

ASSA ABLOY

Capital Markets Day

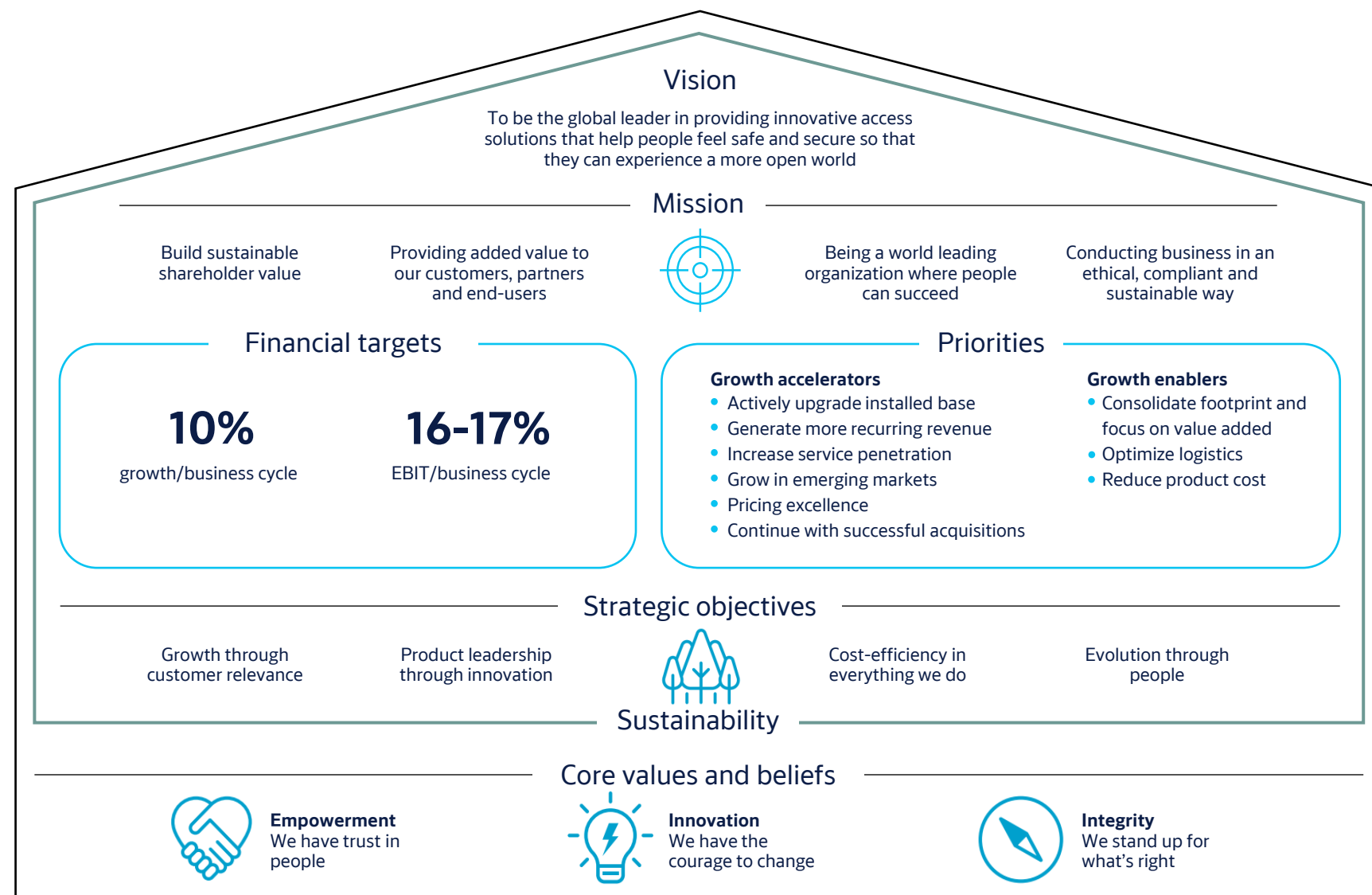
Milwaukee, US

19 November 2025

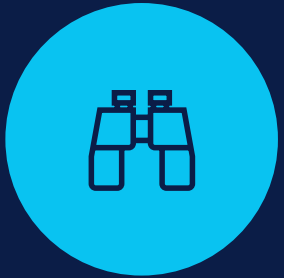
ASSA ABLOY is the global leader in access solutions. Every day we help people feel safe, secure and experience a more open world.



Our strategy



Our strategy



Vision

To be the global leader in providing innovative access solutions that help people feel safe and secure so that they can experience a more open world

