

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.

# Sustainability roundtable discussion

8 September 2023

Experience a safer and more open world

ASSA ABLOY



# Safety first



Stay home if you have flu symptoms



Keep your distance



Wash/sanitize hands



Alarm



Assembly point



Emergency exit



Emergency number



First aid kit



Protective equipment

An aerial photograph of a person sitting on a wooden bench, painting a large white outline of a house on a green lawn. The house outline includes a gabled roof, a rectangular main body, and four rectangular window openings. The person is positioned at the bottom center of the house outline, facing away from the camera.

# Agenda

14:00

Welcome and introduction

14:05

ASSA ABLOY and sustainability  
*Nico Delvaux, President & CEO*

14:30

Implementation and tracking of science-based targets

15:00

Status update on our 2025 sustainability program

15:40

Break

15:45

Commercializing sustainable innovation

16:30

Financial opportunities and risks  
*Erik Pieder, CFO*

16:50

End. Thank you!



Sustainability is  
integrated  
in everything we do...

...and we have consistently  
delivered in line with our  
commitments and targets

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

**10%**  
sales growth  
per annum  
over a  
business cycle

**16-17%**  
EBIT-margin over a  
business cycle

...and as a truly global company and an industry leader we have a **responsibility** to play our part to mitigate climate change and ensure the health & safety of our employees

# Sustainability strengthens competitiveness and accelerates growth

## 1 Sustainability is a clear driver for economic growth...

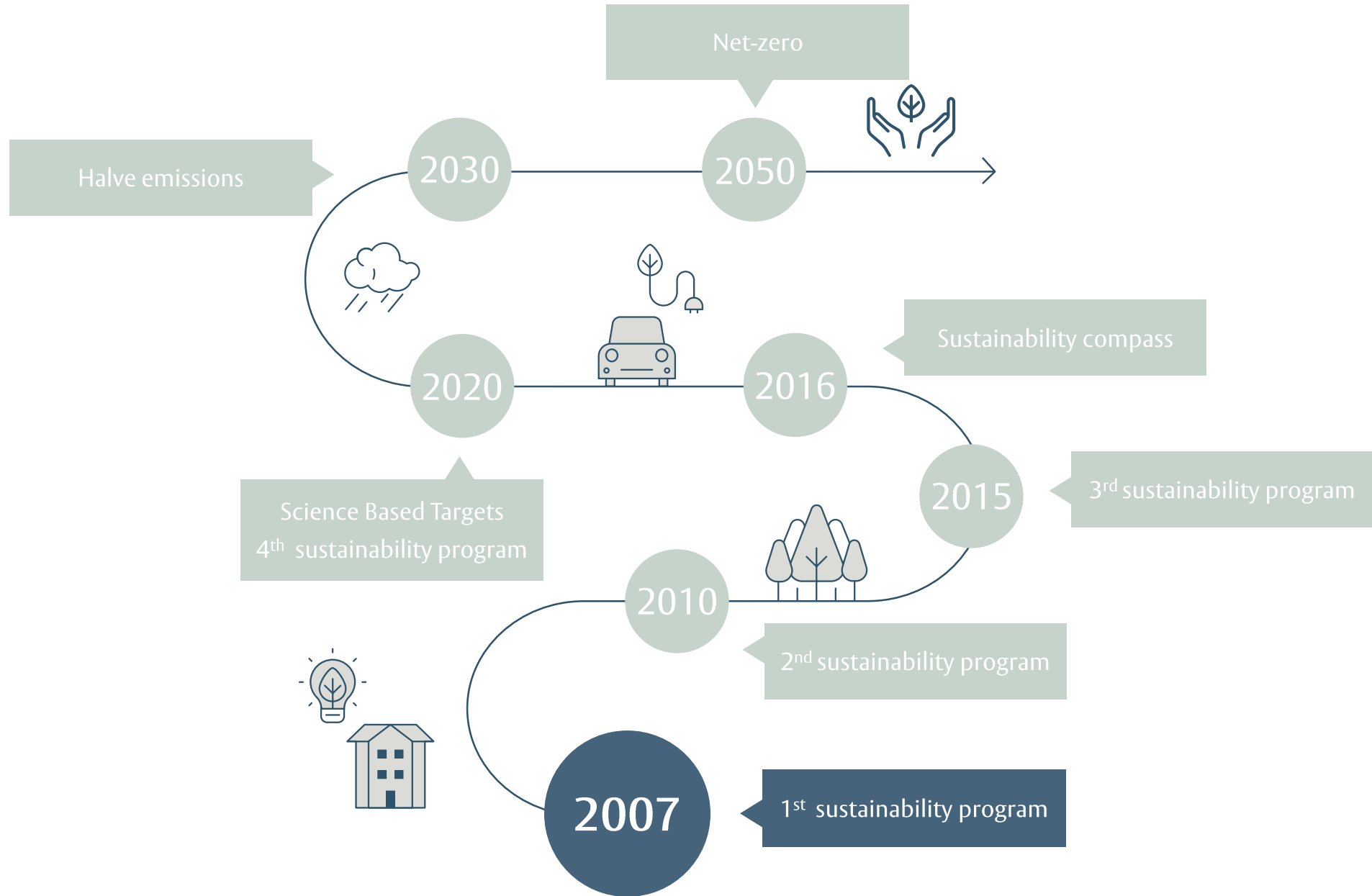
- Sustainability is vital to economic and industrial development
- Increased demand from customers for sustainable products

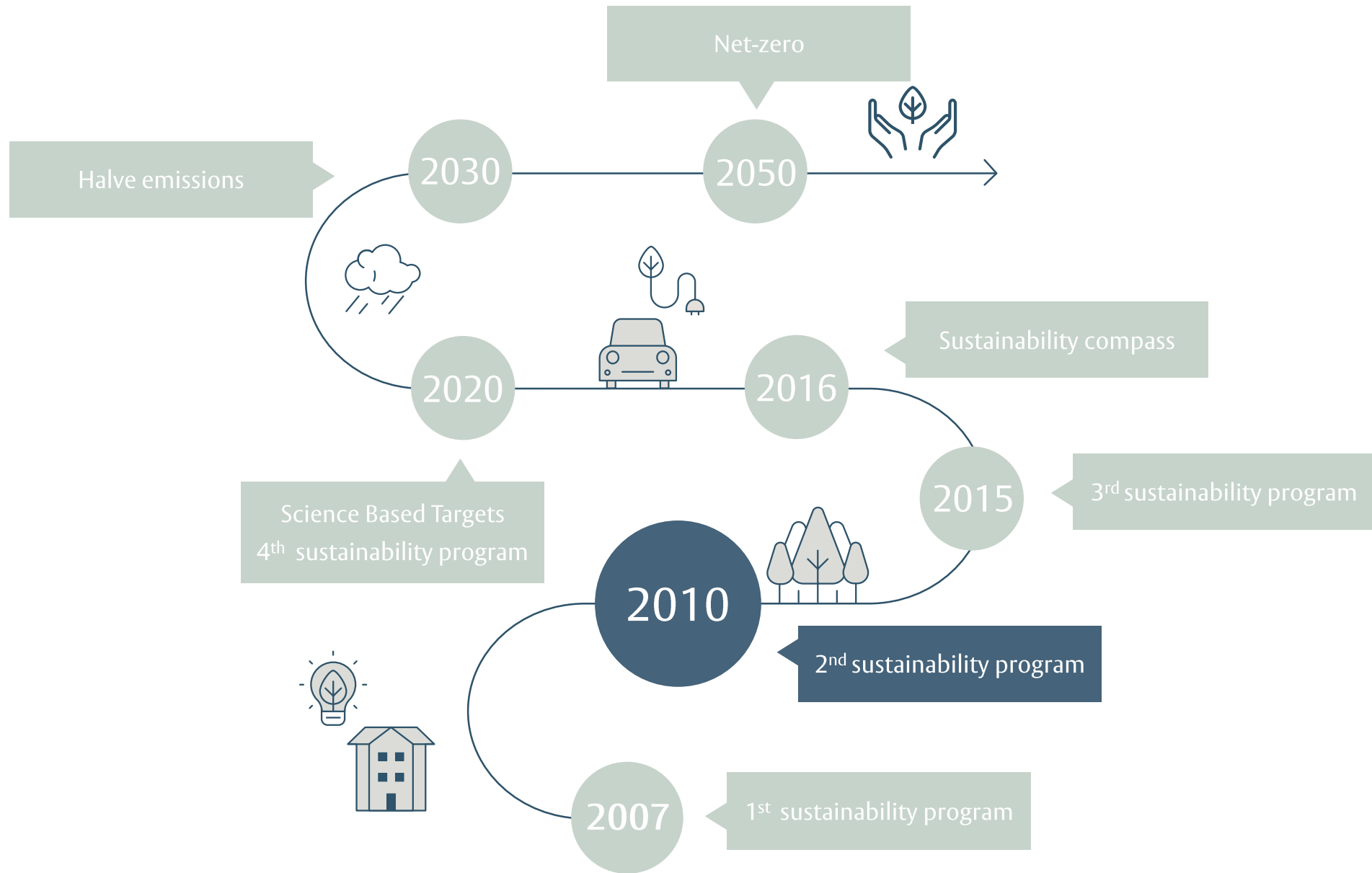
## 2 ... and is important for our long-term competitiveness...

