


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

Agta Record integration

CMD November 2022

Experience a safer and more open world

ASSA ABLOY

A white sailboat with two people on the deck is sailing on a deep blue sea. The sky is bright blue with scattered white clouds. The boat's sails are partially visible, and the water shows some white foam from the boat's movement.

**One of the largest
acquisitions in
ASSA ABLOY's history**

Agta Record integration

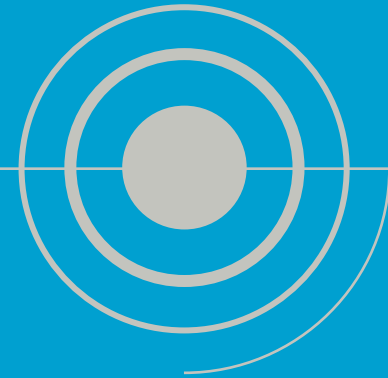
ACQUISITION



INTEGRATION



TODAY



Agta Record, facts and figures (2020)

HQ in Zurich

listed at Euronext in Paris

> 1 million

doors in use globally, everyday

2,500
employees

Founded in
1953

~ €400mn

sales (before divestments)

Agta Record offering



Sliding
Doors



Hermetic
Doors



Security Entrance
Control



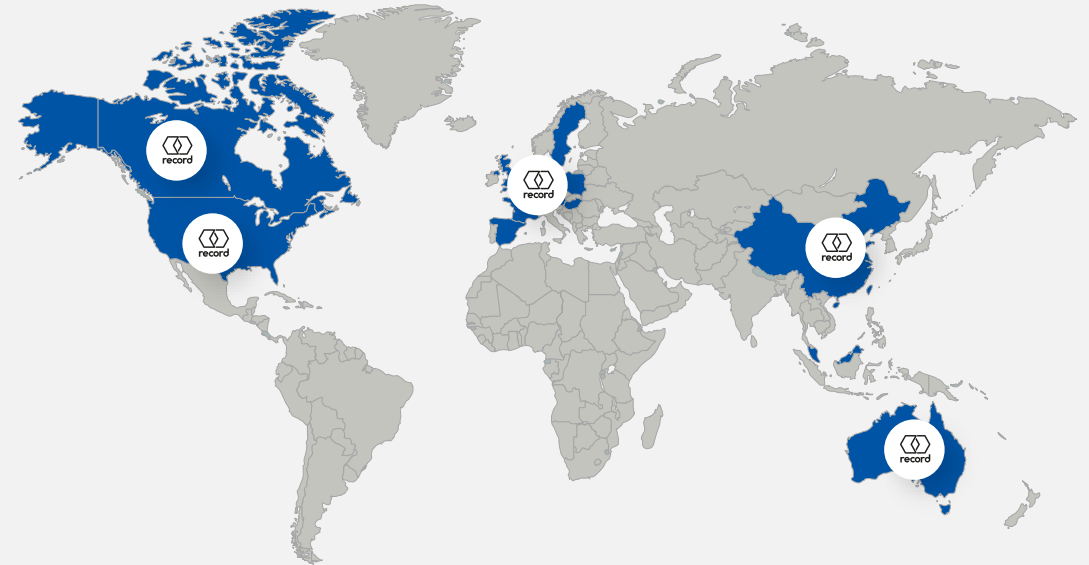
Swing
Doors



Revolving
Doors



Special Door
Solutions



Global sales presence

- Subsidiaries in 13 countries
- Dealers and service/install partners in other markets

