7,404
Paper and cardboard (incl. packaging material)	3,339		5,309		5,522	5,500	4,232
Absolute weight and percentage of secondary resources used	N.D.		N.D.				
Energy							
Total energy consumption (MWh)	**247,618**		**244,335**		**240,722**	**239,070**	**254,212**
Fossil energy consumption	**168,417**	**68%**	**167,270**	**68%**	**167,999**	**171,362**	**184,471**
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	76,337		74,459		75,206	76,073	68,797
Fuel consumption from natural gas	47,651		45,551		43,035	46,113	58,535
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	44,429		47,260		49,758	49,176	57,140
Consumption from nuclear sources	**5,607**	**2%**	**6,762**	**3%**	**7,237**	**8,234**	**10,142**
Renewable energy consumption (including produced)	**73,594**	**30%**	**70,303**	**29%**	**65,486**	**59,474**	**59,598**
Additional energy production (own production but not consumed)	3,758						
Of which is renewable	3,756						
Of which is non-renewable	2						
Energy intensity (MWh/mCHF net sales)	**88.7**		**85.1**		**84.8**	**83.9**	**92.2**
Greenhouse Gas Emissions (tCO_2e)[2]							
Scope 1+2+3 (market-based)[3]	**918,626**		**930,665**		**923,823**	**966,291**	**949,121**
Scope 1+2+3 (location-based)[3]	**933,582**		**946,071**		**943,253**	**982,345**	**966,293**
Scope 1+2 (market-based)[3]	**55,149**		**55,929**		**62,269**	**64,621**	**68,625**
Scope 1+2 (location-based)[3]	**70,105**		**71,335**		**81,699**	**80,675**	**85,797**
Scope 1[3][4][5]	**27,991**		**27,199**		**29,520**	**29,725**	**30,521**
Scope 2 (market-based)[3][6]	**27,158**		**28,730**		**32,749**	**34,896**	**38,104**
Scope 2 (location-based)[3]	**42,114**		**44,136**		**52,181**	**50,949**	**55,276**
Scope 3[3]	**863,477**		**874,736**		**861,554**	**901,670**	**880,496**
Category 1: Purchased goods and services	680,700	79%	679,368	78%	692,254	684,057	634,030
Category 2: Capital goods	17,907		15,538		16,313	10,373	9,402
Category 3: Fuel and energy-related activities	15,329		15,238				
Category 4: Upstream transportation and distribution	7,758		6,796		2,525	2,881	2,189
Category 5: Waste generated in operations	268		165		262	362	100
Category 6: Business travel	4,866		1,050		1,343	1,618	414
Category 7: Employee commuting[9]	26,408		26,836				
Category 8: Upstream leased assets[8]	N/A		N/A		N/A	N/A	N/A
Category 9: Downstream transportation & distribution	2,231		2,284		2,863	3,479	4,571
Category 10: Processing of sold products[8]	N/A		N/A		N/A	N/A	N/A
Category 11: Use of sold products	95,561	11%	106,410	12%	145,994	198,900	229,790