- Maintain industry leadership
- Be an attractive employer
- Offer attractive and cost-competitive products and solutions
- Reduce and manage operational and business risk
- Preferred partner for external stakeholders

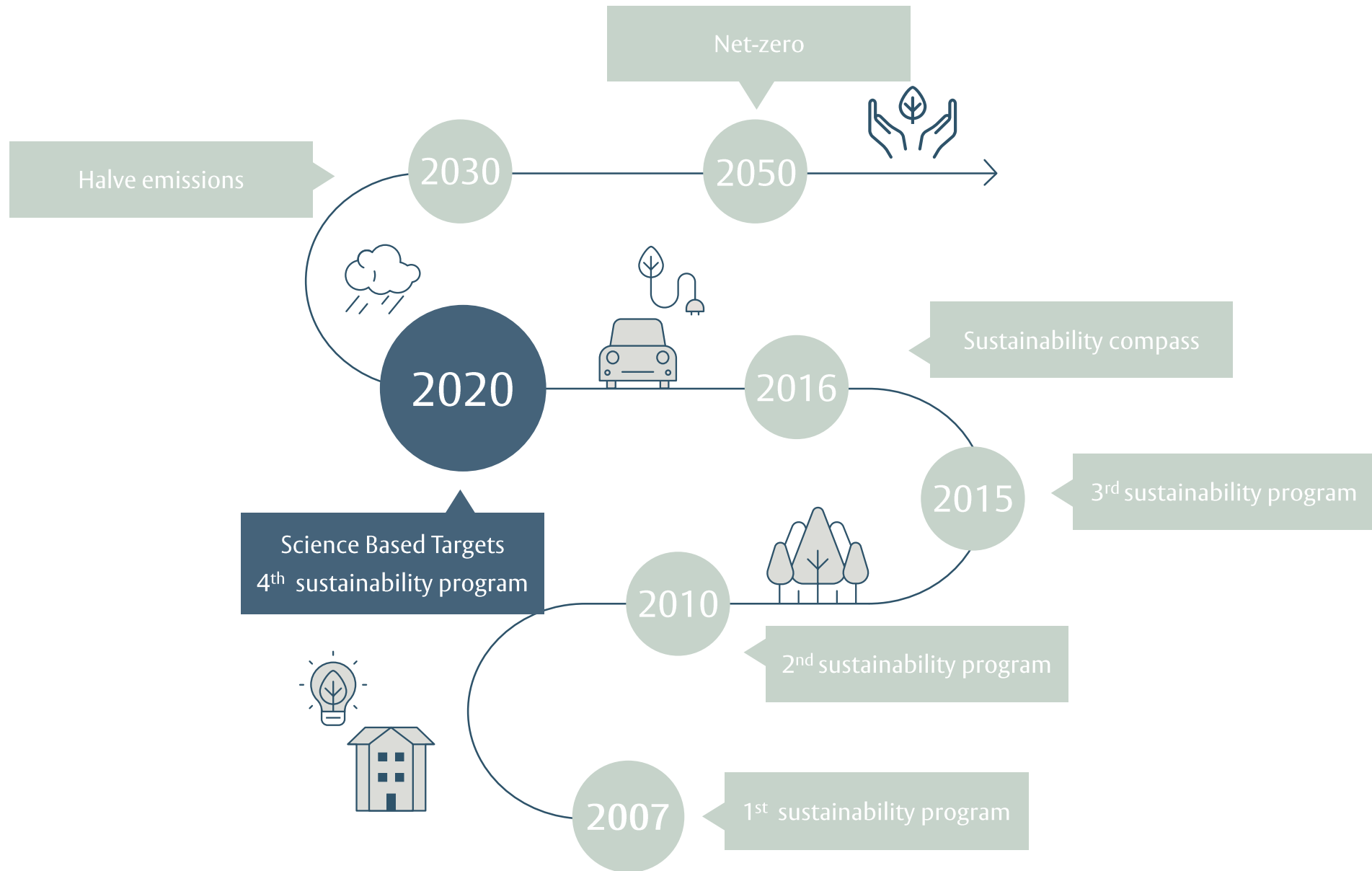
## 3 ... and is a key driver in our value chain

- Innovation
- Sourcing
- Production
- Sales
- Service









## This is what we said in 2021...

Action plan

Implementation and execution of the 2025 sustainability program

Science Based Targets

Set and ratify targets with Science Based Targets initiative

Culture

Continue to work on our culture, including health and safety, diversity, employee engagement, and diverse work approaches

Regulation

Start to align reporting against the TCFD framework and analyze our sales that are relevant for the EU taxonomy framework

Profitable growth

Capitalize on our sustainability efforts to accelerate profitable growth enabled by sustainable innovation

## ...and this is what we have done ...and we have delivered

→ Implemented and delivered in line with our 2025 program

→ Our science-based targets were ratified in 2022

→ Continued to embrace health and safety in our culture. Further integrated sustainability in our strategy and culture

→ Progress on the TCFD framework and EU taxonomy presented in the sustainability report 2022

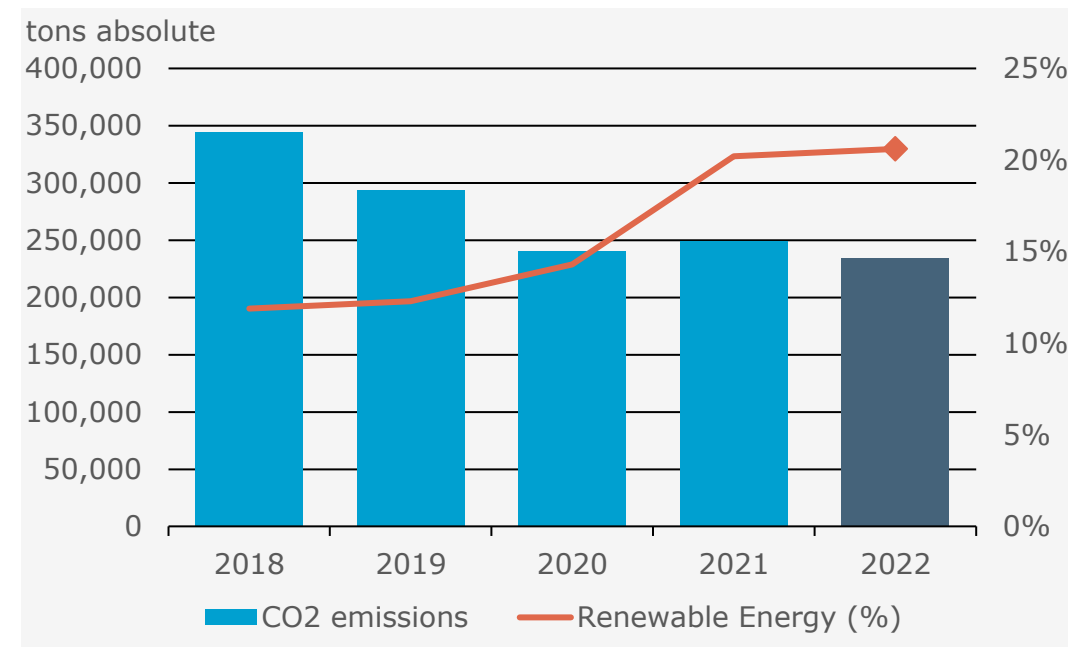
→ Sustainability integrated in product development and green specification is growing strongly

# Sustainability highlights of the year

Action plan

Science Based Targets

- **Science Based Targets ratified**
  - Targets aligned to a 1.5°C trajectory were ratified by the Science Based Targets initiative
  
- **Reduced carbon footprint**
  - Reduced by 20%, against 2019 baseline
  
- **Reduced water consumption intensity**
  - Reduced by 40%, against 2019 baseline
  
- **Reduced organic solvents intensity**
  - Reduced by 64%, against 2019 baseline
  
- **Dow Jones Sustainability Index Europe**
  - ASSA ABLOY is a constituent for the 2<sup>nd</sup> year in a row