A perfect match - Agta Record complements ASSA ABLOY Entrance Systems



Good market position in Europe and in North America



Strong service business



Strong product technology and manufacturing capabilities

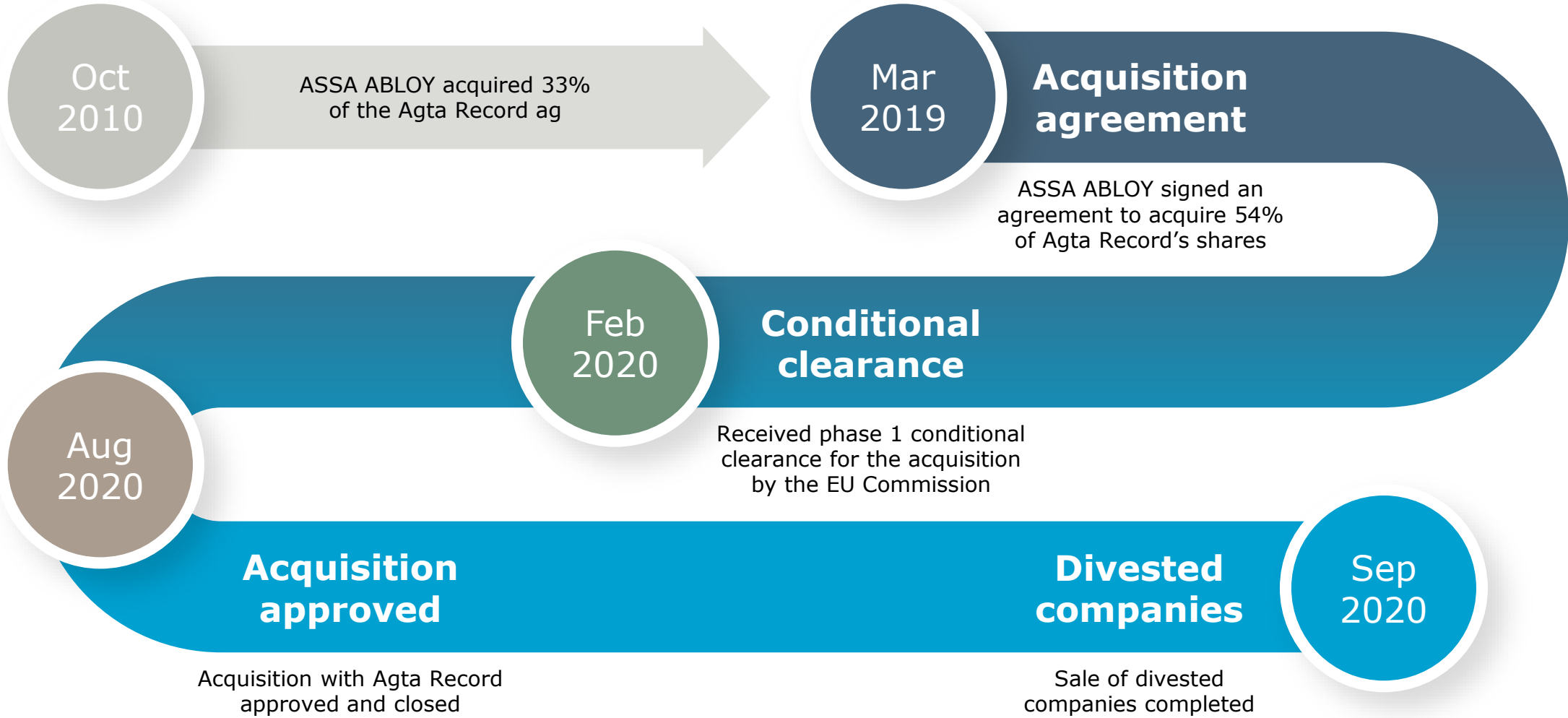


Powerful brand



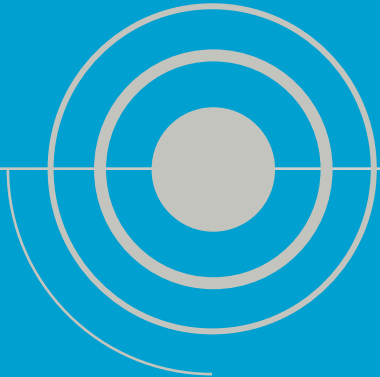
Experienced and knowledgeable team

Steps of the Agta Record acquisition. Closed after 18 months.



