

ASSA ABLOY Q4 interim report 2025

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



Finishing 2025 with another record year

Good organic sales development

- Strong growth in Global Technologies and Americas
- Good sales growth in EMEIA and Entrance Systems
- Sales decline in APAC

Record EBIT margin in Q4

- Excellent operating leverage of +80 bps

Strong cash flow and cash conversion

- Excellent cash conversion of 137%

Electromechanical organic sales growth was 8% in the regional divisions

7 acquisitions completed in Q4



Q4 2025 figures in summary

Sales MSEK 38,307

-3%

+4% organic

+3% net acquired

-10% FX effects

EBITA margin* 17.9%

+50 bps

EBIT margin* 16.8%

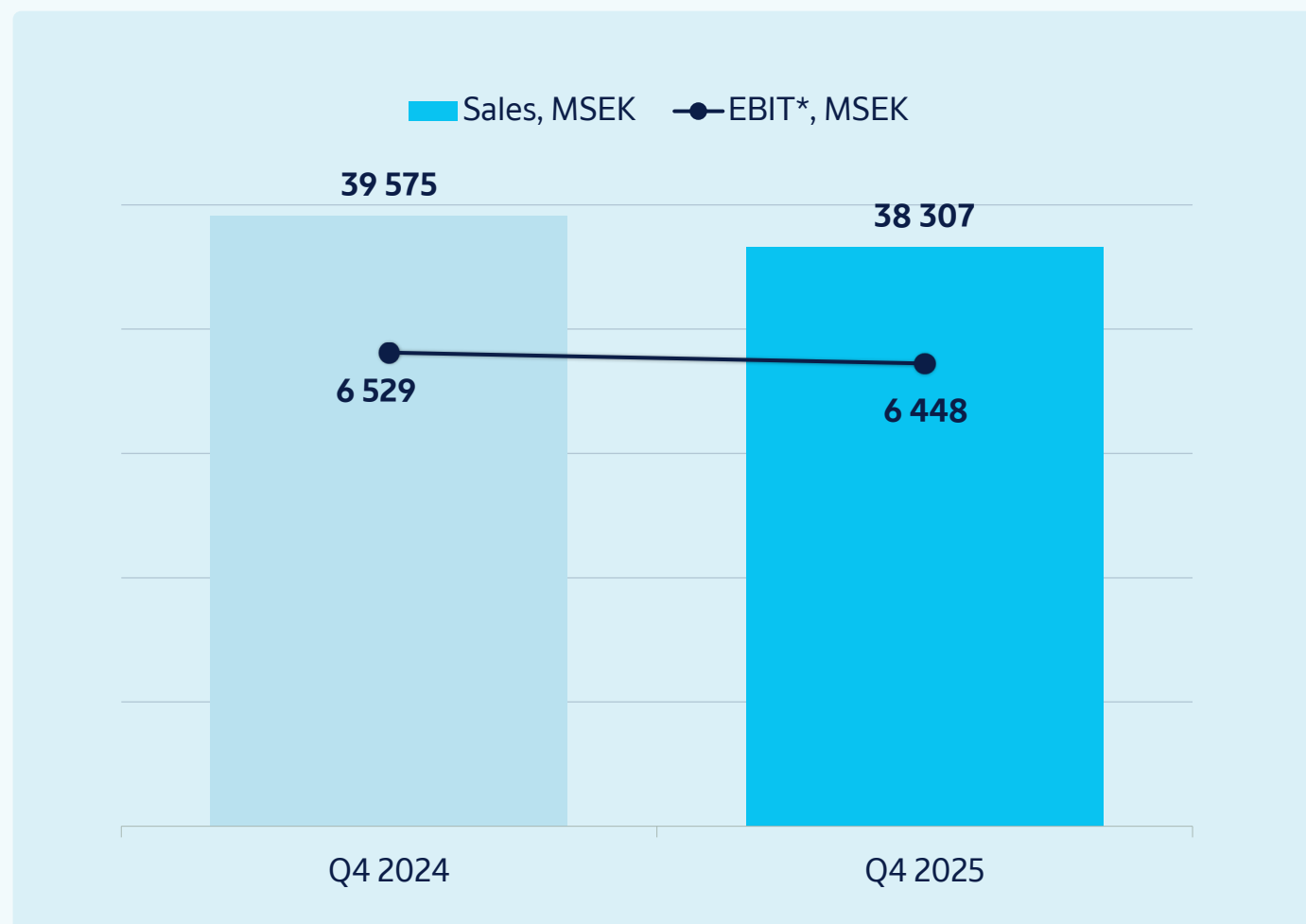
+30 bps

EBIT* MSEK 6,448

-1%

EPS* SEK 3.85

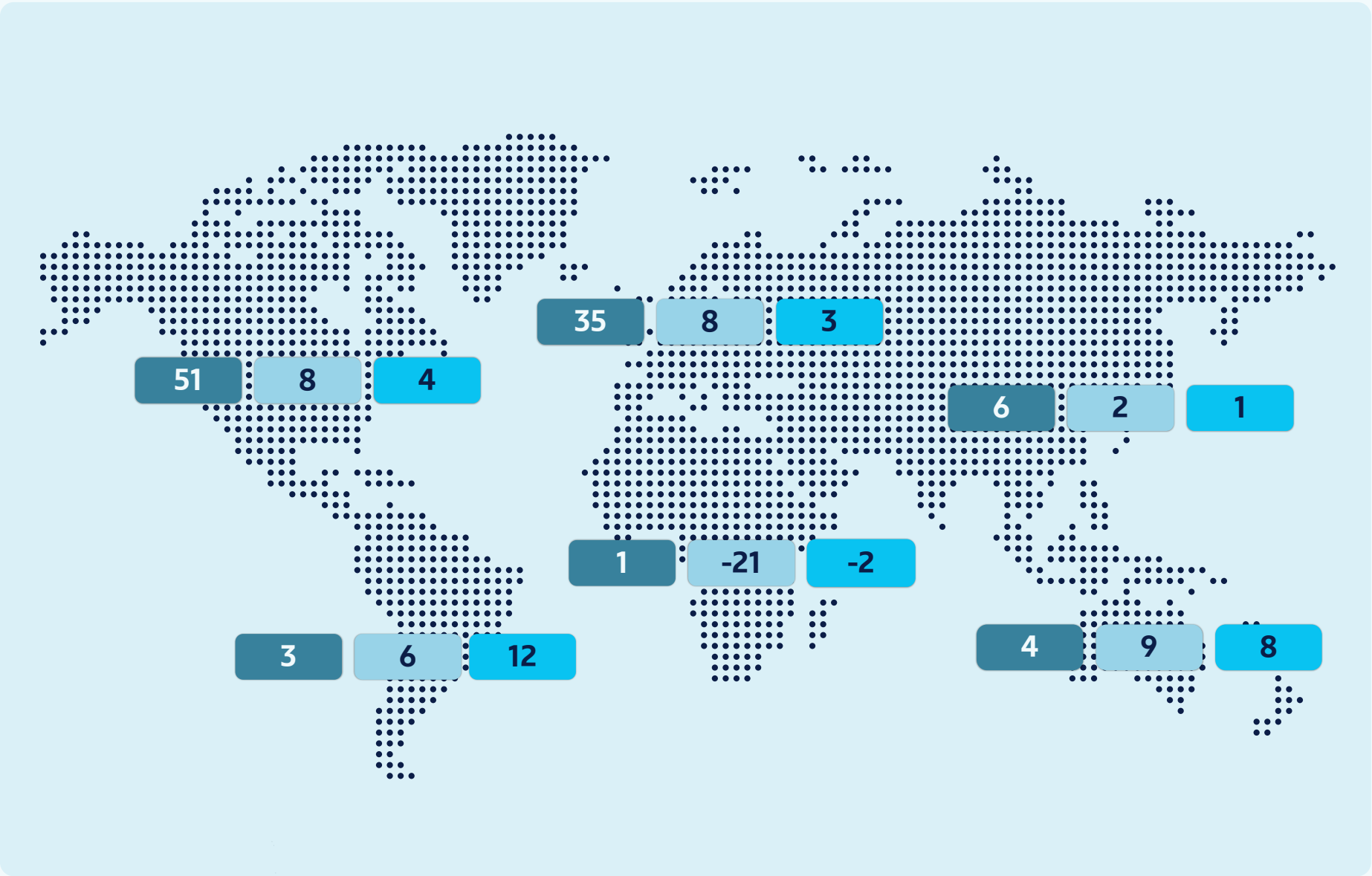
+1%



*Excluding items affecting comparability

Sales by region

Oct-Dec 2025



Kwikset FLEX Garage Door Opener

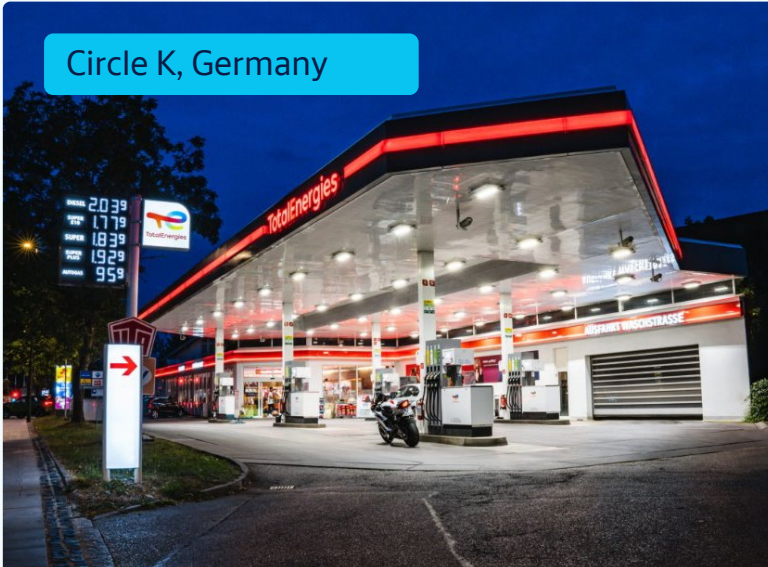
Wi-Fi and Bluetooth enabled smart garage door opener launched in the US

- Collaboration between Kwikset in Americas and Amarr in Entrance Systems
