

ASSA ABLOY annual sustainability roundtable discussion

11 November 2020

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.

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Safety first



Alarm



Assembly point



Emergency exit



Emergency number



First aid kit



Protective equipment

Agenda

09.00	▪ Welcome and introduction
09.05	▪ ASSA ABLOY and sustainability – Nico Delvaux ▪ Q&A
09.35	▪ People and social sustainability – Maria Romberg Ewerth ▪ Q&A
10.00	5 min break
10.05	▪ Operational sustainability – David Simonsson, Charles Robinson, Stefan Calner ▪ Q&A
11.05	▪ Sustainable innovation – Zeljka Svensson ▪ Q&A
11.30-45	End

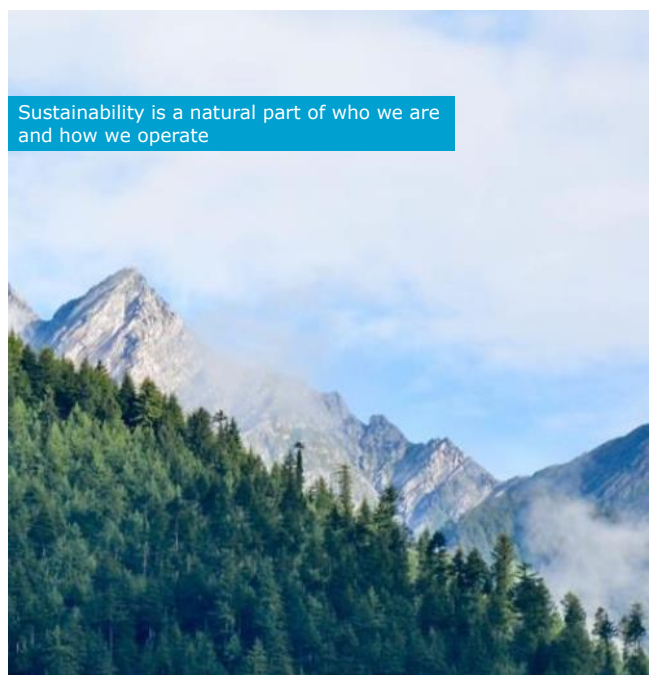
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ASSA ABLOY and sustainability

- Sustainability will be vital to economic and industrial development in the coming decades
- Sustainability strengthens ASSA ABLOY's long-term competitiveness
 - Maintain industry leadership
 - Be an attractive employer
 - Offer attractive products and solutions
 - Reduce and manage operational and business risk
 - Preferred partner for external stakeholders
- Sustainability is part of our value chain including
 - Innovation
 - Sourcing
 - Production
 - Sales
 - Service

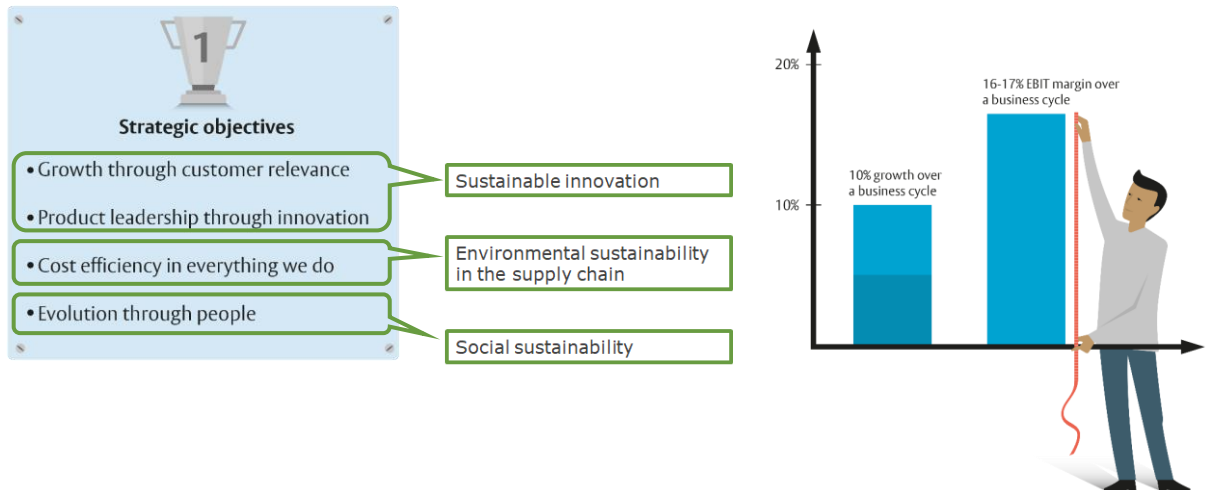


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Sustainability is part of our strategic objectives to reach our financial targets

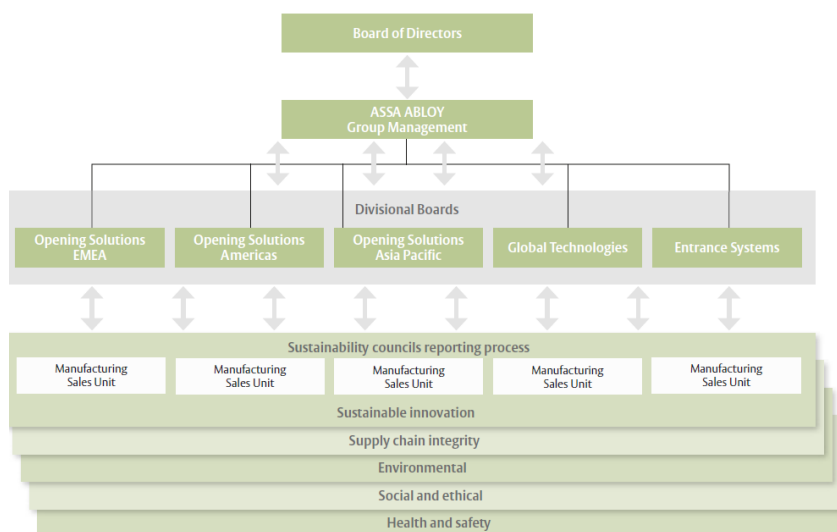


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Sustainability is integrated in our organization



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Sustainability is also a driver for growth

Increasing demand from customers

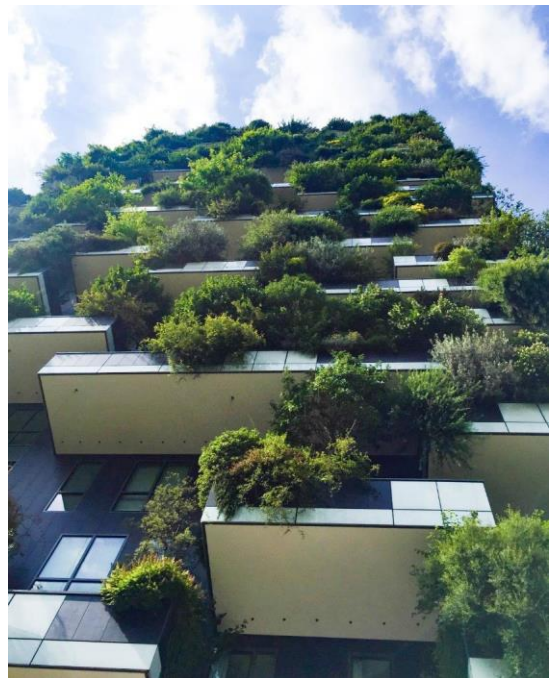
- ~70% of consumers* search for green products
- About 50%^ of all new commercial constructions are expected to be 'green buildings'
- Customers committing to science-based targets



An important differentiator to win projects

- ASSA ABLOY has more than 325 environmental product declarations (EPD) verified and published

* Source: UL, The Sustainable Edge; ^Dodge Data & Analysis, World Green Building Trend 2018



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Sustainability programs since 2007

First sustainability program launched 2007

- Integrated procedures for quality and environmental management
- Introduced structures that allowed everyday operations to continuously improve their sustainability performance

Second Sustainability program 2010-2015

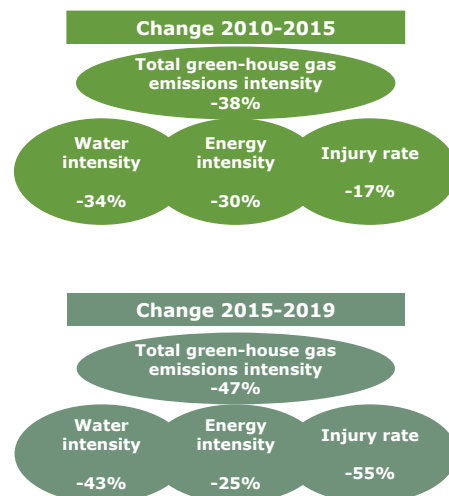
- Measurable targets for water consumption, energy efficiency, green house gas emissions, chemical handling and health & safety

Third Sustainability program 2015-2020

- New targets with expanded and increased ambition levels
- Expansion of the supply audit program