Agta Record integration

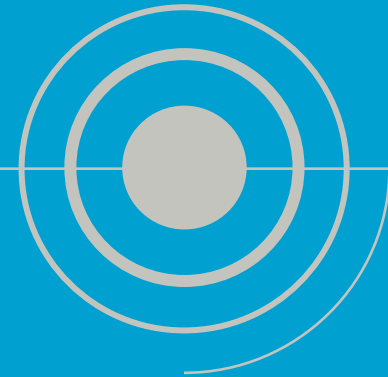
ACQUISITION



INTEGRATION

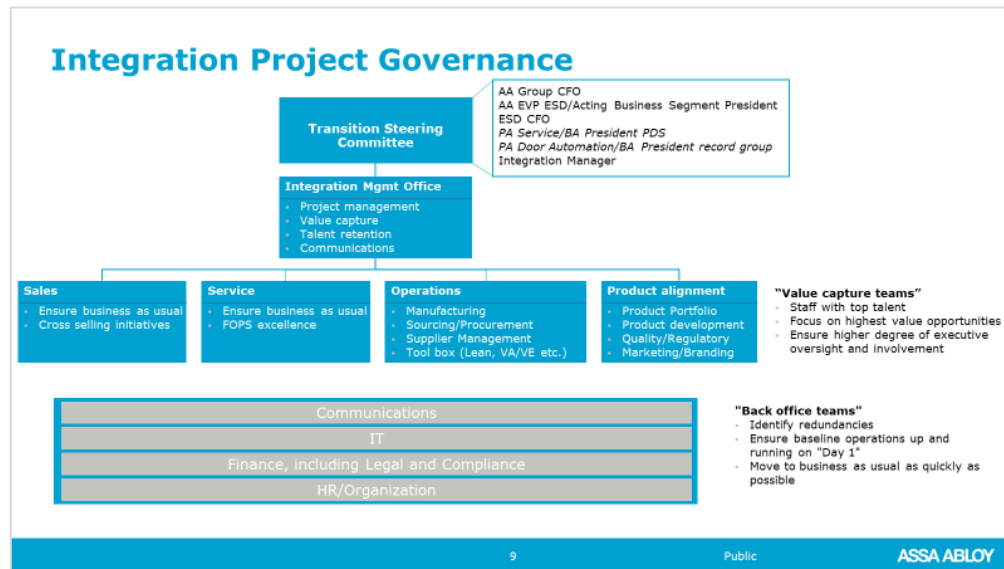


TODAY



Integration with a mixed team of Agta Record & ASSA ABLOY colleagues

Governance



- Senior management involvement
- Clear leadership per workstream

Work-streams

- HR
- Organization
- Communication
- Service
- Equipment/Product
- R&D
- Operations
- IT
- Finance/Legal

We made great efforts in keeping our employees well informed

August 2020

Acquisition of Agta Record closed

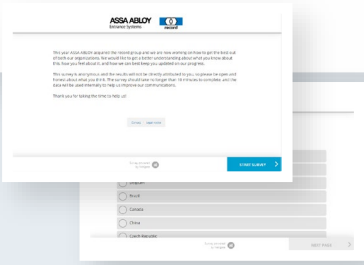
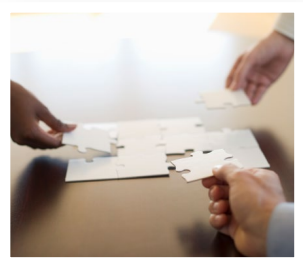
Newsletters