- Integrates with existing smart home ecosystem and in-car systems for hands-free access
- Easy to manage and monitor through the Kwikset mobile app, connecting with all Kwikset smart locks for a unified smart home experience
- Enhanced security features
 - Patented, anti-theft door release
 - Vacation lock disabling remote operation
 - Real-time notifications



Important project wins

Circle K, Germany



Entrance Systems won service contract for ~2,000 industrial doors for a period of 3 years, enabling optimization of the product lifecycle through modernization and replacements.

Comcast, US



InVue has equipped all Comcast stores with a total of ~17,000 units for secure displays including services such as installation and training.

InVue was a competitive choice thanks to the high quality, theft resistance, and service level.

Stockholm public transport, Sweden

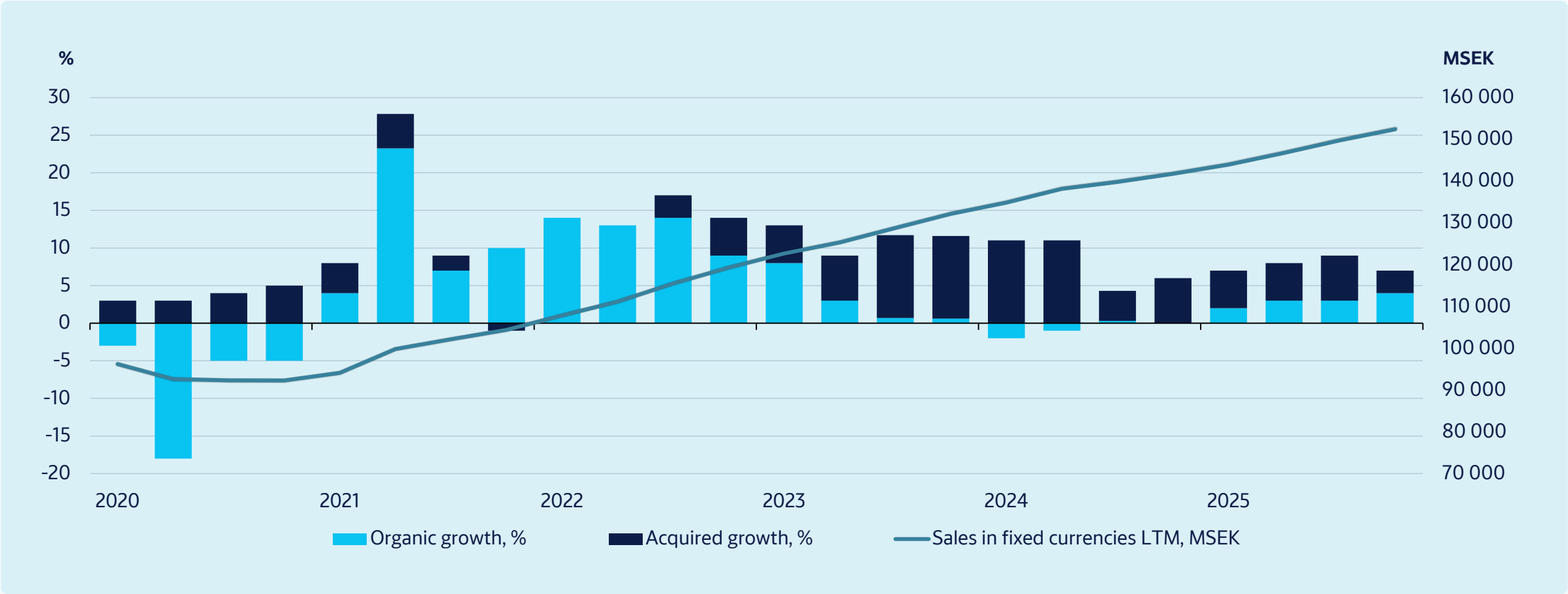


HID's solutions have supported daily travel in Stockholm through a comprehensive digital ticketing modernization program.

Mobile app, contactless card, or digital wallet can be used across all 2,600 buses, 140 ferry validators, 320 tram platforms and 1,035 metro fare gates in the capital.