Category 12: End-of-life treatment of sold products	12,437		19,493				
Category 13: Downstream leased assets	9		1,551				
Category 14: Franchises[8]	N/A		N/A		N/A	N/A	N/A
Category 15: Investments	3		6				
Carbon intensity (tCO_2e/mCHF net sales)[7]	**19.7**		**19.5**		**21.9**	**22.7**	**24.9**
Water							
Total water consumption (m^3)	**211,910**		**310,577**		**300,686**	**274,478**	**280,080**
Of which in areas at water risk, including areas of high-water stress	41,539	20%	38,627	12%			
Water withdrawal	664,219		738,452		734,830	700,787	752,904
Water recycled and reused	13,907		11,321				
Water stored	9,805		1,085				
Changes in water storage	8,720		N/A				
Wastewater discharge	452,309		427,875		434,144	426,309	472,825
Water intensity (m^3/mCHF net sales)	**238**		**257**		**259**	**246**	**273**
Waste							
Total waste generated (metric tons)	**28,220**		**28,253**		**34,074**	**35,245**	**38,574**
Non-hazardous waste	**26,485**	**94%**	**26,696**	**94%**	**31,916**	**32,871**	**35,940**
Scrap metal	18,648		19,092		24,908	25,948	28,791
Other commercial and industrial (mixed) waste	4,507		4,221		4,089	3,793	3,829
Wood	1,618		1,651		1,467	1,601	1,717
Paper and cardboard	1,423		1,457		1,244	1,303	1,314
Plastics	258		249		174	177	244
Glass	32		26		33	49	46
Hazardous waste	**1,735**	**6%**	**1,556**	**6%**	**2,158**	**2,374**	**2,633**
Chemicals and other	1,616		1,475		2,072	2,281	2,521
Electronic scrap	85		47		57	63	84
Batteries	34		34		29	31	29
Waste diverted from disposal (metric tons)	**25,109**	**89%**	**24,904**	**88%**	**24,978**	**24,910**	**28,023**
Non-hazardous waste	**23,632**		**23,593**		**23,431**	**23,520**	**26,617**
Recycling	16,235		16,443		16,703	16,990	19,564
Reuse	6,458		6,499		6,681	6,418	7,018
Other recovery operations	939		651		48	112	35
Hazardous waste	**1,477**		**1,311**		**1,547**	**1,390**	**1,406**
Recycling	810		1,197		1,547	1,390	1,406
Reuse	N/A		N/A				
Other recovery operations	667		114				
Waste directed to disposal (metric tons)	**3,111**	**11%**	**3,349**	**12%**	**9,096**	**10,335**	**10,551**
Non-hazardous waste	**2,853**		**3,104**		**8,484**	**9,351**	**9,323**
Landfill	1,520		2,007		2,603	2,691	2,724
Incineration	808		614		910	534	485
Other disposal operations	526		483		4,971	6,126	6,115
Hazardous waste	**258**		**245**		**612**	**984**	**1,227**
Landfill	196		177		211	204	48
Incineration	52		63		109	143	152
Other disposal operations	10		6		292	637	1,028
Unknown disposal	0						
Amount of radioactive waste	N/A		N/A				
Waste intensity (t/mCHF net sales)	**10.1**		**9.8**		**12.0**	**12.4**	**14.0**
Net revenue used for intensity calculations (mCHF)	**2,792.4**		**2,870.1**		**2,837**	**2,849**	**2,757**

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. Main emission factor sources: UK Defra (2025), US EPA eGRID (2023), IEA (2025), AIB (2024), Intep (2024), ecoinvent v3.12, Exiobase v3.8.2
3 2025/26 EY assured. The assurance statement is available at: dk.world/Assurance_Report_25_26
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 436 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
8 Data not applicable because dormakaba does not lease any assets to third parties, its products are not further processed after being sold, and it does not operate any franchises.
9 Data covers all employees in line with workforce composition figures (see ESG Performance Table - Social performance, footnote 1)

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

Social Performance

Indicator description	25/26		24/25		23/24		22/23		21/22	
Employees[1)]										
Total number of employees	**15,839**		**15,967**		**15,736**		**15,629**		**15,716**	
By significant country[2)]										
Germany	2,907	18.4%	2,999	18.8%						
USA	2,421	15.3%	2,505	15.7%						
China	1,457	9.2%	1,578	9.9%						
Switzerland	963	6.1%	952	6.0%						
Australia	958	6.0%	925	5.8%						
India	862	5.4%	723	4.5%						
Bulgaria	760	4.8%	516	3.2%						
Canada	726	4.6%	761	4.8%						
France	588	3.7%	628	3.9%						
Austria	586	3.7%	610	3.8%						
By gender										
Female	4,726	29.8%	4,835	30%	4,538	29%	4,512	29%	4,578	29%
Male	11,109	70.1%	11,131	70%	11,198	71%	11,117	71%	11,138	71%
Other	N/A		N/A							
Not disclosed	4	0.03%	1	0.01%						
Permanent employees	**14,466**	**91.3%**	**14,668**	**92%**						
Female	4,128		4,200		4,538	29%	4,512	29%	4,578	29%
Male	10,335		10,468		11,198	71%	11,117	71%	11,138	71%
Other	N/A		N/A							
Not disclosed	3		0							
Temporary employees	**1,357**	**8.6%**	**1,268**	**8%**						
Female	596		620							
Male	760		647							
Other	N/A		N/A							
Not disclosed	1		1							
Non-guaranteed-hours employees	**16**	**0.1%**	**31**	**0.2%**						
Female	2		15							
Male	14		16							
Other	N/A		N/A							
Not disclosed	N/A		0							
Turnover										
Leavers	**2,723**	**17.2%**	**2,456**	**15.5%**						
Diversity										
Board of Directors										
Female	3	30%	3	30%	2	22%	1	11%	2	20%
Male	7	70%	7	70%	7	78%	8	89%	8	80%
< 30 years	0		0		0		0		0	
30–50 years	1	10%	1	10%	1	11%	1	11%	2	20%
> 50 years	9	90%	9	90%	8	89%	8	89%	8	80%
Independent Board Members	10	100%	10	100%						
Executive Committee										
Female	0		0		1	20%	1	14%	0	
Male	6	100%	6	100%	4	80%	6	86%	9	100%
< 30 years	0		0		0		0		0	
30–50 years	0		0		0		1	14%	2	22%
> 50 years	6	100%	6	100%	5	100%	6	86%	7	78%
Employees										
Male managers (top management)	89	83%	92	81%						
Female managers (top management)	18	17%	21	19%						
Male managers (all levels)	1,976	78%	1,948	78%	1,928					
Female managers (all levels)	564	22%	560	22%	537	22%	505	21%		20%