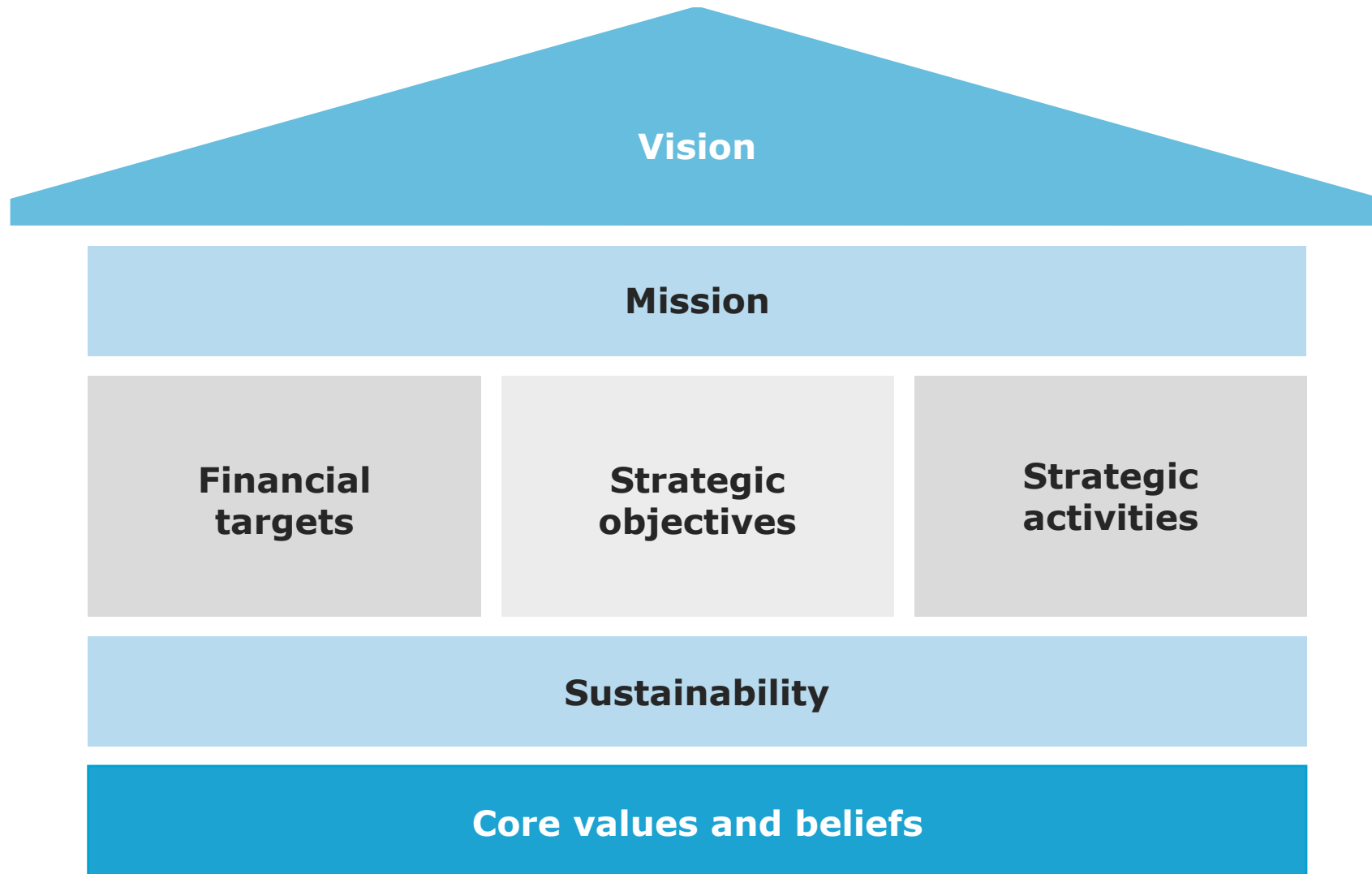


Sustainability performance 2022			
Carbon footprint	Injury rate	Water intensity	Energy intensity
-6%	-0.5%*	-20%	-15%

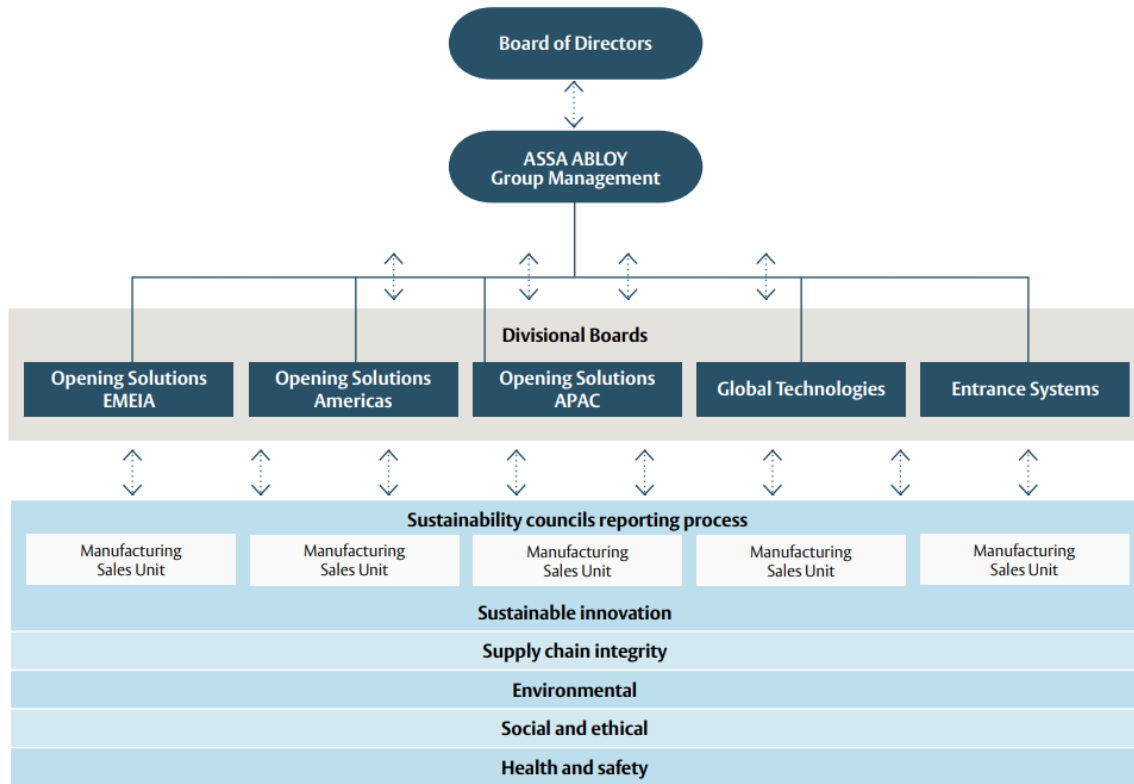
\* Excluding acquisitions

# Our strategy house

Culture



# Sustainability is integrated in our organization



**Every executive member reporting to the CEO has sustainability targets as part of variable remuneration**



# Progress on TCFD and the EU Taxonomy

- **EU Taxonomy**

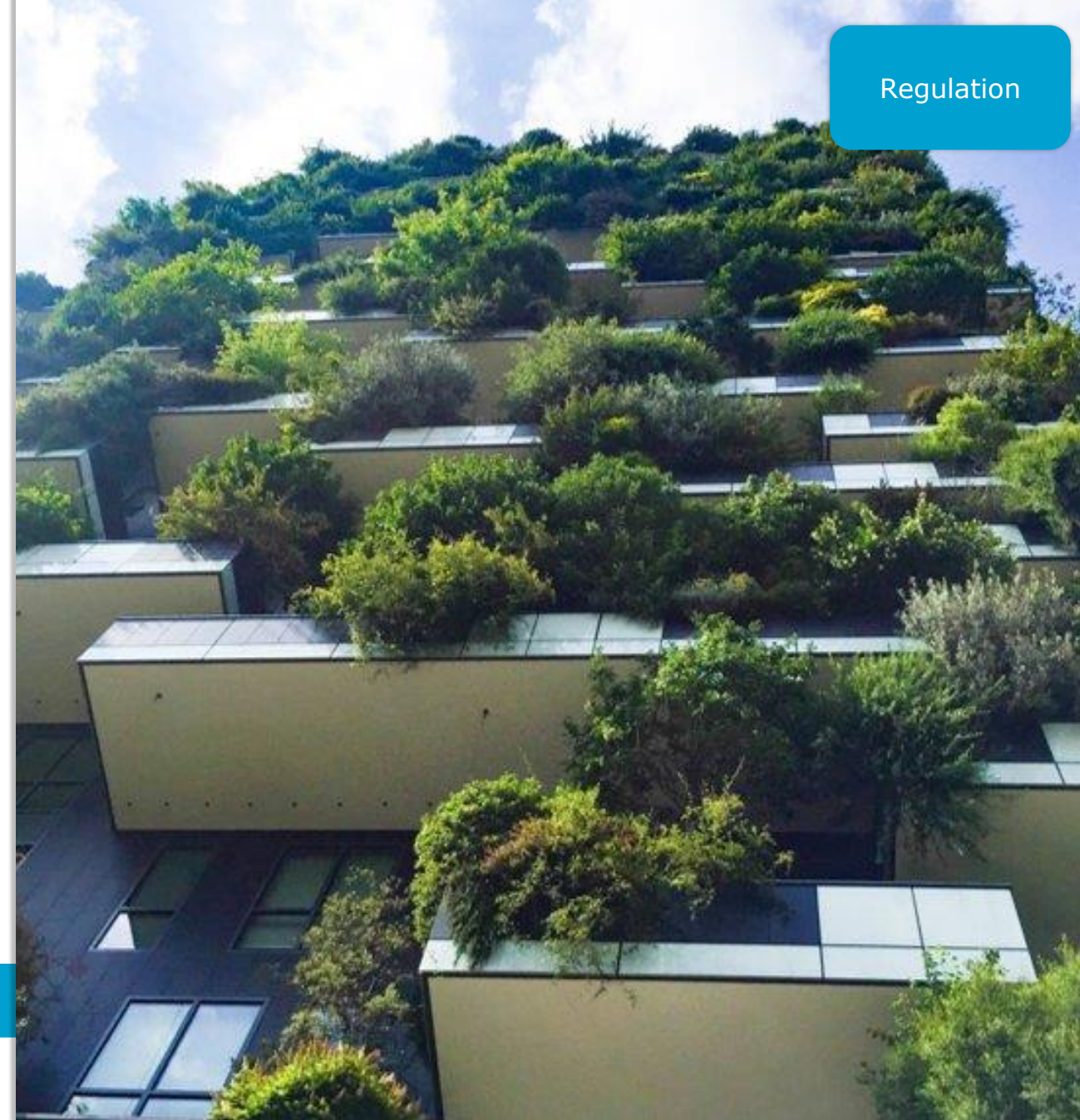
- 21% of sales are eligible
- 12% of sales that is eligible is aligned
  - Revolving doors cannot be aligned