FX adjusted sales growth

Sales LTM* vs 2020
(adjusted for FX) **+65%**

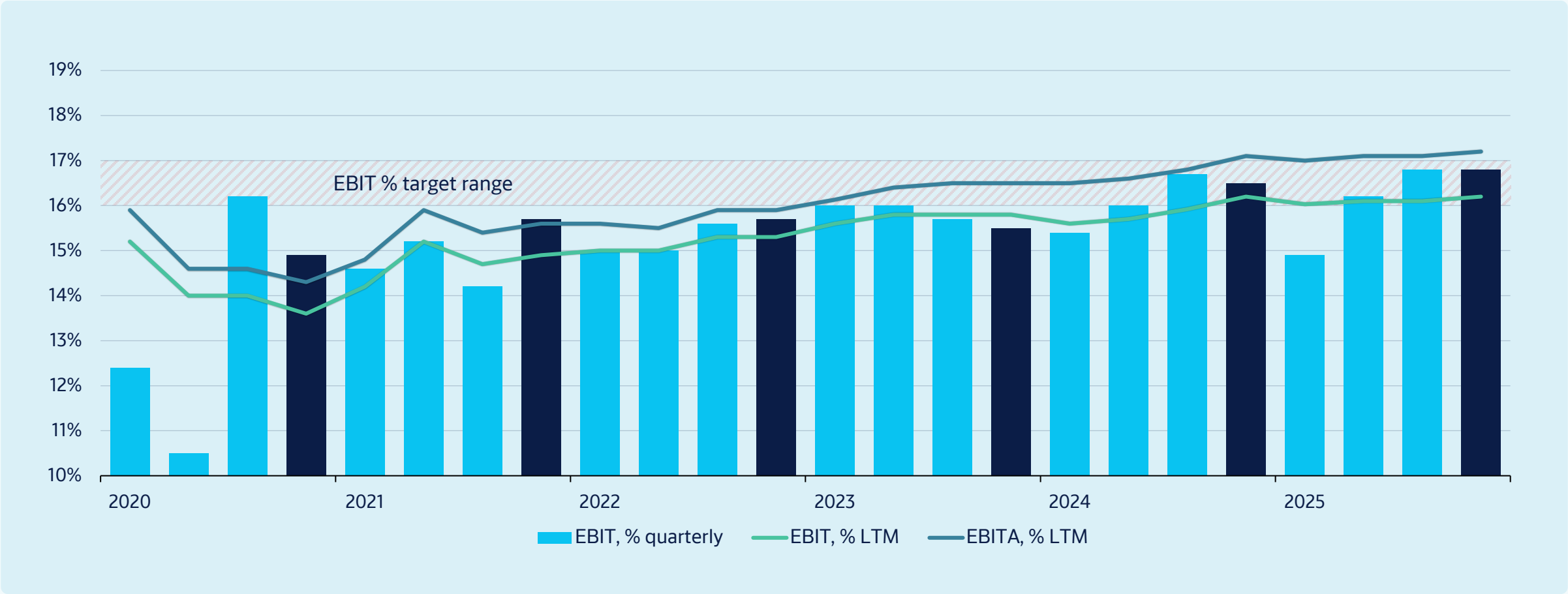


*LTM = Last twelve months

Operating margin

EBITA %, LTM17.2%

EBIT %, LTM16.2%

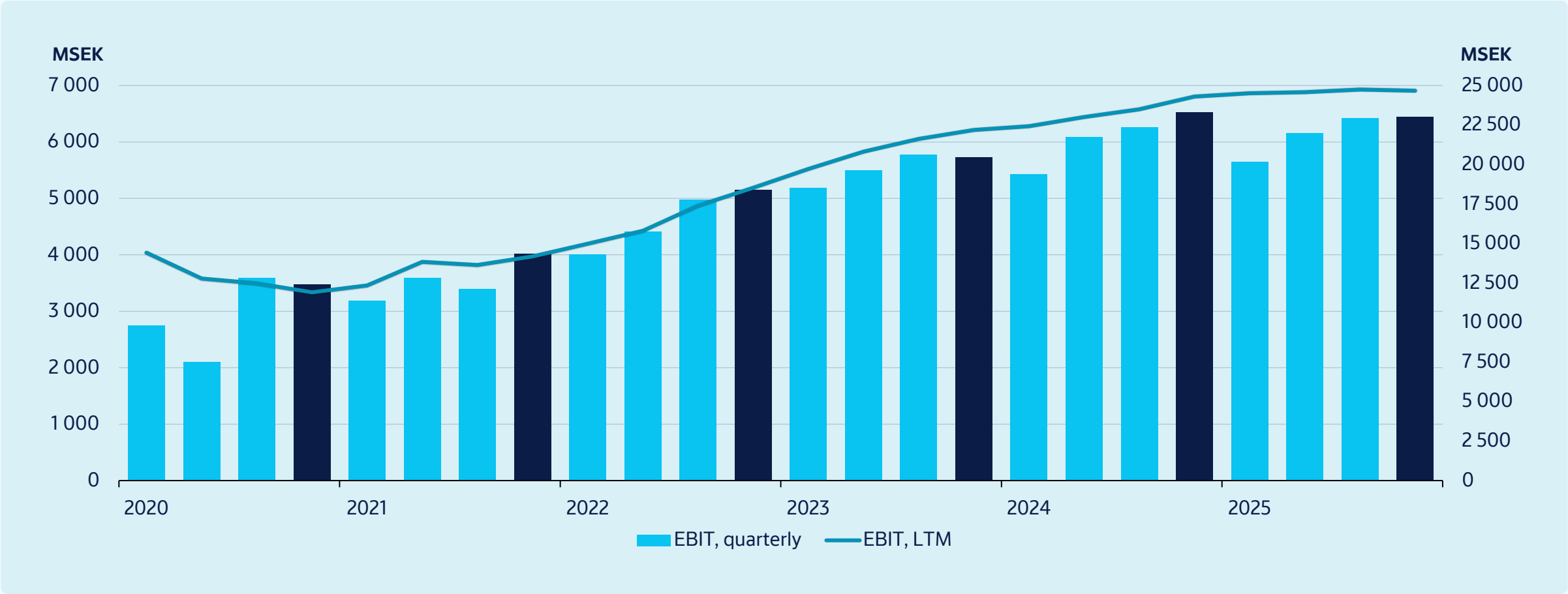


Excluding items affecting comparability

Operating income

EBIT LTM
vs 2020

+107%



Excluding items affecting comparability

Acquisitions

The pipeline remains active

- 7 acquisitions completed in Q4
- 23 acquisitions completed in 2025
 - Representing annualized sales of MSEK ~6,000
- 1 divestment completed in 2025
 - Citizen ID

Grow the core

Extend the core

Acquisition
targets

Service and distribution

New technologies

ASSA ABLOY



Sargent & Greenleaf



US manufacturer of high-security mechanical and electronic locking solutions and safe hardware

- Strengthens our secure access portfolio with renowned products and expertise
- Sales of MSEK ~430 in 2025
- Accretive to EPS from the start