< 30 years	2,216	14%	2,217	14%	1,626	10%	1,609	10%	1,618	10%
30–50 years	8,624	54%	8,686	54%	8,370	53%	8,357	53%	8,537	54%
> 50 years	4,999	32%	5,064	32%	5,740	36%	5,663	36%	5,561	35%
Share of employees with disabilities		1.7%	N.D.							
Work-life balance[3]										
Number and percentage of employees entitled to family-related leave	14,394	97%	14,591	98%						
Collective bargaining agreements[3][4]		**43%**		**45%**		**39%**		**44%**		**45%**
Employee coverage by significant EEA country										
Germany	2,410	86%	2,574	87%						
Austria	533	100%	556	100%						
France	581	100%	612	100%						
Bulgaria	0	0%	0	0%						
Employee coverage by region (non-EEA only)										
Africa	0	0%	0	0%						
Americas	321	10%	406	12%						
Asia	214	7%	215	7%						
Europe	5,576	75%	5,826	78%						
Oceania	166	19%	265	30%						
Social dialogue (workplace representation)[3][9]	**4,900**	**81%**	**5,071**	**84%**						
By significant EEA country	**3,749**	**80%**	**3,992**	**86%**						
Germany	2,674	95%	2,889	97%						
Austria	533	100%	556	100%						
France	542	93%	547	89%						
Bulgaria	0	0%	0	0%						
Training (average hours/employee)[3]	**12.1**		**15.6**		**13.8**		**12.1**		**11.8**	
Employees receiving formalized performance and career development reviews[1]	**6,343**	**40%**	**5,769**	**36%**	**4,927**	**31%**	**4,477**	**29%**		
Remuneration metrics										
Gender pay gap	N.D.		N.D.							
Remuneration ratio	N.D.		N.D.							
Workers who are not employees	**1,468**		**1,749**							
Occupational Health & Safety[3]										
Employees										
Registered work-related injury cases	114		128		164		210		198	
Recordable work-related injury rate[5]	4.19		4.61		5.94		7.65		7.26	
Recordable work-related ill health	11		13							
Employee work-related fatalities	0		0		0		1		0	
Number of days lost to work-related injuries and illnesses	1,308		1,793							
Workers who are not employees										
Registered work-related injury cases	5		12		10		7			
Work-related fatalities	0		0		0		0			
Supplier engagement and sustainability assessment										
Number of suppliers assessed using social and environmental criteria[6]	875		779		625		546		390	
Number of business relationships terminated	3		14		6		12		6	
Ethics, integrity, and human rights										
Number of employees participating in compliance-related training	10,317		11,662		9,731		10,463		7,939	
Number of substantiated incidents of discrimination reported, including harassment, received through channels for people in own workforce[7]	10		0		0		0		0	
Number of human rights incidents connected to own workforce, excluding those that are related to discrimination[8]	8		0		0		0		0	
Amount of material fines, penalties, and compensation for damages for incidents of discrimination and other human rights incidents.	0		0							

Information security					
Percentage of all entities developing digital products with an information security management system certified to ISO 27000 (or equivalent)	75%	75%	75%	70%	60%
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 2026
2 Top ten countries with more than 50 employees
3 For the scope of sustainability reporting sites (locations with >20 full time-equivalent employees), representing 93% of employees
4 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.
5 Recordable work-related injury rate = number of recordable work-related injuries / number of hours worked × 1,000,000
6 Value reflects cumulative coverage of assessment of high-risk suppliers
7 The increase versus prior year reflects greater awareness of the new SpeakUp line and improved reporting following the Anti-Harassment & Discrimination Directive. Nine of ten cases were resolved by 30 June 2026, with the remaining case closed before publication.
8 As identified through on-site audits
9 Only EEA countries
N.D. means no data; N/A means not applicable