- **TCFD**

- Gradually developing the reporting process
- Assessment of business risks/opportunities by 2030 and 2050 for different climate scenarios

Erik Pieder and Charles Robinson to address in more detail

Regulation

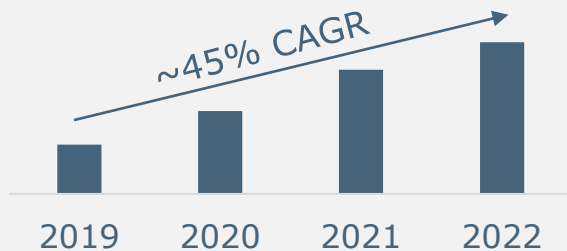


# Opportunities for profitable growth

## Accelerated demand

- Customers are increasingly looking for sustainable solutions
- Regulation is increasing for more energy-efficient buildings
- Green construction is expected to grow 10-12%\* annually to 2030

EMEIA: Green specifications (order value)



## A differentiator to win projects

- ASSA ABLOY has ~300 environmental product declarations (EPD)
- Product innovation a differentiator



Example of EPD



## Operational streamlining

- More efficient use of material
- Increased energy efficiency
- Recyclability of products



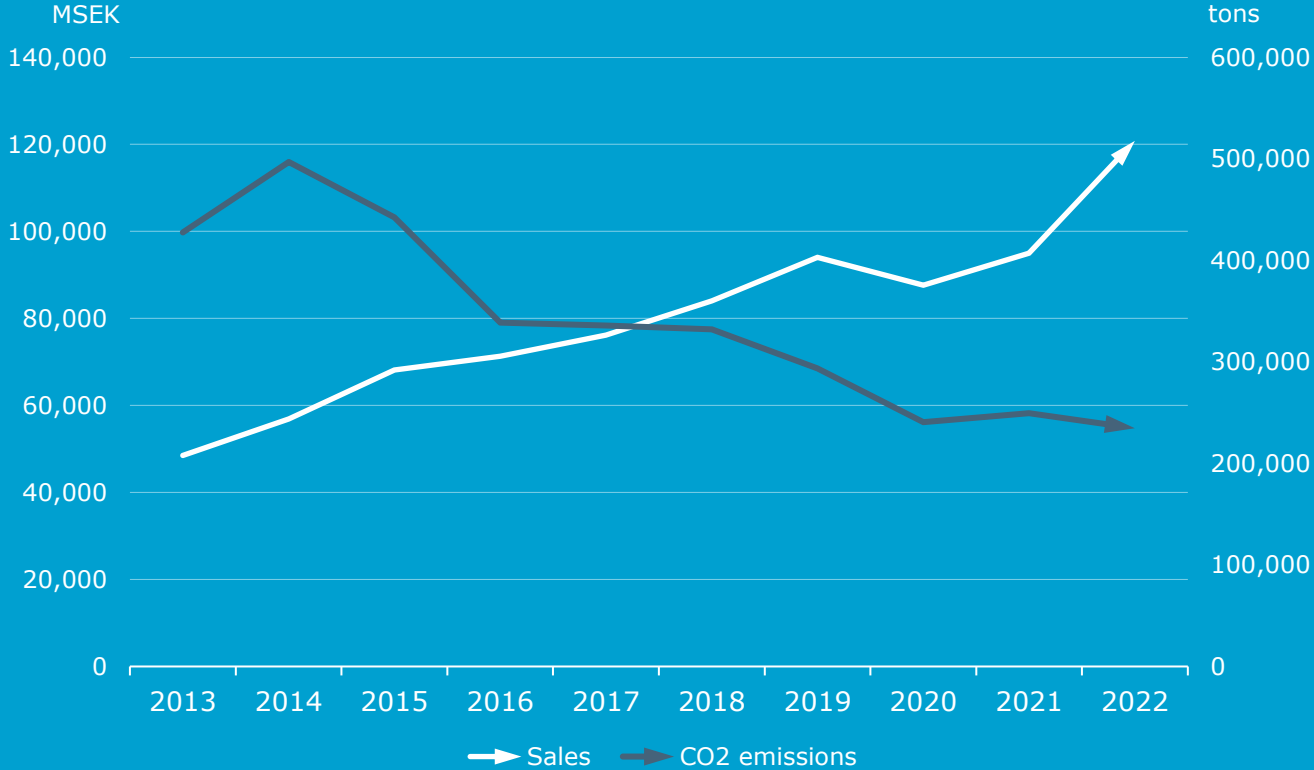
ASSA ABLOY factory in Rychnov

\* Sources:

- World Green Building – Beyond the Business Case. Why you can't afford not to invest in a sustainable built environment (Nov 2021)
- MarketResearch.biz (June 2023)
- Acumen Research and Consulting (May 2022)

# Sustainability and financial performance

Sales vs CO<sub>2</sub> emissions



Since 2013...

...we have almost halved absolute Scope 1&2 CO<sub>2</sub> emissions

...while our sales have increased by 150%

...and our margin is stable at ~16%



# Key priorities going forward





# Q&A

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# Science Based Targets

Charles Robinson, Head of Sustainability

Experience a safer and more open world

**ASSA ABLOY**

# Our commitment | Science Based Targets



**NEAR-TERM  
SBT  
2030**

SCOPE 1	SCOPE 2	SCOPE 3
2030		
-50% absolute reduction		-28% absolute reduction

- Scope 1 & 2 emissions: Greenhouse gas emissions linked with our operations
- Scope 3 emissions: Greenhouse gas emissions linked with our entire value chain, outside of our operations

# Global Science Based Target core team



**Charles Robinson**  
Group SBT Lead

Anna-Eva Sparf Aagaard  
Scope 3 Upstream



Anders Forslind  
Scope 3 Downstream



Tomasz Solak  
Scope 3 data & systems



Charles Robinson  
Scope 1 & 2



## Global SBT Steering Committee



**Johan Warnström**  
Group CTO



**Lee Philp**  
Operations Board Chair



**Erik Pieder**  
Group CFO

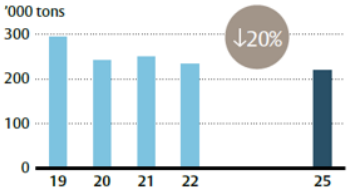
# Science Based Targets Scope 1 & 2 Highlights

