

Sustainability seminar 2026

March 20, 2026

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



Stay safe and secure



Evacuation / Shelter

Alarm, evacuation route and assembly point



Emergency

First-aid kit, heart defibrillator, emergency number



Wellbeing

Personal protective equipment, physical and mental health



Digital threat prevention

Share information through secured, company-approved platforms



Data protection

Protect your data, accounts and devices from unauthorized access



Physical security

Act secure – avoid tailgating, eavesdropping, etc.



Agenda

- 01. Welcome & Introduction**
- 02. ASSA ABLOY & Sustainability**
Erik Pieder, CFO
- 03. Sustainability program to 2025**
Charles Robinson, VP & Head of Sustainability
- 04. People**
Allan Cooper, EVP & Chief HR Officer
- 05. Sustainability program to 2030**
Charles Robinson, VP & Head of Sustainability
- 06. Innovation & Product Sustainability**
Anders Forslind, VP & Head of Product Sustainability
- 07. Key Takeaways & Q&A**
Erik Pieder, CFO

Introduction

Erik Pieder, Executive Vice President & CFO

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



Our approach to sustainability

Sustainability unlocks growth and efficiency



Sustainability is integrated in the ASSA ABLOY 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

Mission

- ✓ Build sustainable shareholder value
- ✓ Provide added value to our customers, partners, and end-users
- ✓ Be a world-leading organization where people succeed
- ✓ Conduct business in an ethical, compliant, and sustainable way

Financial targets

- ✓ Sales growth of 10% over a business cycle
- ✓ EBIT margin of 16-17%

Core values and beliefs

- Empowerment
- ✓ Innovation
- ✓ Integrity

Strategic objectives

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

Priorities

Growth accelerators

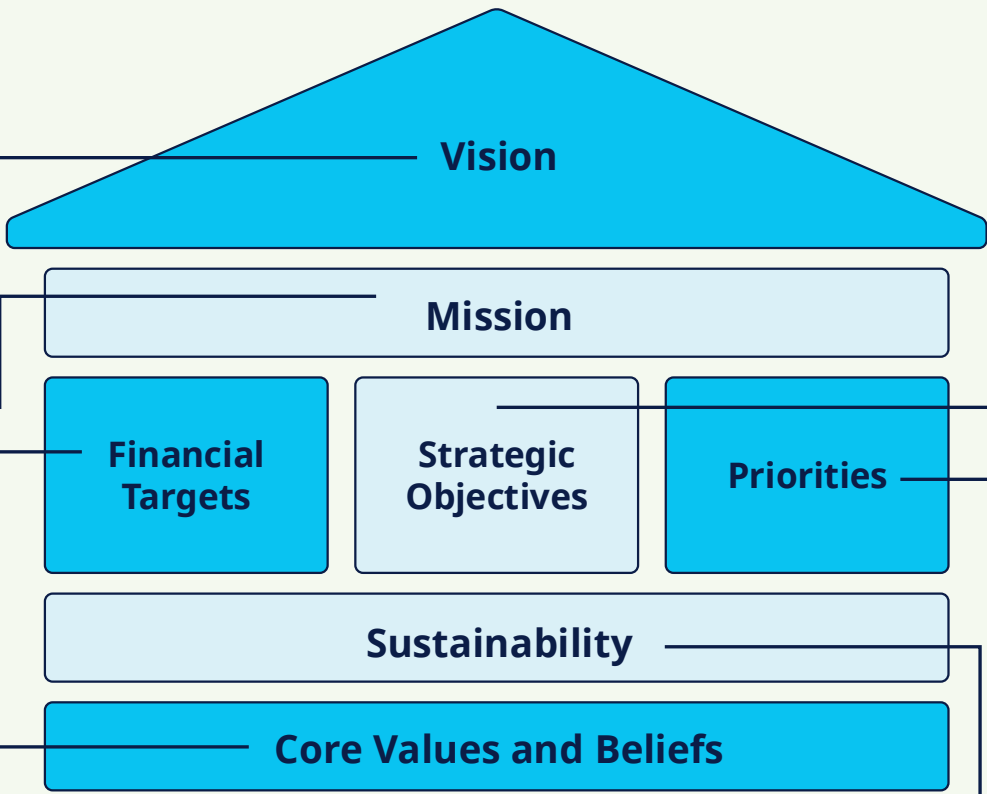
- Pricing excellence
- ✓ Increase service penetration
- ✓ Generate more recurring revenue
- ✓ Actively upgrade installed base
- Grow in emerging markets
- Continue with successful acquisitions

Growth enablers

- ✓ Consolidate footprint and focus on value added
- ✓ Optimize logistics
- ✓ Reduce product cost

Sustainability

- ✓ is a business enabler for our strategic objectives and is integrated into everything we do



Leading our industry towards a more sustainable future



We have set Science Based Targets

Scope 1 & 2 absolute carbon emission reduction between 2019 and 2030

-50%

Scope 3 absolute carbon emission reduction between 2019 and 2030

-28%

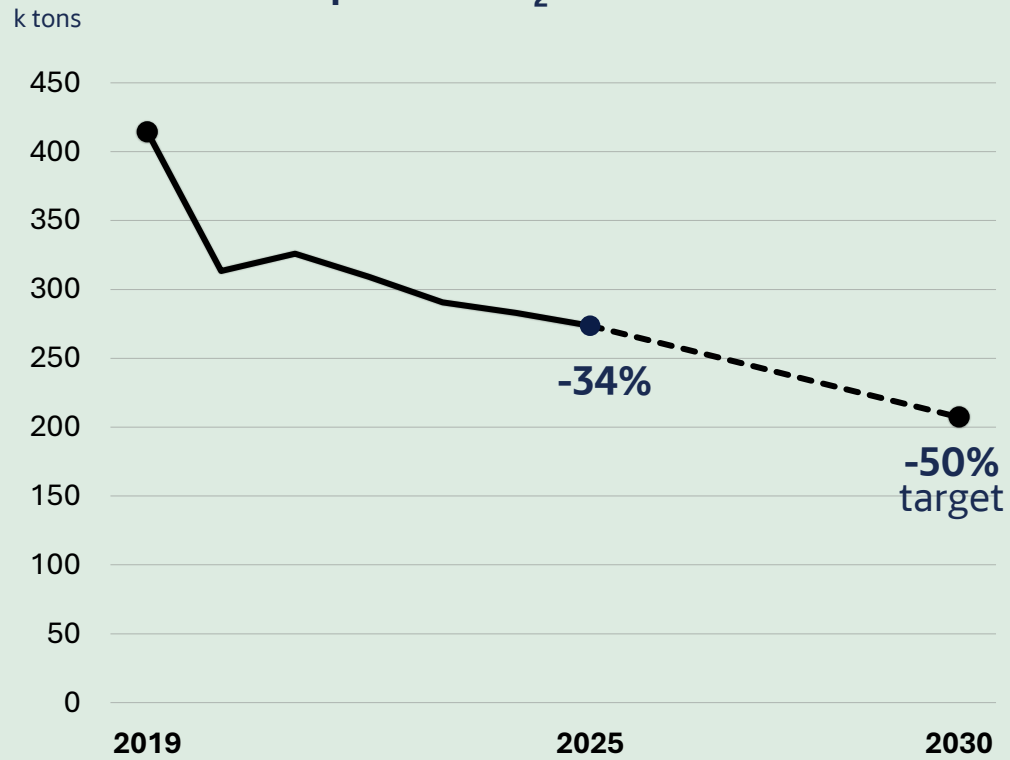
Scope 1, 2 & 3 carbon emissions no later than 2050

