

The Board of Directors' proposal regarding long-term incentive program

Summary of the program

The Board of Directors proposes that the Annual General Meeting resolves to implement a new long-term incentive program for senior executives and key employees within the ASSA ABLOY Group (LTI 2026). LTI 2026 is based on similar principles as LTI 2023, LTI 2024 and LTI 2025.

LTI 2026 is proposed to include a maximum of 225 senior executives and key employees within the ASSA ABLOY Group. Shares held for participation in LTI 2026 are referred to below as saving shares, and the rights granted are referred to as performance awards. In order to participate in LTI 2026 the participants will have to hold Series B shares in ASSA ABLOY within the scope of LTI 2026. For every saving share held, the company will grant so called performance awards free-of-charge in accordance with the terms stipulated below.

The rationale for the proposal

The purpose of LTI 2026 is to strengthen the ASSA ABLOY Group's ability to retain and recruit competent employees, to contribute to ASSA ABLOY providing a total remuneration that is on market conditions and competitive, and to align the interests of the shareholders with the interests of the employees concerned. Through a share-based long-term incentive program, the employees' remuneration is tied to ASSA ABLOY's future earnings and value growth. In light of the above, the Board of Directors believes that the implementation of LTI 2026 will have a positive effect on the long-term value growth of the Group, including its sustainability, and consequently that LTI 2026 is beneficial to both the shareholders and the company.

Personal investment in saving shares

In order to participate in LTI 2026, the participants must hold saving shares. The saving shares can either be Series B shares in ASSA ABLOY that have vested or been used as saving shares under LTI 2023 or previous years' long-term incentive programs, or Series B shares in ASSA ABLOY purchased on the market in connection with the notification to participate in LTI 2026.

The personal investment shall amount to a value corresponding to a minimum of 5 percent (all participants) and a maximum of 15 percent (CEO and other senior executives) or 10 percent (other participants), respectively, of the participant's fixed base salary. If the participant has access to inside information and is therefore prevented from making the personal investment in connection with the application to participate in LTI 2026, the personal investment shall be made as soon as possible, but no later than before the next Annual General Meeting.

Participants in LTI 2026 and allocation

LTI 2026 is proposed to include a maximum of 225 senior executives and key employees within the ASSA ABLOY Group, divided in three categories.

For each saving share that the CEO of the Group holds under LTI 2026, the company will grant six performance awards. For each saving share that other senior executives (currently nine individuals) hold under LTI 2026, each such individual will be awarded five performance awards. For each saving share that other participants (215 individuals) hold under LTI 2026, each such individual will be awarded four performance awards.

Performance condition

The number of performance awards that gives right to receive Series B shares in the

company depends on the annual development of ASSA ABLOY's earnings per share¹ based on the target levels, as defined by the Board of Directors, during the measurement period January 1, 2026 – December 31, 2028, where each year during the measurement period is compared to the previous year. The outcome is calculated yearly, whereby one third of the performance awards is measured against the outcome for 2026, one third is measured against the outcome for 2027 and one third is measured against the outcome for 2028.

The outcome for each year is measured linearly. Unless the minimum level is achieved for the year, none of the relevant performance awards will give right to Series B shares, and if the maximum level is achieved each performance award linked to the relevant year will give right to one Series B share. The Board of Directors intends to present the fulfilment of the performance based condition in the Annual Report for the financial year 2028.

Other conditions

In addition to the above conditions, the following shall apply for the performance awards.

- The performance awards shall be granted free-of-charge after the 2026 Annual General Meeting.
- Each performance award entitles the holder to receive one Series B share free-of-charge three years after allotment of the award (vesting period), provided that the holder, with some exceptions, at the time of the release of the interim report for the first quarter 2029 still is employed by the ASSA ABLOY Group and has maintained the saving shares held under LTI 2026.
- To make the participants' interest equal with the shareholders', the company will compensate the participants for distributed dividend during the vesting period by increasing the number of Series B shares that each vested performance award gives right to after the vesting period.
- The performance awards are non-transferable and may not be pledged.
- The performance awards can be granted by the company or by any other company within the Group.

Preparation and administration

The Board of Directors shall be responsible for preparing the detailed terms and conditions of LTI 2026, in accordance with the mentioned terms and guidelines. To this end, the Board of Directors shall be entitled to make adjustments to comply with foreign regulations or market conditions. The Board of Directors may also make other adjustments if significant changes in the ASSA ABLOY Group, or its operating environment, would result in a situation where the decided terms and conditions for LTI 2026 no longer are appropriate.

In the event that the Board of Directors considers that the delivery of Series B shares under LTI 2026 cannot be achieved at reasonable cost, with reasonable administrative efforts or due to specific market conditions, participants may instead be offered a cash settlement.

Scope and cost of the program

LTI 2026 may, if the share price for the company's Series B share remains the same during the program's term, result in a maximum amount corresponding to 90 percent (CEO), 75 percent (other senior executives) or 40 percent (other participants), respectively, of the participant's annual base salary (excluding social security costs). Such outcome is subject to a maximum personal investment, meaning that the participant must hold saving shares at a value that corresponds to 15 percent (CEO and other senior executives) or 10 percent (other participants), respectively, of the participant's annual base salary and that the performance based condition has been fully achieved. Full vesting is further subject to the saving shares being retained and that the participant, with some exceptions, is still

¹ Earnings per share is defined as the company's earnings per share after tax and dilution, excluding items affecting comparability and currency effects.

employed during the vesting period.

The total number of saving shares, which corresponds to the participant's total maximum personal investment, and thus the total number of performance awards being allotted, depends on the share price for the company's Series B share at the time of allotment of performance awards under LTI 2026. The total number of outstanding shares in the company amounts to 1,112,576,334 shares.

Provided that the share price for the company's Series B share is traded at around SEK 344 at the time of allotment of performance awards under LTI 2026, LTI 2026 will, in accordance with the principles and assumptions set out above, comprise a maximum of 830,000 Series B shares in total, which corresponds to approximately 0.1 percent of the total outstanding shares and votes in the company.

LTI 2026 shall be expensed as a personnel cost over the vesting period. Provided that the performance based condition is fully achieved, the cost for LTI 2026 before tax is, in accordance with the principles and assumptions set out above, estimated to approximately SEK 267 million, allocated over the vesting period. Estimated social security costs and financing cost are included in the amount.

The costs are expected to have marginal effect on key ratios of the ASSA ABLOY Group.

The Board of Directors deems that the positive effects on earnings that are expected to result from increased share ownership amongst senior executives and persons in senior managerial positions, which may be further increased through LTI 2026, outweigh the costs related to LTI 2026.

Delivery of shares under LTI 2026

To ensure the delivery of Series B shares under LTI 2026, the company intends to enter into an agreement with a third party, under which the third party shall, in its own name, buy and transfer Series B shares in the company to the participants in accordance with LTI 2026. The cost for this agreement is currently estimated to approximately SEK 2 million assuming that the performance based condition is fully achieved.

Preparation of the proposal

LTI 2026 has been initiated by the Board of Directors of ASSA ABLOY, and has been structured in consultation with external advisers based on an evaluation of previous incentive programs. LTI 2026 has been prepared by the Remuneration Committee and reviewed at meetings of the Board of Directors.

Previous incentive programs

The company's other share-based incentive programs LTI 2023, LTI 2024 and LTI 2025 are based on similar principles as LTI 2026. For a description of LTI 2023, LTI 2024 and LTI 2025, reference is made to the Annual Report 2025, Note 35, and the company's website www.assaabloy.com/group/en.

Stockholm in March 2026
The Board of Directors
ASSA ABLOY AB (publ)