2025 TARGET

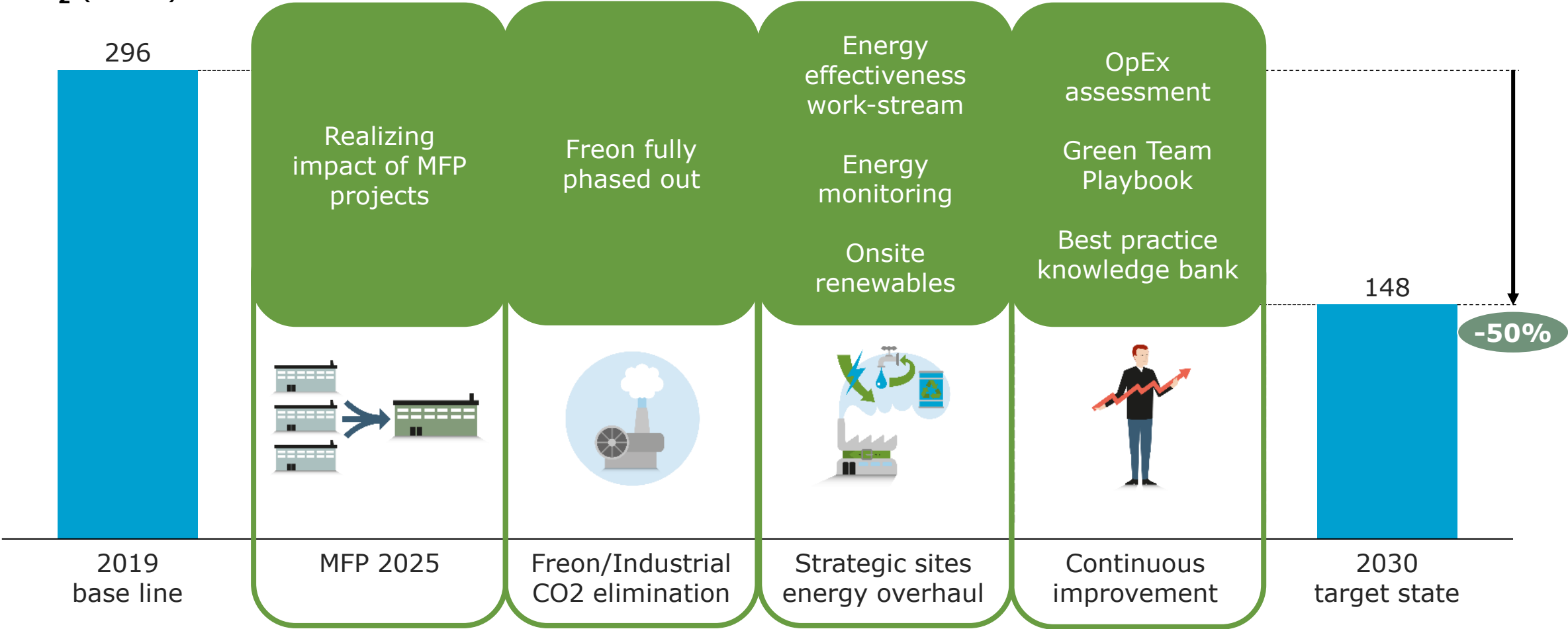
DEVELOPMENT 2019-2022

↓ 25%

Carbon footprint  
(Scope 1 & 2, '000 tons absolute)



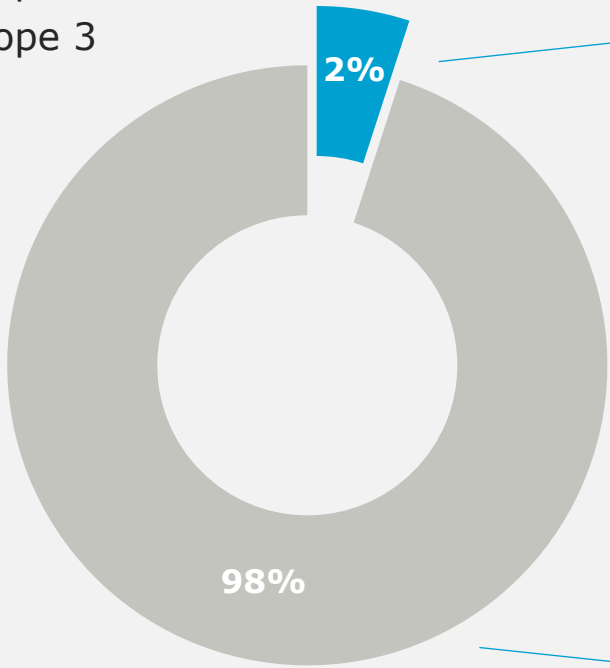
CO<sub>2</sub> (kTons)



# Scope 3 | Relevance of our Scope 3 footprint

## CO<sub>2</sub> emissions; Scope 1&2 and 3

■ Scope 1&2  
■ Scope 3

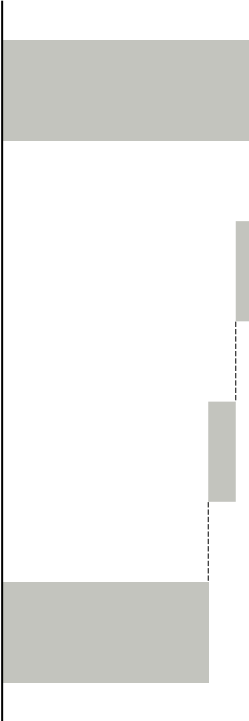


Total Scope 3

**Energy in-use of sold products**

Transport & logistics

**Purchased goods & materials**



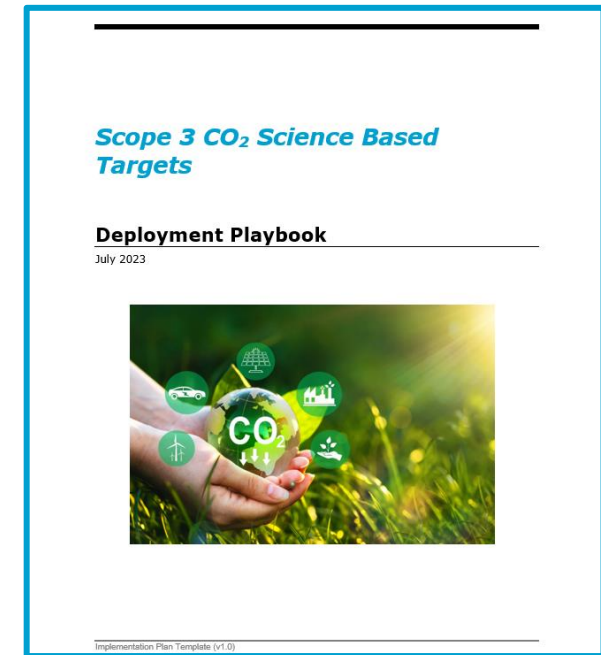
- **Product dematerialization** significantly reduces the CO<sub>2</sub> footprint of our solutions through purchased goods & materials
- **Energy efficiency** and **product power consumption** reduces CO<sub>2</sub> impact of our solutions during in-use phase



# Scope 3 | Progress to date

## Accomplishments:

- Governance model & SBT Core Team
- Process to restate acquisitions
- Continuous **improvement of data accuracy**
- Supplier SBT summits
- Developed **Scope 3 Playbook**
  - Internal version
  - Supplier version
- Developed **carbon calculator** & support tools
- Divisional Scope 3 action plans
- Bi-monthly **best practice sharing** sessions; accelerate internal cross-learning and collaboration
- Sustainable Innovation & Product Development
  - Product portfolio tool
  - Comprehensive Lifecycle Assessment (LCA) tool



### Emission Savings Calculation

Original Material	Substitute Materials	Emission Summary
Material: Aluminium - ingot	Material: Aluminium - ingot	Original Material (kg CO <sub>2</sub> -eq): 5.8
Region: Italy	Region: United Kingdom	Substitute Materials: 0.8
Density: 2739 (kg/m <sup>3</sup> )	Density: 2739 (kg/m <sup>3</sup> )	Aluminium - ingot: 0.8
Emission: 7.04 kg CO <sub>2</sub> -eq / kg	Emission: 7.04 kg CO <sub>2</sub> -eq / kg	Substitute Total: 0.8
Mass (kg): 1	Mass (kg): 1	Savings: -5
Recycled Content %: 20	Recycled Content %: 100	-86.2%
Volume Share %: 100	Volume Share %: 100	
Total Emission Original: 5.8 kg CO <sub>2</sub> -eq	Subtotal Emission New: 0.8 kg CO <sub>2</sub> -eq	

Export to CSV

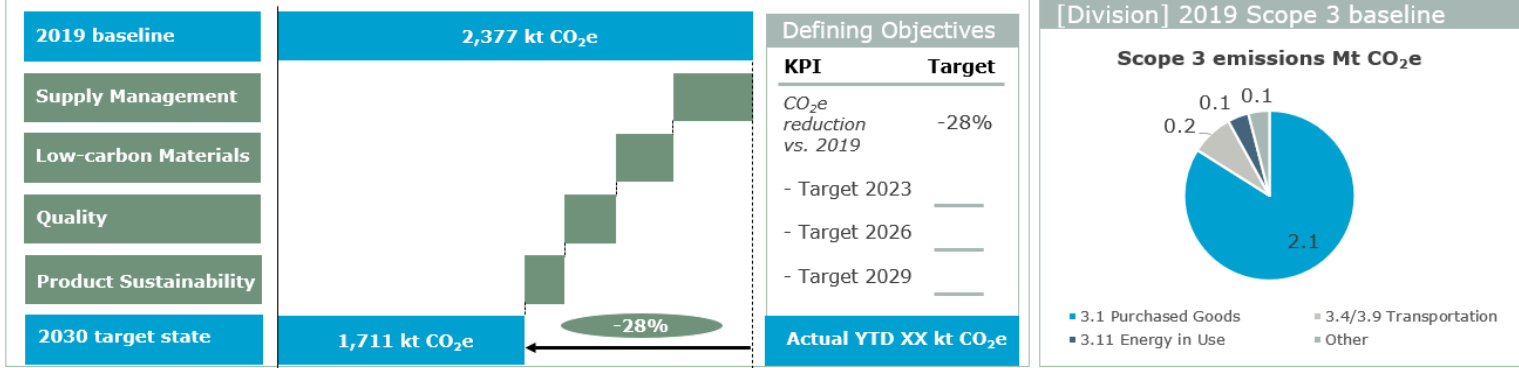
# Scope 3 | Next steps

## Next Steps:

- Formal quarterly Scope 3 action plan and progress reviews
- Progress from spend-based secondary data to supplier-based primary data
- Continuous education, awareness & competence development