**Net
zero**

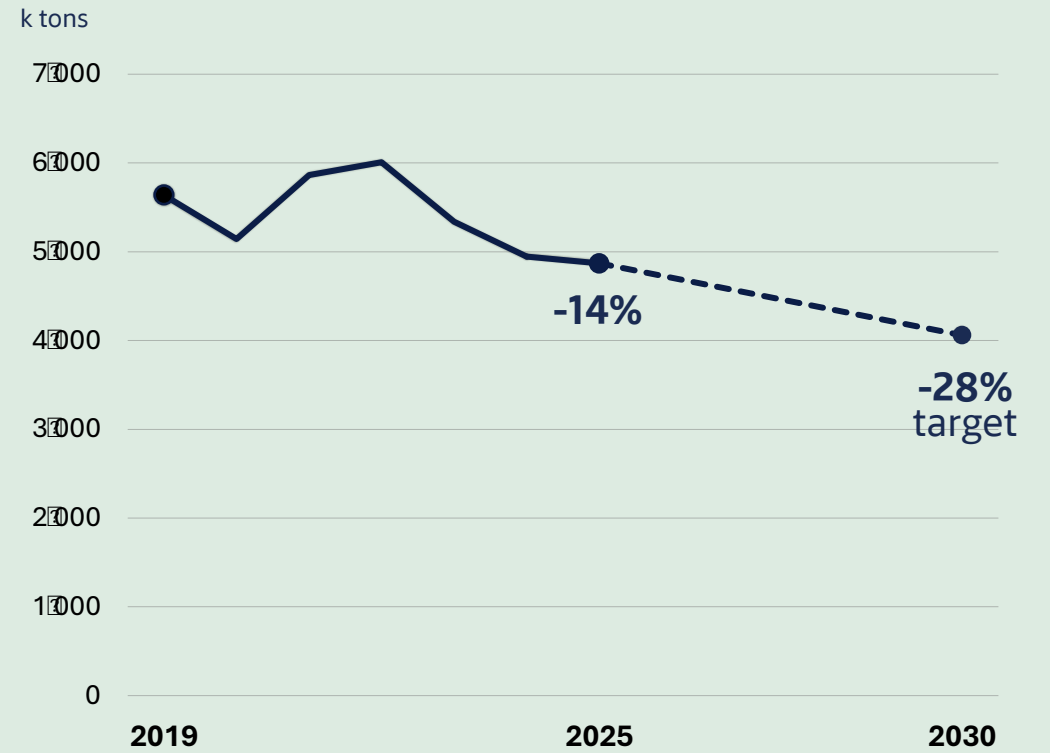
Our sustainability targets are funded through our standard capital expenditure process, **following the same rules as other capital investments**

Delivering on our Science Based Targets

Scope 1 & 2 CO₂ emissions



Scope 3 CO₂ emissions



Extending our scope

- Proud to launch our 5th sustainability program extending to 2030
- Targets build on the success and momentum of previous programs

We are raising our ambition level!

Sustainability program 2030

Science Based Targets for Scope 1 & 2 carbon emissions

Science Based Targets for Scope 3 carbon emissions

Product Sustainability Process applied to achieve SBT Scope 3 Reduction

Energy, water, waste intensity

Renewable energy

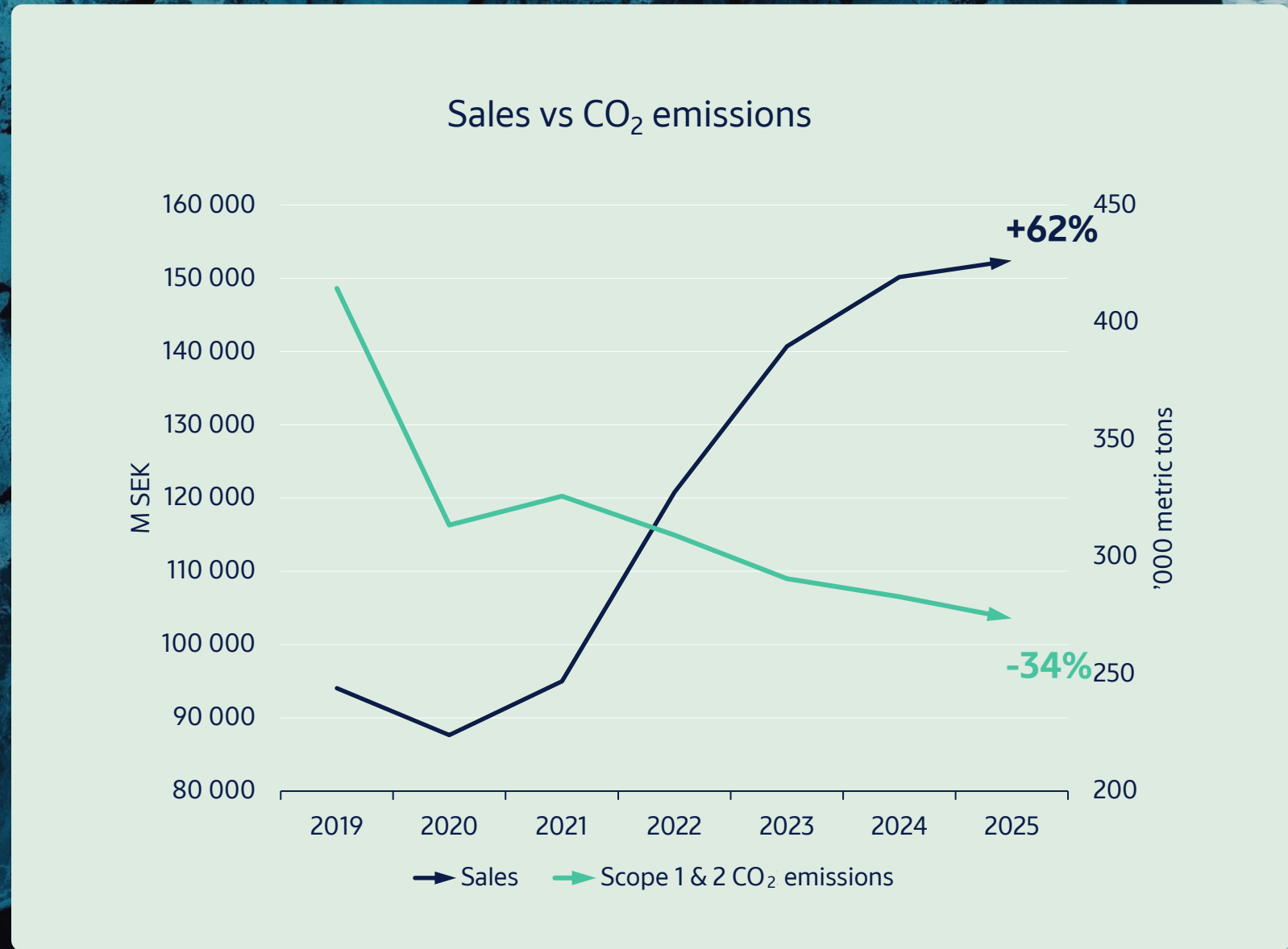
ISO 14001 sites certified

Supplier sustainability audits and Code of Conduct for Business Partners

Injury rate and injury lost day rate

Sustainability is integrated in everything we do

- Sustainability is integrated into strategy, operations, and innovation
- Growth and decarbonization go hand in hand
- We are setting the foundation for long-term sustainable growth