EHS Management Systems

Indicator description	25/26	24/25	23/24	22/23	21/22
ISO 9001 Certificate	**57**	**58**	**59**	**55**	**55**
% locations covered in reporting scope[1]	46%	50%	53%	49%	55%
% employees covered (headcount)	76%	77%			
ISO 14001 Certificate	**48**	**46**	**46**	**43**	**43**
% locations covered in reporting scope[1]	38%	40%	41%	38%	43%
% employees covered (headcount)	68%	67%	68%	68%	71%
Maintain Environmental Management System	**57**	**54**	**60**	**56**	**54**
% locations covered in reporting scope[1]	46%	47%	54%	50%	54%
% employees covered (headcount)	73%	72%			
ISO 50001 Certificate	**13**	**12**	**14**	**9**	**8**
% locations covered in reporting scope[1]	10%	10%	13%	8%	8%
% employees covered (headcount)	19%	20%			
Maintain Energy Management System	**35**	**33**	**36**	**27**	**38**
% locations covered in reporting scope[1]	28%	28%	32%	24%	38%
% employees covered (headcount)	55%	49%			
ISO 45001 Certificate	**40**	**39**	**35**	**28**	**28**
% locations covered in reporting scope[1]	32%	34%	32%	25%	28%
% employees covered (headcount)	54%	53%			
% of non-employees covered[2]	32%	30%			
Maintain OHS Management System	**71**	**70**	**72**	**71**	**71**
% locations covered in reporting scope[1]	57%	60%	65%	63%	71%
% employees covered (headcount)	74%	71%			
% of non-employees covered[2]	56%	57%			

1 Including offices; total locations: 100 in FY 21/22, 112 in FY 22/23, 111 in FY 23/24, 116 in FY 24/25, 110 in FY 25/26
2 External agency workers

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	Third-party standards/initiatives	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 and 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	All dormakaba employees.	- UN Declaration of Human Rights - ILO Declaration on Fundamental Principles and Rights at Work	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 impacting human rights, migrant workers, outsourced services, occupational health and safety).	- Human Rights - Forced Labor - Customer Health & Safety - Occupational Health & Safety	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.	- 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 Multinational Enterprises - Ten Principles of the UN Global Compact (UNGC) - UNICEF Children's Rights and	dormakaba Statement of Commitment on Human Rights

				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. Furthermore, it includes energy-related requirements for new and expanding facilities, as well as fleet management standards.	- Energy & Emissions - Circular Economy & Materials - Human Rights	All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries.	- The Paris Agreement - Science Based Targets initiative - ISO 14001 Environmental Management System Standard - ISO 50001 Energy Management System Standard	Environment Directive
Material Compliance Directive	The Directive ensures our products meet legal requirements on hazardous substances and responsible minerals sourcing.	- Occupational Health & Safety - Human Rights - Circular Economy & Materials - Customer Health & Safety - Supplier Sustainable Development	It refers to the entire value chain.	- 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 Batteries Regulation (EU 2023/1542) - WEEE Directive (2012/19/EU) - Waste Framework Directive (2008/98/EC) - PFAS restrictions under REACH and POPs Regulation (EU 2019/1021)	Not publicly available

				- 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	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.	- 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 - ILO Declaration on Fundamental Principles and Rights at Work - UN Guiding Principles on Business and Human Rights - UNICEF Children's Rights and Business Principles (CRBP) - OECD Guidelines for Multinational Enterprises	Not publicly available
Zero Recruitment Fees Directive	This directive regulates the business standards regarding fees and costs associated with recruitment.	- Human Rights - Forced Labor	All employees.	- Responsible Business Alliance Code of Conduct and definition of recruitment fees - ILO General Principles and Operational Guidelines for Fair Recruitment and definition of recruitment fee - UN Guiding Principles on Business and Human Rights	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 valid and used as the basis for any local programs.	- Fair Employment	It is binding for all dormakaba human resources employees and line managers who are responsible for designing, communicating, and implementing rewards programs.	Not applicable	Not publicly available
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	This directive is binding for all dormakaba employees involved in the hiring and onboarding process e.g., those in Human Resources, Talent Acquisition, hiring managers, and anyone in the panel involved in the selection	Not applicable	Not publicly available