## SBT Scope 3 Action Plan Template

Scope 3 – Focused Activities			Div. Organization	Comments
Short term	Medium term	Long Term	<b>Scope 3 Lead:</b> _____  <b>Cross Functional Team:</b> - Eng. _____ - Sourcing _____ - VA/VE _____  BA/BU, Segment/Region Lead: _____	<b>Challenges:</b> - - -  <b>Successes:</b> - - -



# Scope 3 | Project example

## Scope 3 reduction projects:

- Standardized 1-pager format
- Accelerate best practice sharing
- Carbon accounting, as well as financial impact

## Scope 3 Best Practice Sharing

Lever material change

### Project Theme | Emission Lever

- Increased the usage of recycled aluminum in lever
- Historically use 50% recycled aluminum
- Using 80% recycled aluminum will reduce the usage of virgin aluminum, and thus reducing carbon emissions

### Approach

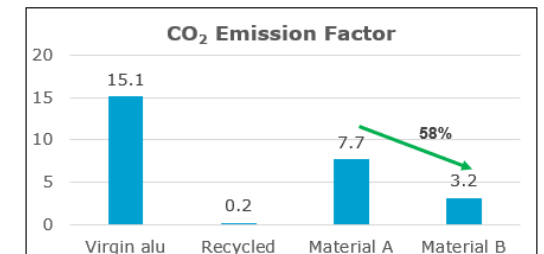
- Set up project team and began with material performance testing per window hardware specifications
- Sample testing on window hardware products
- Trial/mass production inhouse (1000 tons)
- Sample/trial/mass production from external suppliers (300 tons)

### Lessons Learned

- This type of project could be applied to other door related hardware inhouse production or external supplies

### Annualised Results

<b>Baseline Emissions:</b>	<b>10,100 tons CO<sub>2</sub>e</b>
<b>Emission Reduction Target:</b>	<b>5,850 tons CO<sub>2</sub>e</b>
<b>Cost Saving Target:</b>	<b>130 k EUR</b>
<b>Actual Emission Reduction Achieved:</b>	<b>TBC</b>
<b>Completion Date (Quarter, Year):</b>	<b>Q2, 2023</b>
<b>Project Leader</b>	John Smith
<b>Contact email</b>	John.Smith@assaabloy.com

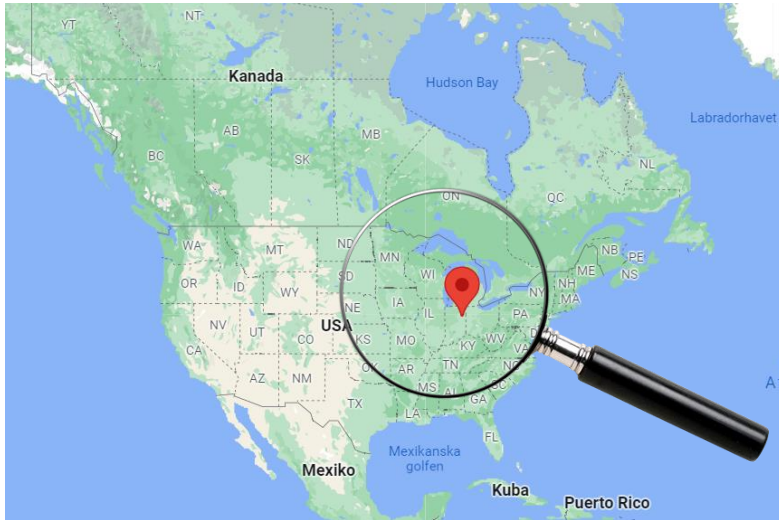


1

Internal

ASSA ABLOY

# Scope 3 supplier focus | SDI – Steel Dynamics Inc.



- Steel Dynamics Inc.
- Based in Fort Wayne, Indiana
- 4<sup>th</sup> largest steel supplier in the US
- Important steel supplier for Opening Solutions Americas
- Steel represents ~15% of ASSA ABLOY Group's Scope 3 emissions

# New directives & Science Based Targets

Directive	Timeline		
<ul style="list-style-type: none"> <li>EU Taxonomy                             <ul style="list-style-type: none"> <li>Currently disclosing; 21% of sales are eligible, 12% of which is aligned</li> </ul> </li> </ul>	Ongoing		
<ul style="list-style-type: none"> <li>TCFD, Task Force on Climate-Related Financial Disclosures                             <ul style="list-style-type: none"> <li>Currently disclosing climate risk and opportunities</li> </ul> </li> </ul>	Ongoing		
<ul style="list-style-type: none"> <li>CSRD, Corporate Sustainability Reporting Directive                             <ul style="list-style-type: none"> <li>Carried out gap analysis, pre-audit and scheduled double materiality analysis in Q3/Q4</li> </ul> </li> </ul>	2024		
<ul style="list-style-type: none"> <li>CSDDD, Corporate Sustainability Due Diligence Directive                             <ul style="list-style-type: none"> <li>Carried out gap analysis, and scheduled function deep-dives in Q3</li> </ul> </li> </ul>	2024-2026		

New directives complement our commitment to openness, transparency & long-term sustainability goals

# Science Based Targets | Summary

- **Scope 1 & 2 emissions**
  - 4-pronged strategic approach
  - Making good progress towards our target
- **Scope 3 emissions**
  - Formal governance structure & progress reviews in place
  - Implementing standardized approach to Scope 3 action plans, ensuring:
    - Granularity
    - Accuracy
    - Agility
- **Collaborating internally and externally to accelerate progress**
  - Continuous education & awareness building

**BUSINESS  
AMBITION FOR 1.5°C**  





# Q&A

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# 2025 sustainability program

Helle Bay, EVP Chief Human Resources Officer

Charles Robinson, Head of Sustainability

# Working with global HR strategies in a decentralized organization

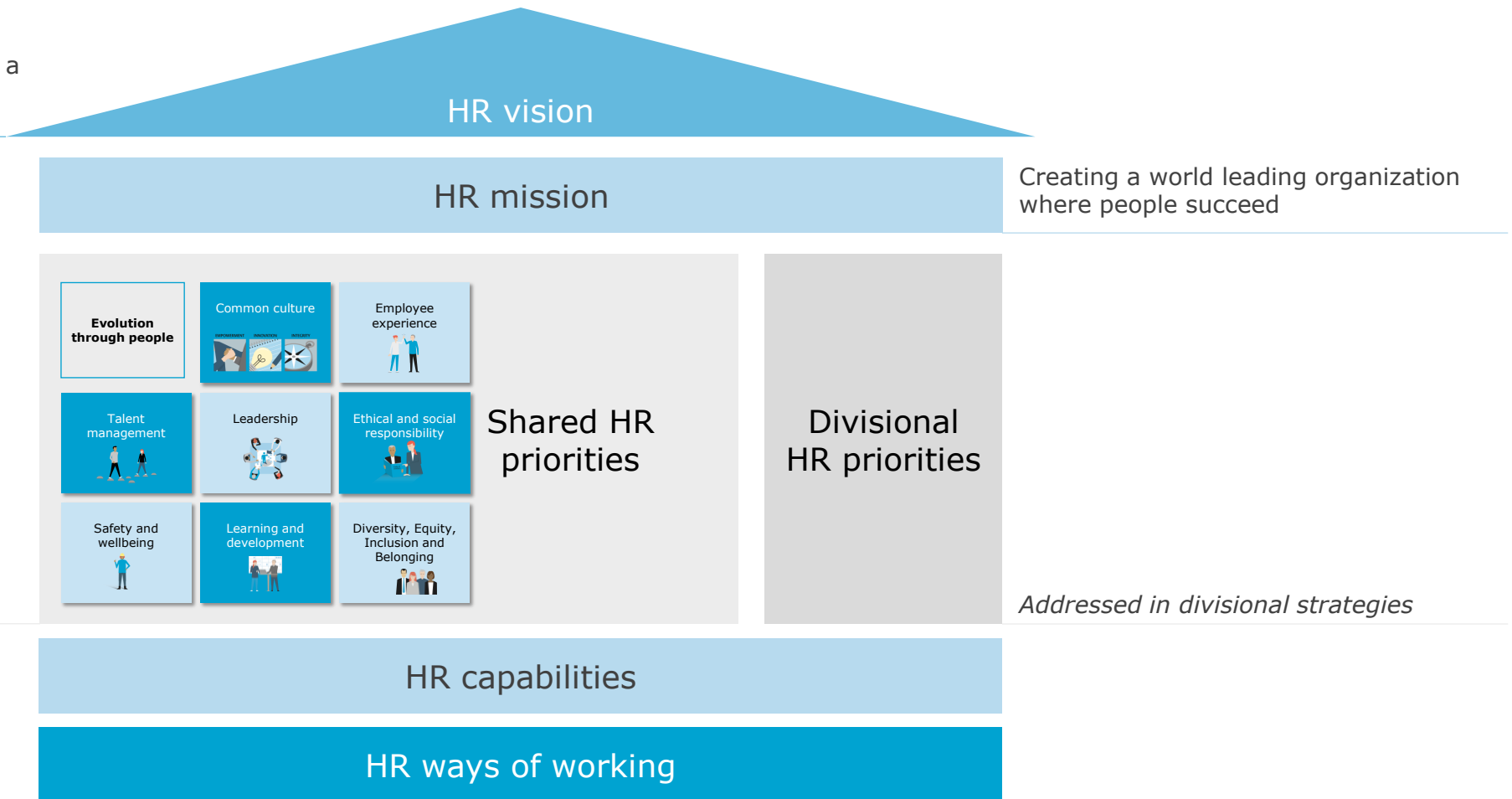
## New

To be the trusted strategic business partner contributing to the success of ASSA ABLOY through smartly creating a purpose-driven workplace where all employees are empowered.