International Door Products



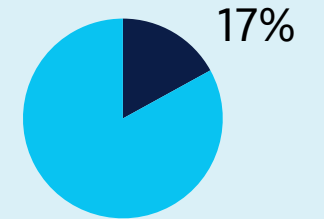
US manufacturer of standard and custom fire-rated steel door frames

- Complements existing capabilities and gives broader range of solutions
- Sales of MSEK ~220 in 2025
- Accretive to EPS from the start



Opening Solutions EMEIA

Share of sales

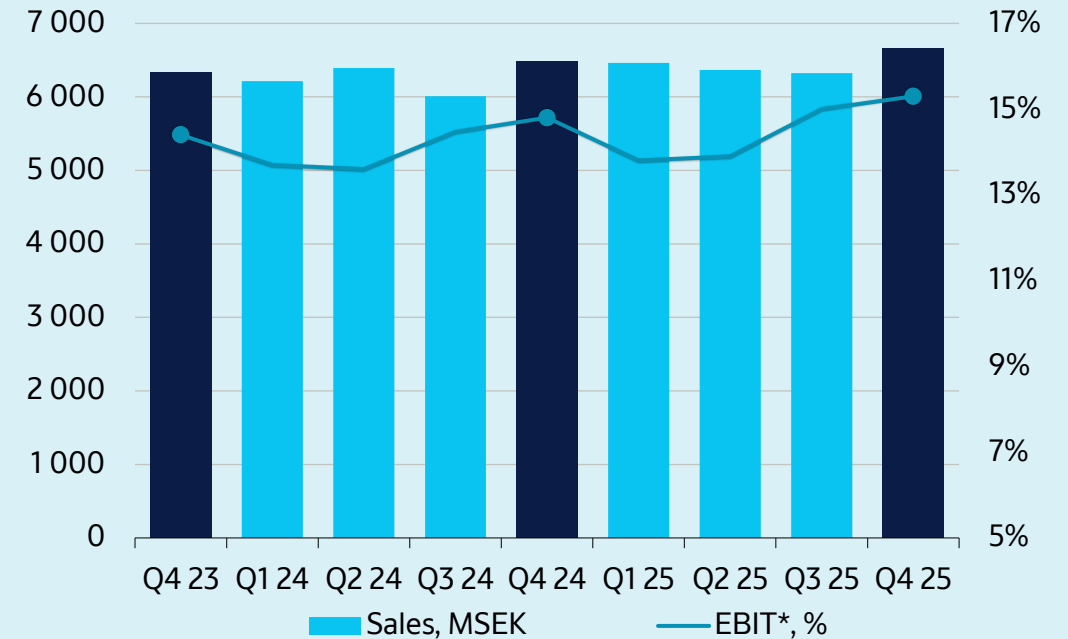


Organic sales +4%

- Strong sales growth in the Nordics and Central Europe
- Good sales growth in the Middle East, India and Africa
- Sales decline in UK/Ireland and South Europe

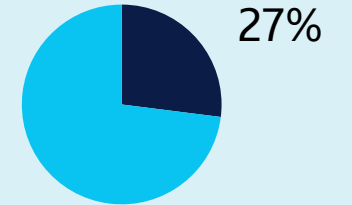
EBIT margin* 15.3% (14.8%)

- Operating leverage (+10bps) driven by volume growth and positive mix, partly offset by investments in R&D
- FX +90bps
- M&A -50bps



Opening Solutions Americas

Share of sales

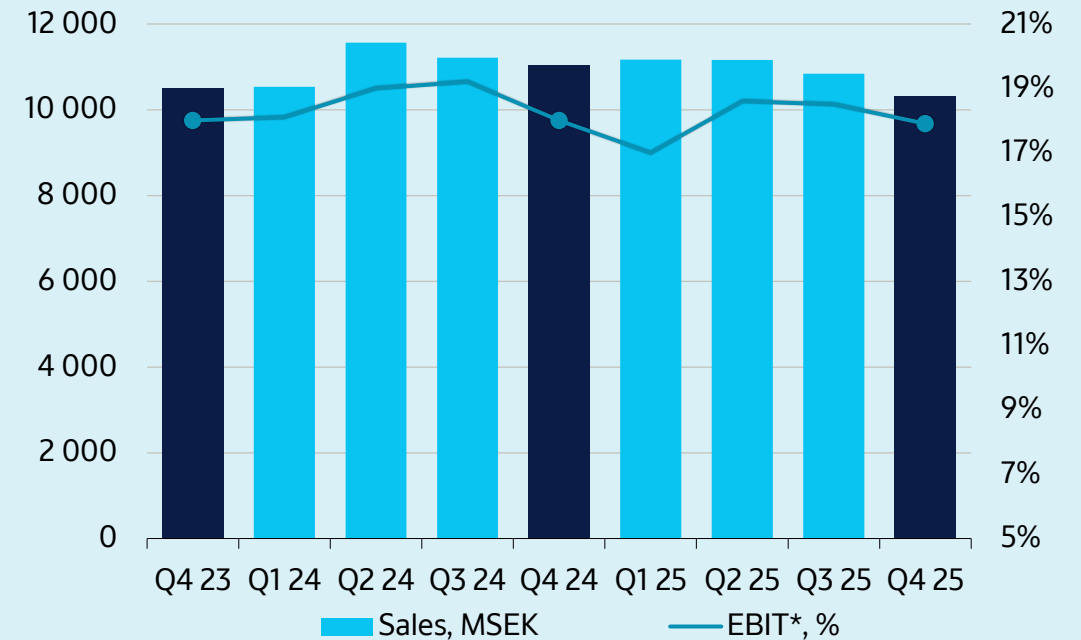


Organic sales +5%

- Strong sales growth in the North America Non-Residential segment
- Good sales growth in Latin America
- Stable sales in the North America Residential segment

EBIT margin* 17.9% (17.7%)

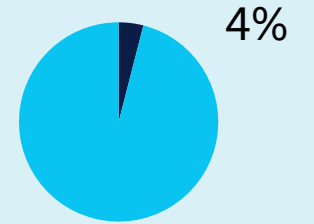
- Excellent operating leverage (+120bps) driven by volume growth and SG&A cost efficiencies
- FX -50 bps
- M&A -50 bps