			process for both internal and external recruitments.		
Anti-Harassment and Anti-Bullying Directive	The directive provides guidance on preventing and managing any occurrence of workplace discrimination, specifically harassment and bullying. dormakaba does 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	All employees, as well as contractors, interns, helpers, and apprentices.	- UN Guiding Principles on Business and Human Rights - ILO Conventions, including the ILO Violence and Harassment Convention	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 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	All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries.	- ISO 45001 - ILO Guidelines on Occupational Safety and Health	Not publicly available
Service Health and Safety Directive	The directive addresses our service business, 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. It addresses several topics that are unique to our service business and the environments in which our employees work, such as vehicle safety, pre-job safety assessments, and lone worker safety.	- Occupational Health & Safety - Human Rights	All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries.	- ISO 45001 - ILO Guidelines on Occupational Safety and Health	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 and safety, environmental responsibility, right to audit, business ethics, compliance with applicable rules and regulations, among others.	- Supplier Sustainable Development - Human Rights - Energy & Emissions - Circular Economy & Materials	Material suppliers, service providers, and other business partners including their affiliates, officers, directors, agents, employees, representatives, subcontractors, and consultants.	- ILO Core Conventions and 1919 (No. 1) - UN Global Compact - UN Guiding Principles on Business and Human Rights	dormakaba Supplier Code of Conduct

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. It also includes the requirement for collecting carbon emissions data from suppliers to support our climate transition plan.	- Supplier Sustainable Development - Human Rights - Energy & Emissions - Circular Economy & Materials	All fully consolidated operations of dormakaba Holding AG worldwide, including those of direct and indirect subsidiaries.	- 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	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	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).	- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas	Statement of Commitment on Responsible Minerals Sourcing
Terms and Conditions for Labor Agents and Labor Contractors	These terms of conditions 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	Labor providers.	- Universal Declaration of Human Rights (UDHR) - ILO 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 - ILO General Principles and Operational Guidelines for Fair Recruitment and definition of recruitment fee	Not publicly available
Terms and Conditions for Installers	These terms and conditions set out the minimum standards and expectations for all installers engaged in work on our behalf.	- Occupational Health & Safety - Fair Employment - Human Rights	Currently in effect in the USA, but rollout is planned for all installers working on our behalf in our supply chain.	- ILO Minimum Age Convention, 1973 (No. 138) - ILO Hours of Work Convention	Not publicly available

	They cover key requirements relating to working hours, health and safety responsibilities, the protection and supervision of young workers, and compliance with applicable wage and benefit obligations.			(No. 30) - ISO 27001	
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 employees responsible as regards to dos and don’ts, and the consistency of key messages and visuals.	- Marketing & Labeling	All dormakaba employees.	Not applicable	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	
		General Information - dormakaba value chain	
BP-2	Specific information regarding phasing-in options	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 governance	Annual Report - Executive Committee
		General Information - Strategic Targets	
		General Information - Sustainability risk management	
		Sustainability Due Diligence - Environmental Due Diligence	
		ESG Performance Table - Social performance	
GOV-2	Sustainability-related performance in incentive schemes	General Information - Sustainability governance	Annual Report - Long-term Incentive
GOV-3	Statement on due diligence	Statement on Due Diligence	
		Sustainability Due Diligence	
GOV-4	Risk management and internal controls over sustainability reporting	General Information - Internal controls over Sustainability Reporting	Annual Report - Opportunities and risks
		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 - dormakaba value chain	Annual Report - Corporate Information
		Customers and End Users - Our approach	
SBM-2	Interests and views of stakeholders	General Information - Stakeholder engagement and partnerships	
		Sustainability Due Diligence	
		Workers in the Value Chain - Our approach	
		Own Workforce - Fair Employment	
		Own Workforce - Respecting the Human Rights of Own Workforce	
		Customers and End Users - Our approach	
SBM-3	Interaction of material impacts, risks and opportunities with strategy and business model	General Information - Strategy & Governance	Annual Report - Opportunities and risks
		General Information - Sustainability risk management	
		General Information - Double Materiality Assessment	
		Sustainability Due Diligence	