Our strategy



Mission

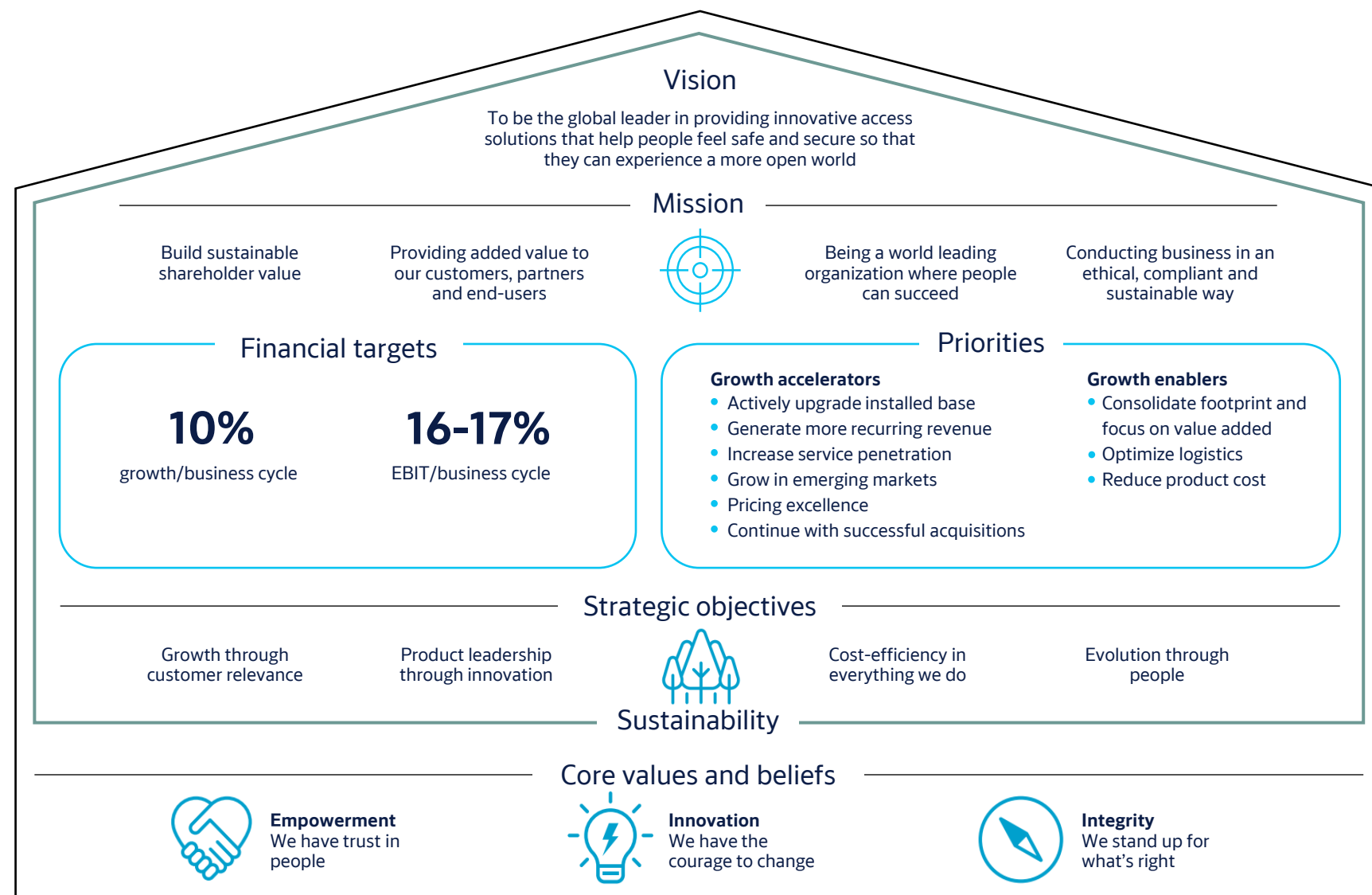
Build sustainable shareholder value

Providing added value to our customers, partners and end-users

Being a world leading organization where people can succeed

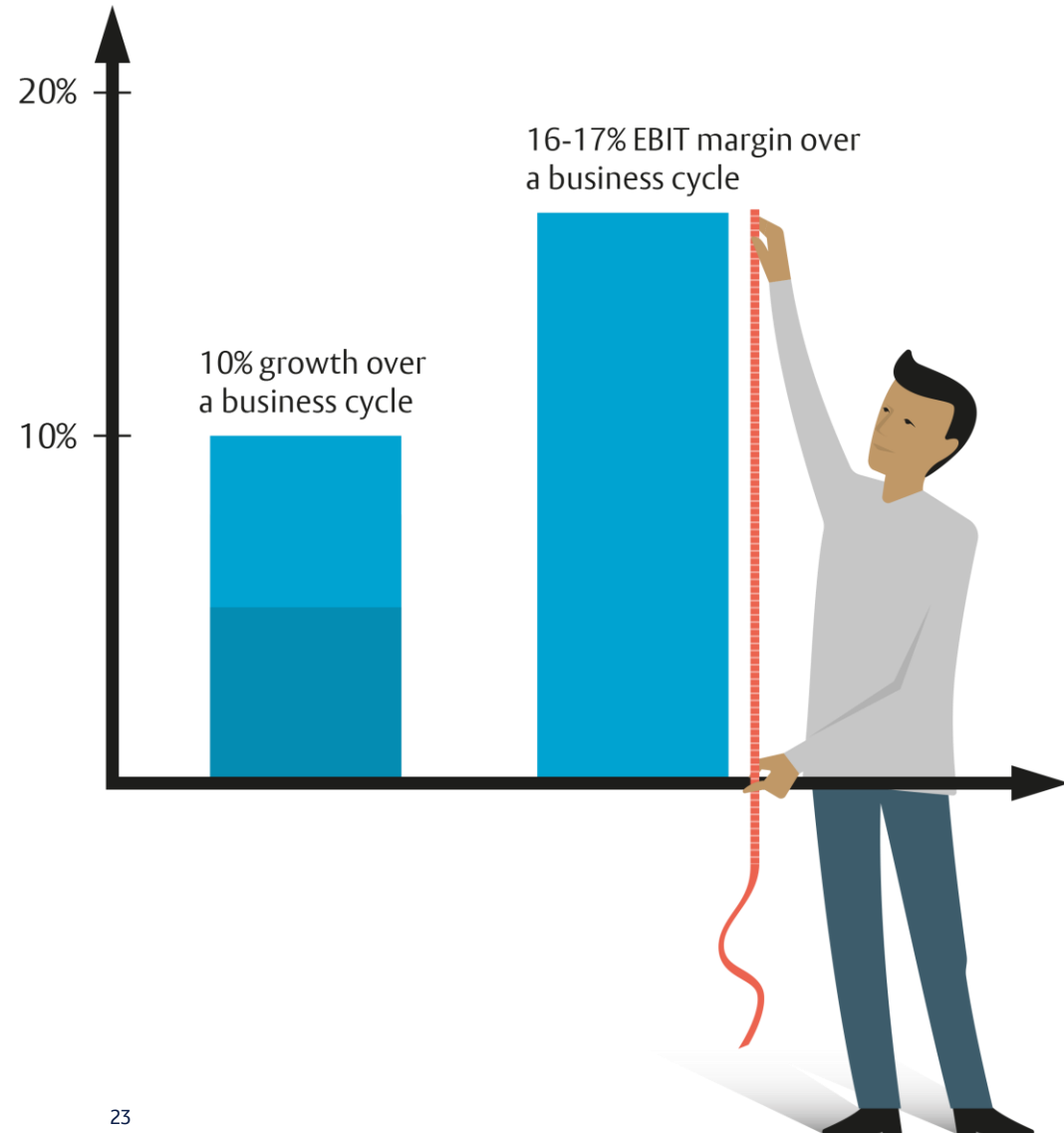
Conducting business in an ethical, compliant and sustainable way