*Excluding items affecting comparability

Opening Solutions APAC

Share of sales

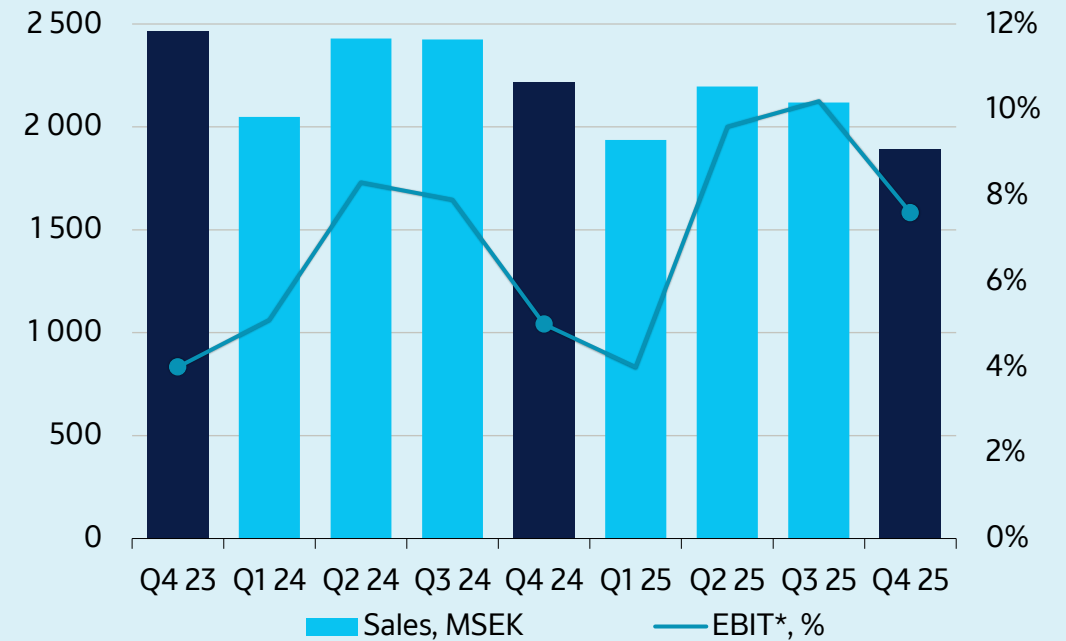


Organic sales -2%

- Good sales growth in Pacific & Northeast Asia
- Sales decline in Greater China & Southeast Asia

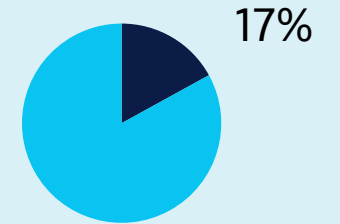
EBIT margin* 7.6% (5.4%)

- Excellent operating leverage (+290 bps) driven by positive mix, price/cost and operational efficiencies
- FX -70 bps
- No M&A activity



Global Technologies

Share of sales

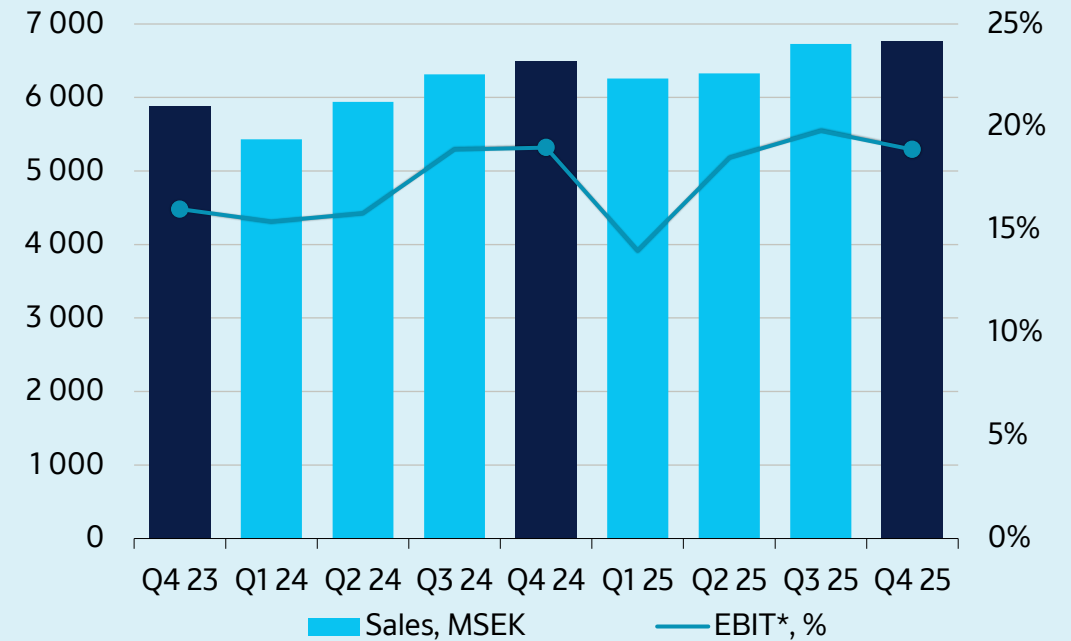


Organic sales 9%

- Strong sales growth in HID and Global Solutions

EBIT margin* 18.9% (19.3%)

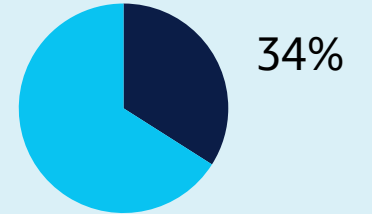
- Good operating leverage (+30 bps) driven by price/cost and positive mix, partly offset by investments in R&D and selling organization
- FX -90 bps
- M&A +20bps



*Excluding items affecting comparability

Entrance Systems

Share of sales

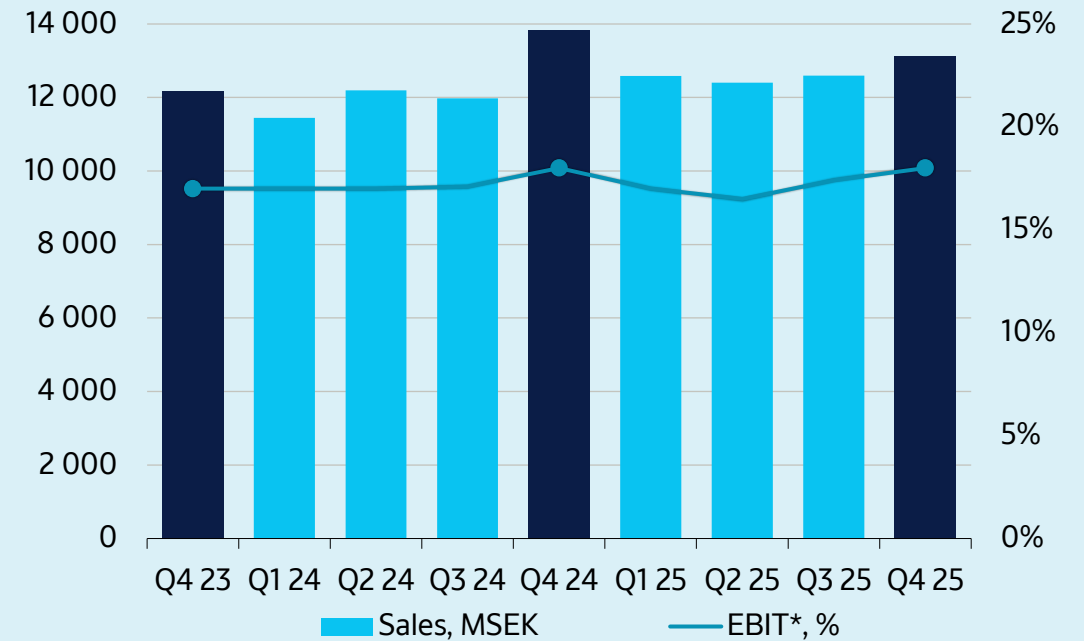


Organic sales +2%

- Strong sales growth in Pedestrian
- Good sales growth in Doors & Automation
- Stable sales in Industrial and Perimeter Security
- Good sales growth in service