## Refocused strategy

Reconfirming our shared HR priorities, with current four focus areas:

- Common culture
- Employee experience
- Talent management
- Diversity, equity, inclusion & belonging



# Strategic priorities for HR

## Key take-aways from Voice of the Employee impact on our HR strategic priorities:

1. No silver bullet for development and retention
2. Work is required across the full employee/career lifecycle in terms of process, behaviors, and relationships
3. We need leaders who are inclusive, fair, and who want to coach and support their employees to get to the next level

## HR strategic priorities and focus areas for today





# Safety and wellbeing – always first priority

Broaden the definition of safety and well-being to take even better care of our workforce

## Safety and wellbeing



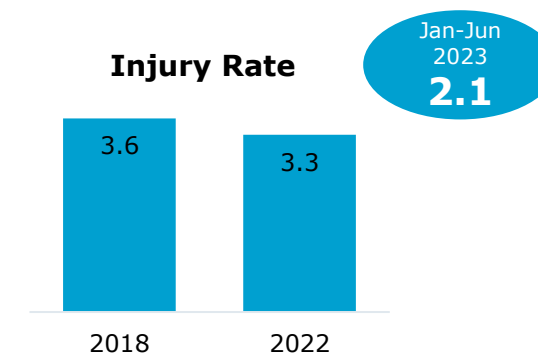
### Ambition

- Work toward “best in class” injury rate of 2.0 by 2025
- Have a holistic view on the well-being of our employees, covering both physical and psychological health

### Current key initiatives

1. Risk based approach
2. Wellbeing Pilot
3. Safety in acquisitions
4. CARE system -> Nurture
5. “Together we are safe” workshops

### Indicators



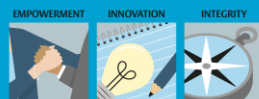
- Implementation of safety program in acquisitions getting step change in performance 2023
- Group-wide H&S reporting system drives improvement



# Common culture

Revitalizing our core values by holding global workshops focusing on making our values tangible

## Common culture



### Ambition

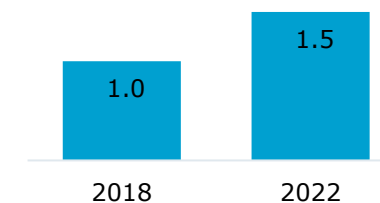
- Live our values and lead by example
- Build our strong identity and inclusive culture which helps us to grow together
- Foster a culture where employees have a high sense of ownership and are motivated to go beyond what is normally expected to help ASSA ABLOY continue to be successful

### Current key initiatives

1. **“Together we live our values” workshop**
2. **Work-life integration**

### Indicators

**Internal candidates per position**  
Managerial positions





# Employee experience

Improving touchpoints with employees to enable a purposeful and human-centric organization

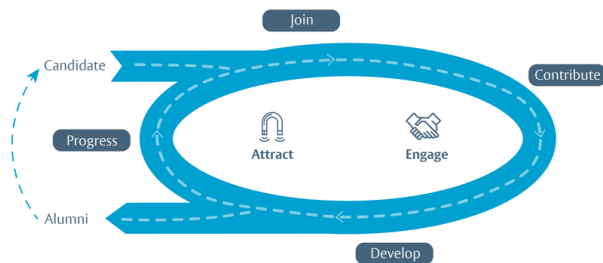
## Employee experience



### Ambition

Employees are proud to work for ASSA ABLOY and recommend ASSA ABLOY as a good place to work

- Improve overall employee experience
- Collaborate across divisions to create a common foundation

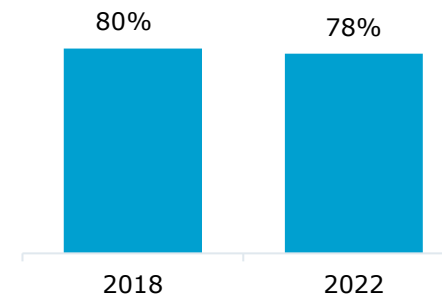


### Current key initiatives

1. Onboarding project
2. Exit survey
3. HR system process improvement
4. Employee insights
5. Compensation and benefit guideline and directive

### Indicators

#### Engagement score



Our engagement level remained stable and high in 2022

# Talent management

A holistic approach to ensure greater development, mobility, and retention through our ecosystems

Talent management	Ambition	Key initiatives	Indicators						
	<ul style="list-style-type: none"> <li>• Employees grow careers within and across our companies</li> <li>• Prioritize internal candidates and make it easy to move between roles and assignment</li> <li>• Encourage a continuous dialogue between managers and employees</li> <li>• Offer interesting roles that make a meaningful contribution</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Performance development</b> - drive both performance and development</li> <li><b>2. Talent and succession</b></li> </ol>	<p><b>Development opportunities</b></p> <table border="1"> <caption>Development opportunities</caption> <thead> <tr> <th>Year</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>-</td> </tr> <tr> <td>2022</td> <td>+5%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Every executive member reporting to the CEO has people and culture targets as part of variable remuneration</li> </ul>	Year	Change	2018	-	2022	+5%
Year	Change								
2018	-								
2022	+5%								



# Diversity, equity, inclusion and belonging

Increase attention to Diversity, Equity, Inclusion & Belonging (DEIB) with a myriad of activities and fostering a culture of inclusion

## Diversity, equity, inclusion and belonging



### Ambition

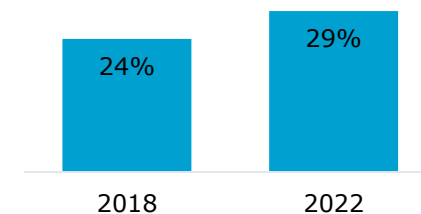
- Find highly qualified underrepresented talents
- Foster a culture of inclusion
- Reach our sustainability target of 30% women in management positions by 2025

### Current key initiatives

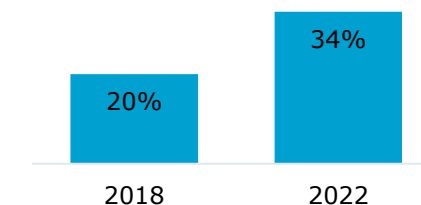
- 1. DEIB strategy**
- 2. Diverse recruitment**
- 3. RISE:** leadership development for women
- 4. Employee resource groups**

### Indicators

**Female employee rate,**  
Managerial positions



**Female hire rate**  
External hires, managerial positions





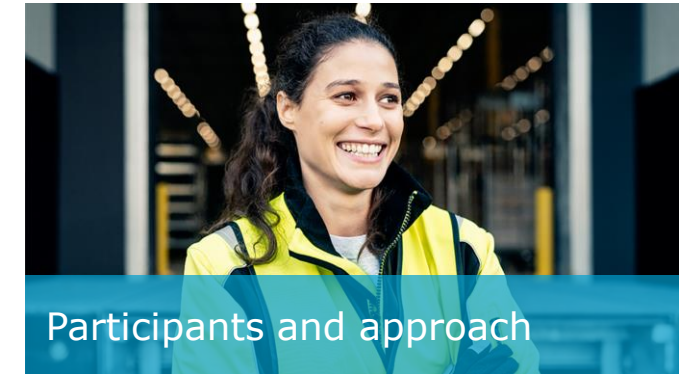
# RISE: Advancing women leaders in ASSA ABLOY



The **RISE program** is designed to support female leaders in their development advancing their career or leadership