		Climate Change - Climate-related Risks and Opportunities	
Impact, risk and opportunity management			
IRO-1	Process to identify and assess material impacts, risks and opportunities and material information to be reported	General Information - Double Materiality Assessment	
		General Information - Sustainability risk management	
		Climate Change - Climate-related Risks and Opportunities	
		Workers in the Value Chain - Identifying supply chain risks	
		Own Workforce - Respecting the Human Rights of Own Workforce	
		Sustainability Due Diligence	
IRO-2	Material impacts, risks and opportunities and disclosure of requirements included in the sustainability statement	ESRS Reference Index Table	
		General Information - Double Materiality Assessment	
GDR-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	
GDR-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	
GDR-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	
GDR-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
E1 – 1	Transition plan for climate change mitigation	Climate Change - Our climate transition plan
E1 – 2		Climate Change - Climate scenario analysis
		Climate Change - Climate-related risks and opportunities
E1 – 3	Resilience in relation to climate change	Climate Change - Resilience of our company strategy
E1 – 4	Policies related to climate change mitigation and adaptation	Disclosure of Sustainability-related Directives and Statements of Commitments
		Climate Change - Our approach
E1 – 5	Actions and resources in relation to climate change mitigation and adaptation	Climate Change - Our approach
		Climate Change - Our climate transition plan
		Climate Change - Key decarbonization activities
		Climate Change - EU Taxonomy
		General Information - Current and planned resources
		General Information - Outlook
E1 – 6	Targets related to climate change	Climate Change - Our climate transition plan
		General Information - Strategic Targets
E1 – 7	Energy consumption and mix	Climate Change - Our performance
		ESG Performance Table - Environmental performance
E1 – 8	Gross Scopes 1, 2, 3 and Total GHG emissions	Climate Change - Our performance
		ESG Performance Table - Environmental performance
E1 – 9	GHG removals and GHG mitigation projects financed through carbon credits	Climate Change - Our performance
E1 – 10	Internal carbon pricing	Climate Change - Internal carbon pricing
E1 – 11	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities[1)]	Climate Change - Physical risks and impacts

1 Quantitative data not available

ESRS 2 E5 Resource Use and Circular Economy

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
E5 – 1	Policies related to resource use and circular economy	Disclosure of Sustainability-related Directives and Statements of Commitments
		Resource Use and Circular Economy
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
		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

ESRS 2 S1 Own Workforce

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
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
S1 – 2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	General Information - Stakeholder engagement and partnerships
		Own Workforce - Fair Employment
		Own Workforce - Respecting the human rights of our employees
		Sustainability Due Diligence - Remediating adverse impacts
		Sustainability Due Diligence - Access to grievance
S1 – 3	Actions and resources related to own workforce	Own Workforce
		Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process
		General Information - Current and planned resources
		General Information - Outlook
S1 – 4	Targets related to own workforce	General Information - Strategic Targets
		Own Workforce
S1 – 5	Characteristics of the undertaking's employees	ESG Performance Table - Social performance
S1 – 6	Characteristics of non-employee workers in the undertaking's own workforce	ESG Performance Table - Social performance
S1 – 7	Collective bargaining coverage and social dialogue	ESG Performance Table - Social performance
S1 – 8	Diversity metrics	ESG Performance Table - Social performance
S1 – 9	Adequate wages	Own Workforce - Living wage
S1 – 10	Social protection	Own Workforce - Social protection
S1 – 11	Persons with disabilities	ESG Performance Table - Social performance
S1 – 12	Training and skills development metrics	Own Workforce - Training & Education
		ESG Performance Table - Social performance
S1 – 13	Health and safety metrics	ESG Performance Table - Social performance
		Own Workforce - Occupational Health & Safety
S1 – 14	Work-life balance metrics	ESG Performance Table - Social performance
S1 – 15	Remuneration metrics	Data not available
S1 – 16	Incidents of discrimination and other human rights incidents	ESG Performance Table - Social performance

ESRS 2 S2 Workers in the value chain

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
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	Engagement with workers in the value chain, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy	General Information - Stakeholder engagement and partnerships
		Workers in the Value Chain - Our approach
		Workers in the Value Chain - Remediation for value chain workers
		Workers in the Value Chain - Our activities
		Sustainability Due Diligence
S2 – 3	Actions and resources related to workers in the value chain	Workers in the Value Chain
		Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process
		General Information - Current and planned resources
		General Information - Outlook
		ESG Performance Table - Social performance
S2 – 4	Targets related to workers in the value chain	General Information - Strategic Targets
		Workers in the Value Chain