EBIT margin* 18.0% (17.5%)

- Excellent operating leverage (+90 bps) driven by price/cost and operational efficiencies
- FX -40 bps
- M&A 0bps



Financial summary

FX & acquisition 'run-rate' effects
on sales in Q1 2026 (31 Dec 2025):

FX: -11%

M&A: 3%

| | October-December* | | |
|-----------------------|-------------------|--------|--------|
| MSEK | 2024 | 2025 | Change |
| Sales | 39,575 | 38,307 | -3% |
| - Organic growth | -112 | 1,406 | 4% |
| - Acquired net growth | 2,215 | 1,159 | 3% |
| - FX-differences | 502 | -3,833 | -10% |

| January-December* | | |
|-------------------|----------------|-----------|
| 2024 | 2025 | Change |
| 150,162 | 152,409 | 1% |
| -1,132 | 4,077 | 3% |
| 11,326 | 6,576 | 5% |
| -748 | -8,405 | -7% |

| | | | |
|-------------------|--------------|--------------|------------|
| EBIT | 6,529 | 6,448 | -1% |
| EBITA, % | 17.4% | 17.9% | +50 bps |
| EBIT, % | 16.5% | 16.8% | +30 bps |
| Income before tax | 5,684 | 5,687 | 0% |
| Net income | 4,214 | 4,281 | 2% |
| EPS, SEK | 3.81 | 3.85 | 1% |

| | | |
|---------------|---------------|-----------|
| 24,296 | 24,664 | 2% |
| 17.1% | 17.2% | +10 bps |
| 16.2% | 16.2% | 0 bps |
| 20,914 | 21,335 | 2% |
| 15,636 | 15,939 | 2% |
| 14.09 | 14.34 | 2% |

| | | | |
|----------------------------|-------|-------|-----|
| Operating cash flow | 8,010 | 7,815 | -2% |
| ROCE, % 12 months | | | |
| OVA, 12 months | | | |

| | | |
|--------|--------|---------|
| 23,052 | 22,660 | -2% |
| 14.4% | 14.2% | -20 pts |
| 10,827 | 10,805 | 0% |

Operational Value Added (OVA) = EBIT – WACC x Capital Employed (including goodwill)

*Excluding items affecting comparability

Bridge analysis Q4 2025

| MSEK | Q4 2024 | Organic | Currency | Q4 2025 ex acq/div | Acq/div | Q4 2025 |
|----------|---------|---------|----------|-----------------------|---------|---------|
| Growth | 7% | 4% | -10% | -6% | 3% | -3% |
| Sales | 39,575 | 1,406 | -3,833 | 37,148 | 1,159 | 38,307 |
| EBIT* | 6,529 | 543 | -760 | 6,313 | 135 | 6,448 |
| EBIT, %* | 16.5% | 38.6% | 19.8% | 17.0% | 11.7% | 16.8% |

Dilution/accretion

+0.8 pts

-0.3 pts

-0.2 pts

Sales drivers

- Organic – Price +3% and volume +1%
- Currency – weaker USD and stronger SEK
- M&A – good contribution from high acquisition pace

Margin drivers

- Organic – excellent operating leverage from price/cost, MFP, operational efficiencies and positive mix
- Currency – weaker USD
- M&A – small dilution including integration costs for recent acquisitions

*Excluding items affecting comparability

Cost breakdown as % of sales – Q4 2025

| % | QTD 2024 | QTD 2025 excl. acq/div | Δ | QTD 2025 |
|-----------------|----------|------------------------|----------|----------|
| Direct material | -33.4% | -32.7% | +0.7 pts | -32.8% |
| Conversion cost | -24.7% | -24.4% | +0.3 pts | -24.1% |
| Gross margin | 41.9% | 42.9% | +1.0 pts | 43.1% |
| S, G & A | -25.4% | -25.9% | -0.5 pts | -26.3% |
| EBIT margin* | 16.5% | 17.0% | +0.5 pts | 16.8% |

