



Opening Solutions Americas Overview

Lucas Boselli, Executive Vice President and Head of Americas Division

Capital Markets
November 2022

Experience a safer and more open world

ASSA ABLOY



ASSA ABLOY
Opening
Solutions
Americas
Overview



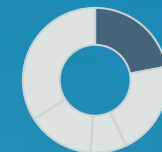
Financials



Strategy &
Key priorities

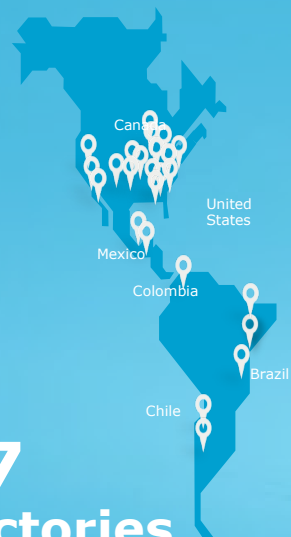
Opening Solutions Americas

% of
group
sales



22%

9,454
people



27
factories



SEK
26 BN
sales



+19%
organic
growth YTD



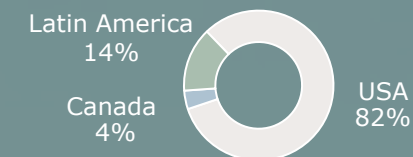
20.5%
ebit



77%