Culture study

Integration Surveys

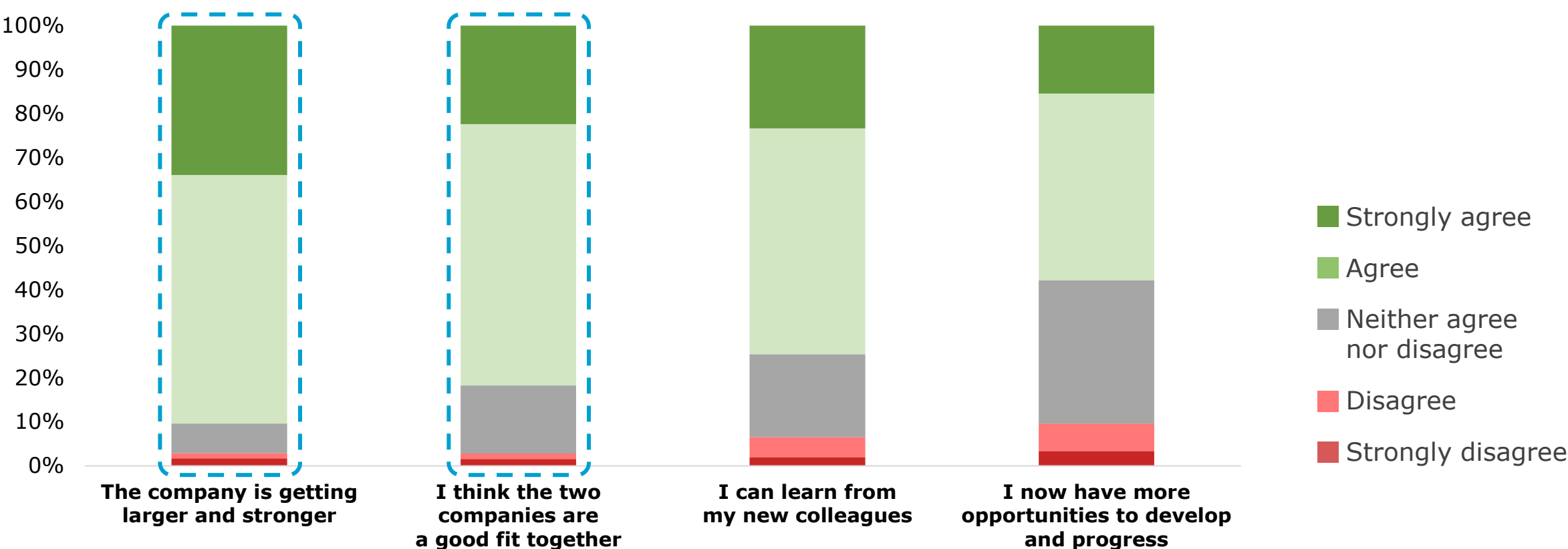
February 2021

Launch communications concept



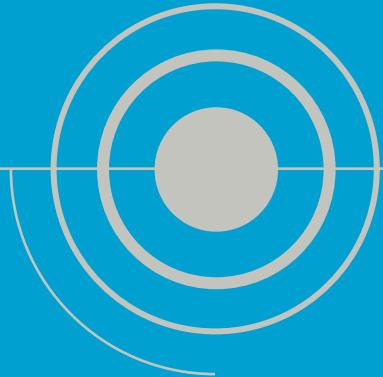
Survey results show positive view

To what extent do you agree or disagree with the following statements?



Agta Record integration

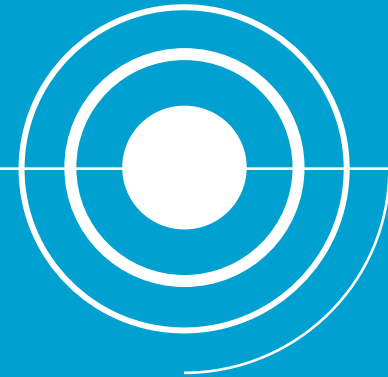
ACQUISITION



INTEGRATION



TODAY



Business Segment Pedestrian

Organization

4,910
employees globally
(2021)

~25%
of ASSA ABLOY Entrance
Systems' sales (2021)