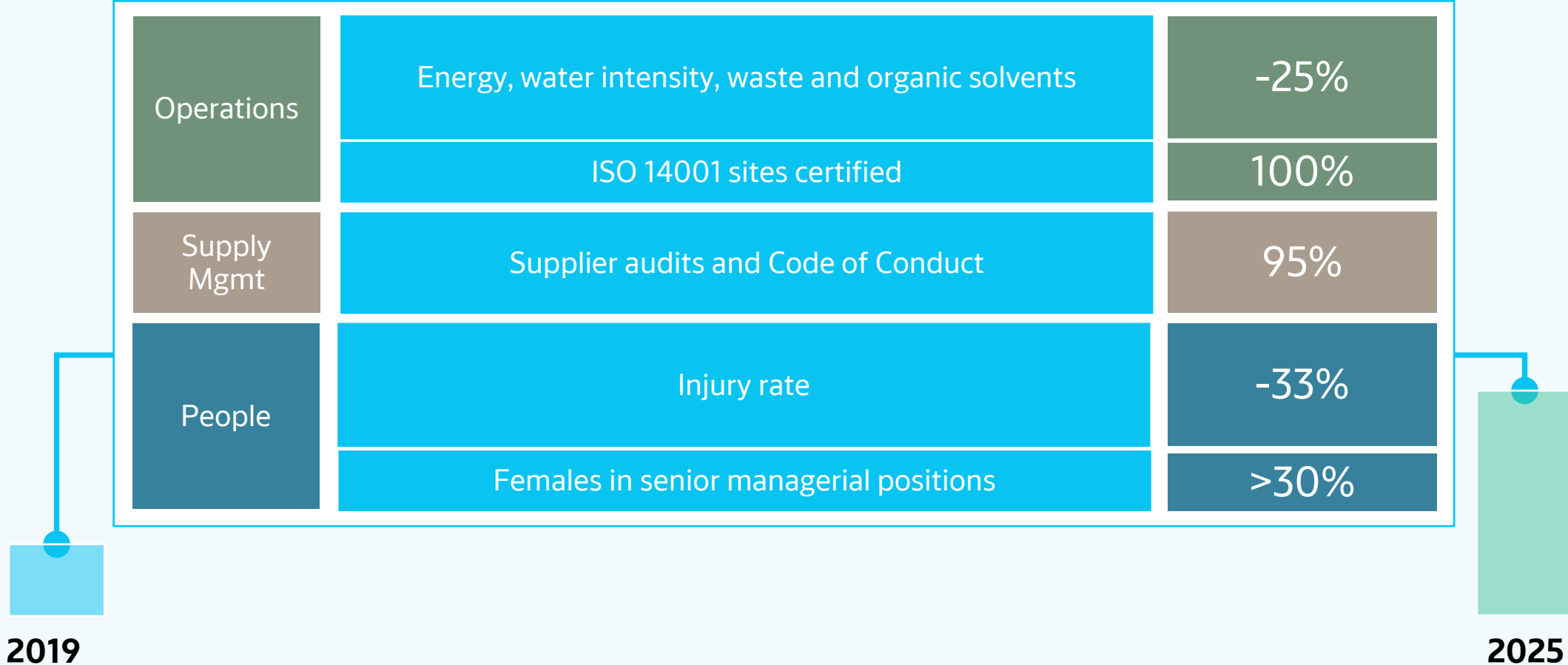
Sustainability program 2025

Charles Robinson, VP & Head of Sustainability

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Sustainability program 2025



Sustainability program to 2025

Operations

	Carbon footprint <i>(Scope 1 & 2)</i>	Energy intensity <i>(MWh/SEK M)</i>	Water intensity <i>(m³/SEK M)</i>	Hazardous waste Intensity <i>(kg/SEK M)</i>	Non-hazardous waste intensity <i>(kg/SEK M)</i>	Organic solvents intensity <i>(kg/SEK M)</i>	ISO 14001 <i>(% of sites certified)</i>
2025 target	-25%	-25%	-25%	-25%	-25%	-50%	100%
Outcome	-34%	-38%	-59%	-34%	-27%	-69%	88%
Progress 2019-2025	✓	✓	✓	✓	✓	✓	↗