Op. cash
flow/EBIT



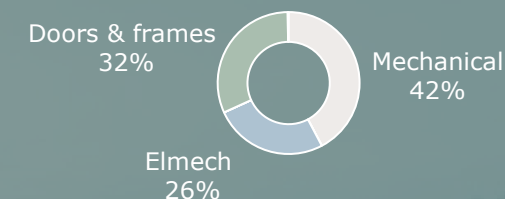
Sales by
geography



Sales by
segment



Sales by
product type

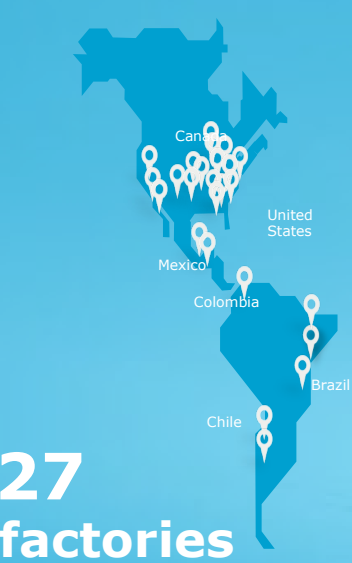


12 month rolling as of September 2022

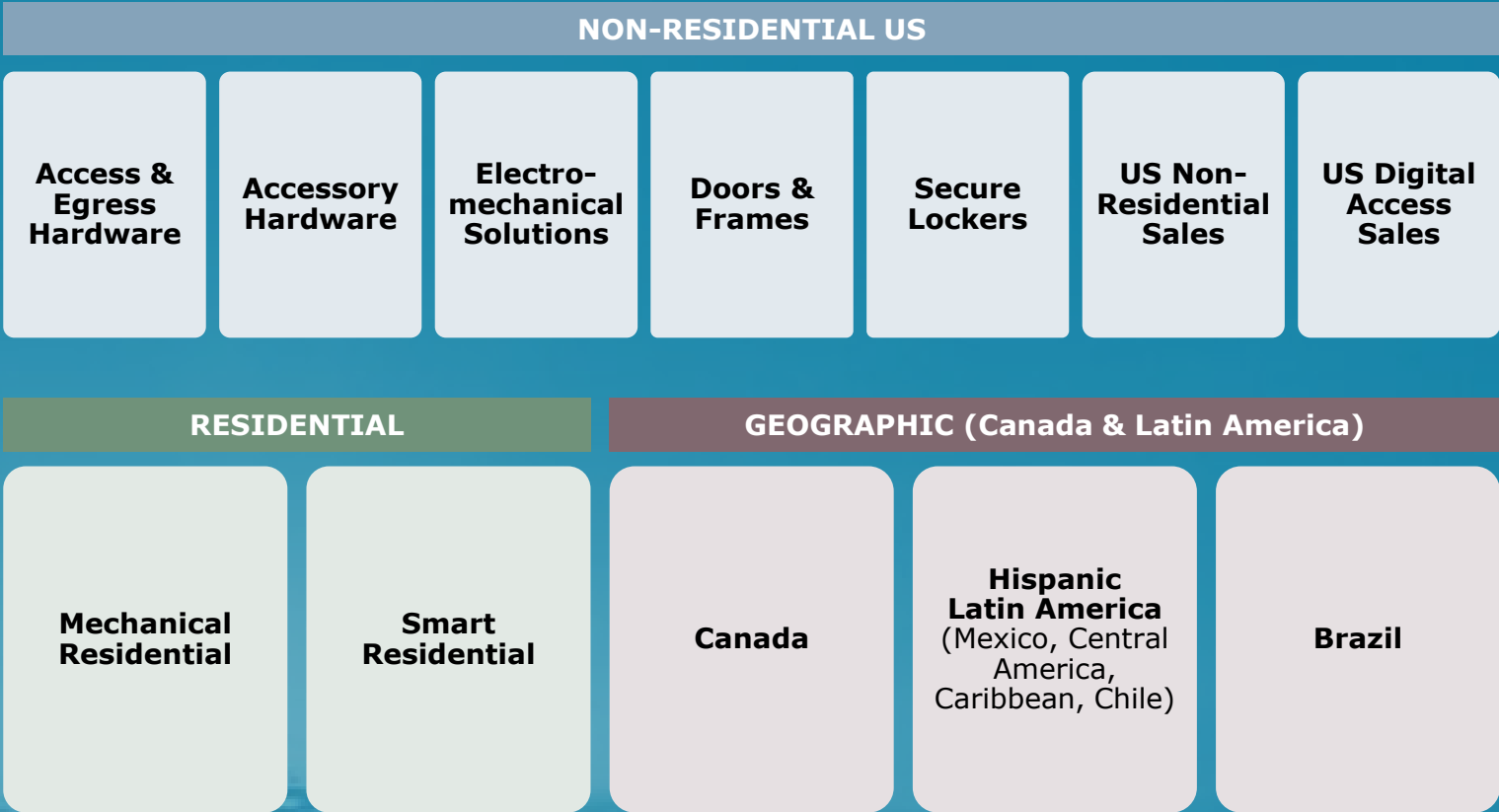
Opening Solutions Americas



9,454
people



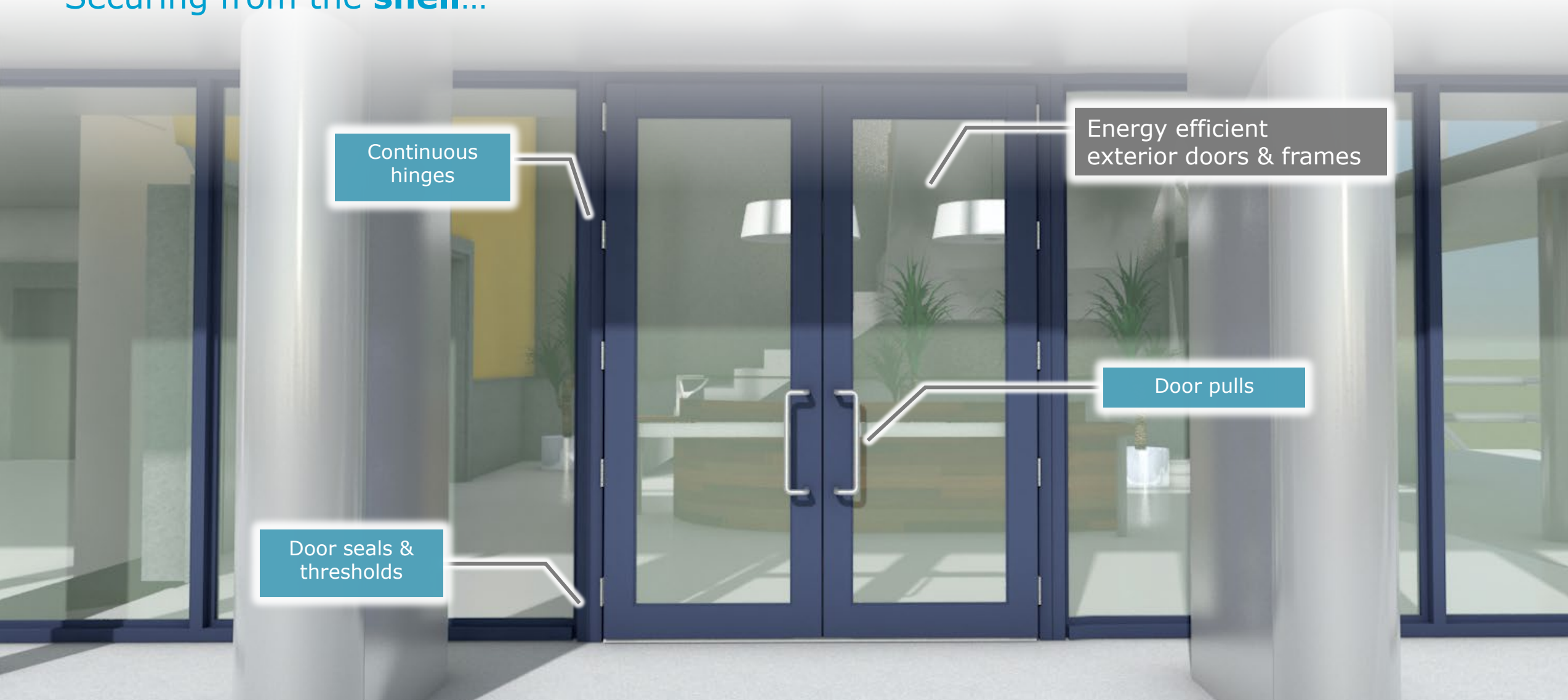
Organized
into
subgroups
leveraging
product,
geography,
& **channel**
synergies



12 month rolling as of September 2022

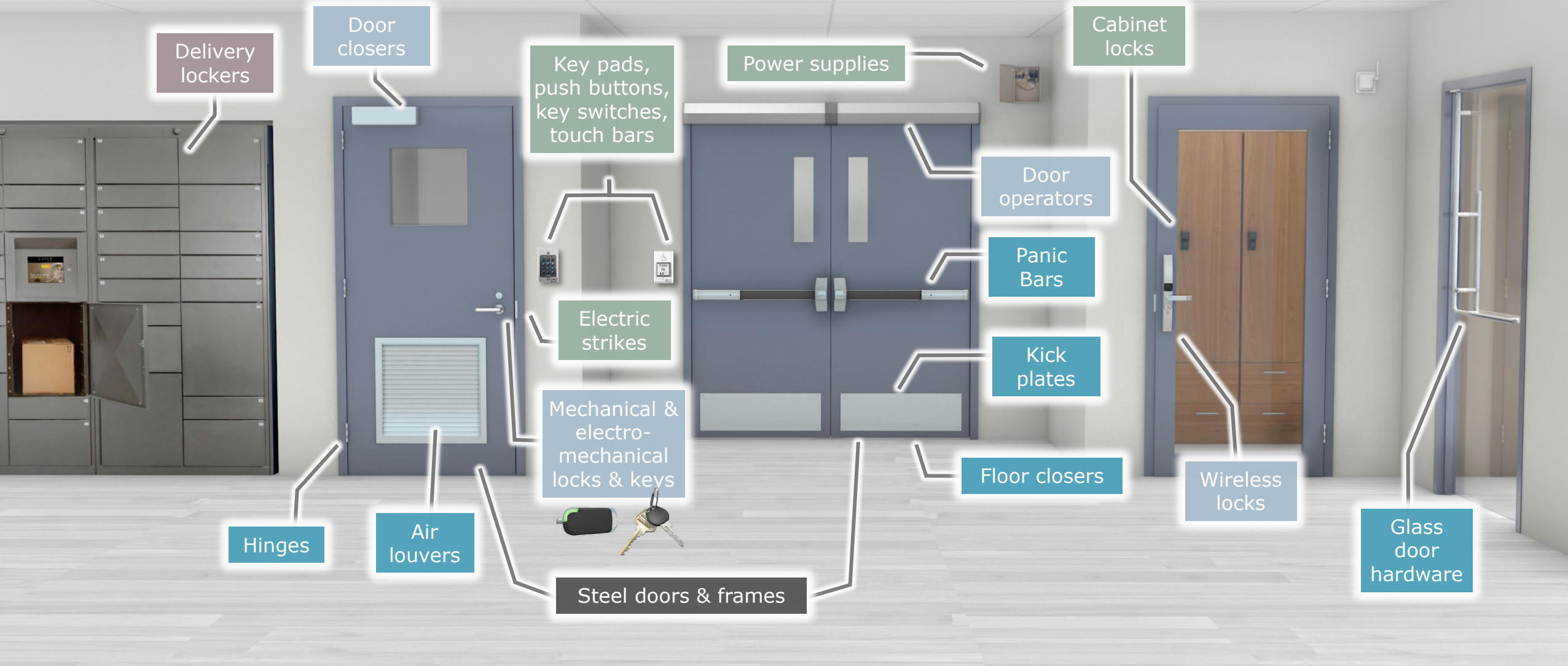
Our product offering

Securing from the **shell**...