New sustainability program 2020-2025/2030

- New ambitious targets for 2025
- Science-based targets

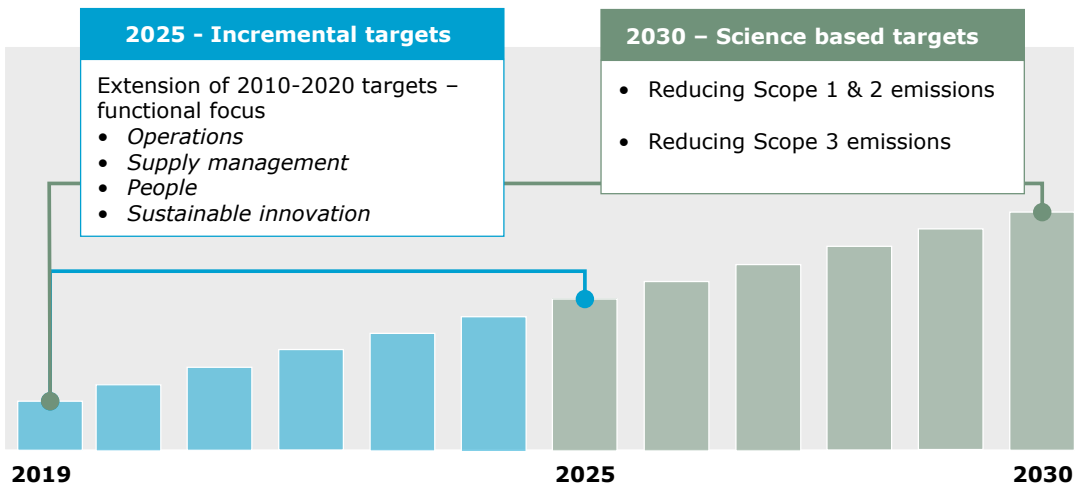


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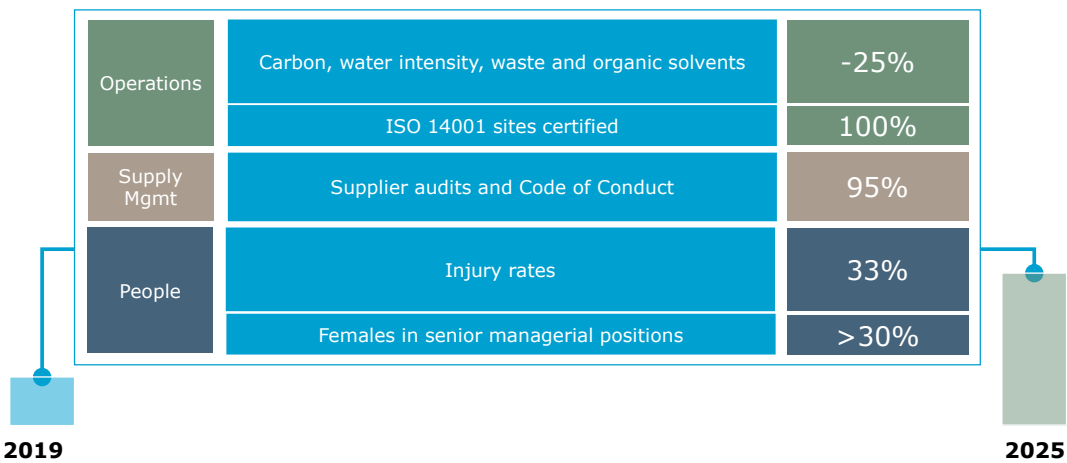
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Group sustainability targets – both incremental and longer-term



Targets 2025



Committing to science-based targets

- **ASSA ABLOY commits to science-based targets**

- Halving scope 1 and scope 2 greenhouse gas emissions by 2030
- Scope 3 emissions – footprint inventory of our value chain
 - Supply and product performance
- Reaching net-zero by 2050



- **Strengthen our competitive position**

- Operational efficiency
- Innovation focus
- Performance of our products and solutions

- **ASSA ABLOY to achieve science-based targets with existing economical framework**

- ~70% of target reduction identified
- Remaining reduction to be identified – technology development

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Next steps

- TCFD – start to align reporting against the TCFD framework over the coming years
- Continue to work with our culture – including health and safety, diversity, employee engagement and diverse ways of working
- Action plan to achieve the 2025 sustainability targets
- Set and ratify targets with science-based targets initiative
- Capitalize on our sustainability efforts to reaccelerate profitable growth with sustainable innovation as an enabler

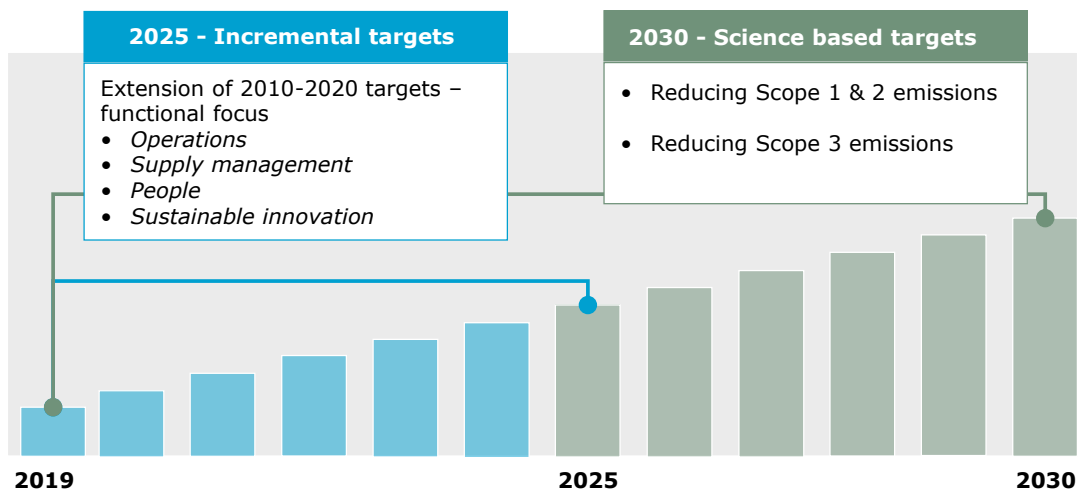


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Group sustainability targets – both incremental and longer-term

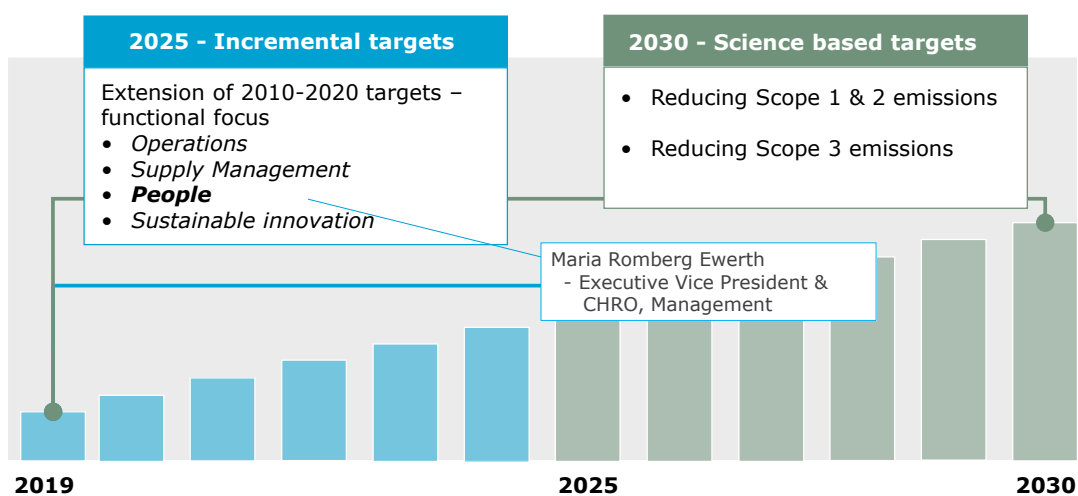


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Group sustainability targets – both incremental and longer-term

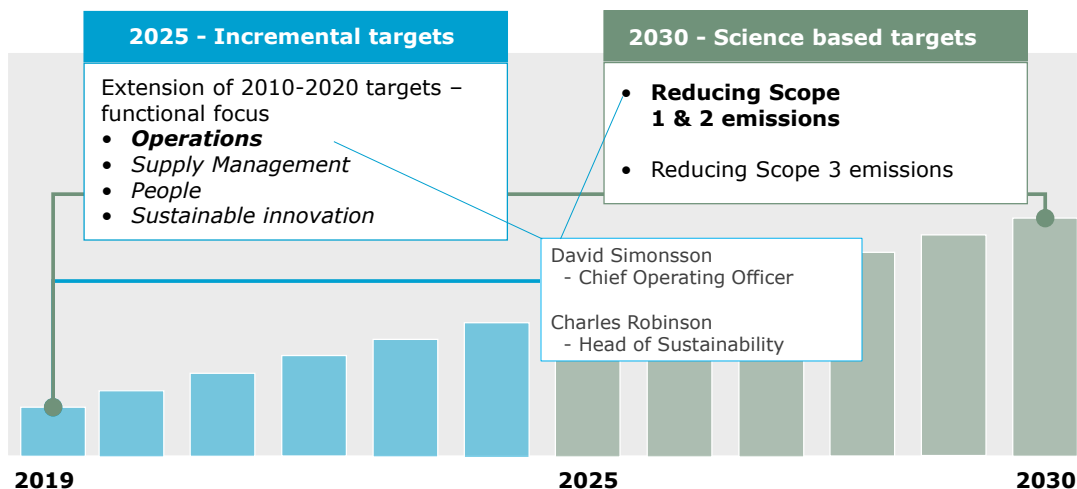


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Group sustainability targets – both incremental and longer-term

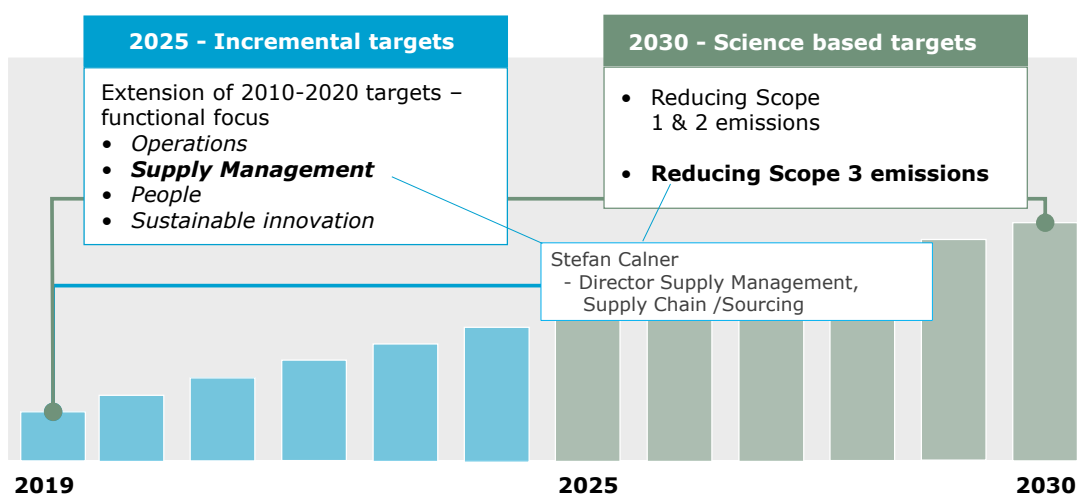


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Group sustainability targets – both incremental and longer-term