Combined organization with
5 geographical
regions and product units

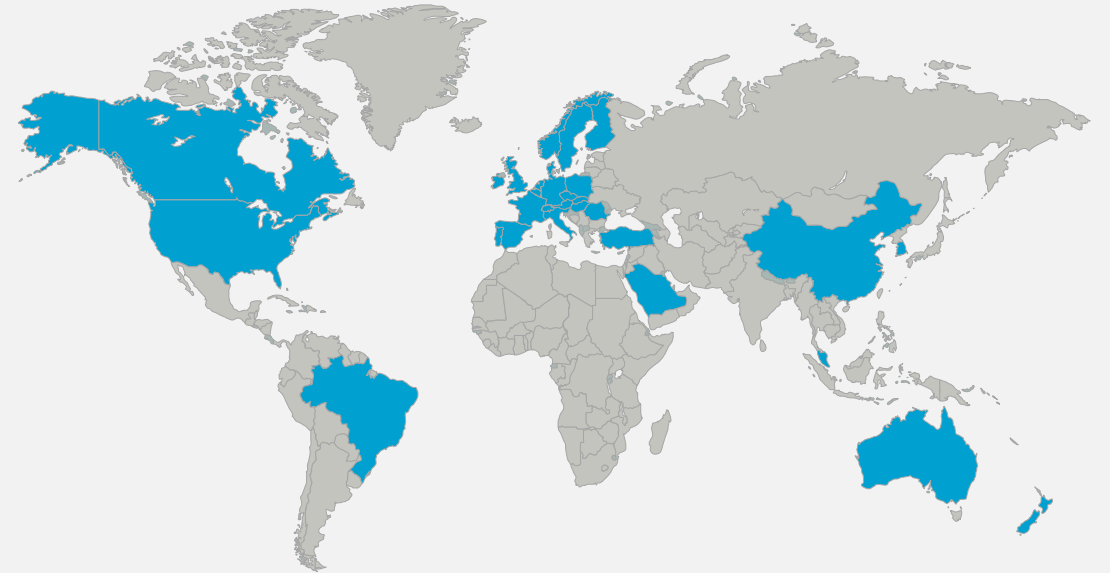
Brands

ASSA ABLOY

 **record**

Ditec

SALES distribution



Sales companies in
33 countries

Distributors in
>100 countries

* Sales companies marked blue

We are well on track to achieve the 2025 synergy target

Main contributors

Service

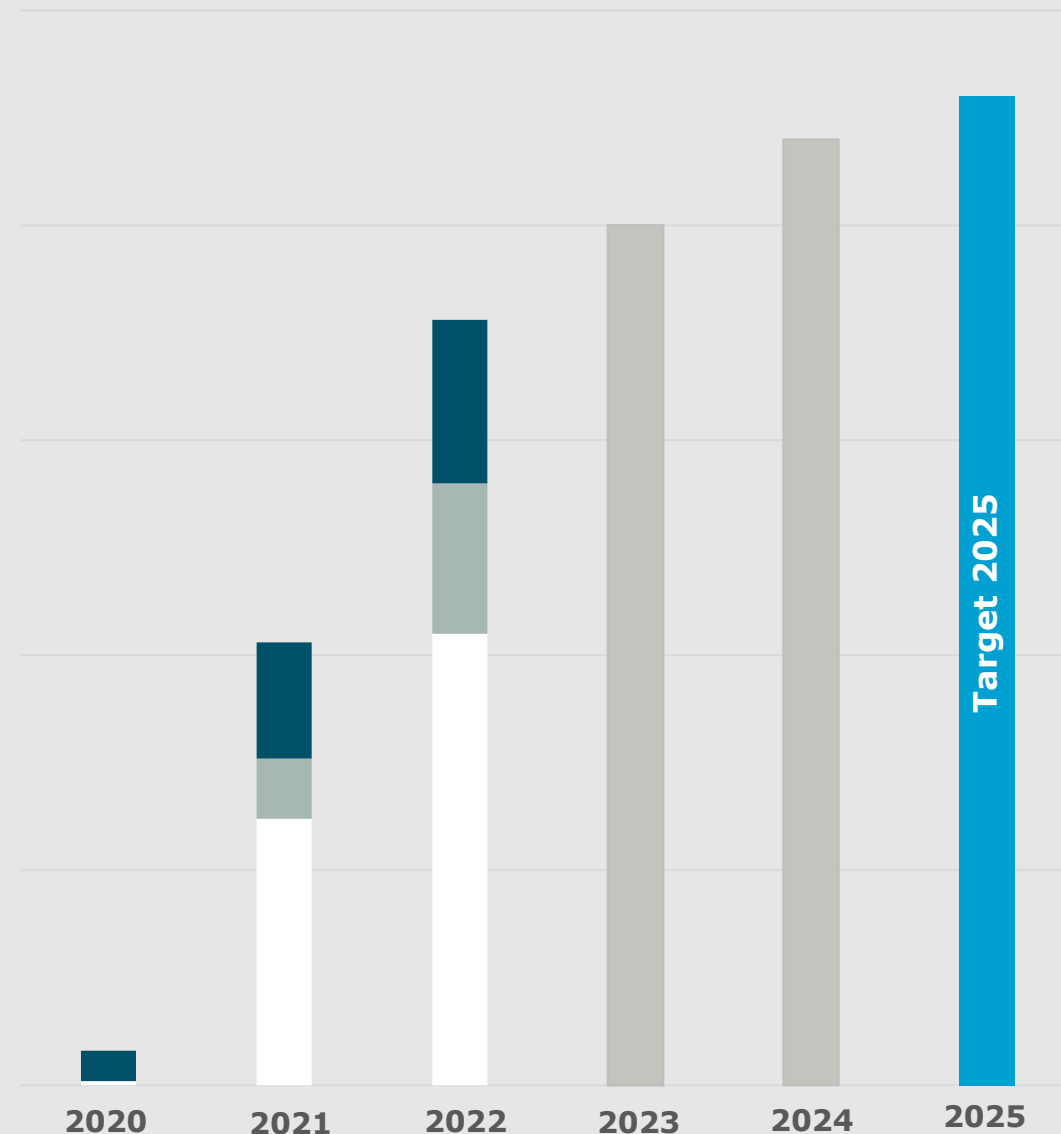
- Scale and coverage
- Best practice exchange

Product and Innovation

- Cross-selling and wider product range
- VA/VE savings
- Product innovation: one merged R&D team working on joint new platforms

Operations / others

- Sourcing savings
- Manufacturing footprint
- Merge of selected business units



Summary and outlook

- **Successful integration of Agta Record into ASSA ABLOY**
 - Retention of key employees
 - Synergy capture
- **ASSA ABLOY and Agta Record merged into one operational business segment**
 - Customer focus
 - Product and process innovation
- **New growth strategy defined and rolled out: Aiming Higher**



Aiming higher



Thank you
assaabloy.com

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