Our product offering

Securing from the **shell...to core**



Residential: Multi-family

Shell



Common areas



Delivery lockers



Interior



Residential: Single family

Connected Lock



Cabinet Hardware



Safes



Privacy Levers



Window Shutters



Window Hardware



Door Hardware & Accessories



CCTV



Video Doorbells



Home alarms



Padlocks



Gate Digital Rim Lock



Digital Door Lock



Good geography and industry to be in

**Highly profitable
market in North
America**



**Significant codes &
standards in place –
and evolving**



**Early technology
adaptors
in Canada**



**Maturing
emerging market
in Latin America**



Key trends

**Access deeper
into building**



Industrial Design



eCommerce delivery



Digitization



Sustainability



Focus/specialization



Future opportunities

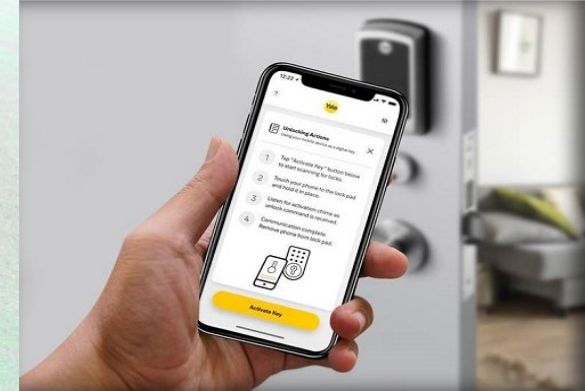
Small business



Quick deliveries



Software/hardware bundling



Smart residential



Biometrics



Custom hardware





Peabody Museum

Full ASSA ABLOY package

Doors & frames, accessory hardware, EAC, custom door handles and pulls



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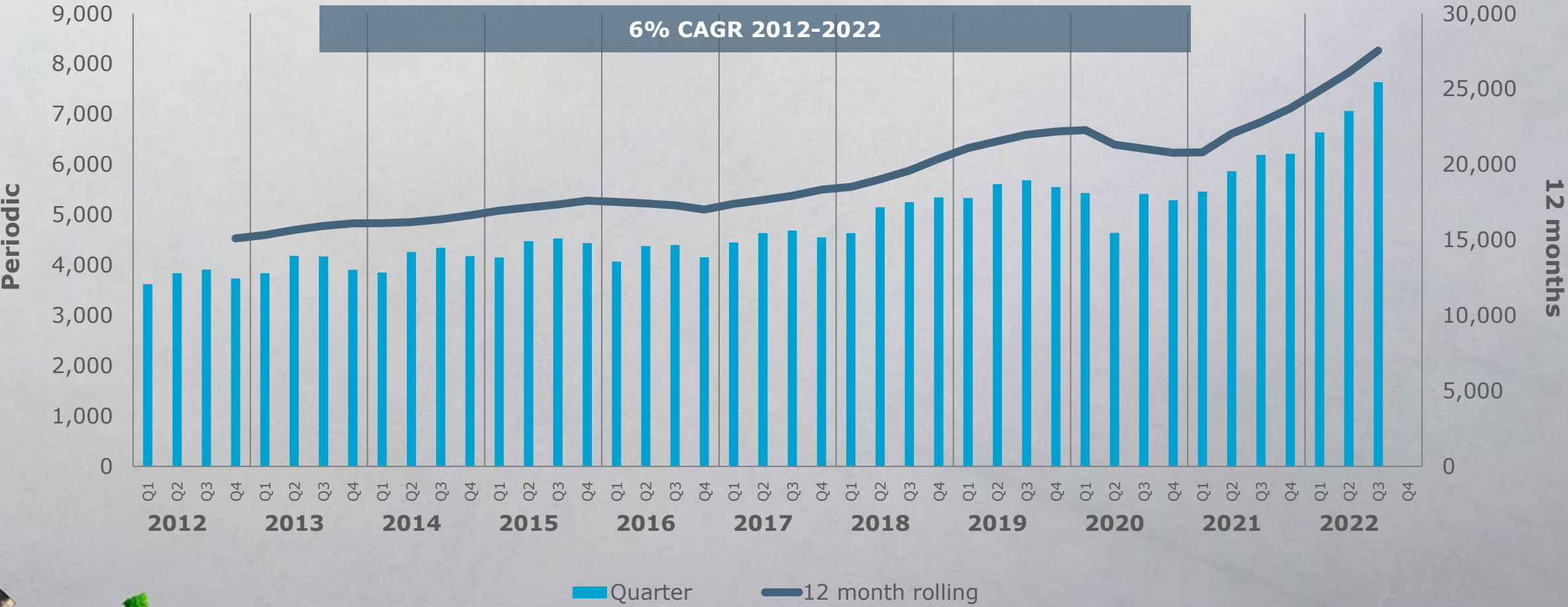


Financials



Strategy &
Key priorities

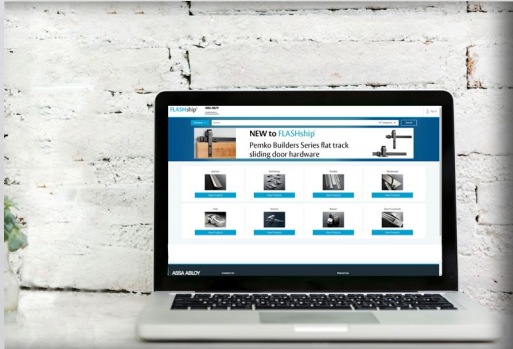
Sales (MSEK)



Adjusted for FX and the internal transfer of Perimeter Security to Entrance Systems in 2020