Our strategy

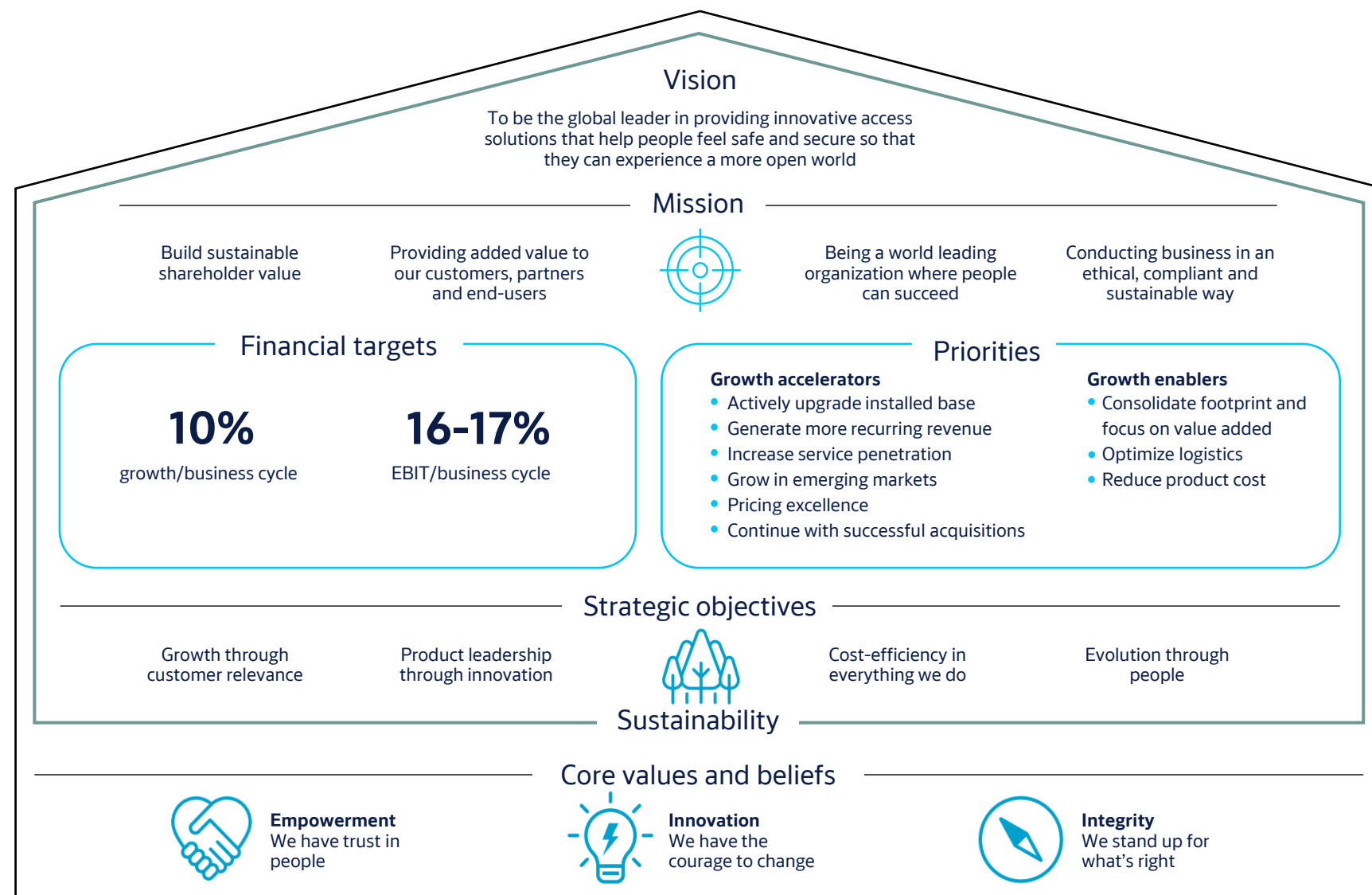


Our strategy

Financial targets



Our strategy



Our strategy

Priorities

Growth accelerators

Actively upgrade installed base

Grow in emerging markets

Generate more recurring revenue

Pricing excellence

Increase service penetration

Continue with successful acquisitions

Growth enablers

Consolidate footprint & focus on value added

Optimize logistics

Reduce product cost

Our strategy

Growth accelerators

Actively upgrade installed base

Generate more recurring revenue

Increase service penetration

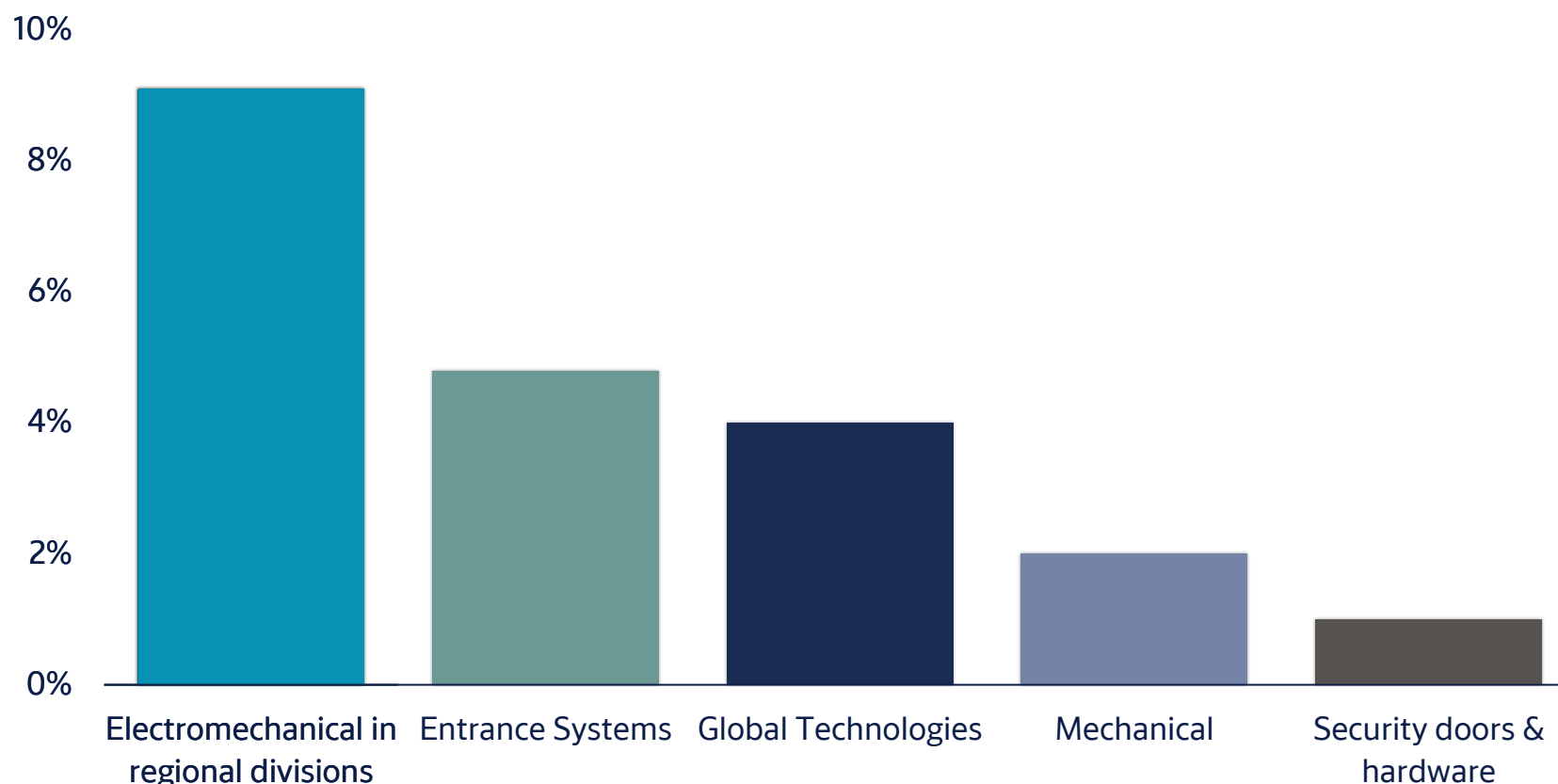
Grow in emerging markets

Pricing excellence

Continue with successful acquisitions

Electromechanical solutions is our fastest growing product group

Average annual organic growth rate 2015-2024¹



1. Organic growth estimated for Mechanical, Electromechanical, excl. Global Technologies and Security doors & hardware.

Our strategy

Growth accelerators

Actively upgrade installed base

Generate more recurring revenue

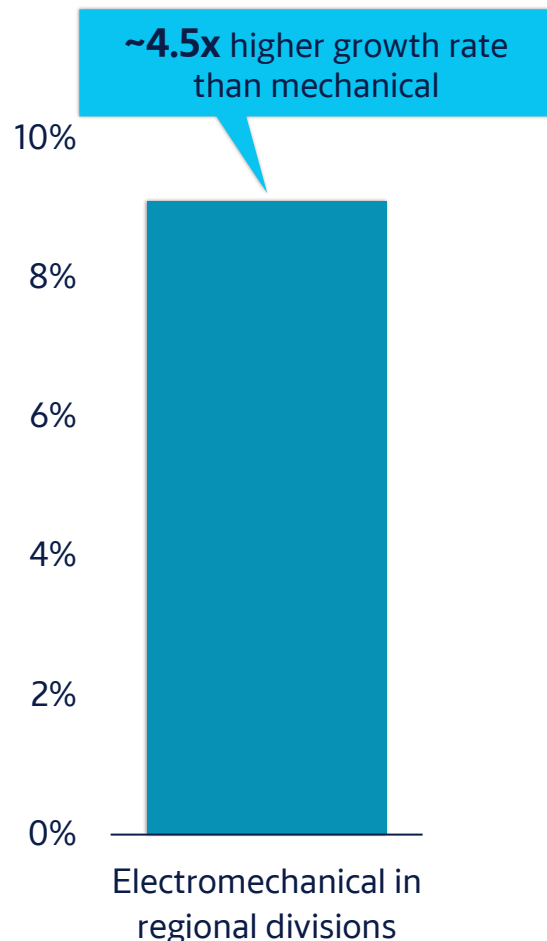
Increase service penetration

Grow in emerging markets

Pricing excellence

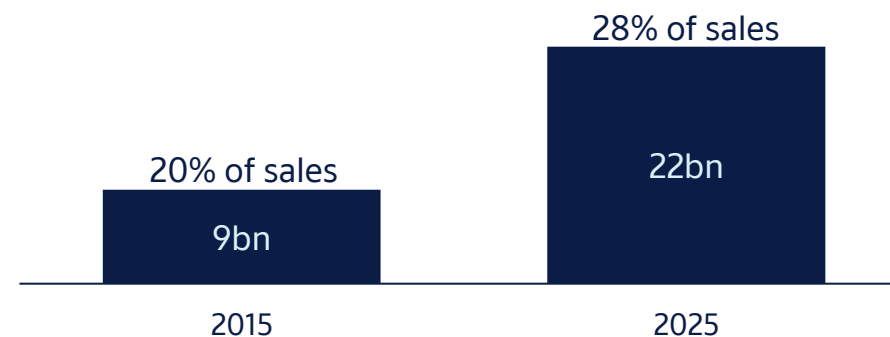
Continue with successful acquisitions

Electromechanical solutions is our fastest growing product group



- Transition is gaining momentum
- Higher value offering
- Unlocks new pricing and business models

Electromechanical sales in the regional divisions



Our strategy

Growth accelerators

Actively upgrade installed base

Generate more recurring revenue

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Grow in emerging markets

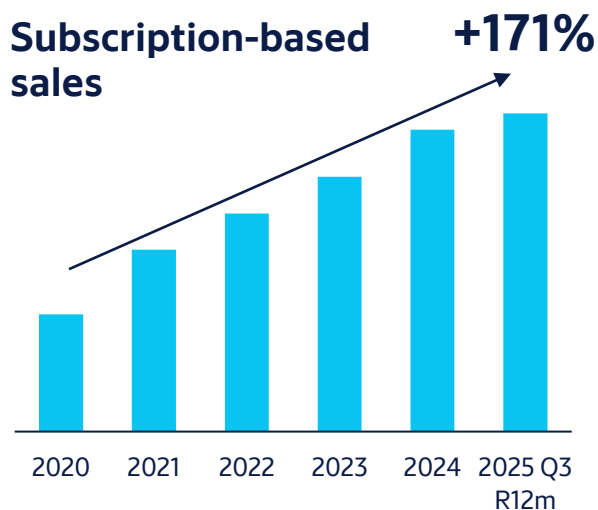
Pricing excellence

Continue with successful acquisitions

Recurring revenue is growing rapidly

- Predictability and stability
 - Subscription models (software & service)
 - Captive
- Increased loyalty, upsell opportunities

Subscription-based sales



Hospitality & Marine



Demand for efficient and seamless guest management at hotels and cruise ships

- Mobile keys
- Cloud-based asset management
- Energy saving and linen management
- Staff safety

~36% recurring revenue CAGR in Hospitality since 2021

Healthcare



Upgrades for increased access security, efficiency, hygiene, and quality of care

- Expanding real-time locating services (RTLS) for asset tracking and tracing

~50% RTLS CAGR since 2021

Our strategy

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Continue with successful acquisitions

Strong and profitable growth in service

Service and products reinforce each other

- Sell spare parts and products through service
- Upsell and value add opportunity
- Design for service

Evolving service model – connectivity and IoT

- Dynamic maintenance scheduling
- Remote monitoring and service

New value propositions to customers

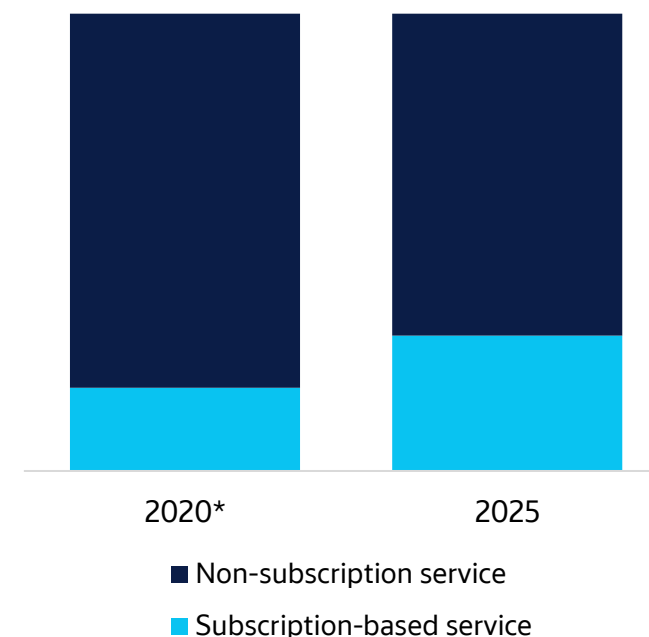
- Self service: Your Door Partner
- Insight and ecoLOGIC

29% of sales in Entrance Systems

16% CAGR 2020 – 2025 Q3 R12M

17 acquisitions in distribution/service since 2020

Subscription-based service is growing as a share of service sales



*2020 excluding Record acquisition

ASSA ABLOY

Our strategy

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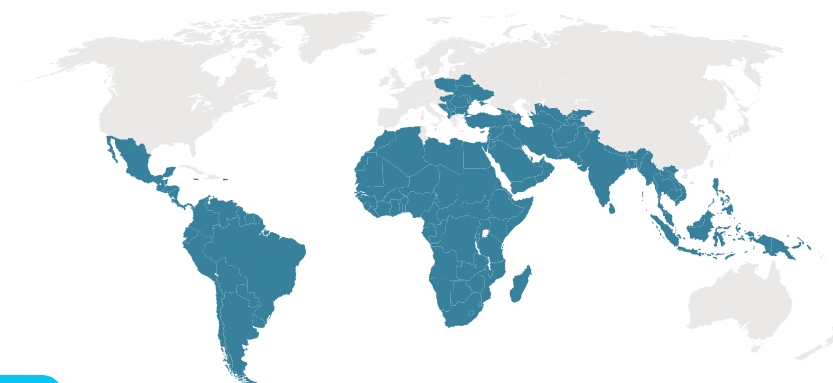
Grow in emerging markets

Pricing excellence

Continue with successful acquisitions

Our growth strategy in emerging markets

We unlock **pockets of growth** through both **in-organic** and **organic** activities in emerging markets



Feet on the street with strong local knowledge

Launch products specifically developed for the markets

Acquisition of market leading players in strategic categories

Focused go-to-market approach

Investing in people and our organization

11%
CAGR

in emerging markets
since 2019 excl. China
(currency adjusted)