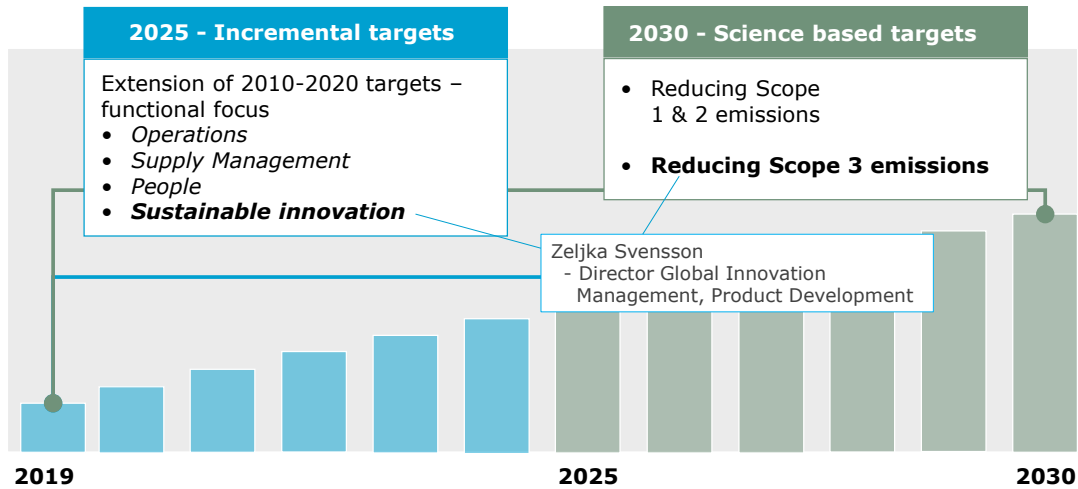


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Group sustainability targets – both incremental and longer-term



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Q&A

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People and social sustainability

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Agenda

Our people journey - HR transformation

Our identity

Health and safety

Diversity and inclusion

Code of Conduct / Whistleblowing

Our people journey - HR transformation



Evolution through people The mission and strategic initiatives

Mission

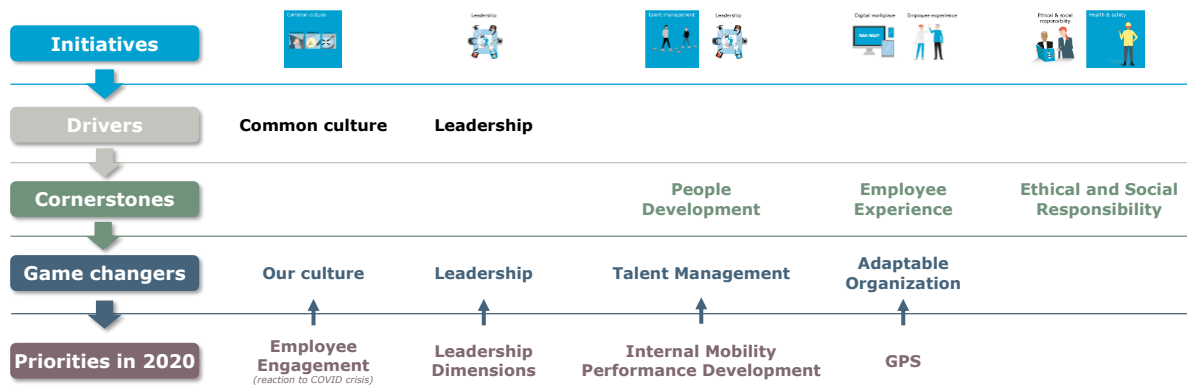
- Building sustainable shareholder value
- Providing added value to our customers, partners and end-users
- **Being a world leading organization where people succeed**
- Conducting business in an ethical, compliant and sustainable way

Initiatives



Our game changers and priorities

(what is going to “make it” for us)



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Agenda

Our people journey - HR transformation

Our identity

Health and safety

Diversity and inclusion

Code of Conduct / Whistleblowing



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Together we

In the beginning of 2019, we introduced our group wide change initiative Together we

Together we are
Our identity

Together we grow
Our strategy

To put emphasis on leadership, we created
Leadership Dimensions

Great 2025

We live and breathe our values and lead by example

- We understand what behaviors are aligned with our culture
- We are living our values - they are a natural part of how we act, what we do, and how we do it.

Leadership Dimensions link leadership to strategy and values

- We strive to be role models and always do our best to "walk the talk"
- We recognize the right behaviors and we speak up when we see and hear about behaviors that aren't in line with our culture

Together we – program at a glance

Explain	Activate	Remind and Routinization
Summarizing books	Group Leader roadshows	Workshop 3 "Together ahead"
Series of films	Workshop 1 "Our purpose"	Together we on intranet
Open magazine	Workshop 2 "Our core values"	Live & lead by example (implemented in people processes) <ul style="list-style-type: none">- Internal & External communication- Recruitment and assessment- Onboarding- Performance development- Leadership development
2019	2019/2020	2020/2021

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Agenda

- Our people journey - HR transformation
- Our identity
- Health and safety**
- Diversity and inclusion
- Code of Conduct / Whistleblowing



Health and Safety – program at a glance



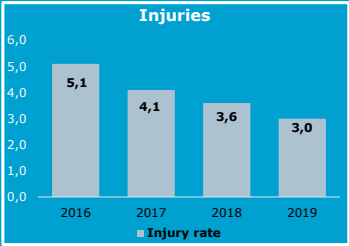
Health and safety

Great 2025

Work toward “best in class” injury rate of 2.0
Improve employee health and well-being

Priorities / actions in 2020

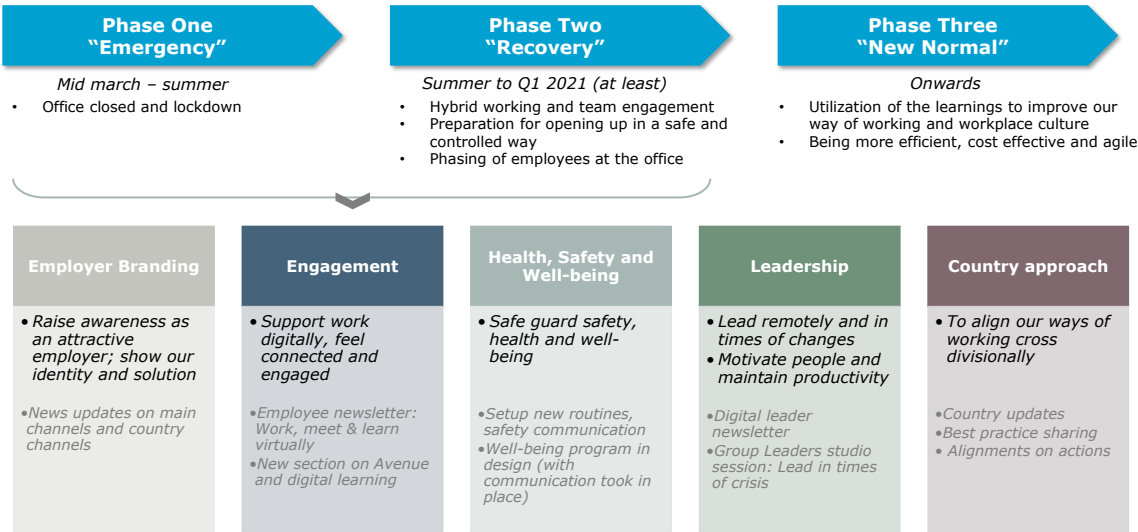
- Identify **leadership as a safety enablers**
- Released ASSA ABLOY **safe driving policy and travel policy**
- Deploy new **“Together we are safe”** workshop
- Benchmark and construct **“employee well-being”** program



- Injury rates are improving steadily from 2016.
- In 2019, we landed on 3.0 with an equivalent to having **56** families less effected than it was in 2018.*
- By 2020Q3, we continuously lower injury rate.
- During the pandemic, much work has been done with a focus on COVID-19 and programs have been re-designed to include digital tools and virtual learning experiences

* If the injury rate remains the same as 2018

COVID phases and our reactions



Agenda

Our people journey - HR transformation

Our identity

Health and safety

Diversity and inclusion

Code of Conduct / Whistleblowing



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Diversity and inclusion

Great 2025

People

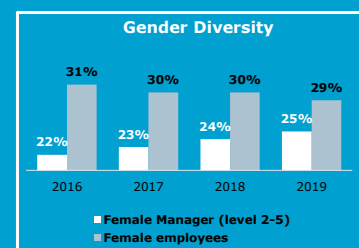
- Our workforce reflects diversity
- Our innovation is attainable by diversity of thoughts
- Our workplace is inclusive to empower everyone

Products and communities:

- Our products are the agents of driving D&I changes externally
- ASSA ABLOY is a recognized champion in supporting D&I

Priorities / actions in 2020

- Form **D&I (Diversity and Inclusion) strategy**
- Review and **embed D&I in HR processes**
- Develop **female talents within** – a win-win situation together with Internal Mobility
- Continue with **development programs** focusing on diverse talents



- The percentage of female employees is stable
- The percentage of female managers has been increasing (steadily) compared to previous years
- There will be more focus on attracting entry-level female talents with high potentials to strengthen our pipeline