Where our growth is coming from

B2B eCommerce



**Regional
Distribution Centers**



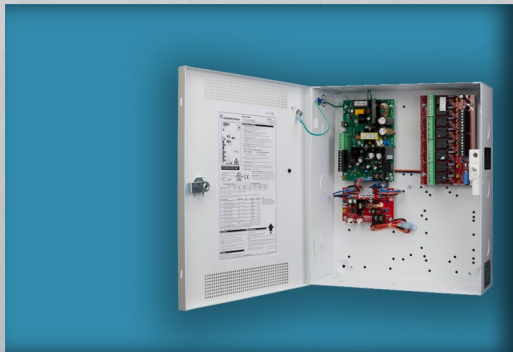
Recurring revenue



Glass hardware



Power supplies



Elmech



Specifications

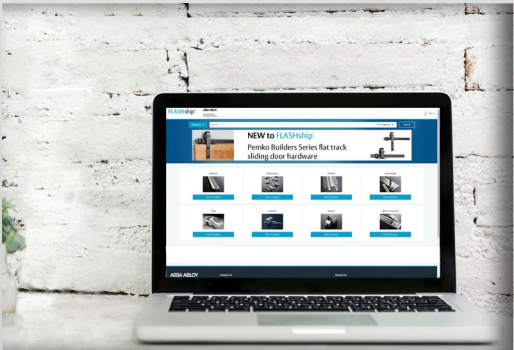


Latin America



Where our growth is coming from

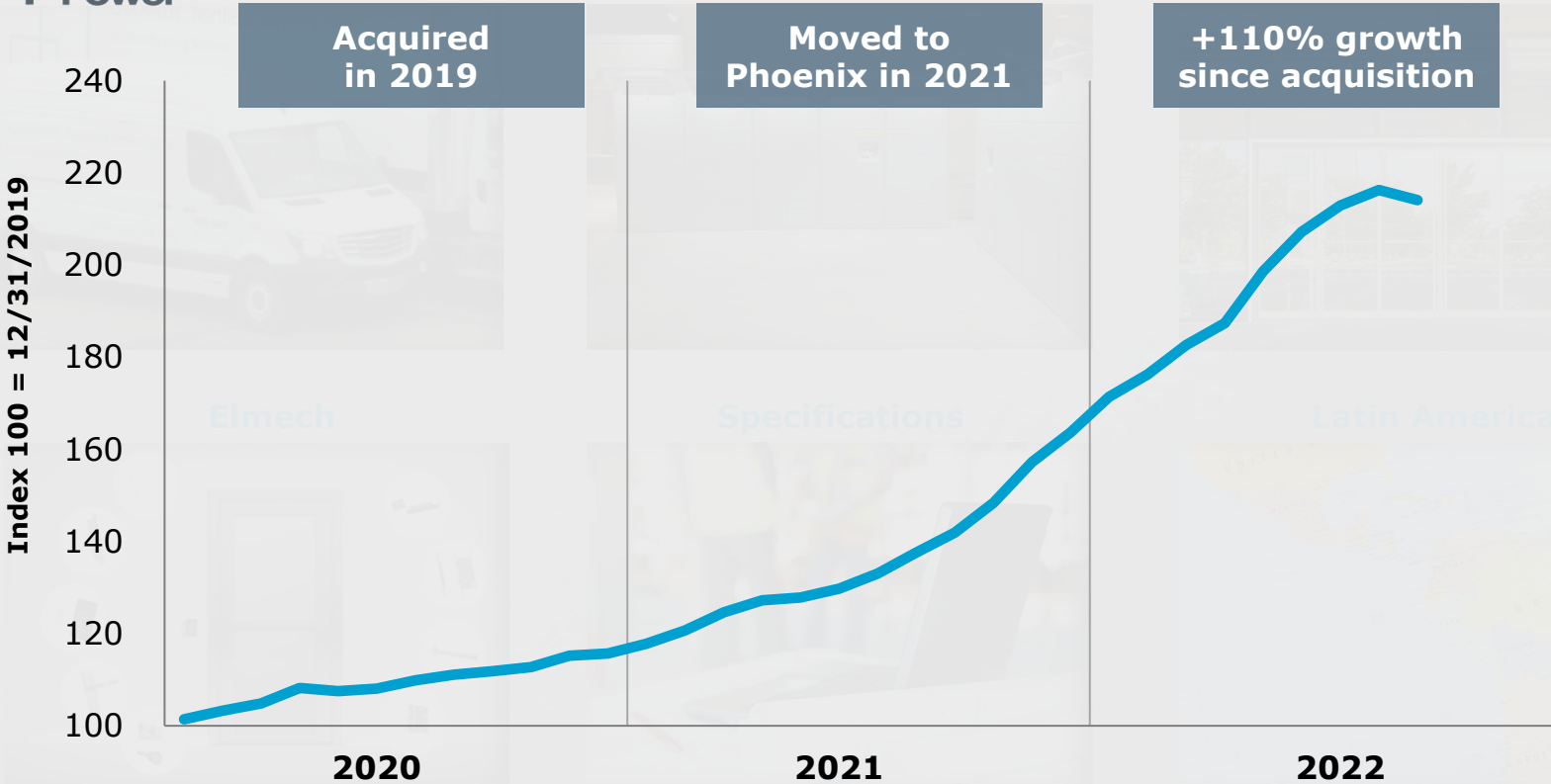
B2B eCommerce



Power supplies



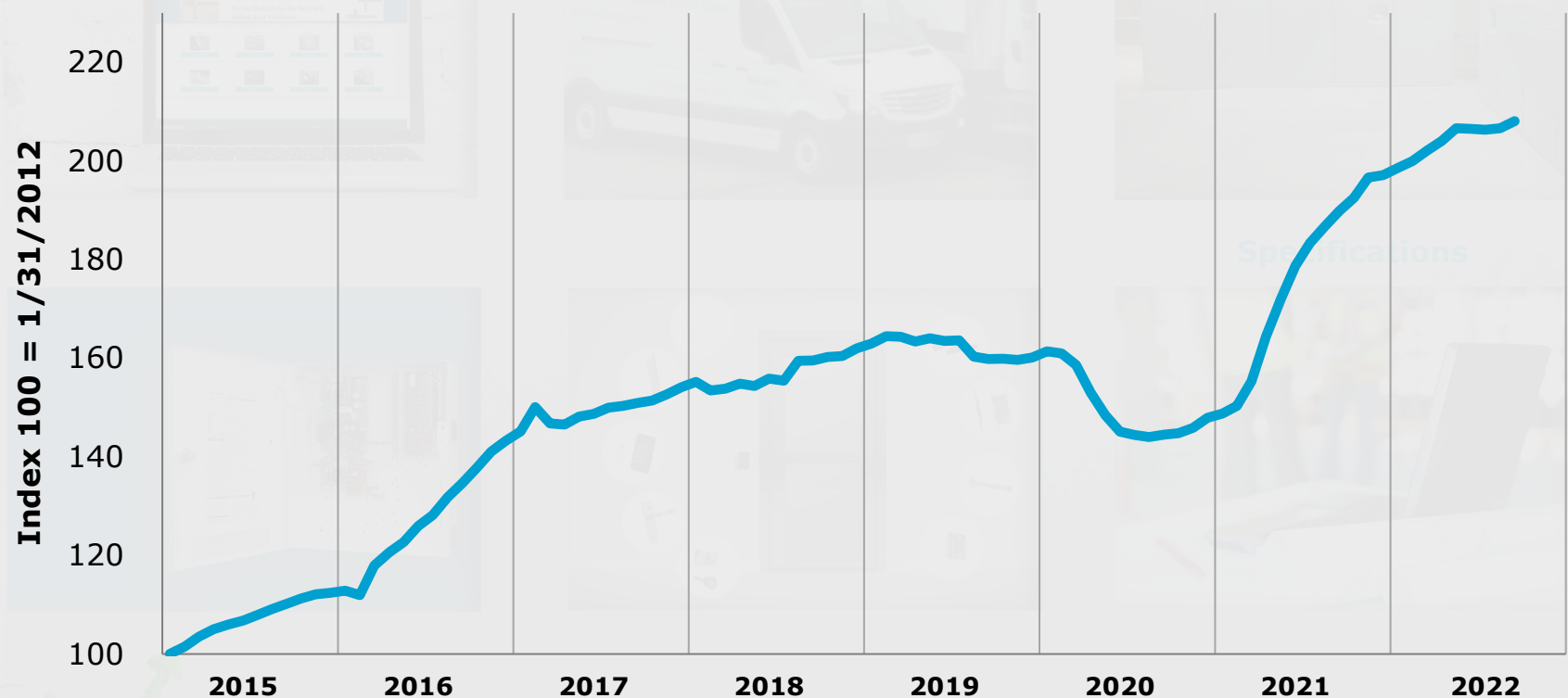
Power Supplies: LifeSafety Power



Where our growth is coming from

Latin America Sales: Strong growth throughout region

10% CAGR 2012-2022 with 108% sales growth



Note: 12 month rolling as reported; does not include FX adjustments or restatements

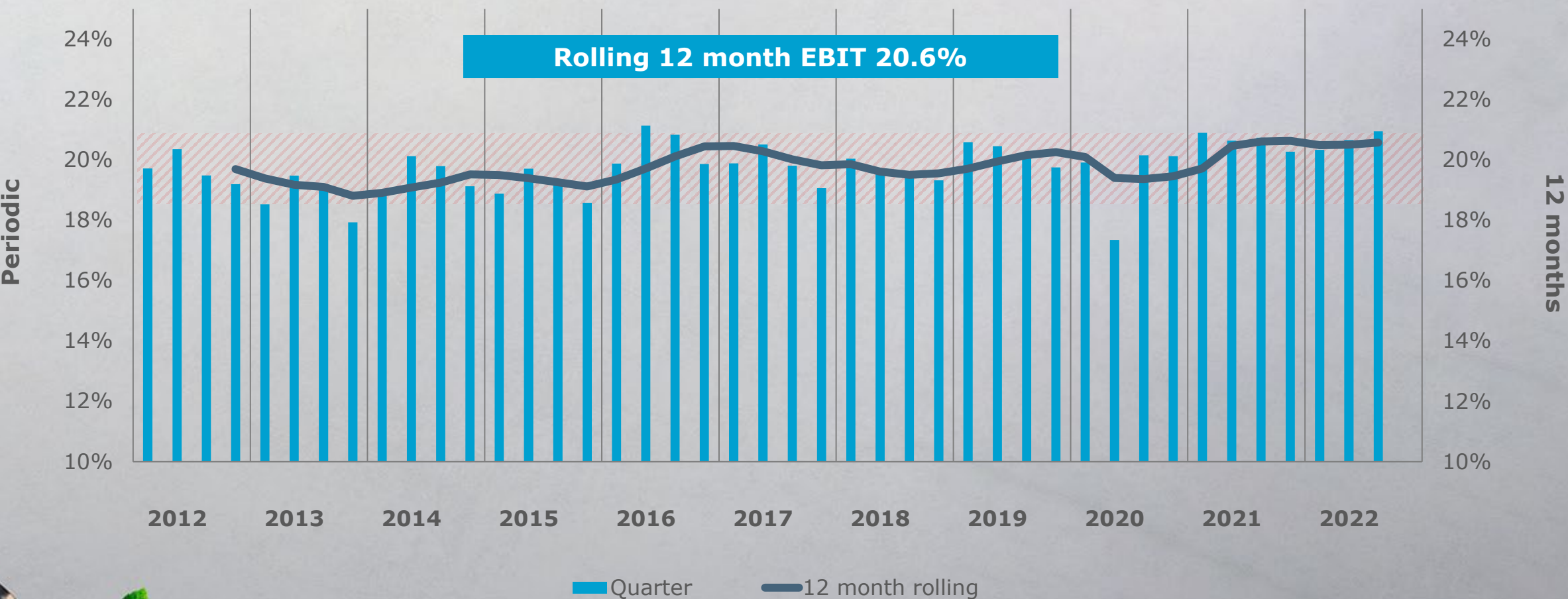
Glass Hardware



Latin America



Ebit Margin



Adjusted for FX and the internal transfer of Perimeter Security to Entrance Systems in 2020



HHI acquisition

Strong brands and product portfolio

Security

Plumbing

Builders' Hardware

Description

Provides residential, electronic and traditional security products including locks, knobs, handlesets, deadbolts and accessories

Offers a broad range of plumbing fittings for kitchen, bath, shower and other applications

Produces a wide array of builders' hardware products across more than 15 product categories and over 6,000 SKUs for sale

Key brands

Kwikset BALDWIN
WEISER

Pfister

**National
Hardware**

Selected products



Smart locksets



Electronic locksets



Traditional locksets



Kitchen and bathroom faucets



Shower faucets



Barn door hardware



Hinges



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Financials



Strategy &
Key priorities

Our strategic objectives



Strategic objectives

- Growth through customer relevance
- Product leadership through innovation
- Cost efficiency in everything we do
- Evolution through people

Evolution through people



Strategic objectives

- Growth through customer relevance
- Product leadership through innovation
- Cost efficiency in everything we do
- **Evolution through people**