Our strategy

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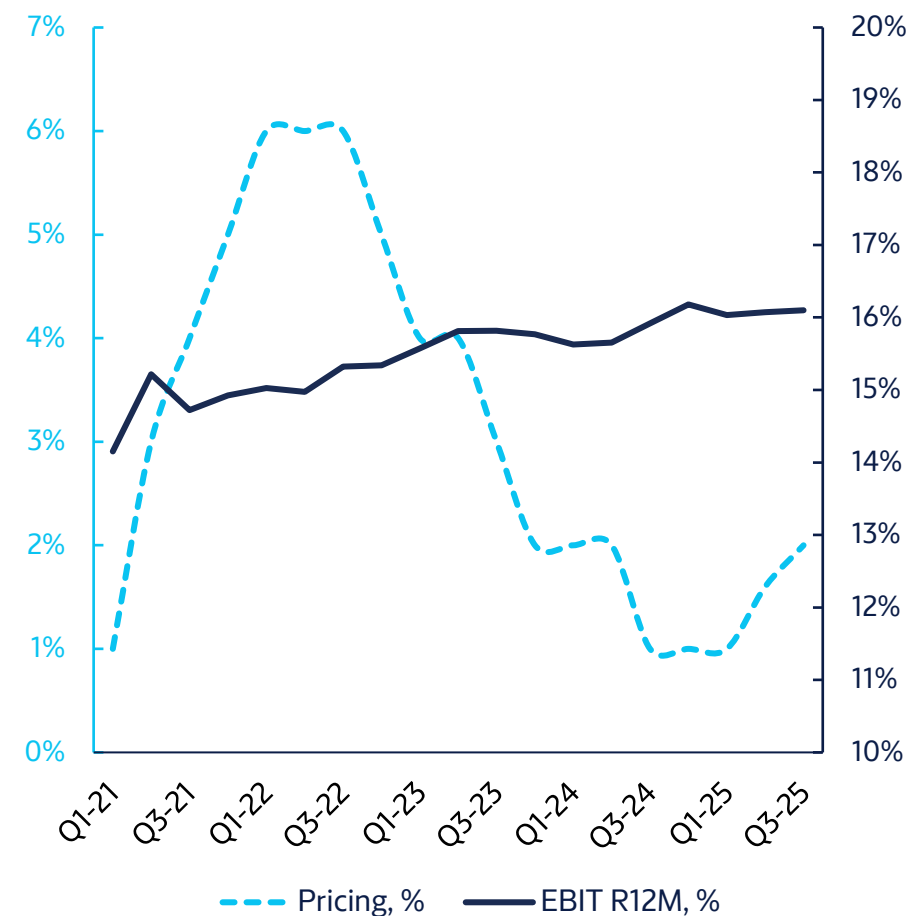
Pricing excellence

Continue with successful acquisitions

Pricing is a key lever for profitable growth

Our pricing strategy reflects our position as a leading company in many markets, emphasizing our commitment to innovation and customer satisfaction

- Customer centric
- Localized approach
- Continuous optimization
- Value-based pricing



Our strategy

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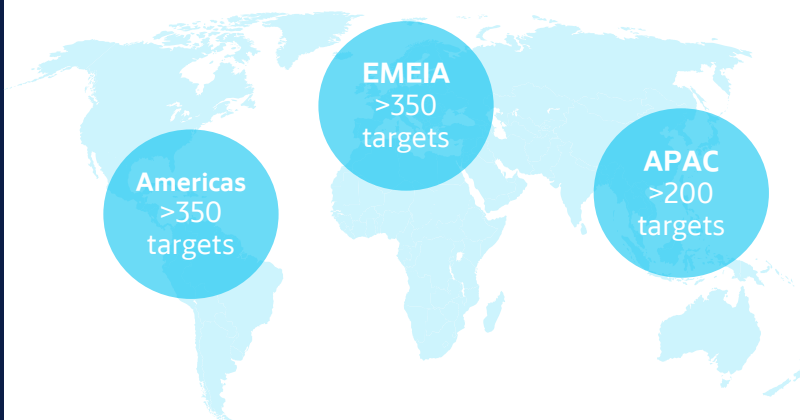
Pricing excellence

Continue with successful acquisitions

Acquisitions are key to our continued success

Enough targets to continue for many years

- We have identified >900 potential acquisition targets globally
- We have a good financial position to continue our acquisition journey



Net acquired growth, %



Our strategy

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Growth enablers

Consolidate footprint & focus on value added

Optimize logistics

Reduce product cost

Our strategy

Growth enablers

Consolidate footprint & focus on value added

Optimize logistics

Reduce product cost



- Key lever for cost efficiency
- Manufacturing footprint program (MFP)
 - Factories
 - Warehouses
 - Offices
- Long-term investments in greenfield sites
- Make vs buy

Our strategy

Growth enablers

Consolidate footprint & focus on value added

Optimize logistics

Reduce product cost



- Efficient and resilient logistics and supply
- Consolidate warehouses
- Container utilization
- Scale matters!
- Cost savings and customer satisfaction

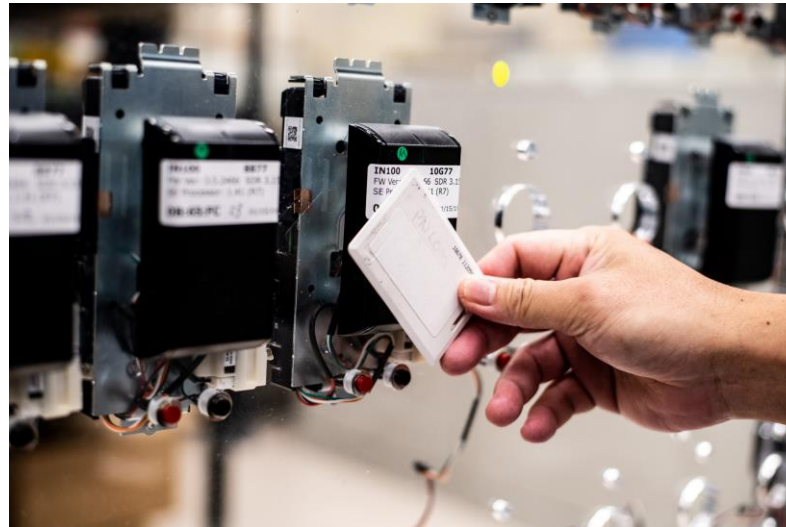
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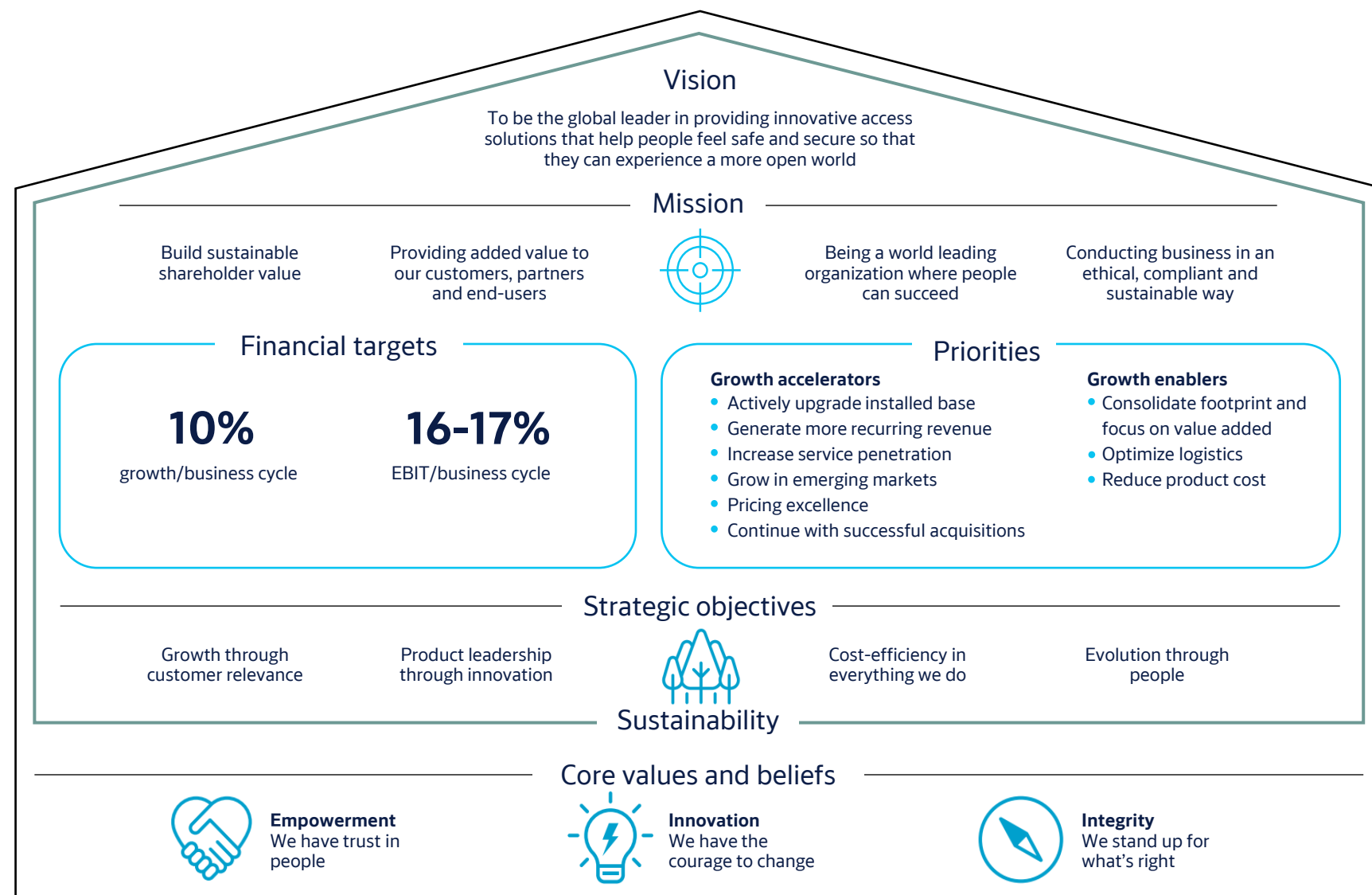
Optimize logistics