GCSEA Guli Solar Video



Porto Feliz, Brazil

PHASE

01



- Water consumption: 50,000,000 liters annually
- Cost: 240,000 USD

PHASE

02



- Reuse system applied to plating process

PHASE

03



- Reverse Osmosis system implemented to reuse water in the process

Porto Feliz, Brazil

PHASE

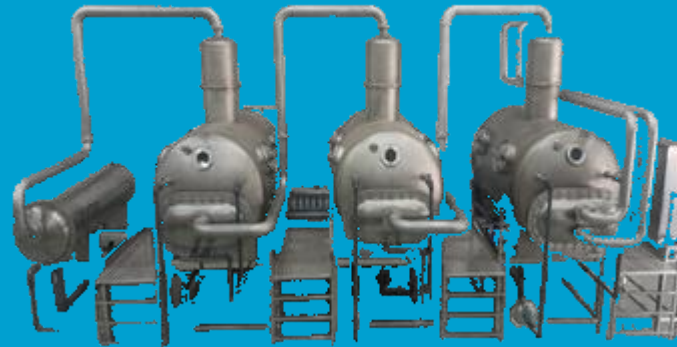
04



- Ion resin exchange treatment of water with cyanide

PHASE

05



- Vacuum evaporator system to treat water from the Reverse Osmosis system

TOTAL SAVINGS

WATER CONSUMPTION

-98%

240,000 USD

CHEMICAL
CONSUMPTION

260,000 USD

TOTAL SAVINGS

500,000 USD

Factory focus | Ameristar, Entrance Systems Division



2021



2023



2025

2019-2025

Water, -38%

Solvents, -81%

Organic Growth, +81%

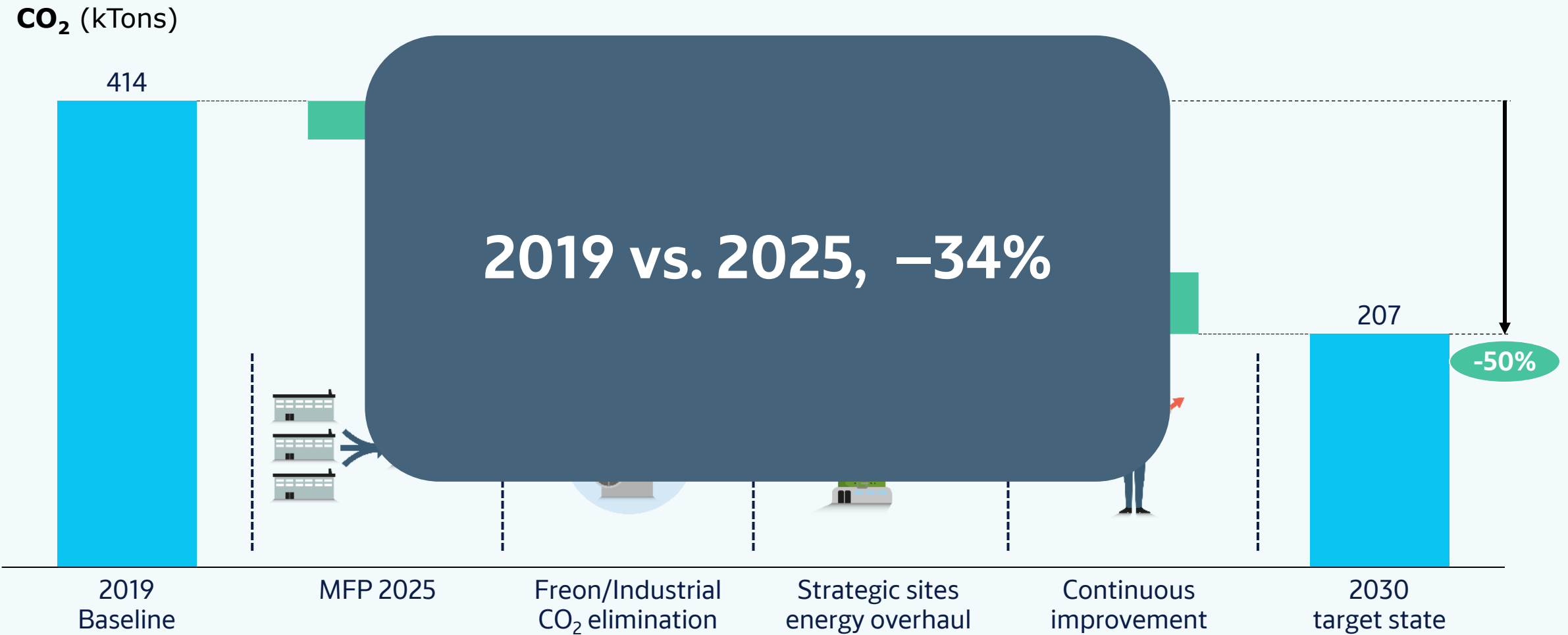
Science Based Targets | Progress



SCIENCE
BASED
TARGETS

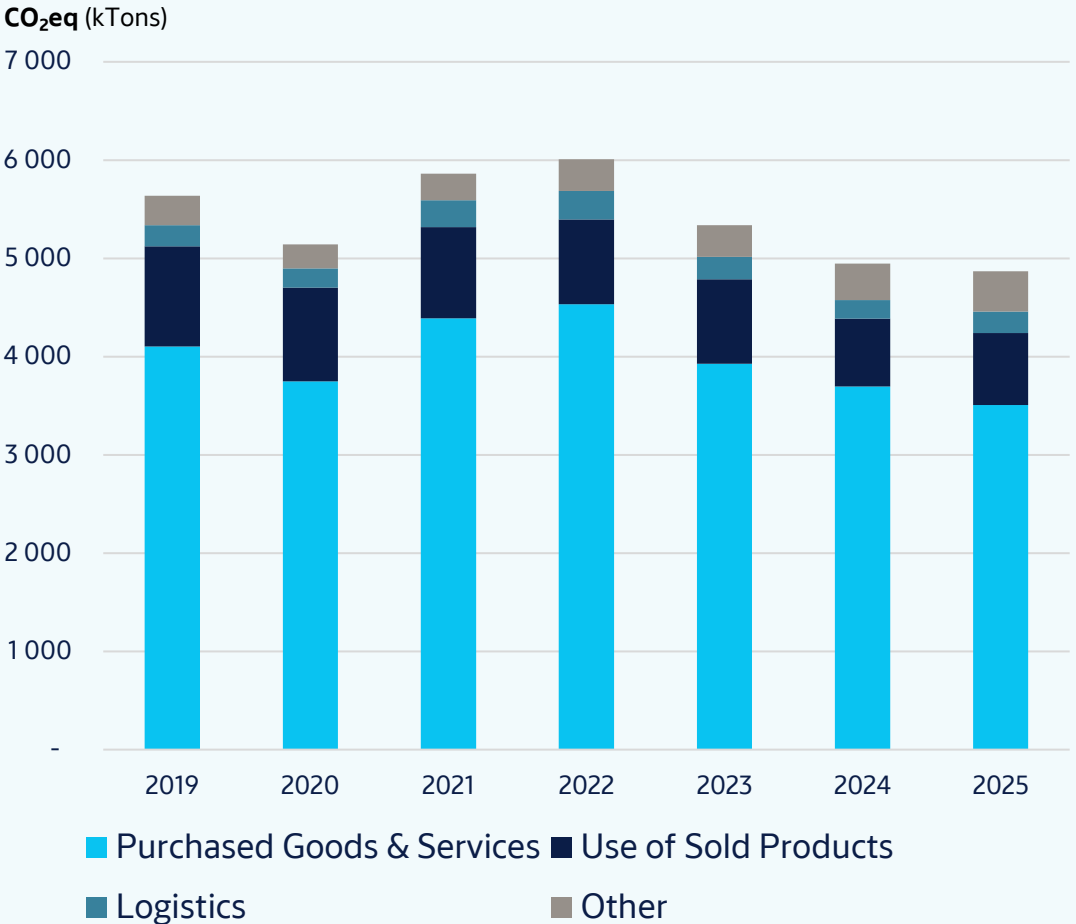
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

4-pronged approach to reduce Scope 1 & 2 emissions by 50% by 2030



Scope 3 | Progress and waterfall

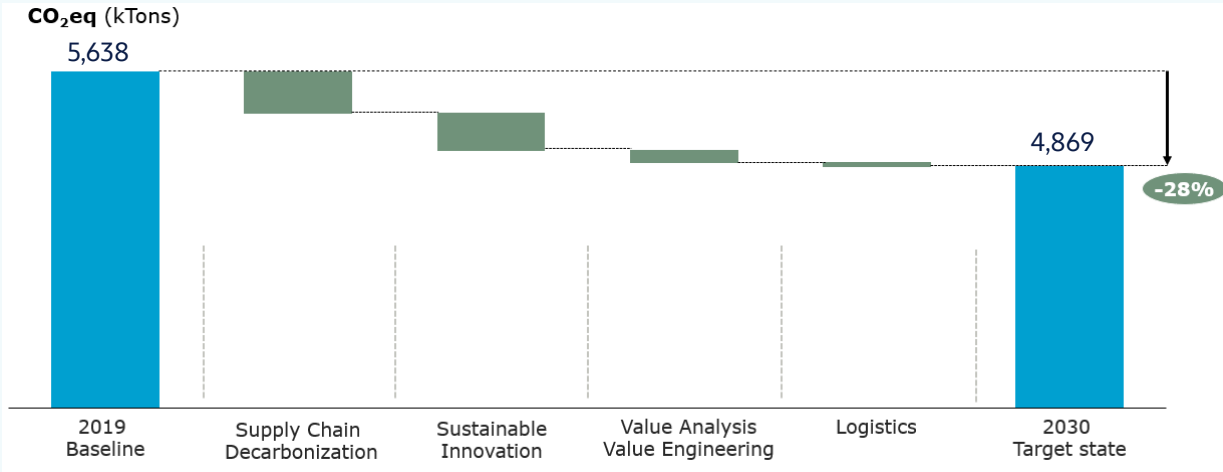
Scope 3 emissions footprint







-14%
2025 vs. 2019 baseline

Scope 3 waterfall






Sustainability program to 2025

Supply management

	Supplier sustainability audits (% of direct material spend)	Code of Conduct for Business Partners (% of direct and indirect material spend)
2025 target	95%	95%
Outcome	95%	89%
Progress 2019-2025		

People

Injury rate (number of injuries per million hours worked)	Injury lost day rate (number of lost days related to injuries per million hours worked)	Gender diversity (% of women in management positions)
-33%	-33%	30%
-27%	-8%	29%
		

People

Allan Cooper, EVP & Chief HR Officer

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Dedicated work gives strong results

Our progress reflects our commitment to a safe, inclusive workplace and growth opportunities

Health and Safety

- Strong onboarding of acquisitions into the safety program is key to progress
- Focus on processes and procedures first, behaviors and culture next