Strengthen our culture



Employee experience



Talent management



Leadership



Ethical & social responsibility



Health & safety



Digital work place




People make it happen

Focused on creating
**meaningful
career and
development
paths**

Diverse, safe and
healthy
workplace

**Attract &
Retain** top
talent

Culture where
winning
is celebrated



A group where people
grow, develop & succeed

Cost efficiency in everything we do



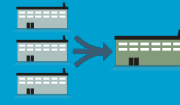
Strategic objectives

- Growth through customer relevance
- Product leadership through innovation
- **Cost efficiency in everything we do**
- Evolution through people

Professional sourcing



Manufacturing footprint



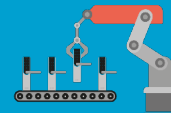
Logistics



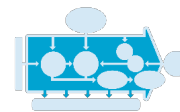
Value Analysis, Value Engineering



Lean and automation



Seamless flow



Enterprise IT and digital trust

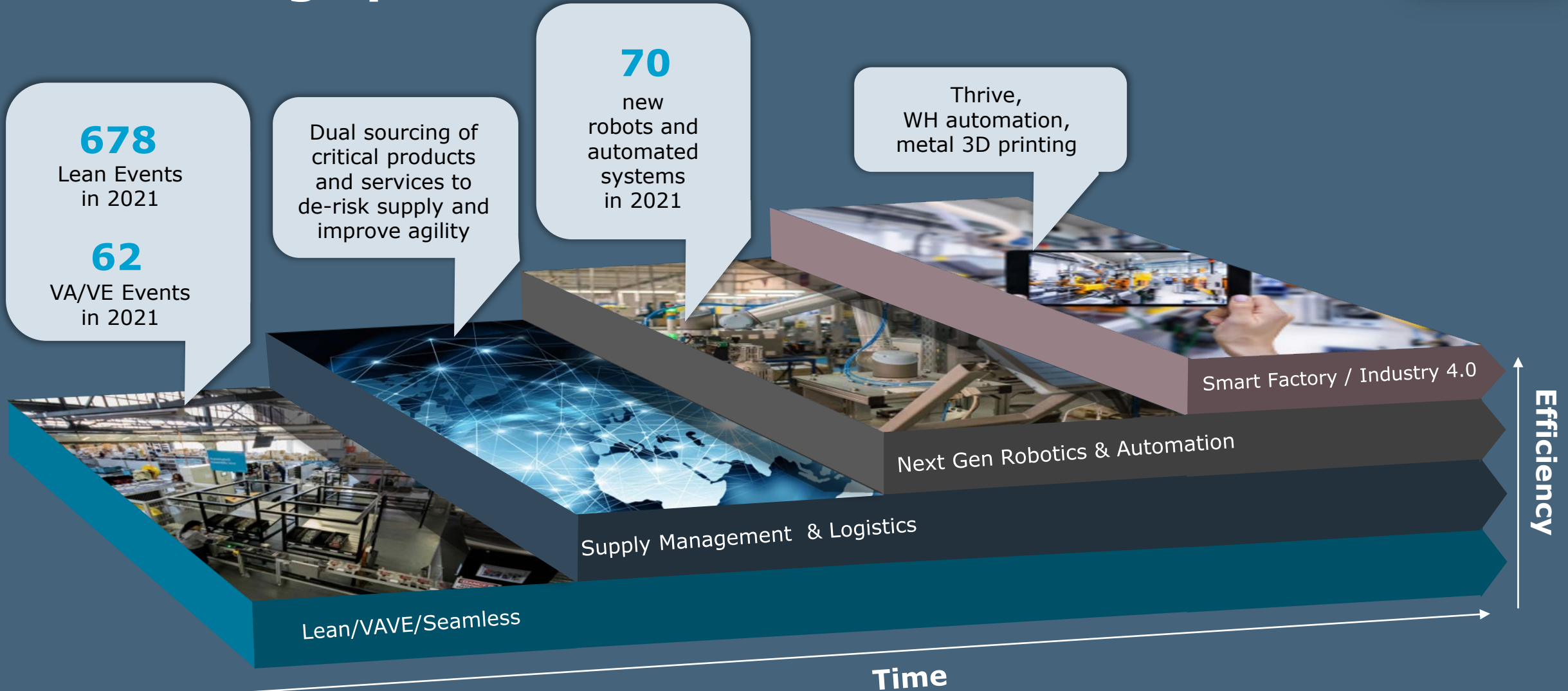


Despite COVID, remained focused on our cost savings plan



Strategic objectives

- Growth through customer relevance
- Product leadership through innovation
- Cost efficiency in everything we do
- Evolution through people