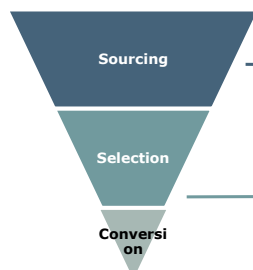
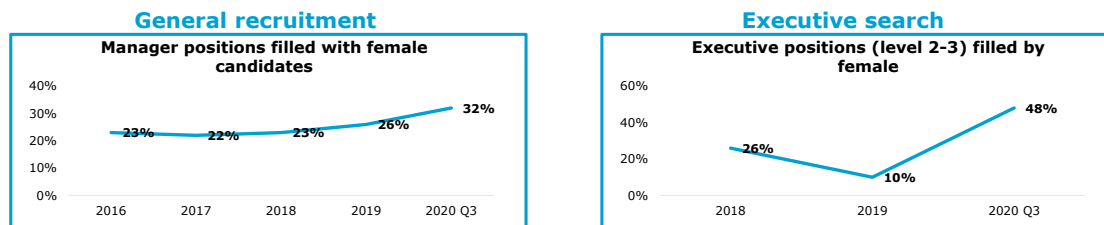
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Diversity and inclusion

Deep dive in talent attraction processes



1. Build **internal (diverse) talent pool** and encourage **female referrals**
2. Expand **geographical reach**, to reach a more extensive network (executive search)
3. Include **"inclusive" guideline** in the recruitment handbook for managers

- Focus on **"transferrable skills"**
- Recruit **candidates with potential** for stretch roles
- Require at least **one diverse talent** on the short list
- **50%** females in graduate programs

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Diversity and Inclusion – program at a glance



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Agenda

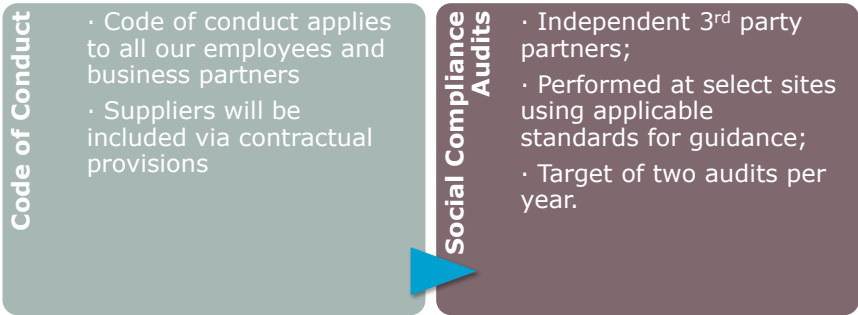
- Our people journey - HR transformation
- Our identity
- Health and safety
- Diversity and inclusion

Code of Conduct / Whistleblowing



Social audit program overview

- ✓ We believe in **responsible social and ethical behavior**
- ✓ We have **a responsibility to our employees** serving the company worldwide
- ✓ We have **an obligation to all stakeholders** to observe high standards of integrity and fair dealing



SCA Program – Recent audits & status

Complete
In Process
Overdue

Division	Site	Location	Year	Nonconformances (completed/identified)	Observations (completed/identified)	Overall Status
APAC	Guli Security Products Ltd Company	Xiaolan, China	2010	1/1	18/18	
HID	HID Global Sdn Bhd.	Johor Bahru, Malaysia	2010	0/0	2/2	
Global Solutions	ASSA ABLOY Hospitality (Shanghai) Co., Ltd	Shanghai, China	2011	21/21	12/12	
ES	ASSA ABLOY Entrance Systems (Suzhou) Co.,Ltd	Suzhou, China	2011	0/0	7/7	
EMEA	ASSA ABLOY Romainia	Bucharest, Romania	2012	0/0	0/0	
APAC	Shenfei Uyi Security Products Company	Zejiang, China	2012	11/11	6/6	
Americas	Cerraduras de Columbia CERRACOL SA - Yale, Columbia	Bogota, Columbia	2013	1/1	0	
EMEA	ASSA ABLOY Czech & Slovakia s.r.o	Rychnov, Czech Rep.	2013	0/0	9/9	
APAC	Shandong Guaqiang Hardware Technology Col, Ltd	Leling, China	2014	11/11	6/6	
ES	SC ASSA ABLOY Entrance Systems Production Romania SRL	Hunedoera, Romania	2014	0/0	11/11	
EMEA	ASSA ABLOY Mercor Doors sp.z.o.o.	Dobrzeń Wielki, Poland	2015	18/18	16/16	
Americas	ASSA ABLOY BRASIL LTDA.	Sao Paulo, Brazil	2015	n/a	n/a	Site Closed
APAC	ASSA ABLOY BaoDeAn Security Products CO., Ltd	Taizhou Zhejiang, China	2016	37/37	9/9	
ES	Entrematic 4Front De Mexico	Reynosa, Mexico	2017	2/2	17/17	
EMEA	SSC ASSA ABLOY Romania SRL (second time thru)	Bucharest, Romania	2017	0	6/6	
APAC	Shree Mahavir Metalcraft Private Ltd.	Jamnagar, India	2018	45/45	4/4	
Americas	ODIS SPA. Inversiones y Asesorias ASSA Abloy Chile Ltda.	Santiago, Chile	2018	7/7	10/10	
ES	FlexiForce	Debrecen, Hungary	Jan 2019	8/8	10/10	
Americas	ASSA ABLOY Brazil Udinense	Diadema, Sao Paulo, Brazil	Feb. 2019	14/14	7/7	
EMEA	Prometal and Lockwood	Dubai, UAE	April 2019	25/25	21/21	

Code of Conduct: New whistleblowing tool in 2019

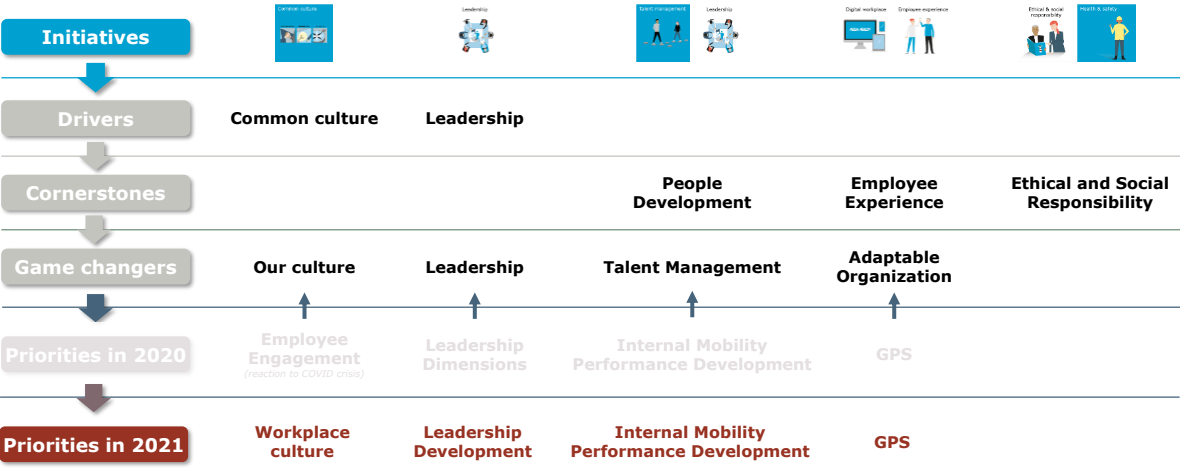
Thumb-up principles

- **To strive to live our culture: integrity**
Maintain transparency and high business ethics
- **To ensure data protection in case management**
Whistleblowing messages are treated confidentially
- **To ensure anonymity in case reporting**
The whistleblower should feel confident
- **To ensure efficiency during investigations**
- **To ensure oversight at group level**

Whistleblowing processes

- **The Policy**
Published in 2010 and continuously updated
- **New tool in 2019**
Group-level service for reporting of suspected non-compliance with the Code of Conduct.
- **The Team**
Code of Conduct Committee at group level, divisional team per case
- **The Process**
Complaints reported to the Code of Conduct Committee
Case being screened and assigned to either group or divisions

Priorities in 2021
(what is going to “make it” for us)





Q&A

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Operational sustainability

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Executive summary

- 1

- Overall good progress on sustainability agenda 2015-2020 – at, or beyond target levels for majority of KPIs
- 2

- Beyond 2020 target setting including science based targets – reducing CO₂ emissions by 50% by 2030
- 3

- A 4-pronged approach for addressing scope 1 & 2, and scope 3 involving top supply categories, and ambitious R&D agenda