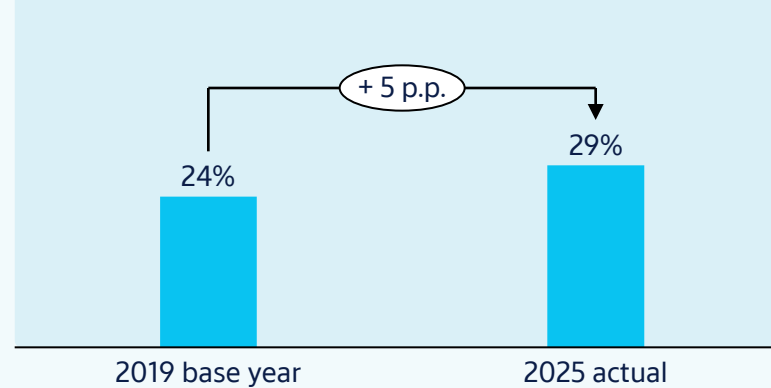
Injury rate development, 2019 - 2025



Diversity

- Progress toward building a more diverse leadership pipeline
- Emphasis on development, merit-based talent practices, and transparency

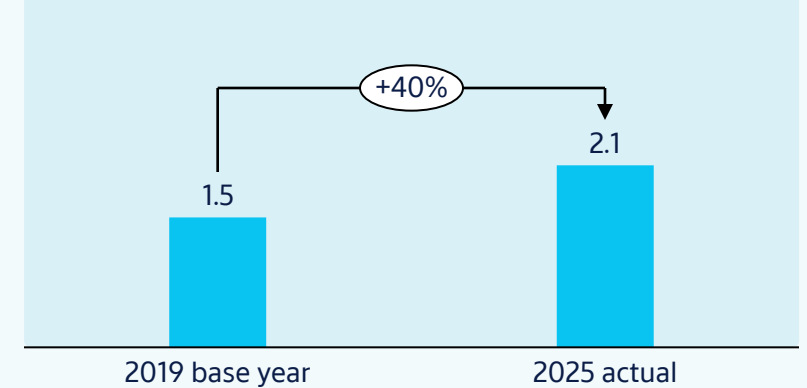
Females in management positions, 2019 - 2025



Talent

- Visibly strengthened talent pipeline
- Promote internal mobility by providing opportunities for employees' development and career advancement

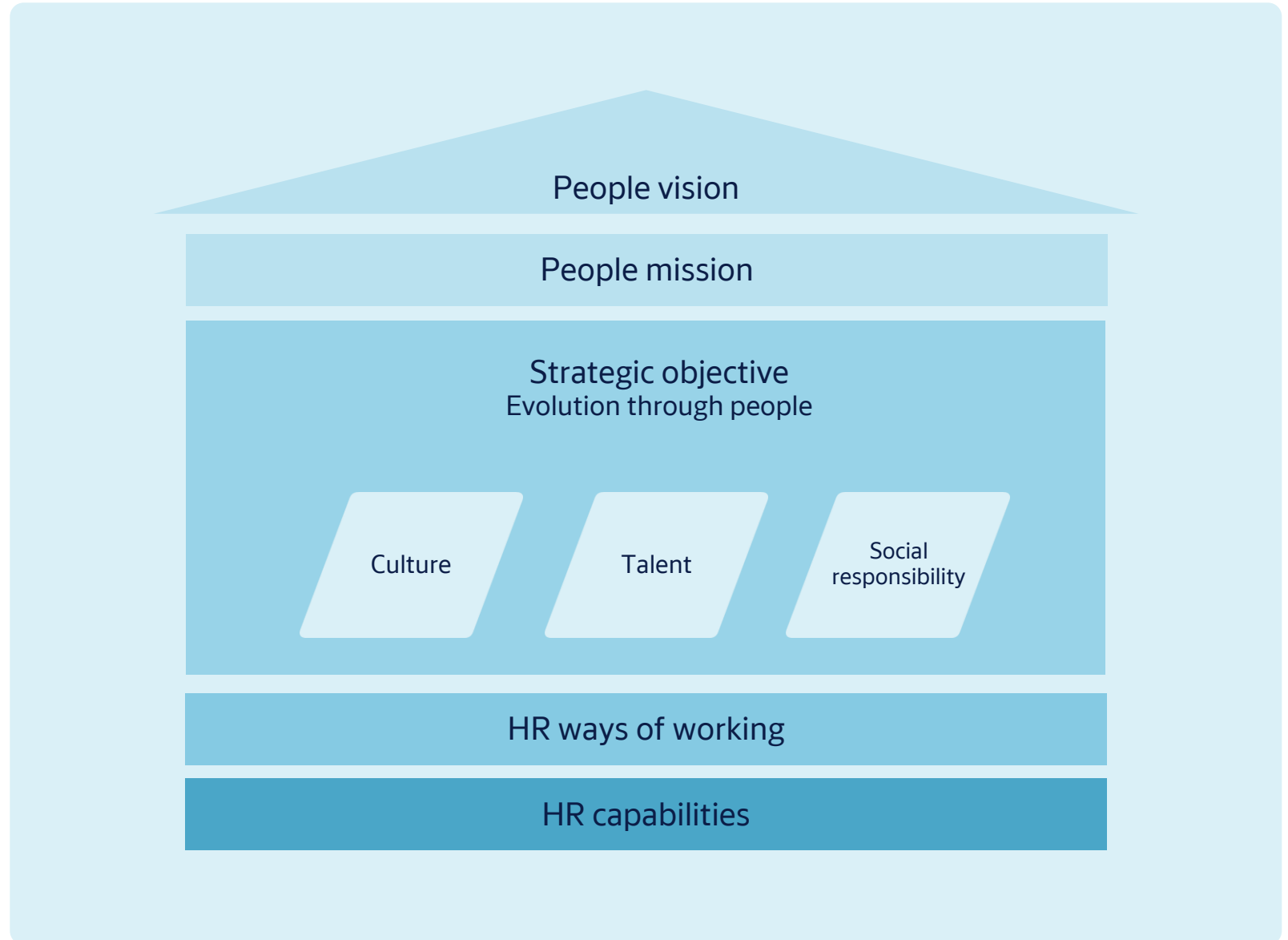
Internal applicants per position, 2019 - 2025



People strategy 2030

People make it happen

- Our people vision:
 - To create a safe and more open world by empowering our people to reach their full potential
- Our focus areas:
 - Culture
 - Talent
 - Social Responsibility