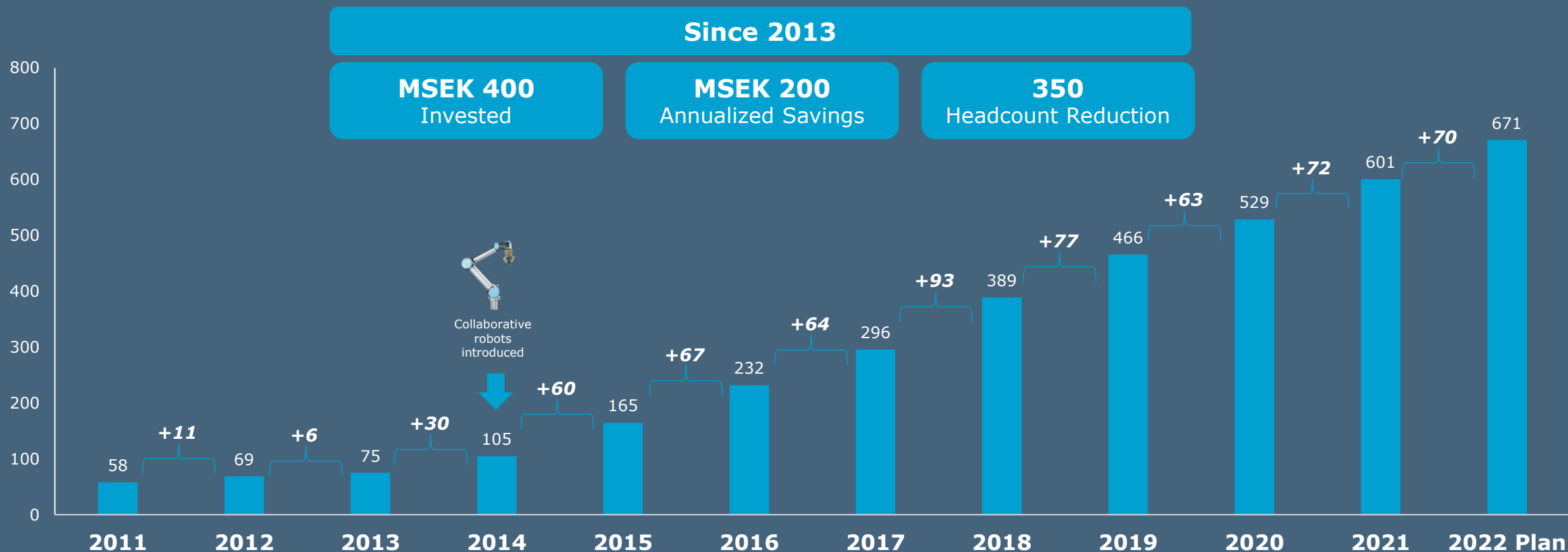
Robotics and Automation



Strategic objectives

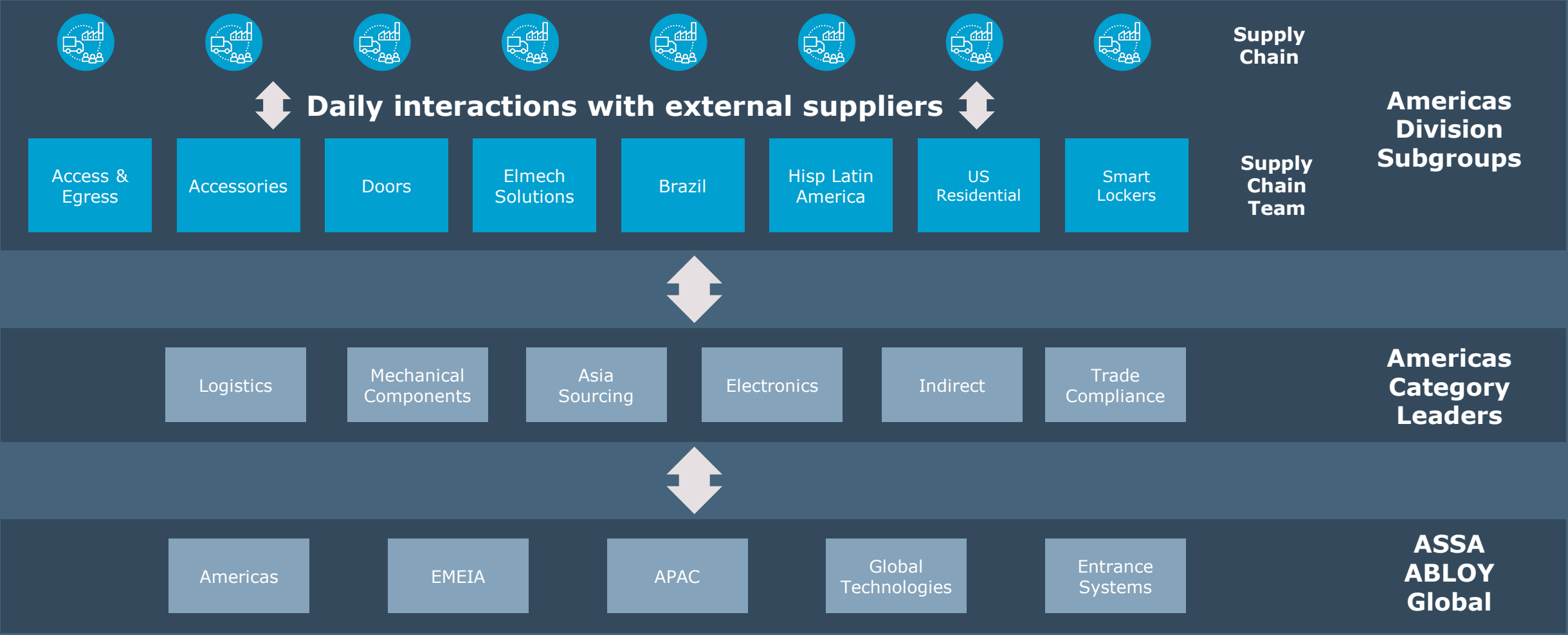
- Growth through customer relevance
- Product leadership through innovation
- Cost efficiency in everything we do
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Americas Robots & Automation Systems Deployed



Supply Management Network

150+ Supply Chain professionals in the Americas + over 800 Supply Chain professionals in ASSA ABLOY working together to minimize supply disruptions



Product leadership through innovation



Strategic objectives

- Growth through customer relevance
- **Product leadership through innovation**
- Cost efficiency in everything we do
- Evolution through people

Innovation system



Product management



Intellectual property



Product quality, safety and security



Design to value



Sustainability



Digital factory



Product leadership through innovation



Strategic objectives

- Growth through customer relevance
- **Product leadership through innovation**
- Cost efficiency in everything we do
- Evolution through people

109

products
launched
in 2021

64

products
launched
YTD 2022

23%

of 2021 sales
from new
products

Access & Egress

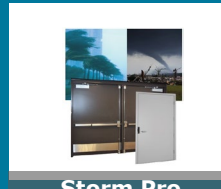


Door Operator

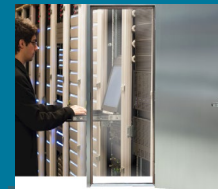


Behavioral Health
Cylindrical

Doors

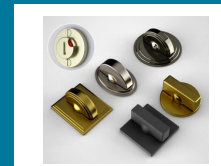


Storm Pro
Tornado and
Hurricane



EMI-RFI
Shielding

Residential (mechanical)