Reduce product cost



- Consolidation of supplier spend
- Continuous VA/VE
- Product-focused factories to leverage scale, expertise
- Design for operations

Our strategy



Our strategy

Strategic objectives

Growth through customer relevance

Product leadership through innovation

Cost-efficiency in everything we do

Evolution through people

Growth through customer relevance

We grow our business by always staying relevant to our customers

- Demand generation
- Brand management
- Price management
- Customer experience
- Market insights & segmentation
- Product management
- E-business
- Sales excellence

Increased focus on NPS for better customer experience

80% of sales covered by NPS

+20 p.p. vs 2023

We are actively working with NPS results and flagging deviations

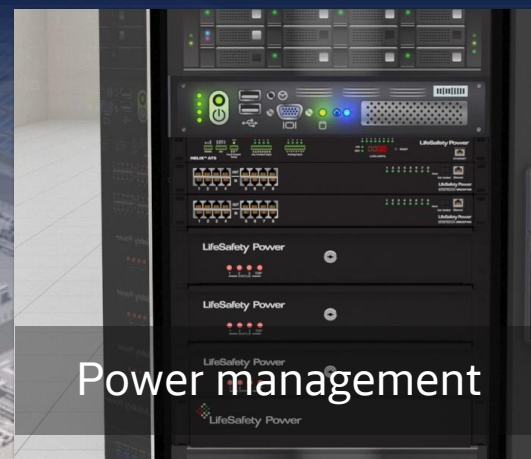
- Follow up with customers

Growth through customer relevance

CASE: Data Centers

ASSA ABLOY offers complete solutions for data center facilities

Cross-divisional collaboration creates a powerful joint offering



Growth through customer relevance

CASE: Data Centers

As reliance on data centers grows,
securing them is more critical than ever

US Data Center
construction market

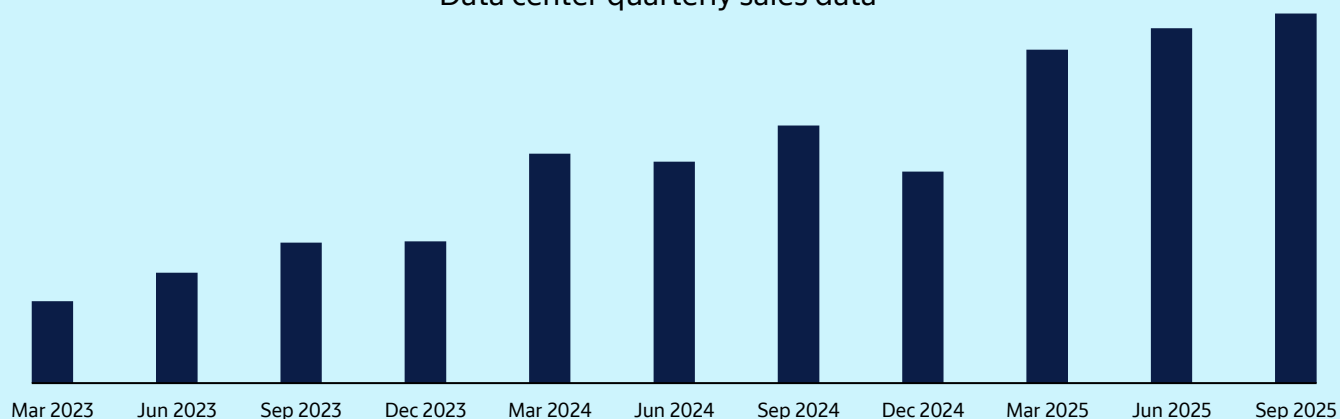
>450

billion USD

Estimated based on
Dodge Construction Forecast '24-'26

Opening Solutions Americas

Data center quarterly sales data



Sales
75%
CAGR
since 2023

As reliance on data centers grows,
securing them is more critical than ever

US Data Center
construction market

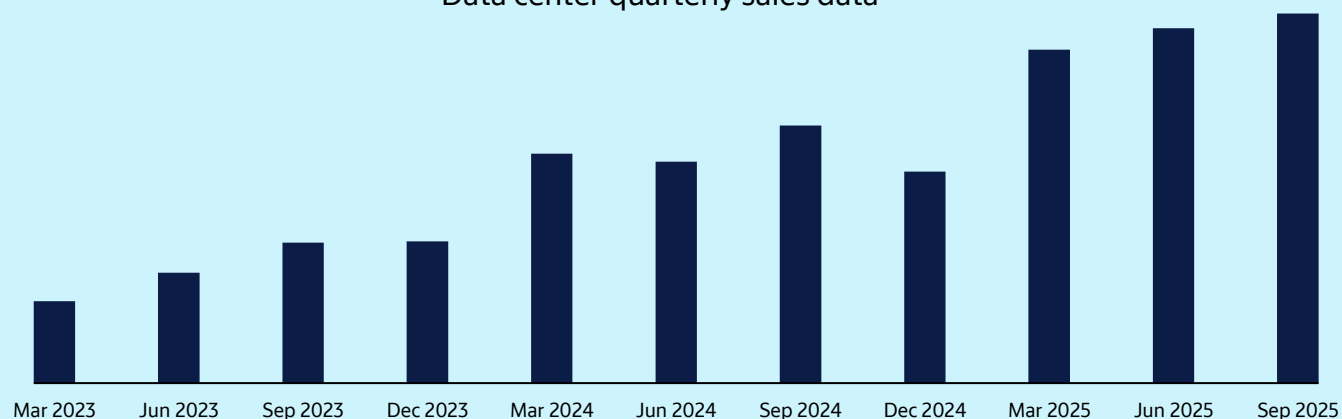
>450

billion USD

Estimated based on
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Opening Solutions Americas

Data center quarterly sales data



Sales
75%
CAGR
since 2023

Our strategy

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Cost-efficiency in everything we do

Evolution through people

Product leadership through innovation

A key objective to keep our market leading position and generate long-term profitable growth

- Innovation management
- Technology management
- Design for value, service & sustainability
- Product quality, security & safety
- Intellectual property
- Breakthrough innovation

The largest R&D resources

>10,500
patents

~4,300
R&D employees

+211%
increased R&D
investments since 2018

183
R&D centers globally

A strong growth driver

>1,500
products launched in
the last 3 years

23%
of sales generated from
products launched in the last
3 years

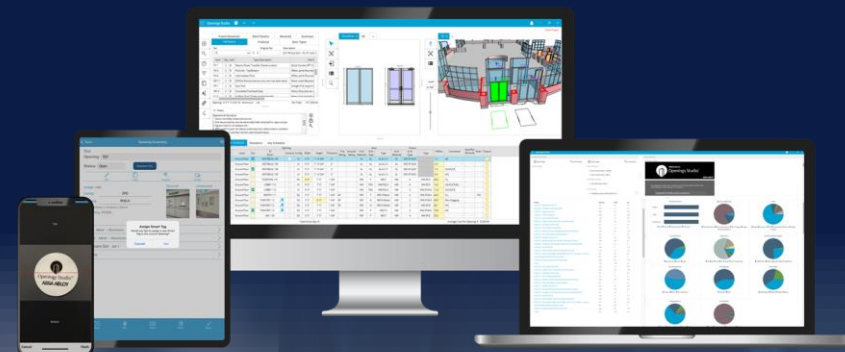
Utilizing AI in our industry-leading openings information management software solution

Openings Studio™ is our solution for openings made easy – easier to specify, order, document & manage

- Used by spec writers, architects, contractors, distributors, facility owners, and consultants
- Connects directly with design software to create and visualize complete door, frame, and hardware schedules and specifications

Implementation of AI

- Uses AI and automation to increase comprehensiveness, accuracy and efficiency
- Will allow us to take on more projects
 - Smaller new construction projects
 - Existing building projects



Our strategy

Strategic objectives

Growth through customer relevance

Product leadership through innovation

Cost-efficiency in everything we do

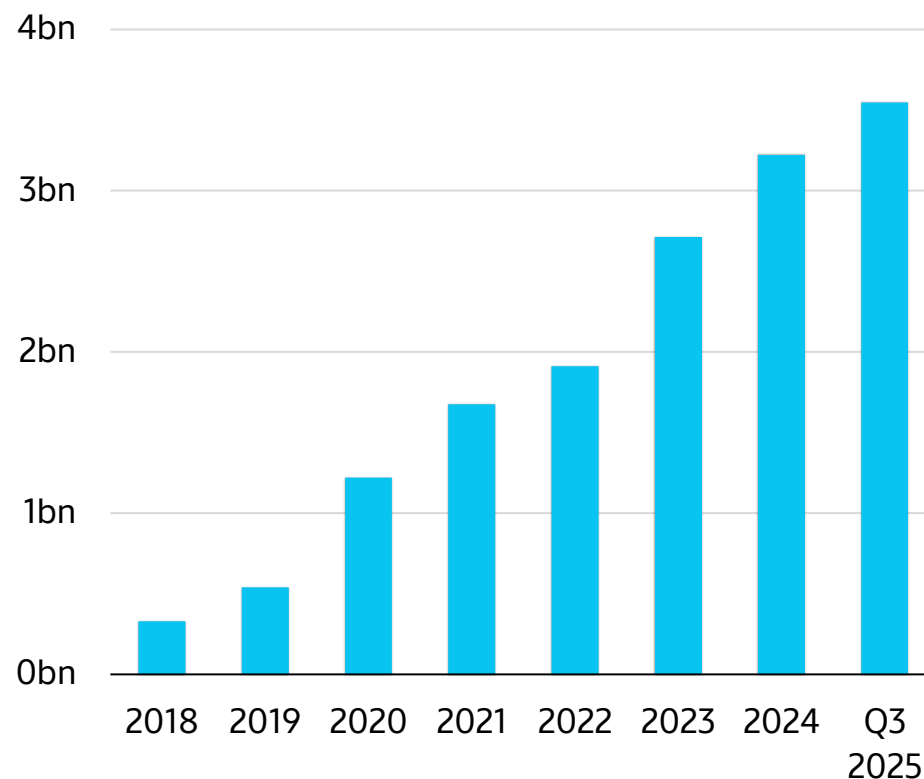
Evolution through people

We are constantly targeting further cost-efficiencies

Integral for profitable growth

- Operation excellence
- Value analysis & value engineering
- Professional sourcing
- Efficient & agile manufacturing footprint
- Logistics
- Lean culture
- Fit-for-purpose IT