ESRS 2 S4 Customers and End-Users

Disclosure Requirement	Name of Disclosure Requirement	Section in the Sustainability Report
S4 – 1	Policies related to customers and end users	Customers and End Users
		Disclosure of Sustainability-related Directives and Statements of Commitments
S4 – 2	Engagement with consumers and end users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	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
		Sustainability Due Diligence - Access to grievance
S4 – 3	Actions and resources related to consumers and end users	Customers and End Users
		General Information - Current and planned resources
		General Information - Outlook
S4 – 4	Targets related to consumers and end users	General Information - Strategic Targets
		Customers and End Users

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 outlines 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
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 employees
	Our Workforce - Fair Employment, Respecting the human rights of our employees
	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
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	48	
Description of the main risks in relation to the non-financial matters	SR - General Information - Double materiality assessment	8	
	SR - General Information - Sustainability risk management	6	
	SR - Climate Change - Climate-related risks and opportunities	36	
	AR - Opportunities & risks	54	
Environmental matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	85	dormakaba Code of Conduct
	SR - Climate Change - Our approach	34	Environment Directive
	SR - Resource Use and Circular Economy - Our approach	49	Material Compliance Directive
	SR - Workers in the Value Chain - Our approach	68	Sustainable Procurement Directive dormakaba Supplier Code of Conduct
Measures	SR - Resource Use and Circular Economy	49	
	SR - Climate Change - Our climate transition plan	42	
	SR - Climate Change - Our performance	44	
	SR - Workers in the Value Chain - Supplier assessments	71	
Performance indicators	SR - ESG Performance Table - Environmental Performance	80	
	SR - Resource Use and Circular Economy	49	
	SR - Climate Change - Our performance	44	
Carbon management	SR - Sustainability Due Diligence - Environmental Due Diligence	31	CDP Report
	SR - Climate Change	34	
Social matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	85	dormakaba Code of Conduct
	SR - Sustainability Due Diligence - Our Human Rights Due Diligence (HRDD) process	26	dormakaba Supplier Code of Conduct
	SR - Own Workforce - Our approach	58	dormakaba Statement of Commitment on Human Rights
	SR - Own Workforce - Fair employment, Our approach	59	dormakaba Modern Slavery and Child Labor Statement

	SR - Own Workforce - Diversity, Equity & Inclusion, Our approach	61	dormakaba Statement of Commitment on Responsible Minerals Sourcing
	SR - Own Workforce - Occupational Health & Safety, Our approach	64	Responsible Labor Directive
	SR - Workers in the Value Chain - Our approach	68	Zero Recruitment Fees Directive
	SR - Customers and End Users - Our approach	75	Talent Acquisition Directive
	SR - Customers and End Users - Raising awareness of the safe use and installation of our products	77	Anti-Harassment and Anti-Bullying Directive Sustainable Procurement Directive
Measures	SR - Sustainability Due Diligence	26	dormakaba Modern Slavery and Child Labor Statement
	SR - Own Workforce	58	
	SR - Workers in the Value Chain	68	
	SR - Customers and End Users	75	
Performance indicators	SR - ESG Performance Table - Social Performance	82	
	SR - Own Workforce	58	
	SR - Workers in the Value Chain	68	
	SR - Customers and End Users	75	
Employee-related matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	85	dormakaba Code of Conduct
	SR - Sustainability Due Diligence	26	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	26	
	SR - Own Workforce	58	
Performance indicators	SR - ESG Performance Table - Social Performance	82	
	SR - Own Workforce	58	
Human rights matters			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	85	dormakaba Code of Conduct
	SR - Sustainability Due Diligence	26	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 Terms and Conditions for Installers

			Sustainable Procurement Directive
Measures	SR - Sustainability Due Diligence	26	
	SR - Own Workforce	58	
	SR - Workers in the Value Chain	68	
	SR - Customers and End Users	75	
Performance indicators	SR - Own Workforce	58	
	SR - Workers in the Value Chain	68	
	SR - Customers and End Users	75	
	SR - ESG Performance Table - Social Performance	82	
Anti-corruption			
Policies	SR - Disclosure of Sustainability-related Directives and Statements of Commitments	85	dormakaba Code of Conduct
	SR - Sustainability Due Diligence - Access to grievance	30	
	AR - Opportunities & risks	58	
Measures	SR - Sustainability Due Diligence - Access to grievance	30	
	AR - Opportunities & risks	58	
Performance indicators	SR - ESG Performance Table - Social Performance	82	