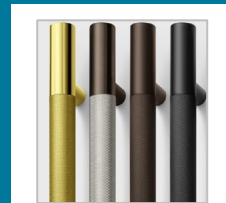


Privacy
Bolt Expansion

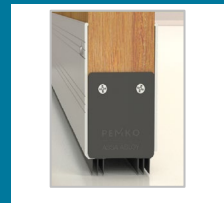


Long Door Pull
Size & Finish
Expansion

Accessories



Deco Pulls



Excessive Door
Gap

Elmech Solutions



Server Cabinet
Lock



EAC Aluminum
Door Lock

Smart Residential



Yale Assure
Collection



Matter
Module

Luxer



Harbor Lockers



Best Buy Lockers

Hispanic Latin America



Piggy Bank
Safe Box



Outdoor Digital
Lock

Brazil



Non-Residential
Portfolio



Window/Door
Noise Cancelling

Demand generation and training

Showrooms



Demand generation and training

Virtual City



K12

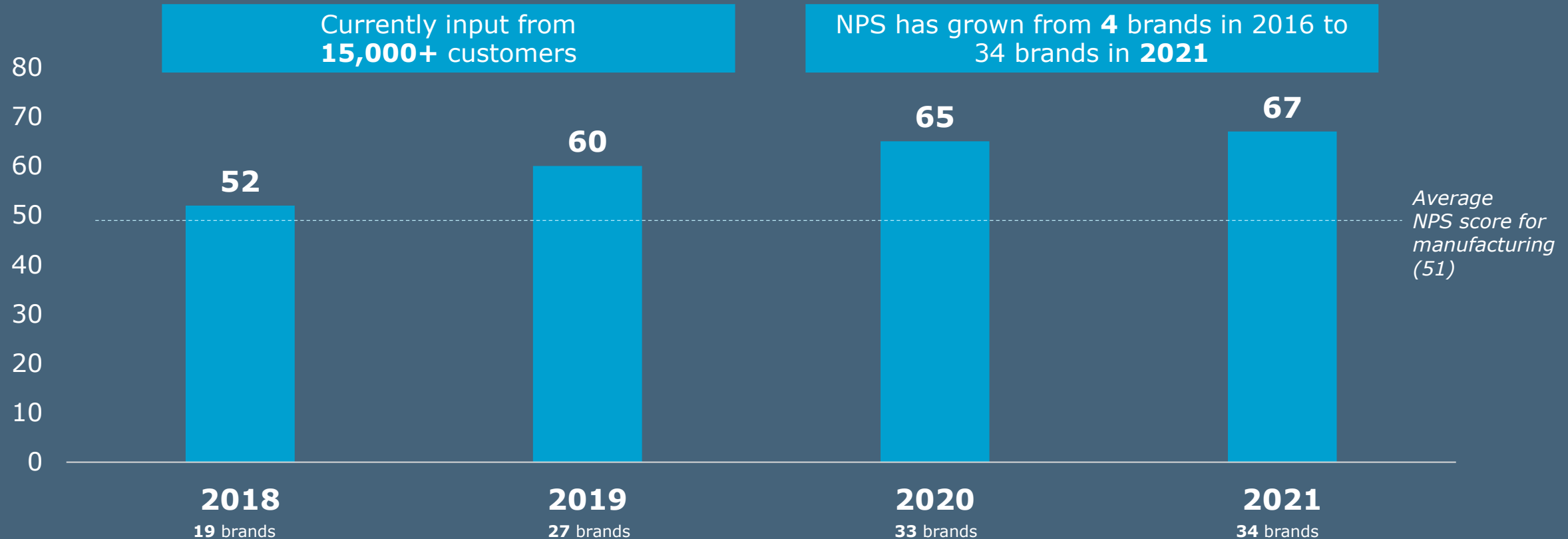
University

Healthcare

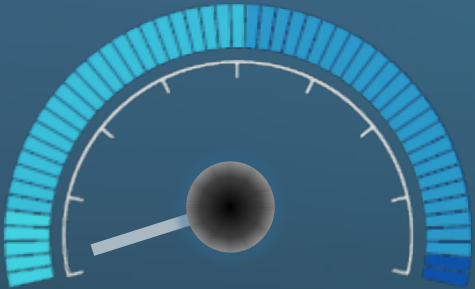


Growth through customer relevance

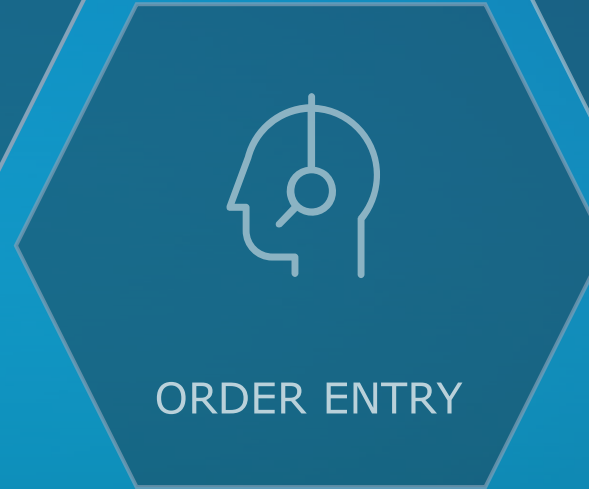
Relentless focus on customer experience drives NPS® growth, even in challenging times



What moves the
NEEDLE?



PRIORITIZE areas for greatest impact



+ FOCUS entire business

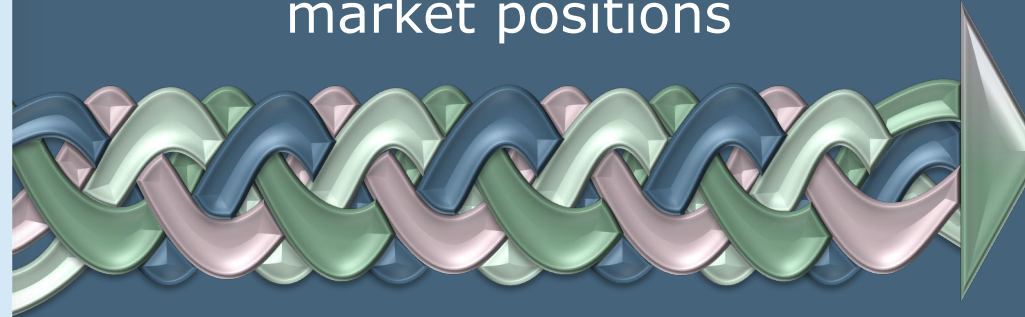
The key to our success is concurrent execution of our strategy



Strategic objectives

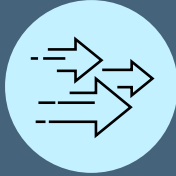
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Strong unique
market positions



Sustainable
profitable
growth

Americas priorities



**Keep winning in
mechanical core,
and accelerate
electromechanics
access control**



**Become #1 in
North America DDL
and Secure Lockers**



**Scale up
Commercial and
Elmech in LATAM**

Advance product leadership: software, DDL, Elmech, AC, Lockers, Deco

Win in fast-growing channels and verticals: E-commerce/e-business, DIY, Multifamily, SMB

Accelerate M&A and step up value creation across every subgroup

Expand GM through direct cost material reduction, turn-arounds and strengthen divisional operations team



Thank you
assaabloy.com

Experience a safer and more open world

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