Executive summary

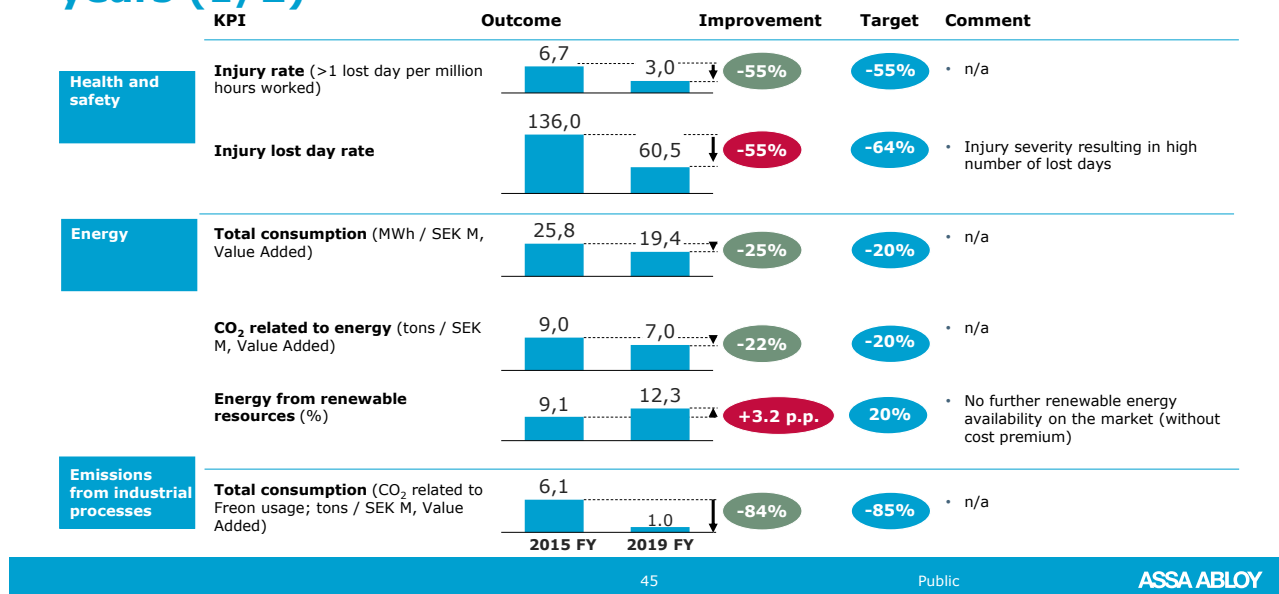
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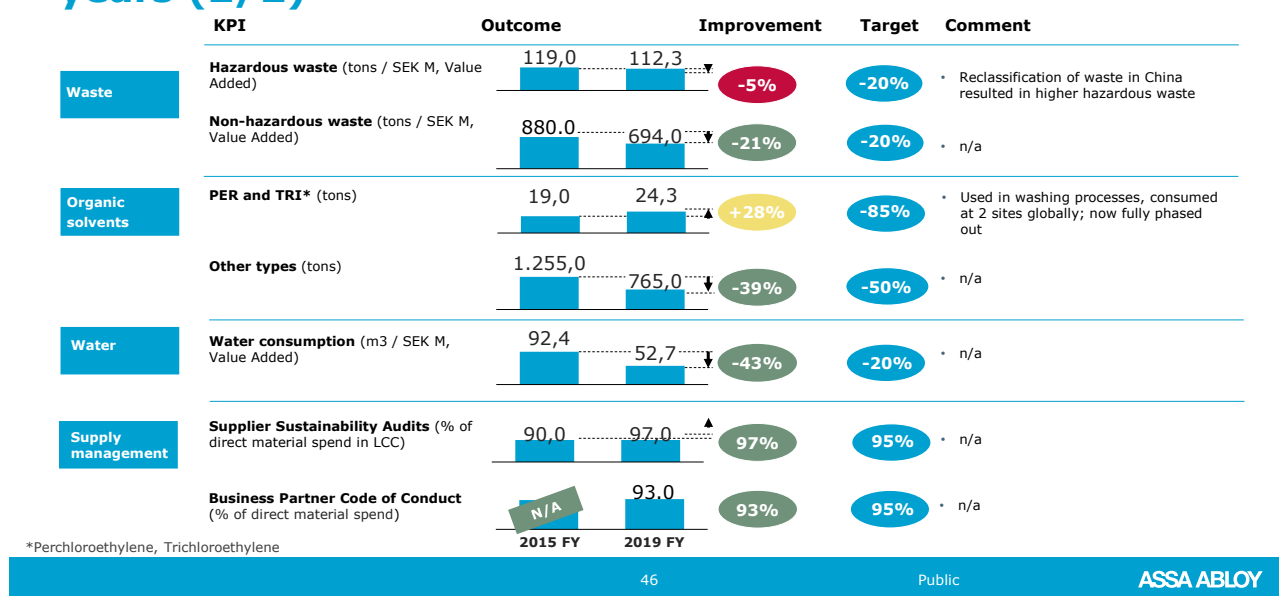
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Overall good progress on sustainability in the last five years (1/2)



Overall good progress on sustainability in the last five years (2/2)



*Perchloroethylene, Trichloroethylene

Executive summary

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ASSA ABLOY commits to science based sustainability targets

Current sustainability status...

ASSA ABLOY starting point...

- 2010 – 2015: 15% intensity improvement on sustainability index
- 2015 – 2020: 20% intensity improvement on sustainability index
- Short term sustainability programs

...in a changing environment...

We need to move to *absolute* CO₂ reduction targets

- Demonstrating long-term commitment and sector leadership
- CO₂ emission reduction aligned with operational excellence efforts
- Reduced supply chain risk
- Attractive employer and investment
- Be a responsible global citizen – fight climate change

Deep analysis of several companies applying science-based targets



...build on momentum from successive programs

- Extension of 5 year program, raising the bar across all indicators

...and commitment to develop science-based targets

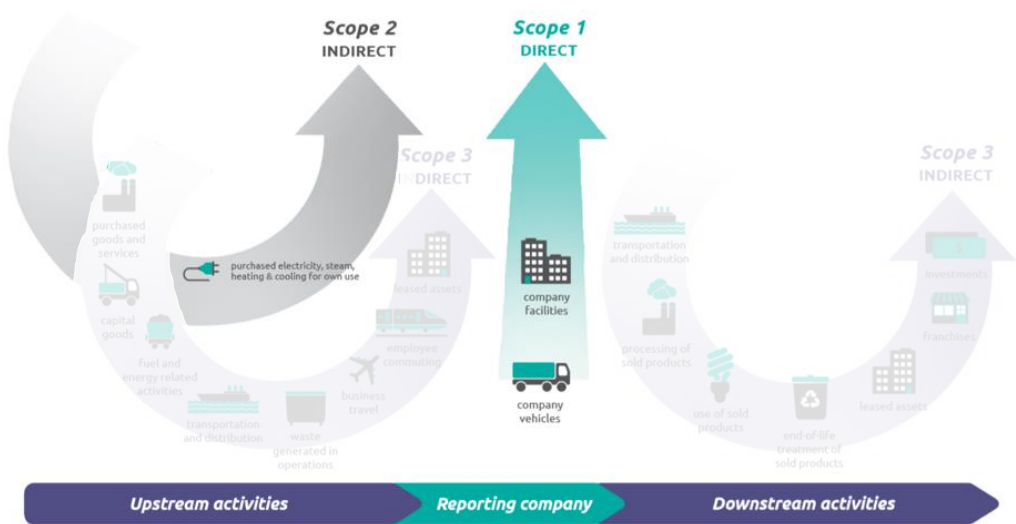
- First long term commitment and targets
- Renewed 5 year program, running concurrently & complementing progress towards science-based targets

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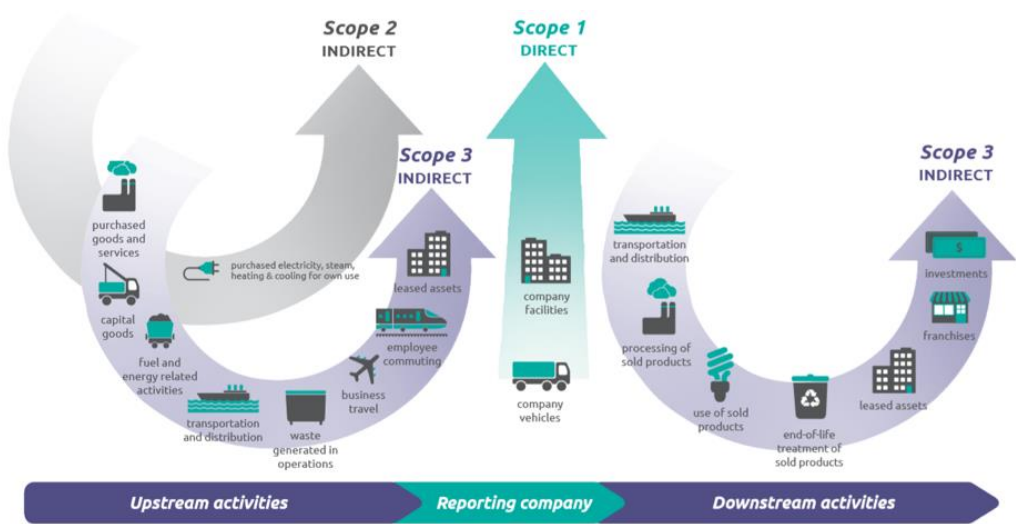
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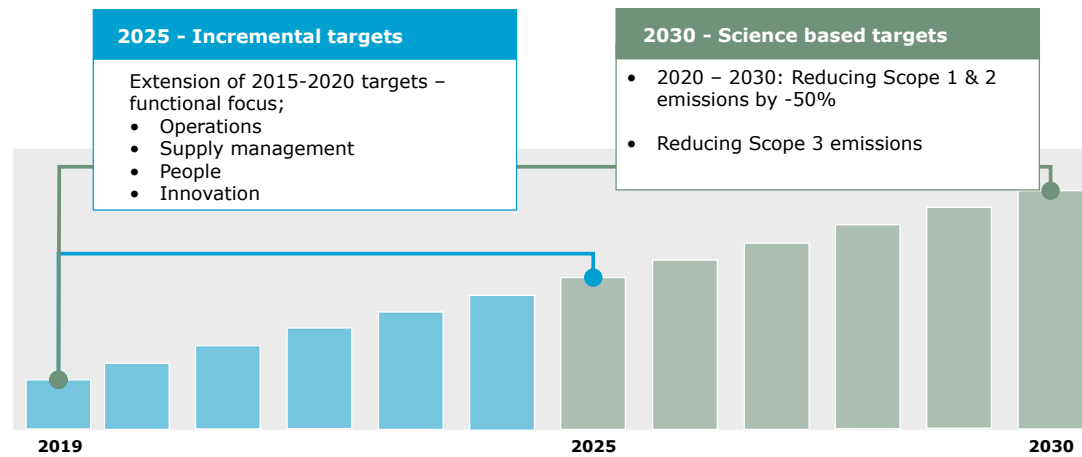
To date, focus has only been on Scope 1 & 2



First time reviewing Scope 1, 2 & 3



Group sustainability targets – both incremental and longer-term



2025 incremental targets; extension of 2015-2020 program

Function:	Indicator:	2025 Target
Operations	Carbon Footprint (Energy) – absolute	-25%
	ISO 14001 – % sites certified in reporting scope*	100%
	Water intensity	-25%
	Hazardous waste intensity	-25%
	Non-hazardous waste intensity	-25%
	Organic Solvents intensity	-50%
Supply management	Supplier sustainability audits (% of direct material spend**)	95%
	Business Partner Code of Conduct (% of direct & indirect material spend)	95%
People	Injury rate (number of injuries per 1m hours worked)	-33%
	Injury lost day rate (number of lost days related to injuries per 1m hours worked)	-33%
	Gender diversity (% of females in management positions)	30%

2019 2025

* Acquisitions will be given 3 years to become certified ** Spend in identified risk countries