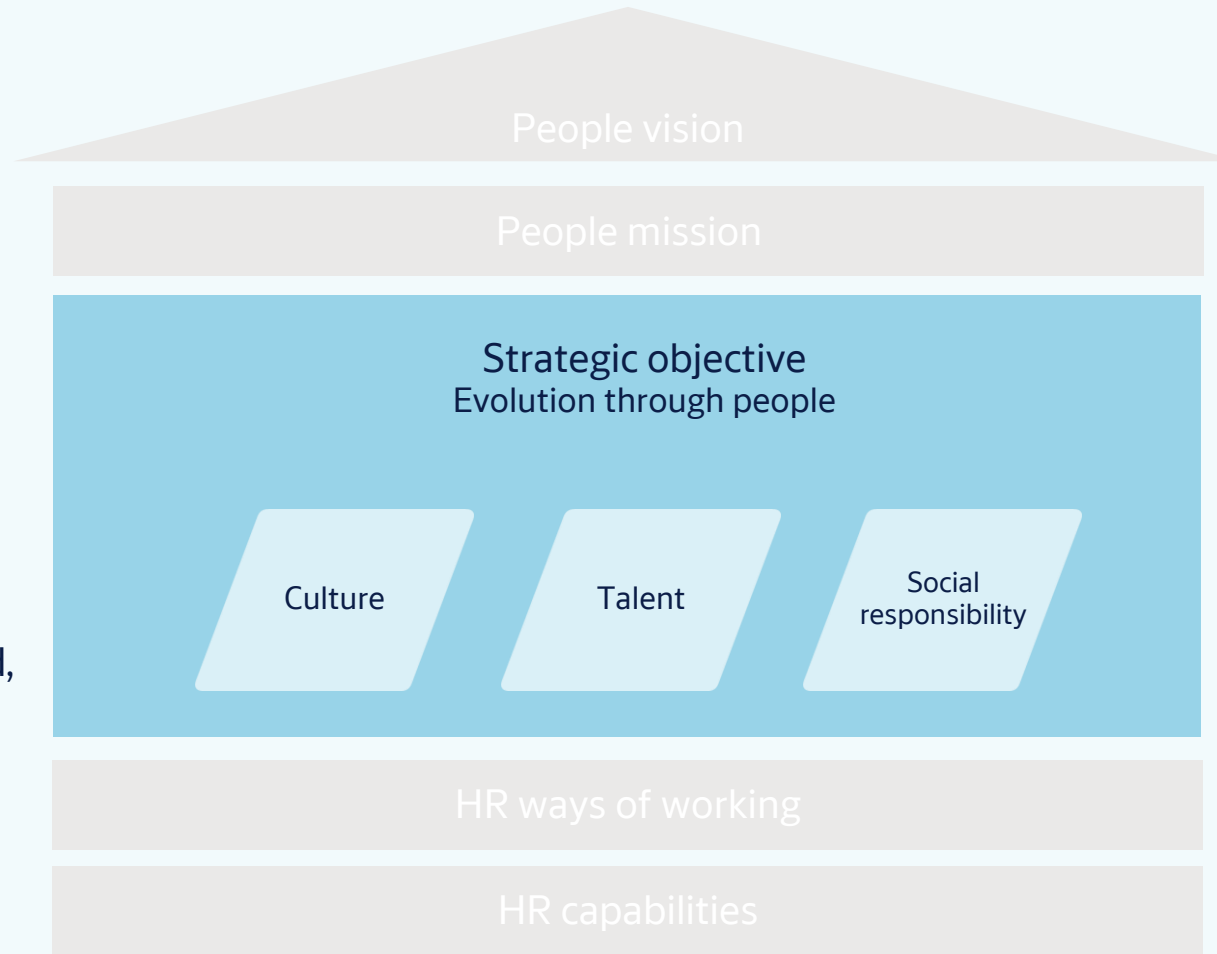
Building the future: vision for 2030

Culture

We are united by purpose and beliefs - empowered by innovation, integrity, and inclusion - growing through shared values and common culture.

Talent

We attract top talent by strengthening employer brand, empower growth-minded leaders, promote internal mobility, and build a skilled, adaptable workforce to meet future challenges.



Social Responsibility

We act with integrity, promote safety, well-being and fairness, and use people insights to guide decisions that support long-term social sustainability.

2030 ambition

- Strengthened employee engagement
- Enhanced internal mobility and growth opportunities
- Further reduction in injury rate (-20%)
- Safety aspiration: Together to zero
- A broad diversity of perspectives and ways of thinking



Sustainability program 2030

Charles Robinson, VP & Head of Sustainability

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



Building on the 2025 program progress we are extending our program scope for the 2030 program



Sustainability program 2030 2025-2030



Sustainability program 2025 2020-2025



Sustainability program 2020 2015-2020

Achievements:

- ✓ Energy intensity –30%
- ✓ Injury rate –58%

Operations	Energy, water intensity, waste and organic solvents	-20%
	ISO 14001 sites certified	120
Supply Mgmt	Supplier audits and Code of Conduct	90%
People	Injury rate	-55%
	Females in senior managerial positions	30%

2015 | 2020

Achievements:

- ✓ Water intensity –59%
- ✓ Hazardous waste intensity –34%

Operations	Carbon, water intensity, waste and organic solvents	-25%
	ISO 14001 sites certified	100%
Supply Mgmt	Supplier audits and Code of Conduct	95%
People	Injury rate	-33%
	Females in senior managerial positions	>30%

2019 | 2025

Focus going forward:

- Raised ambition level
- Updated targets for climate, operations, supply management & people
- Adding innovation/product sustainability

Long term ambition: Achieve our Net Zero Science Based Targets by 2050

Sustainability program 2030 vs the 2025 base year		
Climate	Science Based Targets for Scope 1 & 2 carbon emissions	-50% ¹
	Science Based Targets for Scope 3 carbon emissions	-28% ¹
Innovation/Product sustainability	Product sustainability process for Science Based Targets Scope 3 reduction	80% of revenue ²
Operations	Energy, water, waste intensity	-30%
	Renewable energy	30%
	ISO 14001 of required sites certified	95%
Supply management	Supplier sustainability audits and Code of Conduct for Business Partners	95% of spend
People	Injury rate and injury lost day rate	-20%

We have launched a new sustainability program with targets towards 2030



Long term ambition: Achieve our Net Zero Science Based Targets by 2050

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¹ vs. 2019 base year; all other targets vs. 2025 base year

² revenue covered by our Product Sustainability Process

How will we get to 2030 | Sustainability Kaizen

Resource efficiency

Lower consumption:

- Energy
- Water
- Waste



Reduced costs

Kaizen workshops generate **50-100** improvement opportunities



Leverage existing **Lean Manufacturing** skillset



Lower costs, **increased** profitability



Cost-efficiency in everything we do

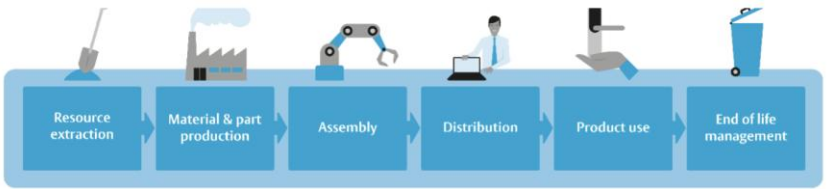
How will we get to 2030 | Green Team Playbook video

The Green Team Maturity Tree

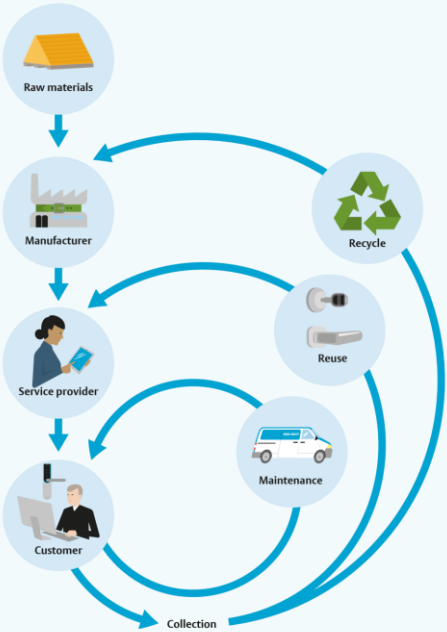


Circular Economy | Key focus in 2026

Linear Economy:



Circular Economy:



Circular Economy Strategy

Circular Economy education & awareness

Circular Economy pilots



Boost our growth accelerators

- Generate recurring revenue
- Increase service penetration
- Actively upgrade installed base

We have launched a new sustainability program with targets towards 2030



Long term ambition: Achieve our Net Zero Science Based Targets by 2050

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Innovation & Product Sustainability

Anders Forslind, VP & Head of Product Sustainability

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We have launched a new sustainability program with targets towards 2030



Long term ambition: Achieve our Net Zero Science Based Targets by 2050

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² revenue covered by our Product Sustainability Process

A three-step process to deliver the Innovation and Product Sustainability target



The target measures the extent to which the product sustainability process is applied across the product portfolios. At least 80% of total product portfolio revenue must be covered.