We have realized SEK ~3.5 bn in accumulated continuous efficiency improvements since 2018



Our strategy

Strategic objectives

Growth through customer relevance

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Cost-efficiency in everything we do

Evolution through people

Our MFP efforts drive synergies

Manufacturing Footprint Programs

- Driven by acquisitions and scale advantages
- Projects are identified locally by the divisions
- M&A activity increases footprint – creates new opportunities

SEK ~6.1 bn
in planned savings

MFPs from 2006 to 2025

Realized annual savings	SEK 8.5 bn
Restructuring costs	SEK 12.7 bn
Factory closures	126
Office and warehouse closures	100
Manning reductions	~24,500

Our strategy

Strategic objectives

Growth through customer relevance

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Cost-efficiency in everything we do

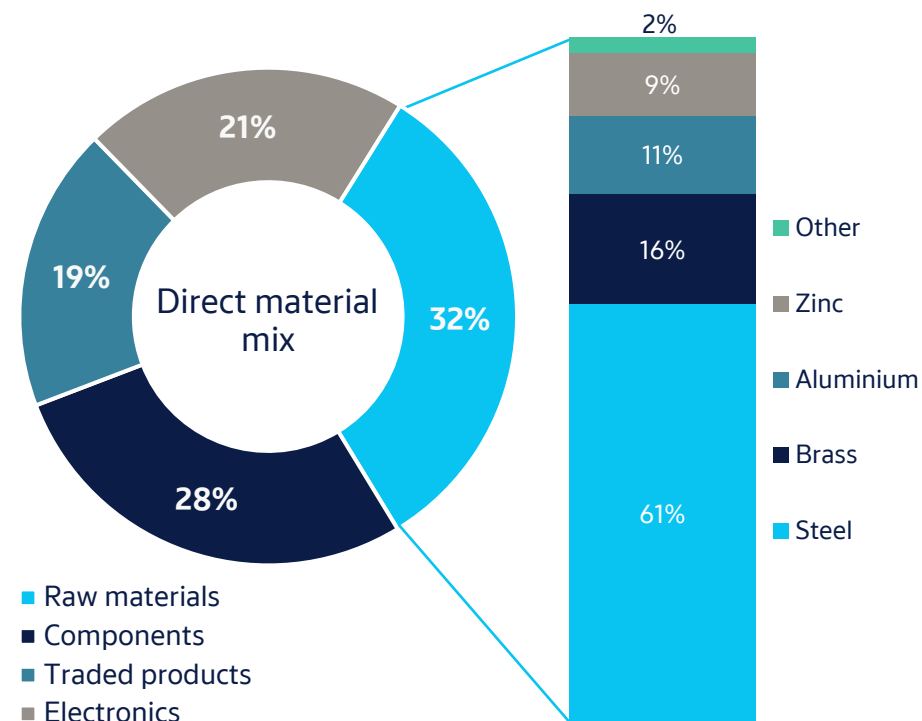
Evolution through people

Efficient pricing and sourcing

%	2019	2025 YTD	Δ
Direct material	-36.1%	-32.8%	+3.3 pts
Gross margin	40.0%	42.9%	+2.9 pts

Strong gross margin improvement

- Pricing excellence
- Lower raw material prices
- Leveraging our scale in sourcing
- Product reengineering
- Material standardization and optimization



Our strategy

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Evolution through people

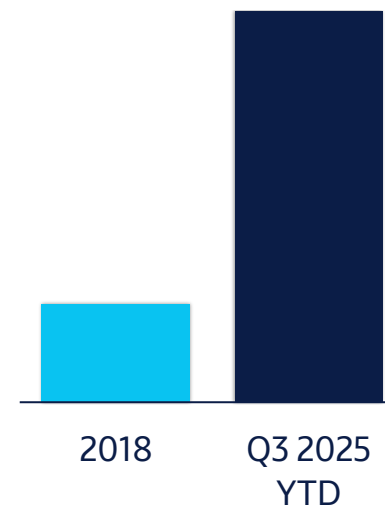
People make it happen

We grow with our people

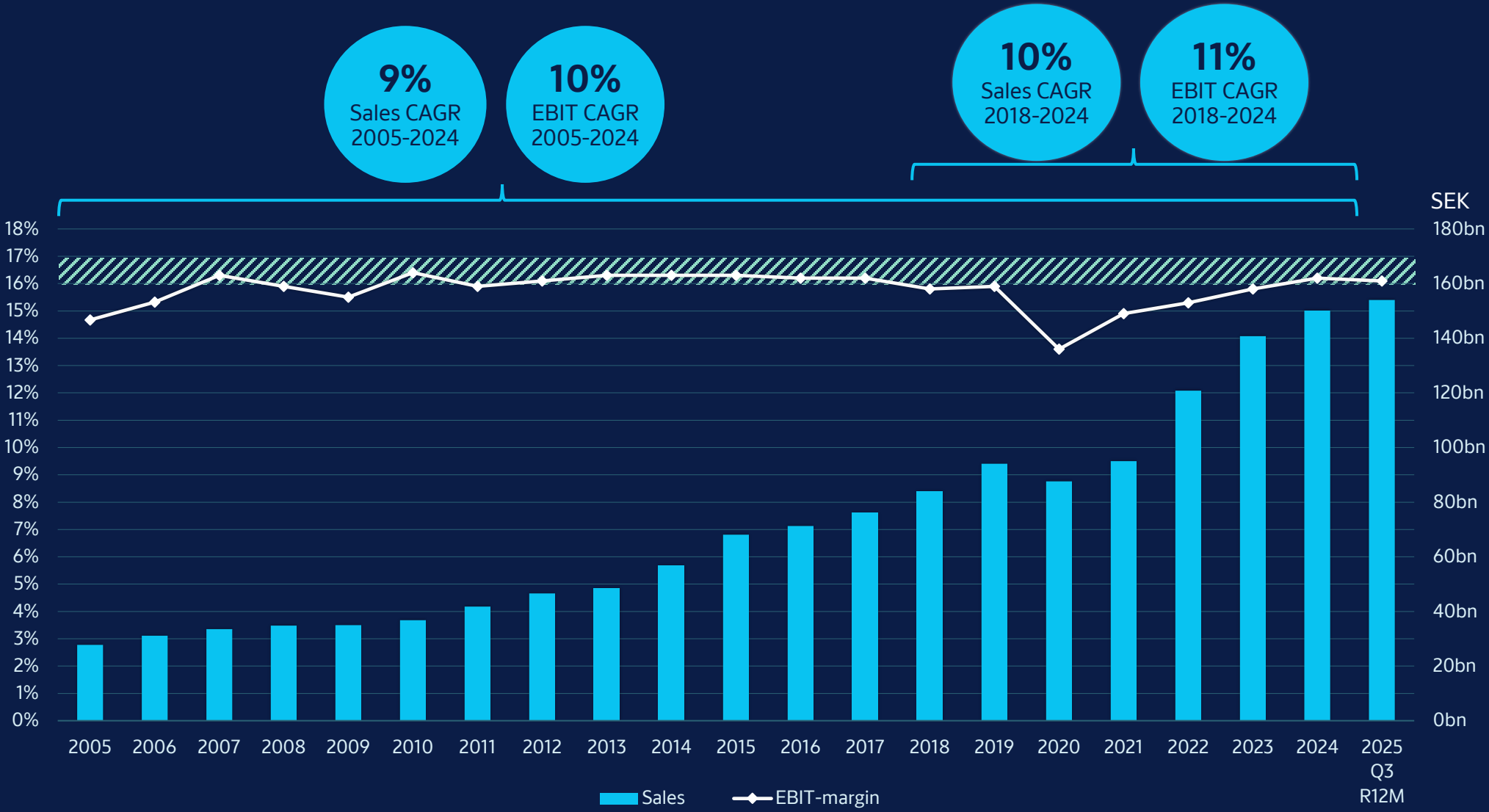
- Common culture
- Talent management
- Learning & development
- Health & safety
- Leadership

~64,000
employees
(average 2025)