External outlook – clear movement towards science based targets

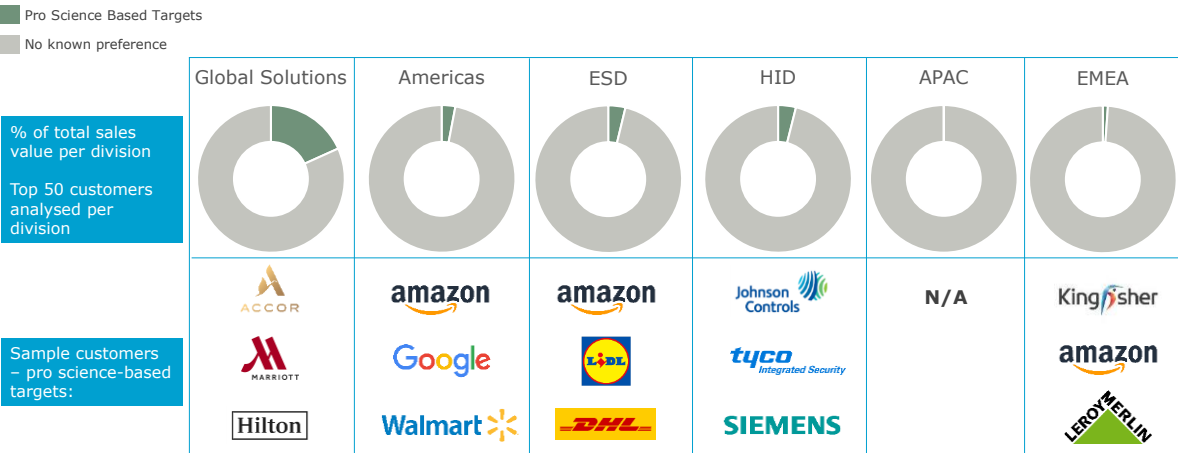


External peer company interviews: 8 companies with **strong sustainability agenda**. ~32% of **Stockholm OMX30 Market Cap** represented by 4 companies that have committed to science-based targets; ABB, Ericsson, Electrolux, and AstraZeneca



ASSA ABLOY customer view: Reviewing external communications from ASSA ABLOY top 250 customers suggesting **known brands generally pro science based targets**, and share of Global Solutions sales with high exposure to pro science based target customers

Reviewing external communications from ASSA ABLOY’s top 250 customers; known brands generally pro science based targets



Executive summary

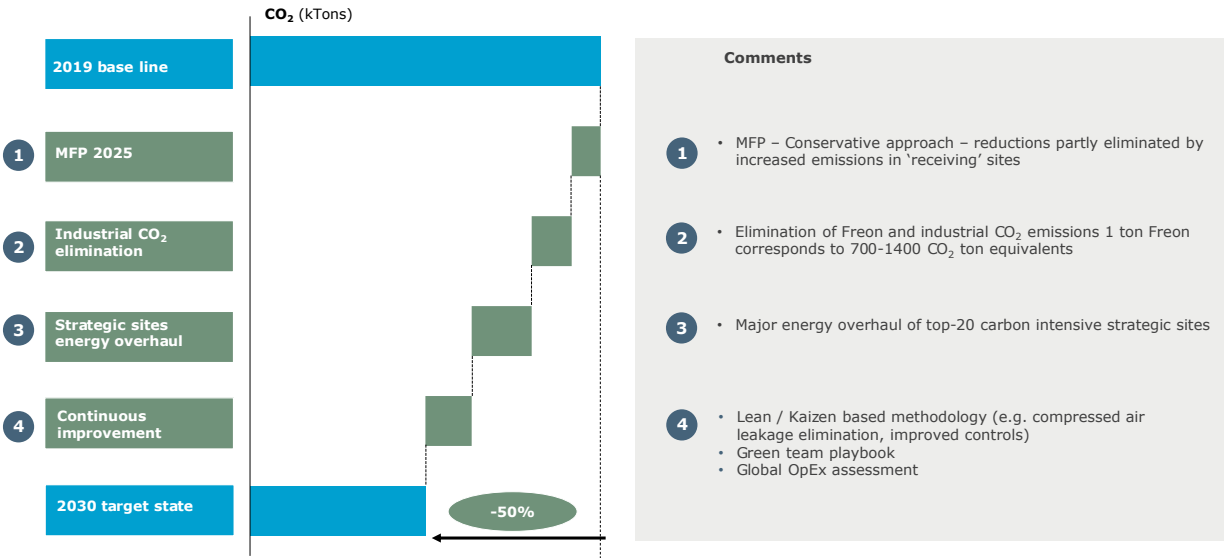
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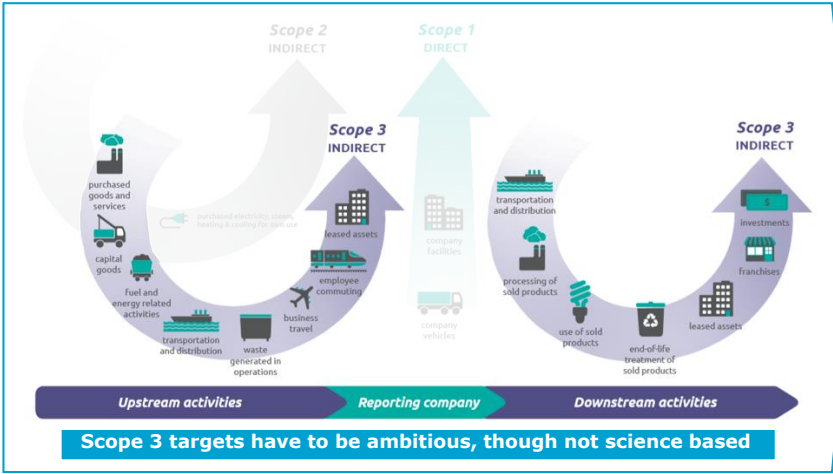
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- A 4-pronged approach for addressing scope 1 & 2, and scope 3 involving top supply categories, and ambitious R&D agenda

Reducing scope 1 and 2 emissions by 50% by 2030



Scope 3 focus starts with mapping value chain *end-to-end*; including supply and product CO₂ impact



Need to conduct CO₂ inventory mapping of entire value chain:

Supply chain focusing largest categories, and suppliers representing highest spend – target to handshake ambitions and making Scope 3 part of supplier development agenda

Product sustainability through evolved sustainability compass

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Q&A

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Sustainable innovation

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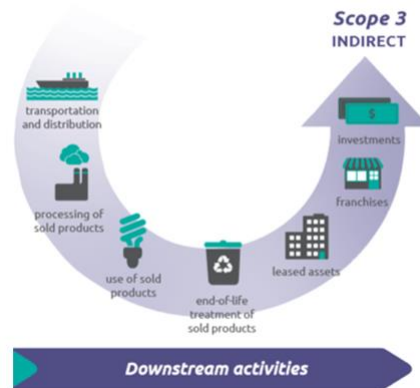
Sustainable innovation

Scope 3 emissions – Downstream

Agenda

- Sustainable innovation journey
- Divisional case studies

- Sustainable product approach
 - Sustainable innovation
 - Value proposition
 - Circular economy



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Sustainable products - a continuous journey in several steps

- Awareness program – internal trainings
- Minimize our own impact
- Maximize our customers' objectives
- Communicate the value – value proposition
- Transparency (EPD/HPD/Declare label)
- 3rd-party certification
 - LEED - Leadership in Energy and Environmental Design
 - BREEAM - BRE Environmental Assessment
 - EU Green Building

Sustainability is integrated in all Group processes: innovation, product management, manufacturing, logistics and sales



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Sustainable products part of our innovation strategy

Sustainability is a Group wide responsibility and all units should **actively develop** products and **articulate** the sustainability **value proposition**.

- ASSA ABLOY should lead the industry towards a circular economy and more sustainable products
- Sustainable innovation includes transparency for our customers, where our lifecycle assessment based data guides our customers and partners in their decision-making to help achieve their sustainability objectives
- EPDs and the ASSA ABLOY 'sustainability compass' are central in our strive for continuous improvements when developing sustainable products

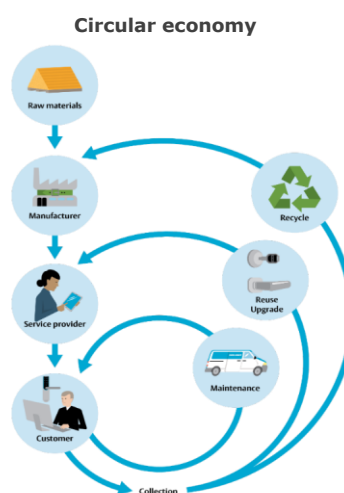
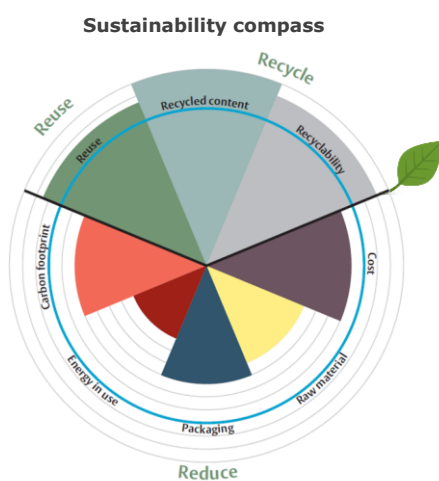


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ASSA ABLOY Sustainability innovation

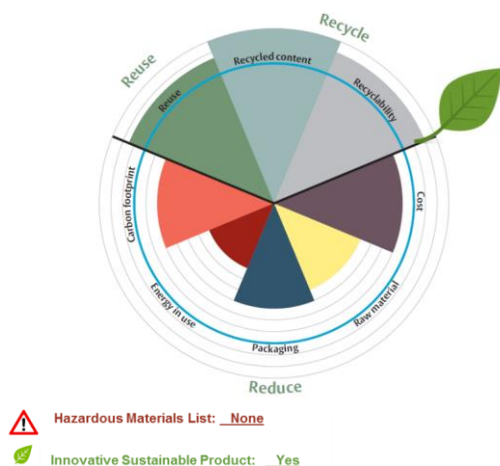


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The ASSA ABLOY Sustainability compass – a tool to create awareness



The sustainability compass, a tool to:
(customization/interpretation per division)

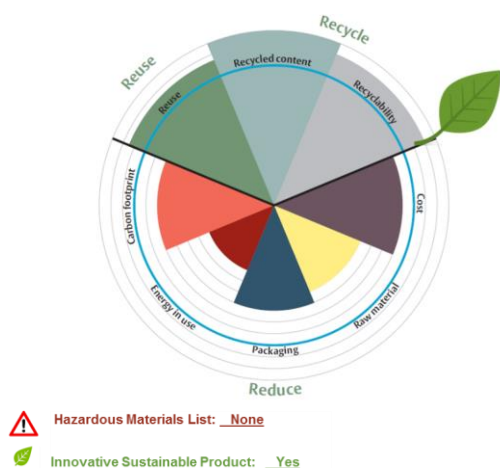
- Do right thing – minimize our footprint
- Create an awareness and dialog,
- what can we do...
- Focus analysis on relevant areas
- Learn and improve by monitoring/tracking performance
- Communicate targets and status to
 - Team
 - Management
 - Customers
 - 'Society'

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The ASSA ABLOY Sustainability compass



The ASSA ABLOY Sustainability Compass includes **eight dimensions** representing the products' 'environmental footprint'.