The priorities that product sustainability will focus on until 2030

Strategic support SBT Scope 3

- Tool support on product, portfolio and aggregated portfolio level

Sustainable Solutions

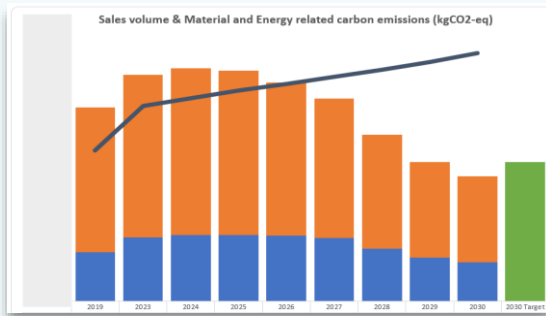
- Launch Sustainability Compass 2.0
- New Tools platform introduced

Commercialize Sustainable Products

- Support sales and marketing with sustainable sales material
- Strengthen internal EPD development efficiency

Product Sustainability Compliance

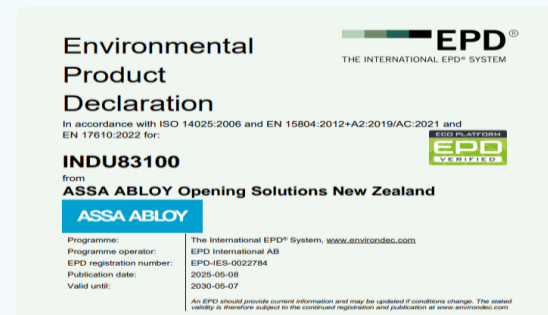
- Ensure robust product sustainability compliance to reduce regulatory risk and highlight commercial openings



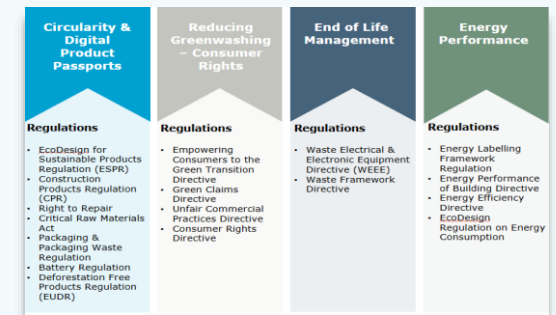
Sustainable Portfolio Planning tool



Sustainability Compass 2.0



EPD capabilities

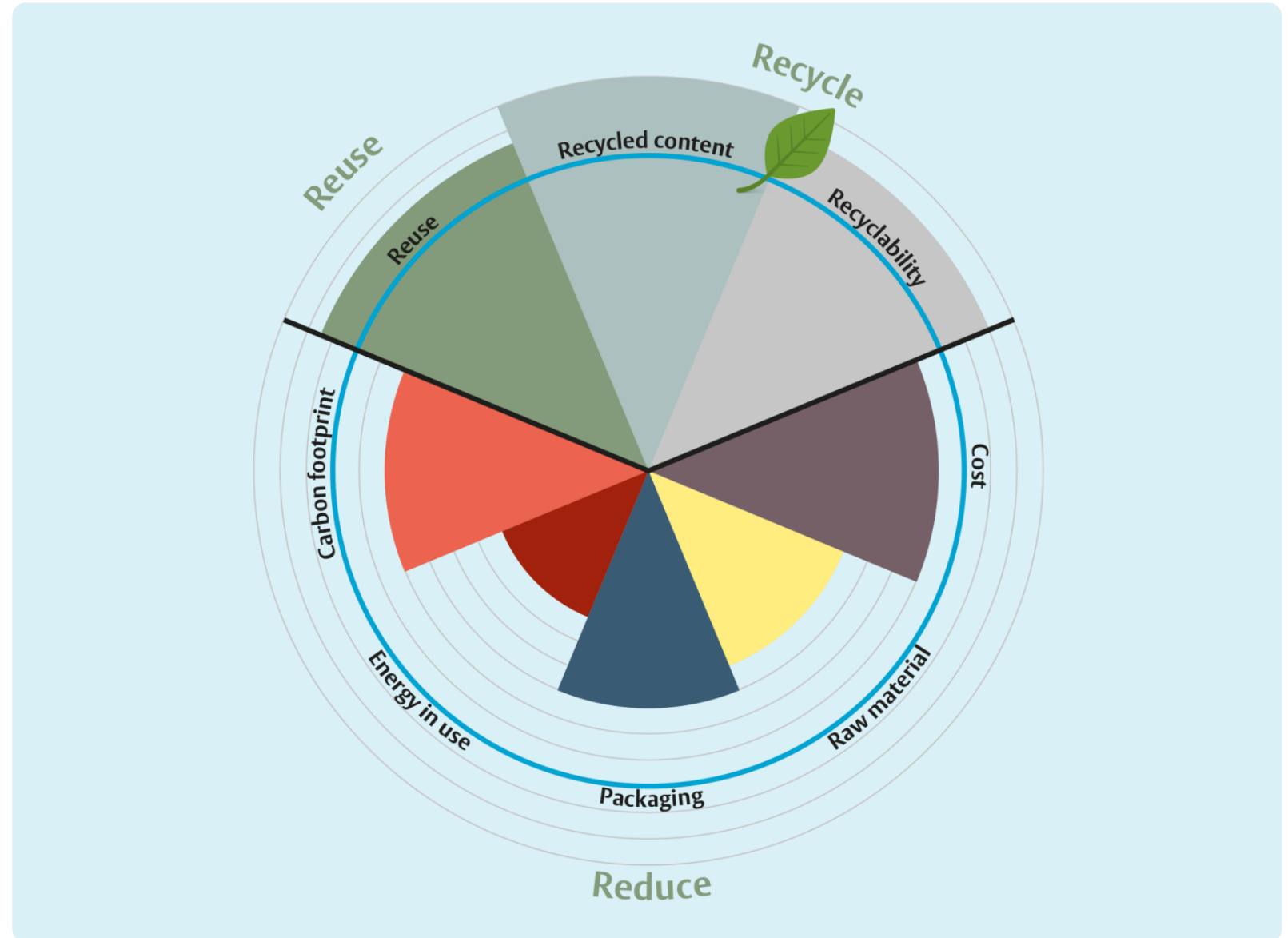


Product Sustainability Compliance framework

Sustainability Compass (since 2016)

Accelerate the usage of environmental data early in product development

- Up to 80% of a product's footprint is determined in its design phase
- The Sustainability Compass creates sustainability awareness and guides towards sustainable solutions
- Establish a lasting change culture "continue to improve"



New Sustainability compass 2.0



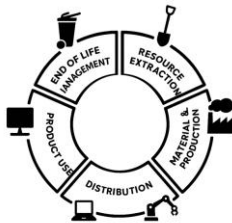
Guidance for development of sustainable solutions