4x more internal
applications per open
managerial position

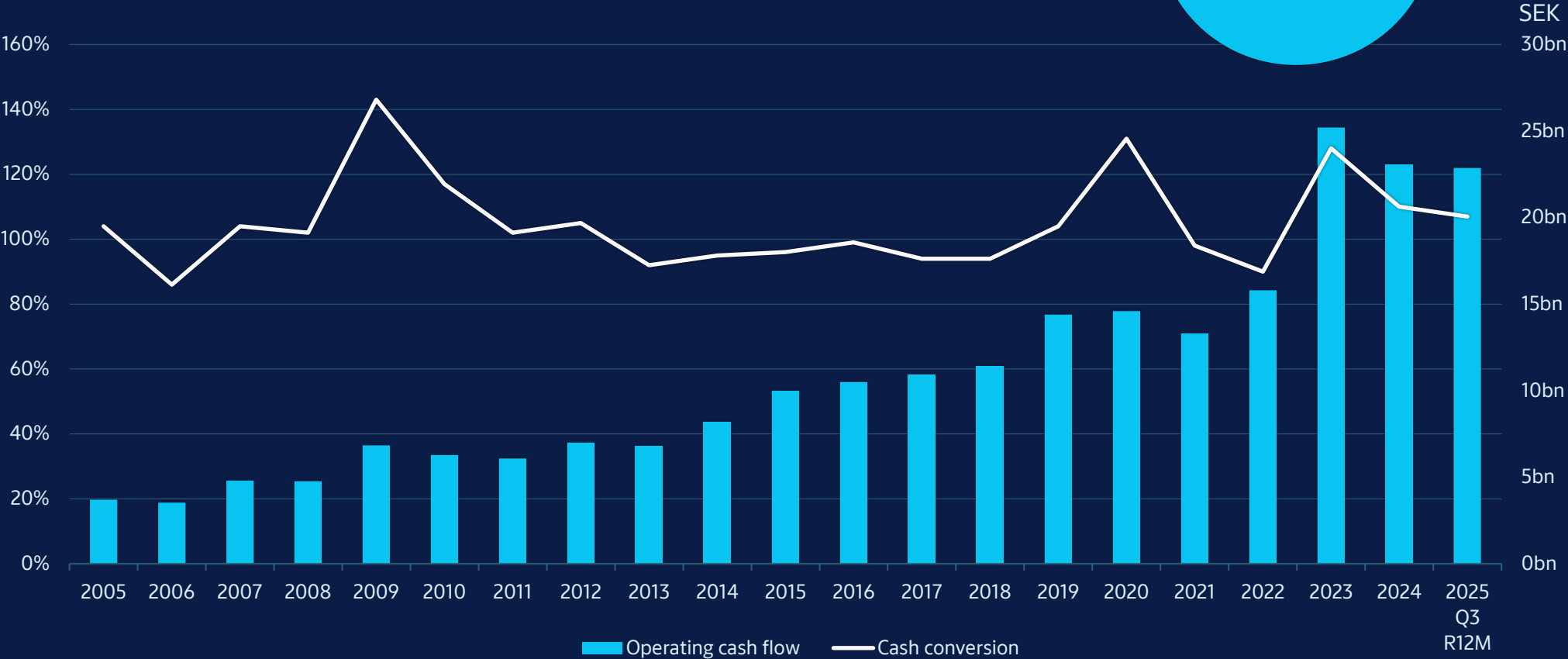


Sales and EBIT development

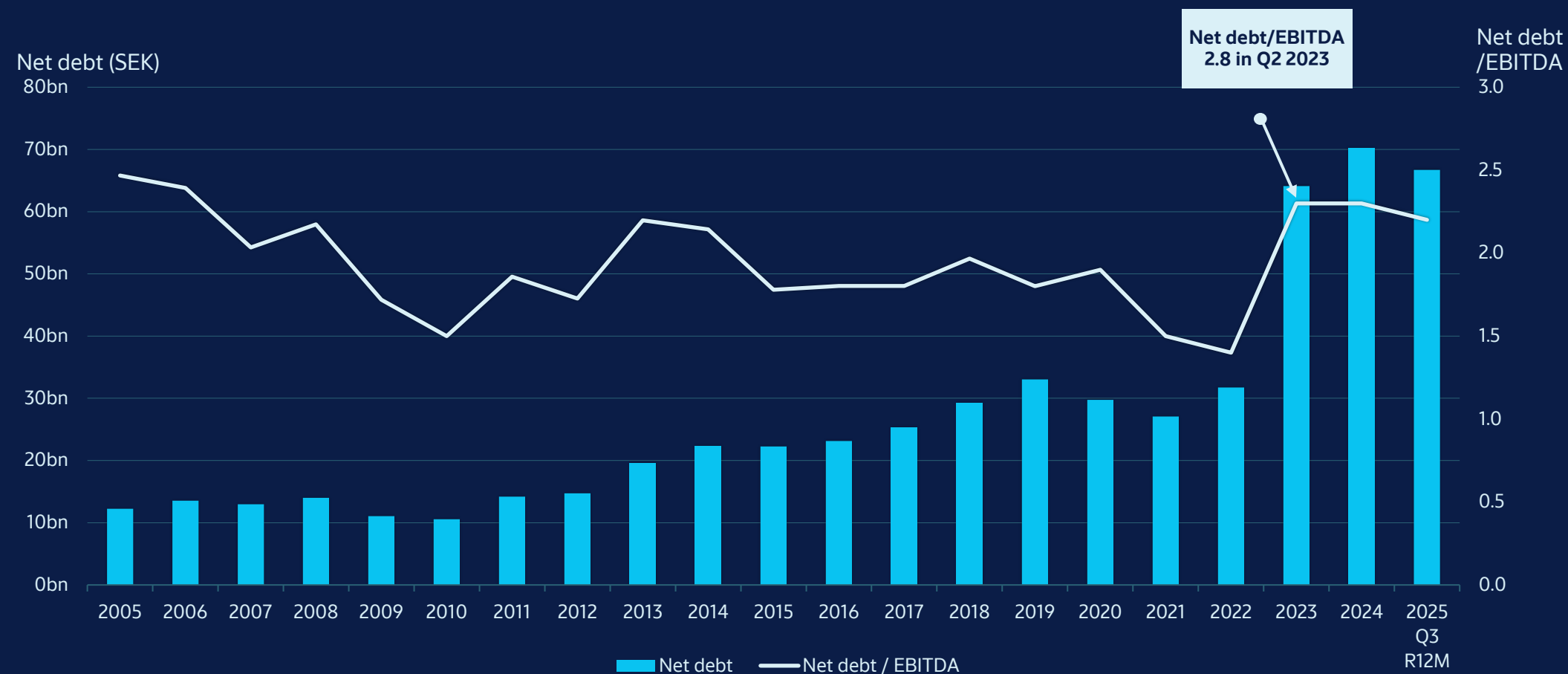


Strong operating cash flow

106%
conversion rate
2018-Sep 2025

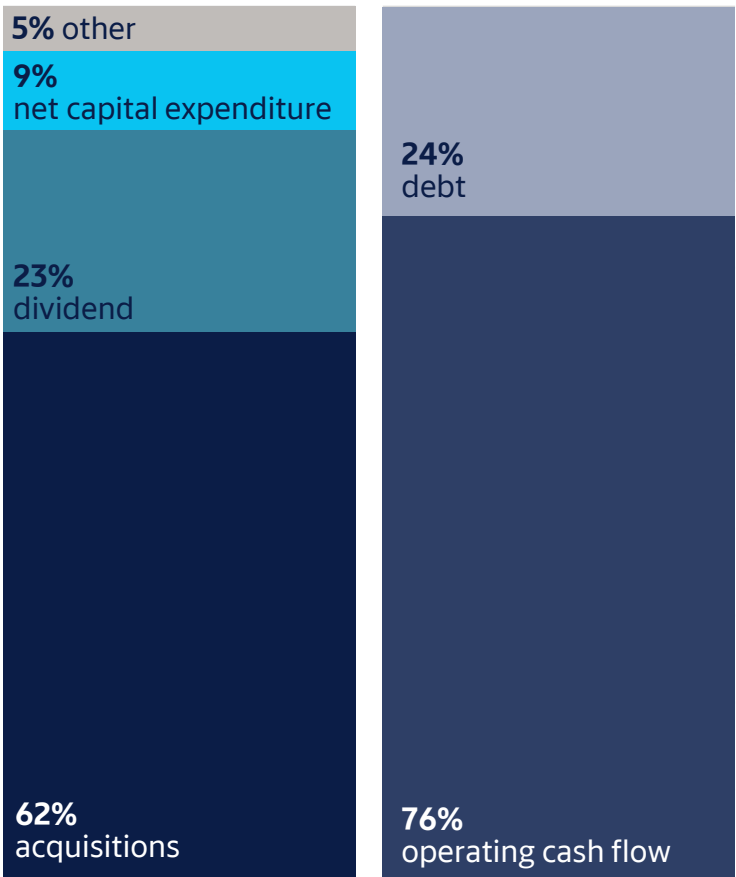


Strong balance sheet

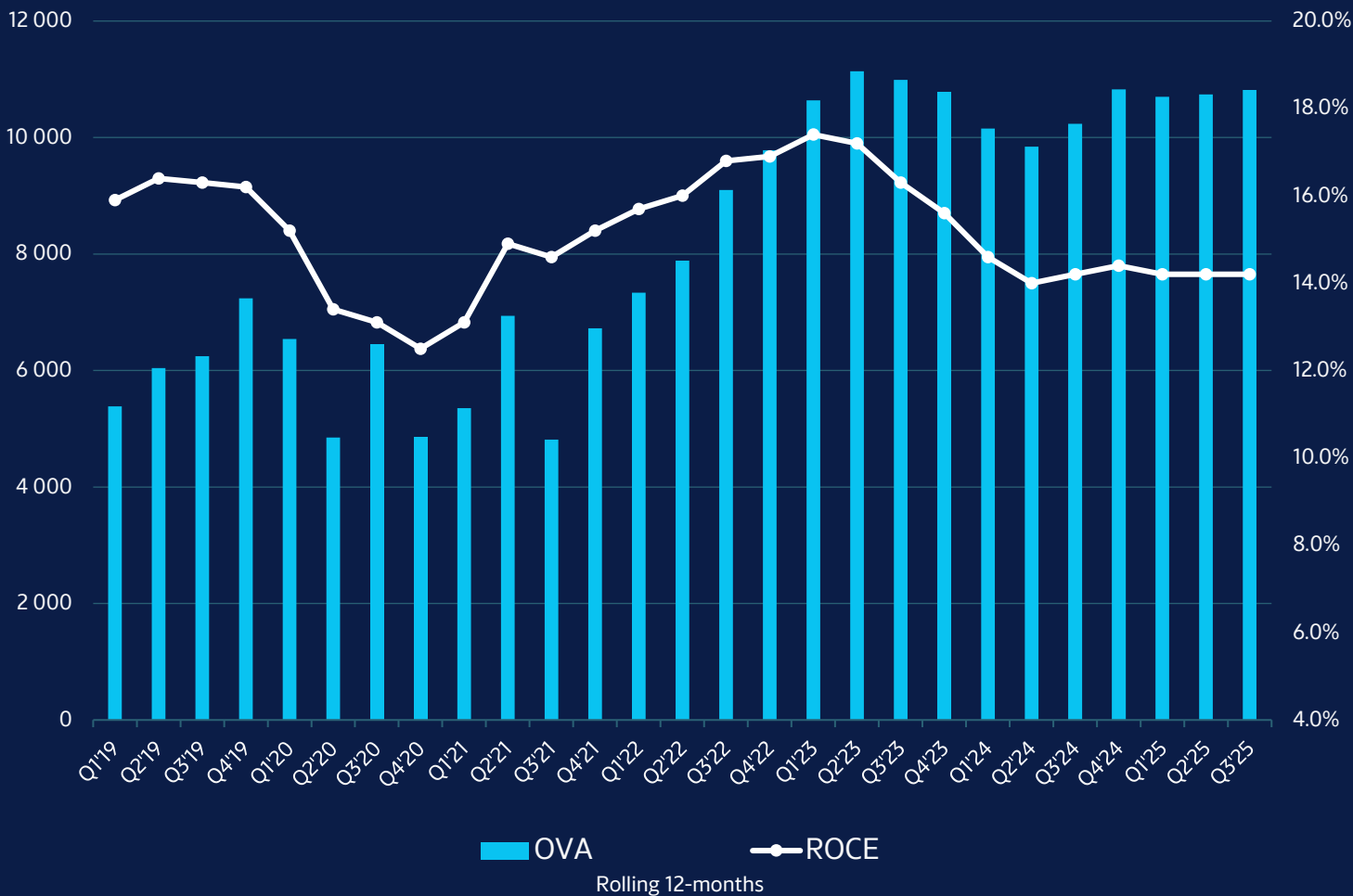


Strong OVA performance

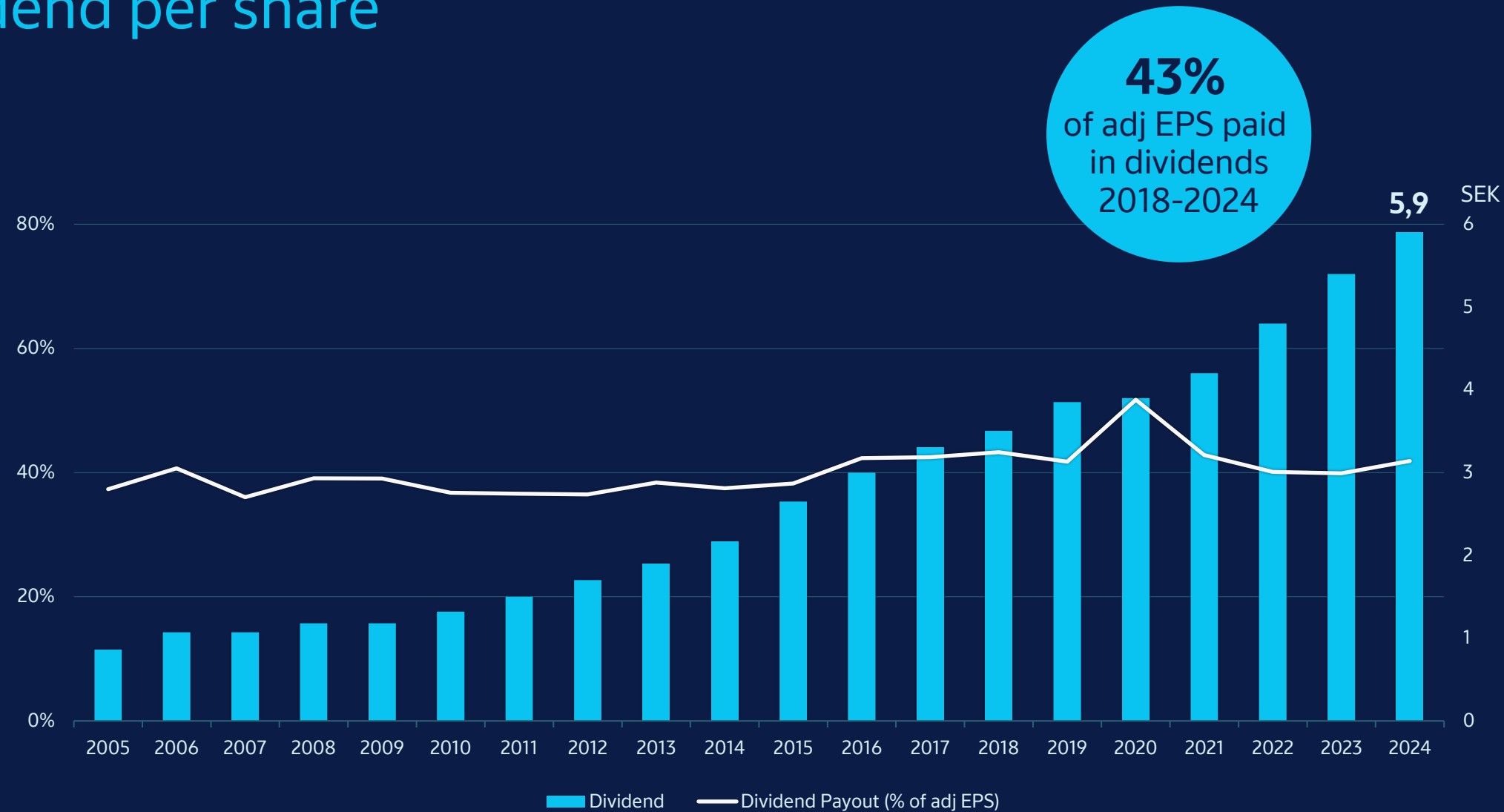
Average capital deployment | 2018-2024



$$OVA = EBIT\ R12M - WACC \times \text{Capital employed}$$