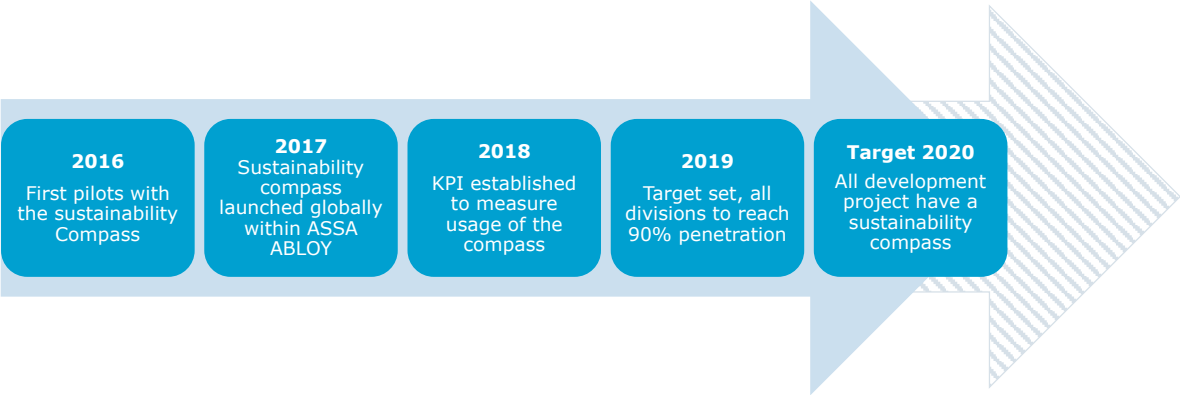
- **Reduce** => all 5 indicators should be as low as possible to decrease the environmental footprint.
- **Reuse** => the more the better, durability, upgrade, repair, or reuse
- **Recycle** => two indicators, use of sustainable recycled material in new design and also design for easy disassembly

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Progress on sustainable innovation 2015-2020



Supporting our customers -
Building standards & certification programs



LEED: a competitive advantage

Priority areas for products & materials in LEED



Low-carbon

- Reuse of buildings and materials
- Lifecycle analysis and disclosure
- Environmental product declarations
- Optimized low-carbon materials



Inside an EPD -
The life cycle assessment (LCA)

This is a cradle to grave Environmental Product Declaration. The following life cycle phases were considered:

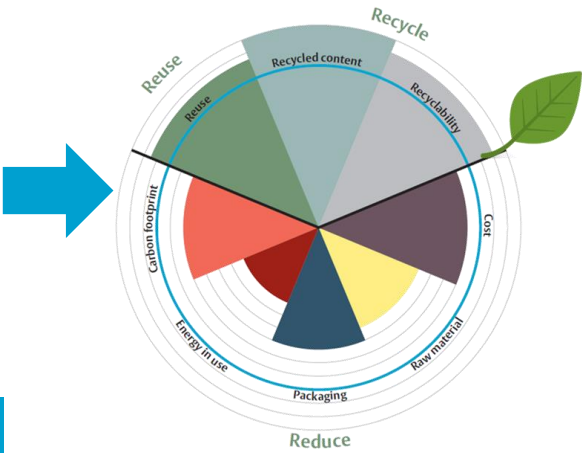
Product Stage			Construction Process Stage		Use Stage							End of Life Stage*				Benefits and Loads Beyond the System Boundaries
Raw material supply	Transport	Manufacturing	Transport from gate to the site	Construction/ installation process	Use	Maintenance	Repair	Replacement	Refurbishment	Operational energy use	Operational water use	Deconstruction /demolition	Transport	Waste processing	Disposal	Reuse-Recovery- Recycling potential
A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4	D
X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Description of the System Boundary Stages Corresponding to the PCR
(X = Included; MND = Module Not Declared)

Connecting the compass to the life cycle assessment

Product Stage			Construction Process Stage	Use Stage								End of Life Stage*			Benefits and Loads Beyond the System Boundaries	
Raw material supply	Transport	Manufacturing	Transport from gate to the site	Construction/ installation process	Use	Maintenance	Repair	Replacement	Refurbishment	Operational energy use	Operational water use	Deconstruction /demolition	Transport	Waste processing	Disposal	Reuse-Recovery- Recycling potential

Many of these life cycle phases align with ASSA ABLOY sustainability compass



Divisional case studies

ASSA ABLOY - divisions sustainability journey, products and customer projects



Kendeda Center @ Georgia Tech Living building challenge project

Gary Jelin (AIA, NCARB, REFP, LEED GA), Interim AVP Design & Construction at the Georgia Institute of Technology:

"I would continue to emphasize the importance of well-designed hardware in any building as it is the one item that building users actually contact on a daily basis."

It conveys a sense of quality when door hardware is well designed and feels robust when contacted through touch."

ASSA ABLOY ARCHITECTURAL DOOR ACCESSORIES™
Markar | McKinney | Pemko | Rockwood

SARGENT
ASSA ABLOY

Norton
ASSA ABLOY

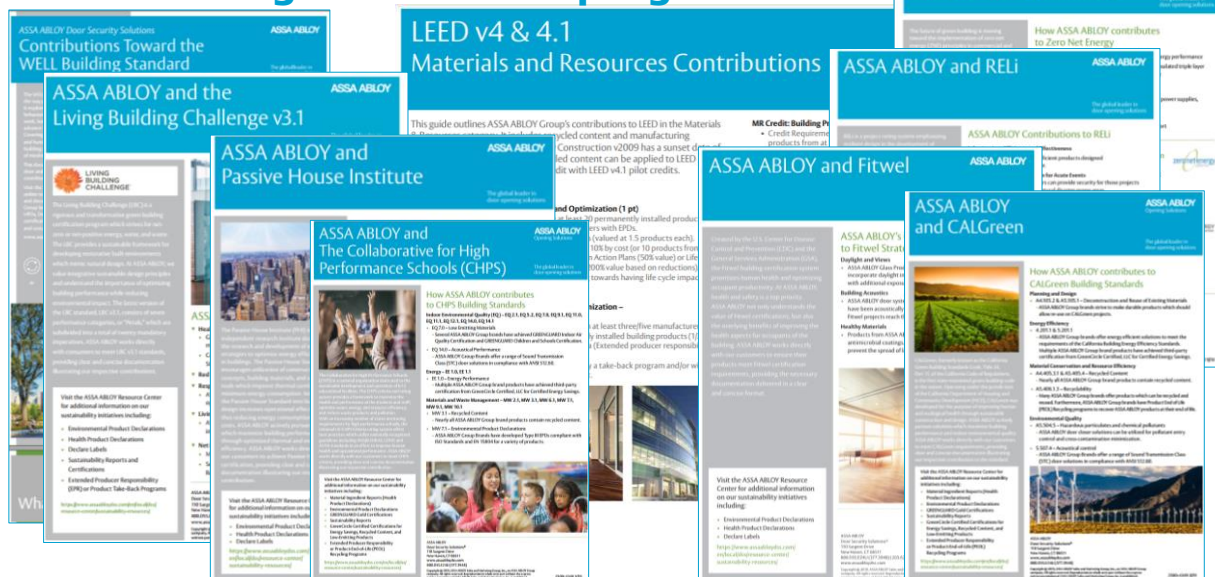


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Our contributions: Green building certification programs



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New product sustainability innovation

HID FARGO® INK1000 ID Card Printer

- An industry first!
 - Highly specialized thermal inkjet
 - Engineered to be compatible with standard, off-the-shelf PVC cards

Sustainability Innovation

- Exclusively formulated, drop-on-demand inks
 - Ultimate in ink efficiency – use only what you need
- Eliminates waste color ribbon consumables
 - Material landfill avoidance
- GreenCircle® certified
 - 84% Dematerialization compared to ribbon-based printers



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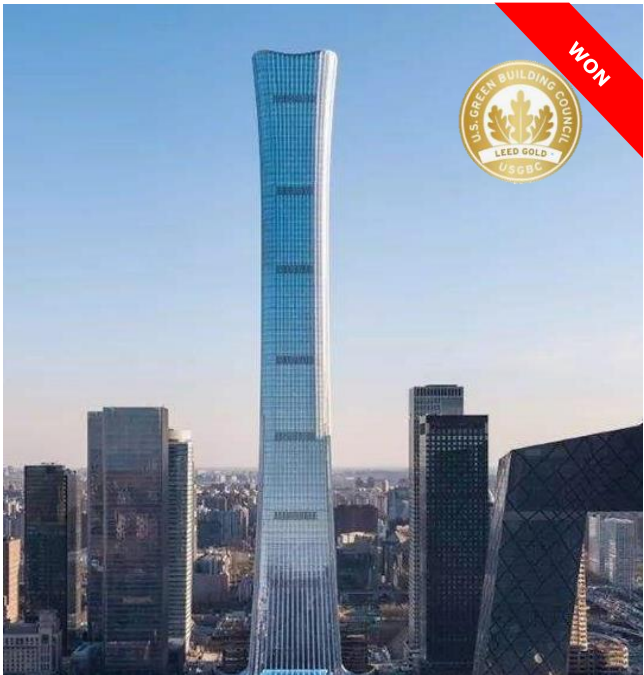
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Peking CITIC tower