Direct material

Strong price realization on lower material costs and tariffs, and positive mix

Conversion cost

Higher volumes with good leverage on operational efficiencies

S, G & A

Inflation and investments in R&D and sales organization

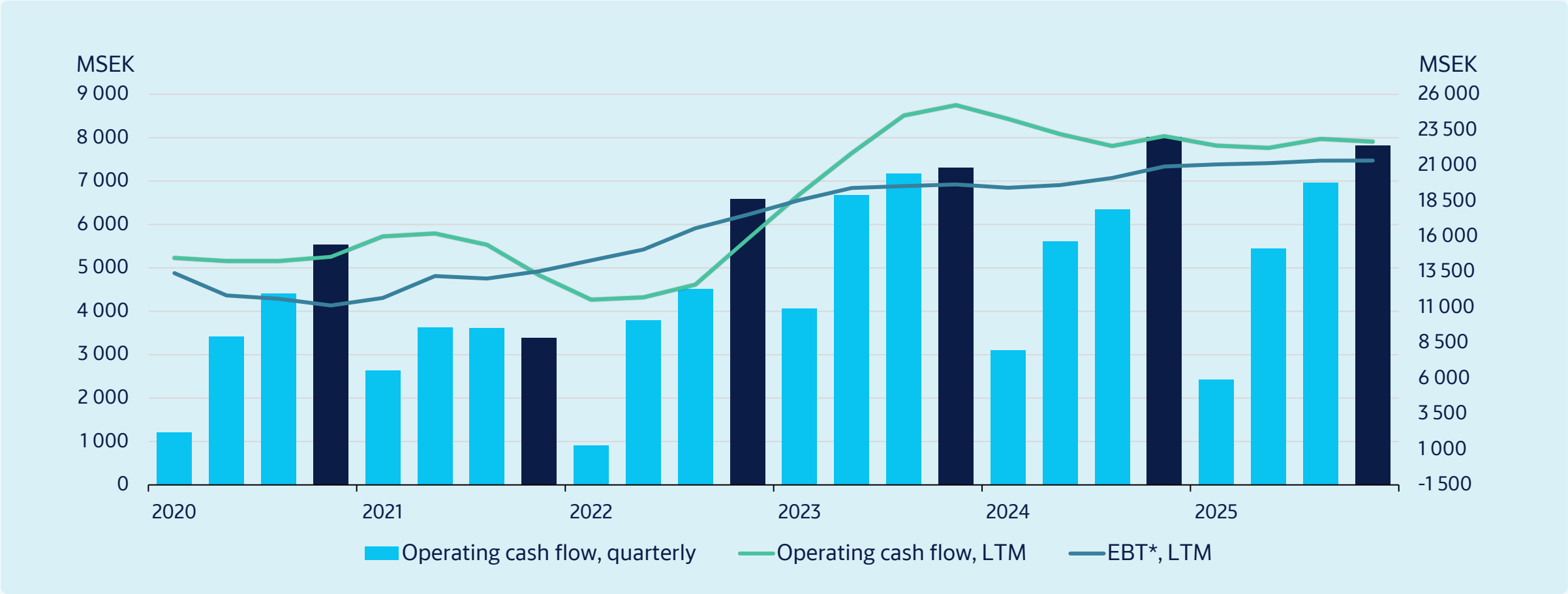
Operating cash flow

Operating cash flow, LTM

SEK 23 bn

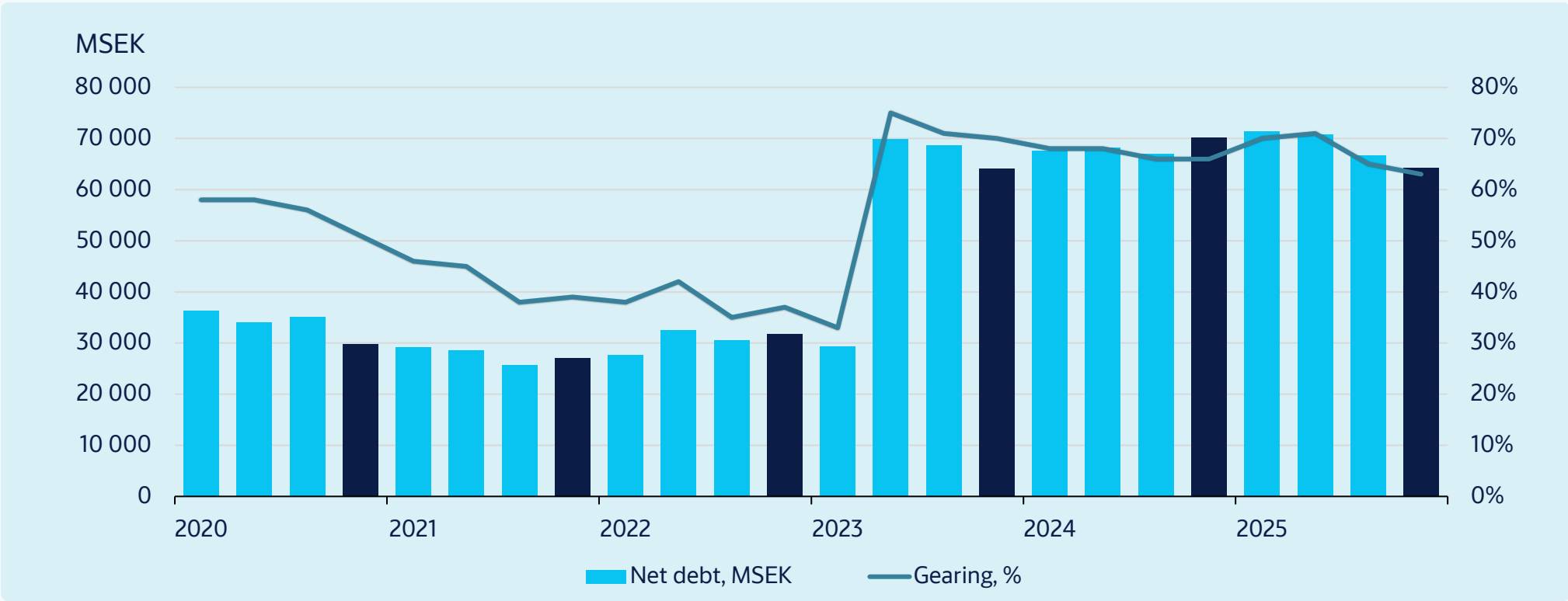
Cash conversion, LTM

106%



*Excluding items affecting comparability

Gearing % and net debt, MSEK



Net debt/Equity

63%

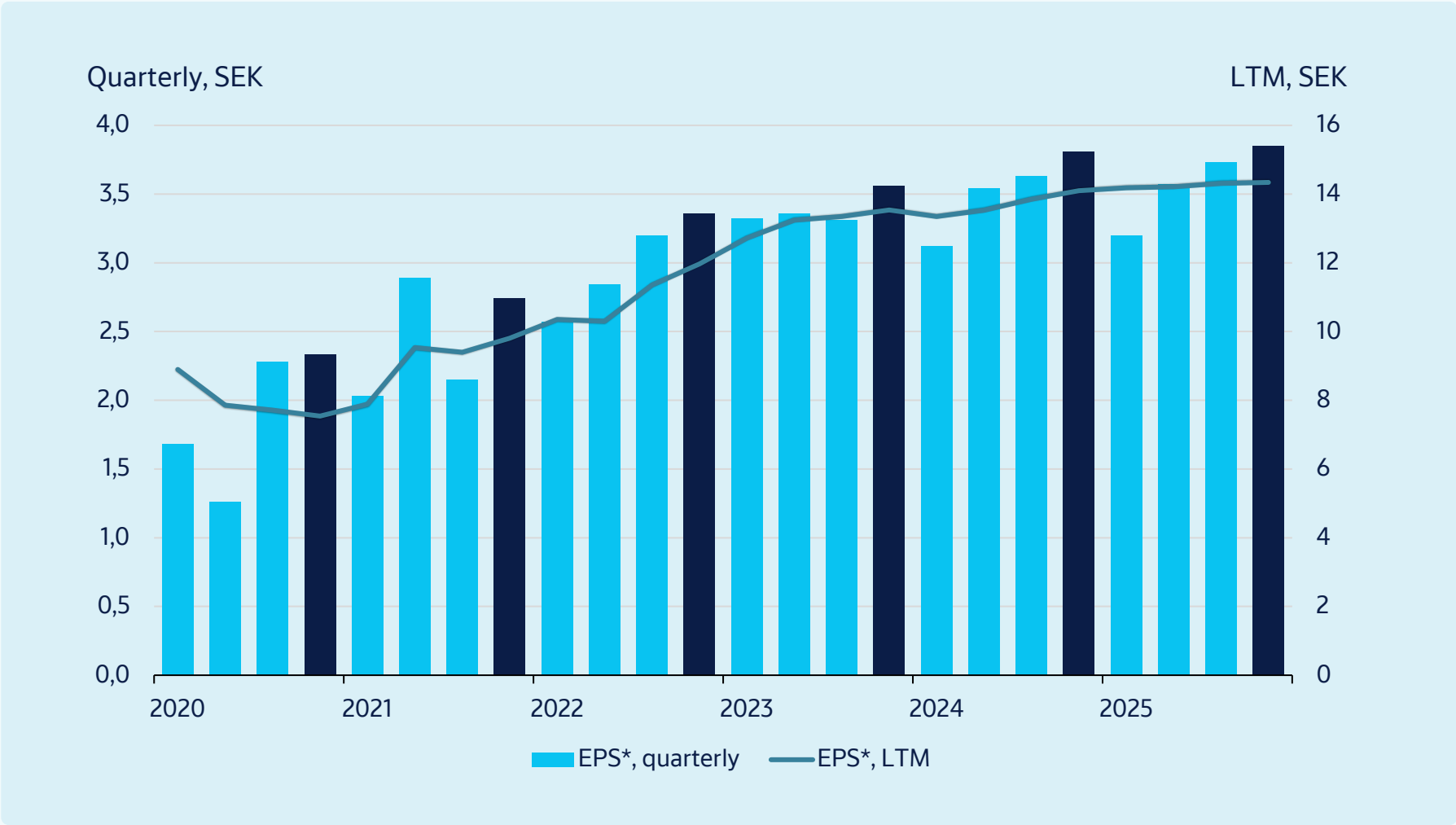
Net debt/EBITDA*

2.1

Change in net debt, MSEK

| 31 Dec 2024 | Operating activities | Investing activities | Tax | Dividend | FX | Other | 31 Dec 2025 |
|-------------|----------------------|----------------------|-------|----------|--------|-------|-------------|
| 70,253 | -22,015 | 12,420 | 5,170 | 6,563 | -8,352 | 238 | 64,277 |