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	26	dormakaba Statement of Commitment on Responsible Minerals Sourcing
	SR - Workers in the Value Chain - Due diligence on cobalt and conflict minerals	72	dormakaba Statement of Commitment on Human Rights
Child labor	SR - Sustainability Due Diligence	26	dormakaba Statement of Commitment on Human Rights
	SR - Workers in the Value Chain	68	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 - Strategy & Governance
			General Information - Sustainability risk management
			Sustainability Due Diligence - Governance and accountability
	TCFD-GOV-b	Describe management's role in assessing and managing climate-related risks and opportunities.	General Information - Strategy & Governance
			General Information - Sustainability risk management
			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
	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
	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
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 - Strategy & Governance
			Climate Change - Climate-related risks and opportunities

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
			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
	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 25/26 %**	**Taxonomy aligned turnover FY 24/25 %**	**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	5.1	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	112.7	4.0%	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	578.5	20.7%	–	–	–	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	32.1	1.1%	–	–	–	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	83.6	3.0%	–	–	–	100	–	–	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.	N.D.		
Total (A.1+A.2)		812.0	29.1%																	
B. Taxonomy non-eligible activities																				
Turnover of Taxonomy non-eligible activities		1,980.4	70.9%																	
Total (A+B)		2,792.4	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 25/26 %**	**Taxonomy aligned CapEx FY 24/25 %**	**Category (enabling activity) E**	**Category (transitional activity) T**
A. Taxonomy-eligible activities																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Installation, maintenance and repair of energy efficiency equipment	7.3	5.6	4.4%	100	–	–	–	–	–	Y	Y	Y	Y	Y	Y	Y	4.41%	1.08%	E	
A.2 Taxonomy-eligible but not environmentally sustainable																				
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)		5.6	4.4%																	
B. Taxonomy non-eligible activities																				
CapEx of Taxonomy non-eligible activities		122.1	95.6%																	
Total (A+B)		127.7	100%																	

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To the Board of Directors of

dormakaba Holding AG, Rümlang

Zurich, 28 August 2026

Independent Assurance Report on selected indicators in the Sustainability Report FY 25/26

We have been engaged to perform assurance procedures to provide limited assurance on selected indicators (including GHG emissions) included in dormakaba Holding AG's and its consolidated subsidiaries' (the Group's) Sustainability Report for the reporting period from 1 July 2025 to 30 June 2026 (the Report).

Our limited assurance engagement focused on selected indicators (including GHG emissions) presented in the "ESG Performance Table" of the Report, marked with a footnote (the Indicators).

We did not perform assurance procedures on other information included in the Report, other than as described in the preceding paragraph, and accordingly, we do not express a conclusion on that information.

Applicable criteria
The Group defined as applicable criteria (the Applicable Criteria):

- GHG Protocol – Corporate Revised Standards as presented by the Group in the Basis for preparation chapter of the Report.

Inherent limitations
The accuracy and completeness of selected Indicators (including 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 non-financial matters indicators is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to the emissions factors and the values needed to combine e.g. emissions of different gases. Our assurance report should therefore be read in connection with the Group's chapter "Basis for preparation", its definitions and procedures on non-financial matters reporting therein.

Responsibility of the Board of Directors
The Board of Directors is responsible for the selection of the Applicable Criteria and for the preparation and presentation, in all material respects, of the selected Indicators (including GHG emissions) in accordance with the Applicable Criteria. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of the Indicators that are free from material misstatement, whether due to fraud or error.

Independence and quality management
We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies ISQM 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.

Our responsibility
Our responsibility is to express a conclusion on the selected Indicators (including GHG emissions) based on the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected Indicators (including GHG emissions) are free from material misstatement, whether due to fraud or error.

Summary of work performed
Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Our limited assurance procedures included, amongst others, the following work:
- Assessment of the suitability of the Applicable Criteria and their consistent application
- Interviews with relevant personnel to understand the business and reporting process, including the sustainability strategy, principles and management
- Interviews with the Group's key personnel to understand the sustainability or non-financial reporting system during the reporting period, including the process for collecting, collating and reporting the Indicators
- Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Applicable Criteria

- Analytical review procedures to support the reasonableness of the data
- Identifying and testing assumptions supporting calculations
- Testing, on a sample basis, underlying source information to check the accuracy of the data

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

Conclusion
Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected Indicators (including GHG emissions) in the Report of the Group have not been prepared, in all material respects, in accordance with the Applicable Criteria.

Ernst & Young Ltd

/s/ Mark Veser	/s/ Juliette Kettler
Mark Veser Executive in charge	**Juliette Kettler** Manager

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Disclaimer

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