Solutions: ANSI mortise lock and EN Door closer,
7000+ GMK (EPD), Fire doors (Green Guard)
Green Cert: LEED Gold granted as pre-cert in 2013

ASSA ABLOY Hardware 7M CNY	
Tianming fire doors 10M CNY	Construction finished in 2019



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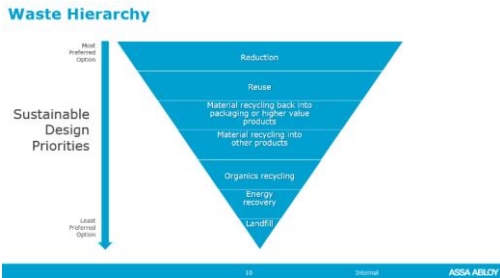
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Packaging design guidelines

- Global brand Yale went through a complete refresh of their packaging design, putting together new packaging design guidelines.
- The waste hierarchy is a very useful reference guide to help identify and prioritise waste that should be phased out, this serve to educate teams globally as they make their packaging design decisions.
- The FSC brand shows that the product contains wood fibers from forests that are managed / discontinued with regard to current & future generations' requirements



Through our FSC work, we contribute to the development of responsible forestry.



Entrance Systems - optimize energy efficiency

Sensor

A smart detector can help to control door opening and closing in an efficient way.

Vestibule system

Design vestibule system in an energy efficient way.

Operator

Open door automatically.

Air curtain

Install air curtain to prevent air infiltration through door opening.

Door type

Choose suitable door type for various entrances.

Service contract

Optimize door setting, maintain door system.

Case study

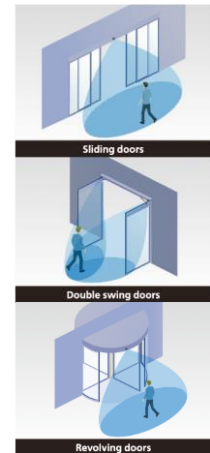
Current door detector's pain point investigation.

● Activated by cross traffic



Activated by cross traffic.
A directional sensor can help you...

- ✓ Avoid mistaken opening by cross traffic
- ✓ Don't open more than required
- ✓ Stop rotating as soon as pedestrian left



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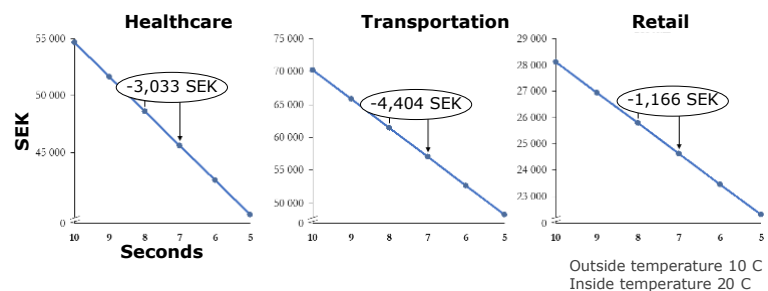
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Study - Quantify energy loss through air infiltration

- Value
 - Understand the potential of changing door behavior
 - Increased knowledge
- Cost reduction
 - Customer heating and cooling cost
- Main take away

Cost savings by shortening the opening cycle
Study - Intelligent swing door control – with smarter sensors



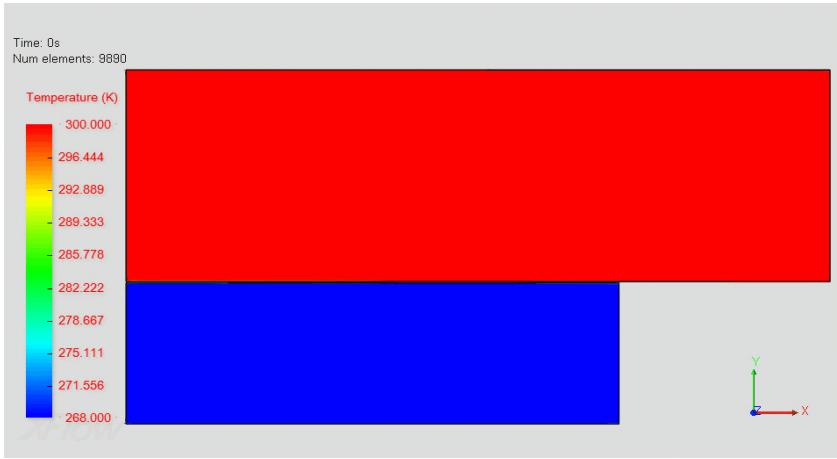
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Study - Traditional swing door

Long hold open time to provide full convenience and safety



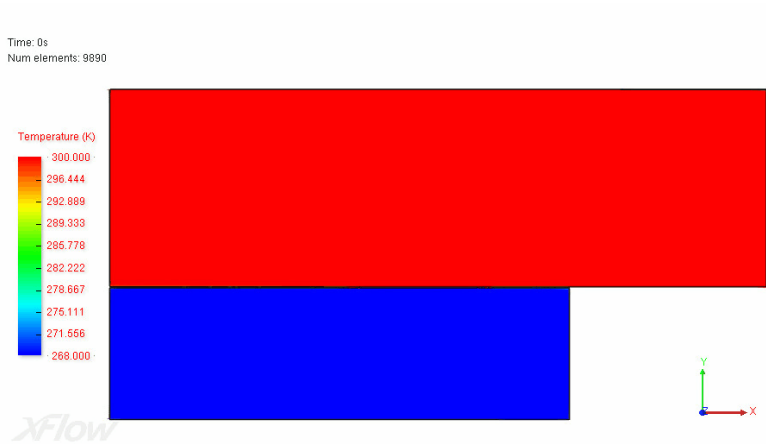
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Study - Concept 1

Limited opening angle and minimized hold open time



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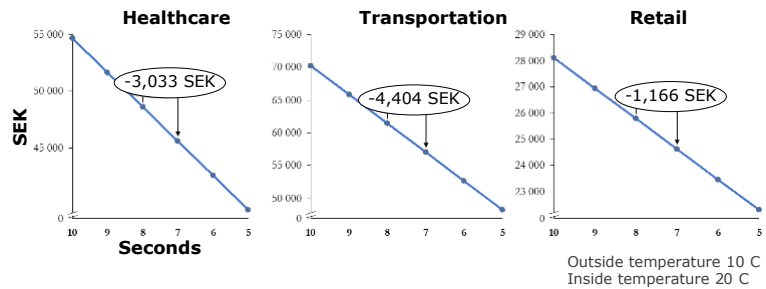
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Study - Quantify energy loss through air infiltration

- Value
 - Understand the potential of changing door behavior
 - Increased knowledge
- Cost reduction
 - Customer heating and cooling cost
- Main take away
 - Reduce hold open time!
 - Avoid unnecessary opening!
 - The cost for more advanced sensors will have a short payback time.

Cost savings by shortening the opening cycle
Study - Intelligent swing door control – with smarter sensors



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Sustainable choice - also protects nature

- Energy harvesting cylinder
- Produces it's own energy
- No cables, no batteries
- Possible to update the system countless times
- Reusable



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No trip twice - How much can CLIQ® Connect save me in unnecessary fuel costs and energy use?

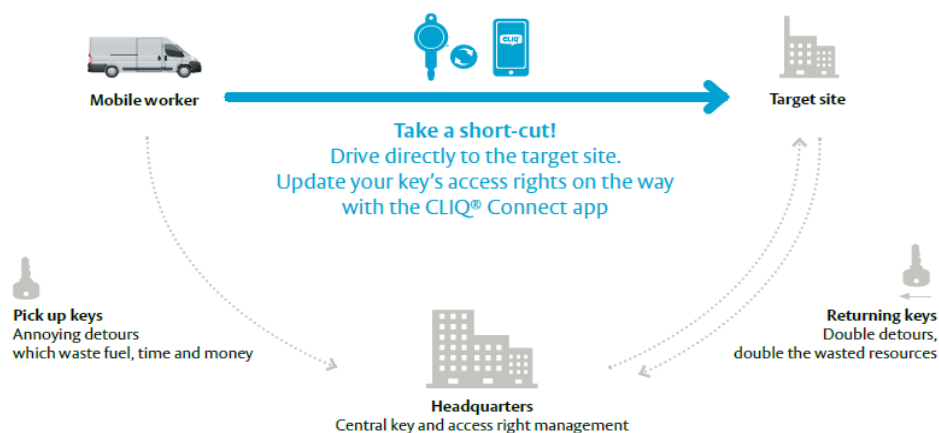


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Standard mechanical key access control vs. CLIQ® Connect Why go the long way around?



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Security that benefits your business, sustainability to benefit all of us



Use less fuel
Cleaner air: with CLIQ® Connect, you use less petrol by taking fewer trips to update access rights. No extra journeys to remote sites means lower fuel consumption.



Reduce your CO₂ footprint
Lower gas emissions: lower levels of carbon dioxides and monoxides, nitrogen oxides and hydrocarbons from car exhausts.



Environmental awareness
Your business promotes sustainability and conservation of our planet's resources — security for you and for everyone else, too.



Time and costs
Managing keys and cylinders with the CLIQ® Connect app improves workflow efficiency and cuts transport and logistics costs.



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Q&A

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Summary of the day

- New ambitious sustainability targets
 - Short term – Program for 2025
 - Long term – Science-based targets
- Sustainability will contribute to
 - Operational performance – increased cost efficiency and reduced risk
 - Product and solutions offering – relevant to our customers
 - Attracting talent – together we grow, evolution through people
- Innovation will drive our development

Sustainability is a natural part of who we are and how we operate



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Thank you
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