Earnings per share



Proposed dividend per share 2025

SEK 6.40

Dividend % of EPS* since 2020**

43%

EPS* CAGR since 2020

14%

*Excluding items affecting comparability
**Including dividend proposed by the board for 2025

Conclusions

Strong execution in challenging market environment

Good organic sales growth of 4%

Record Q4 EBIT margin at 16.8%

- Excellent operating leverage of +80 bps

Strong operating cash flow

- Excellent cash conversion of 137%

The Board proposes a dividend of SEK 6.40 (5.90) per share, split between two equal trenches

Sustainability seminar on March 20th

- Registration at www.assaabloy.com/investors



Q&A

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Appendix

Opening Solutions EMEIA's bridge

| MSEK | Q4 2024 | Organic | Currency | Q4 2025 ex acq/div | Acq/Div | Q4 2025 |
|--------------------|---------|----------|----------|-----------------------|---------|---------|
| Growth | 2% | 4% | -6% | -2% | 5% | 3% |
| Sales | 6,481 | 264 | -378 | 6,367 | 299 | 6,666 |
| EBIT* | 962 | 45 | -6 | 1,001 | 16 | 1,017 |
| EBIT, %* | 14.8% | 17.0% | 1.5% | 15.7% | 5.3% | 15.3% |
| Dilution/accretion | | +0.1 pts | +0.9 pts | -0.5 pts | | |

| 12 months figures | Q4 2024 | Q4 2025 |
|---------------------|---------|---------|
| Sales | 25,098 | 25,822 |
| EBIT* | 3,552 | 3,748 |
| Operating cash flow | 3,872 | 4,277 |
| Cash flow/EBIT* | 109% | 114% |

*Excluding items affecting comparability.

Opening Solutions Americas' bridge

| MSEK | Q4 2024 | Organic | Currency | Q4 2025 ex acq/div | Acq/Div | Q4 2025 |
|--------------------|---------|----------|----------|-----------------------|----------|---------|
| Growth | 5% | 5% | -14% | -9% | 2% | -7% |
| Sales | 11,033 | 465 | -1,364 | 10,133 | 180 | 10,313 |
| EBIT* | 1,950 | 200 | -286 | 1,864 | -19 | 1,845 |
| EBIT, %* | 17.7% | 43.0% | 20.9% | 18.4% | -10.6% | 17.9% |
| Dilution/accretion | | +1.2 pts | -0.5 pts | | -0.5 pts | |

| 12 months figures | Q4 2024 | Q4 2025 |
|---------------------|---------|---------|
| Sales | 44,340 | 43,489 |
| EBIT* | 8,207 | 7,844 |
| Operating cash flow | 7,581 | 8,171 |
| Cash flow/EBIT* | 92% | 104% |

*Excluding items affecting comparability.

Opening Solutions APAC's bridge

| MSEK | Q4 2024 | Organic | Currency | Q4 2025 ex acq/div | Acq/Div | Q4 2025 |
|--------------------|---------|----------|----------|-----------------------|---------|---------|
| Growth | -10% | -2% | -13% | -15% | 0% | -15% |
| Sales | 2,217 | -42 | -281 | 1,894 | 0 | 1,894 |
| EBIT* | 119 | 52 | -27 | 145 | 0 | 145 |
| EBIT, %* | 5.4% | -125.9% | 9.5% | 7.6% | 0.0% | 7.6% |
| Dilution/accretion | | +2.9 pts | -0.7 pts | | 0.0 pts | |

| 12 months figures | Q4 2024 | | Q4 2025 |
|---------------------|---------|--|---------|
| Sales | 9,120 | | 8,145 |
| EBIT* | 619 | | 652 |
| Operating cash flow | 997 | | 537 |
| Cash flow/EBIT* | 161% | | 82% |

*Excluding items affecting comparability.

Global Technologies' bridge

| MSEK | Q4 2024 | Organic | Currency | Q4 2025 ex acq/div | Acq/Div | Q4 2025 |
|--------------------|---------|----------|----------|-----------------------|---------|---------|
| Growth | 10% | 9% | -12% | -3% | 7% | 4% |
| Sales | 6,493 | 477 | -637 | 6,333 | 430 | 6,763 |
| EBIT* | 1,253 | 110 | -175 | 1,188 | 93 | 1,281 |
| EBIT, %* | 19.3% | 23.1% | 27.5% | 18.8% | 21.7% | 18.9% |
| Dilution/accretion | | +0.3 pts | -0.9 pts | +0.2 pts | | |

| 12 months figures | Q4 2024 | Q4 2025 |
|---------------------|---------|---------|
| Sales | 24,179 | 26,077 |
| EBIT* | 4,224 | 4,635 |
| Operating cash flow | 4,585 | 5,390 |
| Cash flow/EBIT* | 109% | 116% |

*Excluding items affecting comparability.

Entrance Systems' bridge

| MSEK | Q4 2024 | Organic | Currency | Q4 2025 ex acq/div | Acq/Div | Q4 2025 |
|--------------------|---------|----------|----------|-----------------------|---------|---------|
| Growth | 14% | 2% | -9% | -7% | 2% | -5% |
| Sales | 13,839 | 260 | -1,220 | 12,880 | 250 | 13,131 |
| EBIT* | 2,424 | 156 | -267 | 2,314 | 45 | 2,359 |
| EBIT, %* | 17.5% | 60% | 21.9% | 18.0% | 18.0% | 18.0% |
| Dilution/accretion | | +0.9 pts | -0.4 pts | 0.0 pts | | |

| 12 months figures | Q4 2024 | Q4 2025 |
|---------------------|---------|---------|
| Sales | 49,451 | 50,715 |
| EBIT* | 8,493 | 8,699 |
| Operating cash flow | 10,017 | 8,612 |
| Cash flow/EBIT* | 118% | 99% |

*Excluding items affecting comparability.

Cost breakdown as % of sales

| % | QTD 2024 | QTD 2025 excl. acquisitions | Δ | QTD 2025 |
|-----------------|----------|--------------------------------|----------|----------|
| Direct material | -33.4% | -32.7% | +0.7 pts | -32.8% |
| Conversion cost | -24.7% | -24.4% | +0.3 pts | -24.1% |
| Gross margin | 41.9% | 42.9% | +1.0 pts | 43.1% |
| S, G & A | -25.4% | -25.9% | -0.5 pts | -26.3% |
| EBIT* | 16.5% | 17.0% | +0.5 pts | 16.8% |

| % | YTD 2024 | YTD 2025 excl. acquisitions | Δ | YTD 2025 |
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*Excluding items affecting comparability.

Thank you

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