Dividend per share



Key takeaways

1.

We are part of a good industry

2.

Strong long-term growth drivers

3.

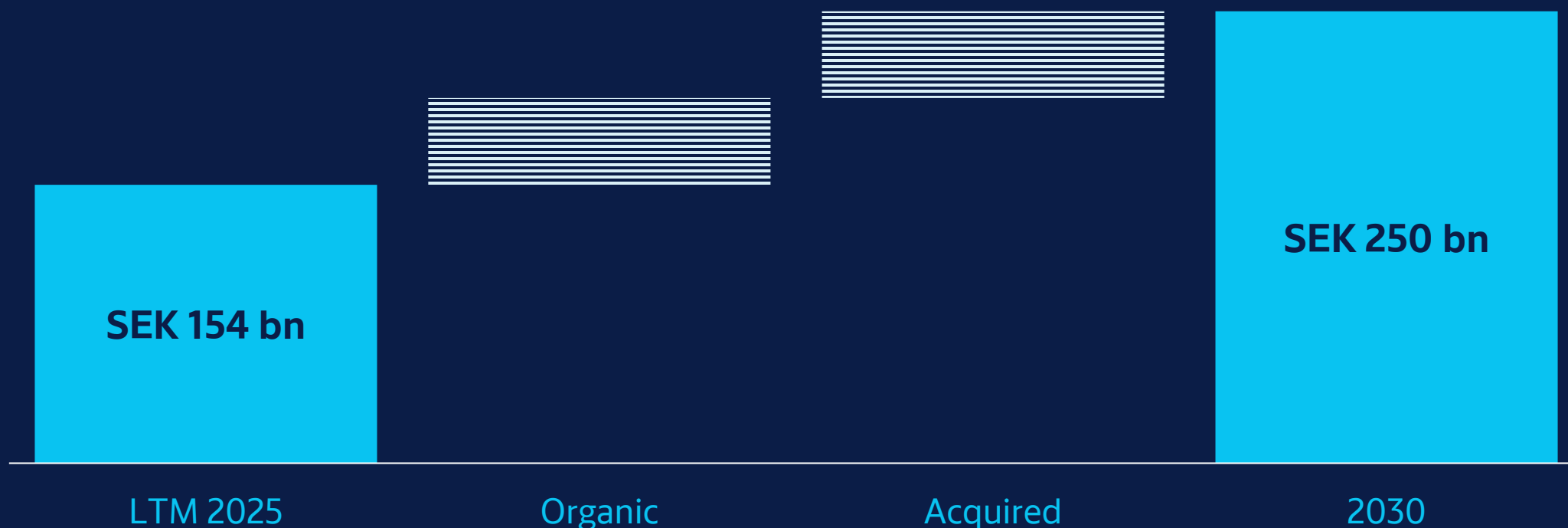
We have a unique leading position

4.

Proven and successful strategy

ASSA ABLOY's long-term profitable growth journey will continue and accelerate!

If we deliver according to our financial targets, we will reach sales of SEK 250 bn in 2030....



...while maintaining a **16-17%** EBIT margin

Thank you!

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