Alignment with goals and compliance

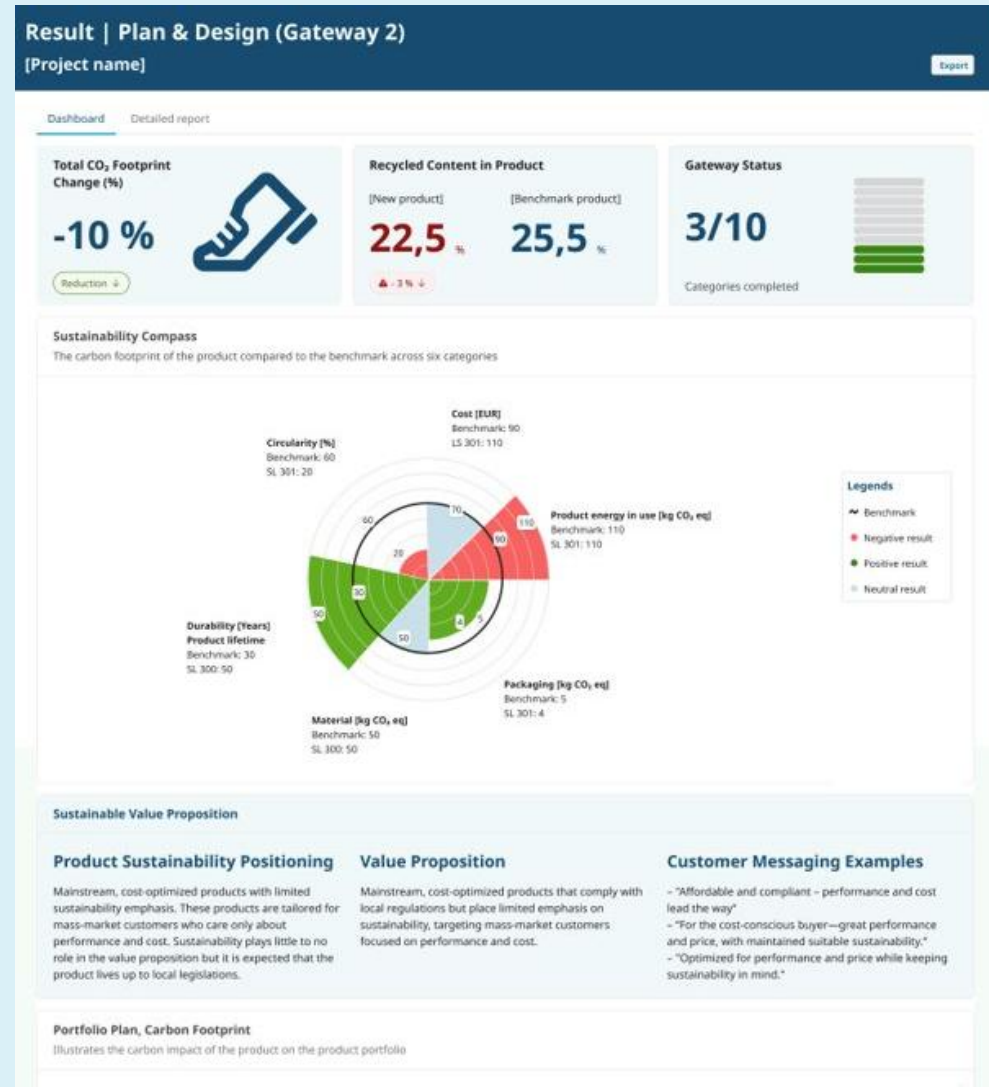


Competitiveness through market differentiation



Circularity Business models and Design guidelines

Supported by internal product sustainability calculation tools



Environmental Product Declarations (EPDs)

What is and Environmental Product Declaration

An EPD is a standardized, third-party-verified disclosure of a product's environmental performance across its lifecycle, providing credible and comparable sustainability data.

Competitive Advantage

Differentiates our products by showcasing their environmental performance, like:

- Supports compliance with emerging regulations, including the Digital Product Passport
- Enables customer certifications such as LEED and BREEAM
- Provides accurate carbon footprint data relevant to Scope 3 emissions to be compared with competitors' data

Internal EPD process

Internal process will enable ASSA ABLOY to faster and more efficient develop EPDs going forward



Summary

- Clear strategic priorities towards 2030
 - Strategic support SBT Scope 3
 - Sustainable Solutions
 - Commercialize Sustainable Products
 - Product Sustainability Compliance
- New target for Innovation/Product Sustainability in Sustainability program 2030

“To focus our efforts where they create maximum impact—targeting the areas with the greatest potential for SBT Scope 3 reductions.”



Key takeaways

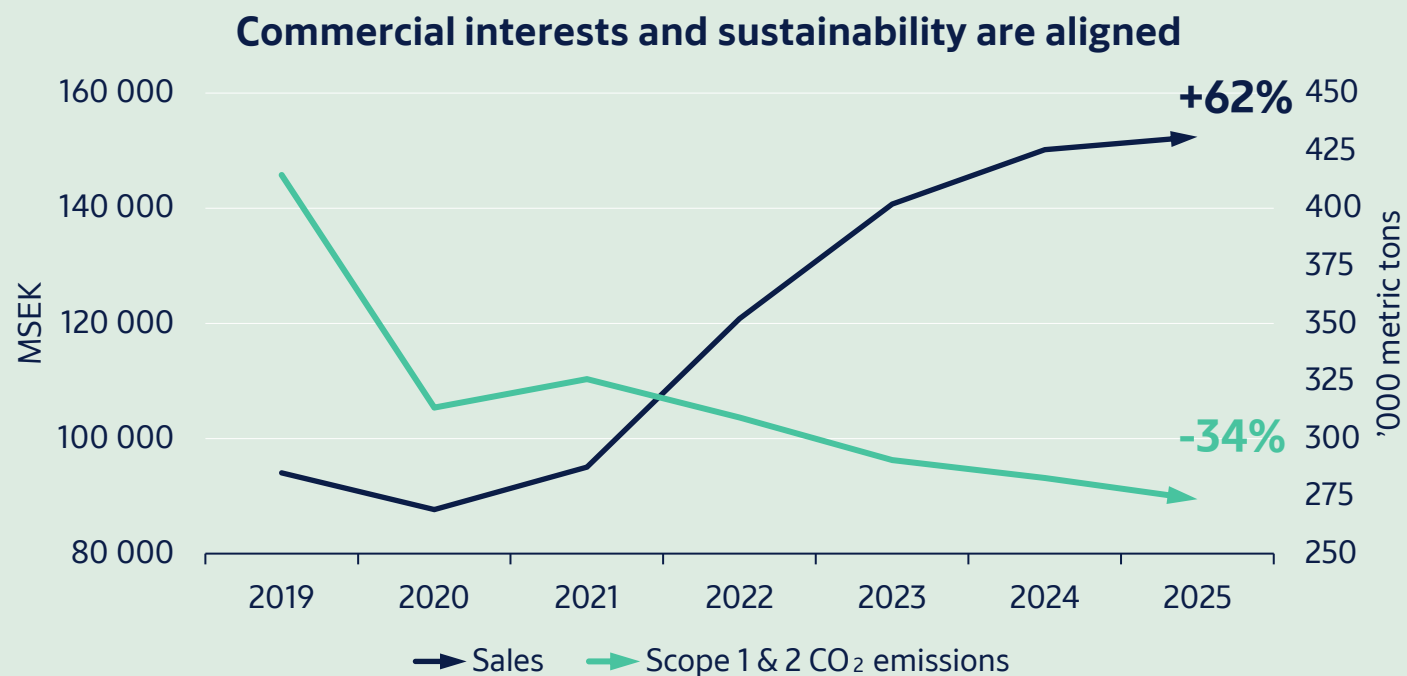
Erik Pieder, Executive Vice President & CFO

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Key takeaways

- The sustainability program to 2025 was successfully completed and we are raising our ambition level to 2030
- Sustainability is integrated in everything we do



Q&A

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Thank you!

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