- Led by the group leadership and development team
- Mentors are senior leaders



- High-performing women leaders from all divisions
- 2 participants per division



Self-reflection



Leader behaviors



360 feedback



Mentorship



Role crafting



Team leadership



Organizational leadership

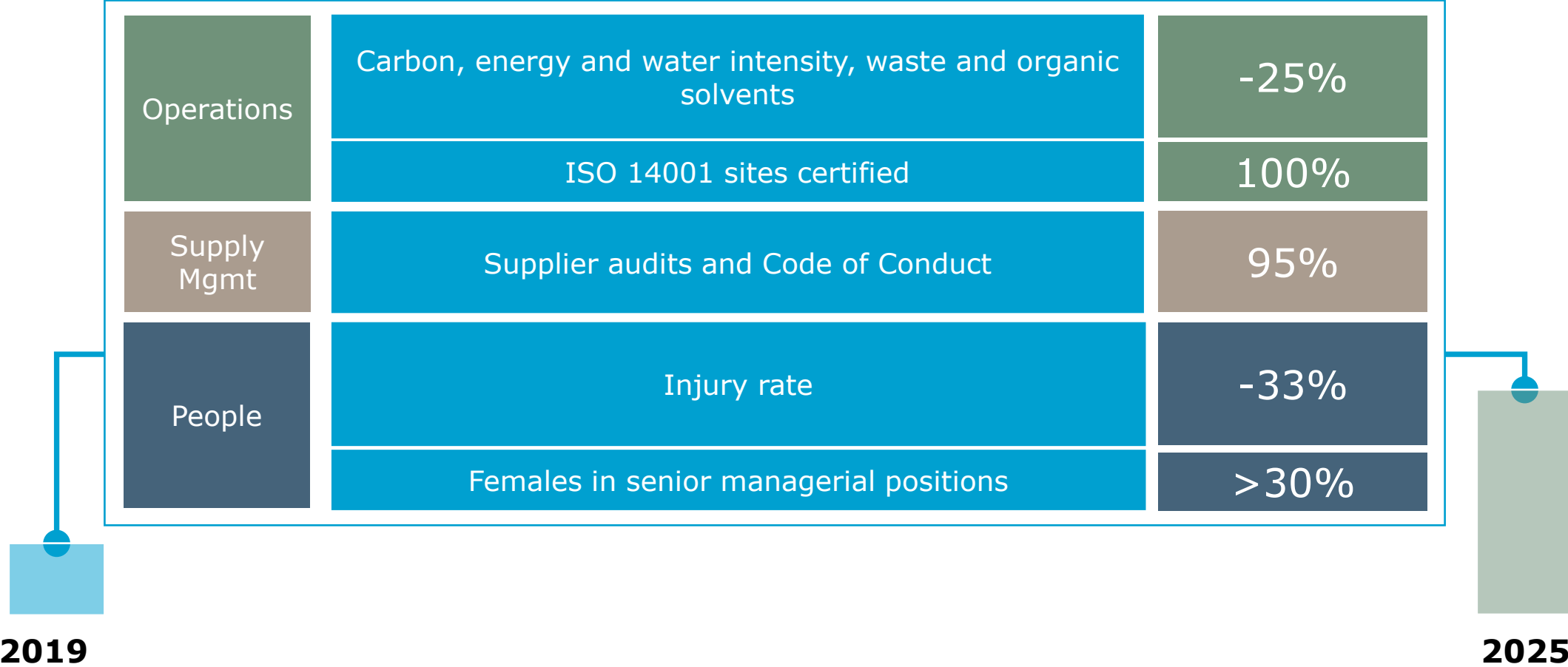
# Key take aways

- Shared strategy helps align our organization functionally
- Strong engagement and motivated employees
- Focus on all aspects of the employee life cycle to develop and retain our people
- Continue building our common culture



Our people will deliver on our 2025 sustainability program

# Sustainability program 2025



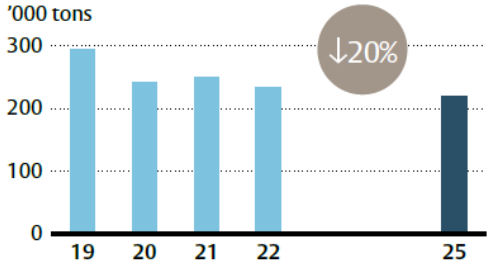
# Sustainability Program 2025 | Midway pulse check

2025 TARGET

↓ 25%

Carbon footprint  
(Scope 1 & 2, '000 tons absolute)

DEVELOPMENT 2019–2022

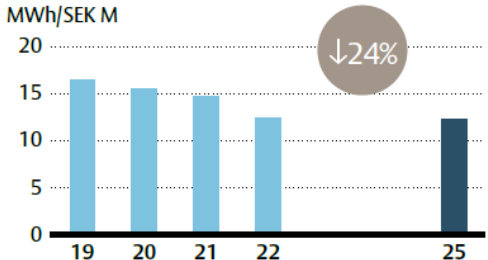


COMMENTS ON 2022 VS. 2021

2022 vs. 2021: -6%  
 • Energy & production process improvements

↓ 25%

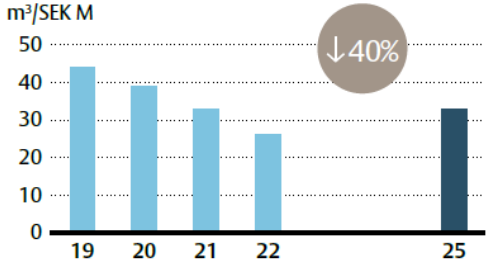
Energy intensity (MWh/SEK M)



2022 vs. 2021: -15%  
 • Increased energy effectiveness & efficiency

↓ 25%

Water intensity (m³/SEK M)



2022 vs. 2021: -20%  
 • Improved water efficiency and water infrastructure upgrades

# Sustainability Program 2025 | Midway pulse check

2025 TARGET	DEVELOPMENT 2019–2022	COMMENTS ON 2022 VS. 2021												
<p>↓ 25%</p> <p>Hazardous waste intensity (kg/SEK M)</p>	<table border="1"> <caption>Hazardous waste intensity (kg/SEK M)</caption> <thead> <tr> <th>Year</th> <th>Intensity (kg/SEK M)</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>~90</td> </tr> <tr> <td>20</td> <td>~80</td> </tr> <tr> <td>21</td> <td>~75</td> </tr> <tr> <td>22</td> <td>~65</td> </tr> <tr> <td>25</td> <td>~70</td> </tr> </tbody> </table>	Year	Intensity (kg/SEK M)	19	~90	20	~80	21	~75	22	~65	25	~70	<p>2022 vs. 2021: -13%</p> <ul style="list-style-type: none"> <li>Optimized production processes</li> </ul>
Year	Intensity (kg/SEK M)													
19	~90													
20	~80													
21	~75													
22	~65													
25	~70													
<p>↓ 25%</p> <p>Non-hazardous waste intensity (kg/SEK M)</p>	<table border="1"> <caption>Non-hazardous waste intensity (kg/SEK M)</caption> <thead> <tr> <th>Year</th> <th>Intensity (kg/SEK M)</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>~550</td> </tr> <tr> <td>20</td> <td>~520</td> </tr> <tr> <td>21</td> <td>~500</td> </tr> <tr> <td>22</td> <td>~480</td> </tr> <tr> <td>25</td> <td>~450</td> </tr> </tbody> </table>	Year	Intensity (kg/SEK M)	19	~550	20	~520	21	~500	22	~480	25	~450	<p>2022 vs. 2021: -14%</p> <ul style="list-style-type: none"> <li>Improved materials efficiency</li> </ul>
Year	Intensity (kg/SEK M)													
19	~550													
20	~520													
21	~500													
22	~480													
25	~450													
<p>↓ 50%</p> <p>Organic solvents intensity (kg/SEK M)</p>	<table border="1"> <caption>Organic solvents intensity (kg/SEK M)</caption> <thead> <tr> <th>Year</th> <th>Intensity (kg/SEK M)</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>~18</td> </tr> <tr> <td>20</td> <td>~9</td> </tr> <tr> <td>21</td> <td>~9</td> </tr> <tr> <td>22</td> <td>~6</td> </tr> <tr> <td>25</td> <td>~9</td> </tr> </tbody> </table>	Year	Intensity (kg/SEK M)	19	~18	20	~9	21	~9	22	~6	25	~9	<p>2022 vs. 2021: -28%</p> <ul style="list-style-type: none"> <li>Increased use of water-based paint in doors</li> </ul>
Year	Intensity (kg/SEK M)													
19	~18													
20	~9													
21	~9													
22	~6													
25	~9													
<p>100%</p> <p>ISO 14001 – % sites certified in reporting scope<sup>1</sup></p>	<table border="1"> <caption>ISO 14001 – % sites certified in reporting scope<sup>1</sup></caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>~75</td> </tr> <tr> <td>20</td> <td>~75</td> </tr> <tr> <td>21</td> <td>~75</td> </tr> <tr> <td>22</td> <td>~80</td> </tr> <tr> <td>25</td> <td>~94</td> </tr> </tbody> </table>	Year	Percentage (%)	19	~75	20	~75	21	~75	22	~80	25	~94	<p>2022 vs. 2021: +3%</p> <ul style="list-style-type: none"> <li>Continued roll-out of ISO 14001 to relevant sites</li> </ul>
Year	Percentage (%)													
19	~75													
20	~75													
21	~75													
22	~80													
25	~94													

# Factory focus | Ameristar, Entrance Systems Division



- Site: Ameristar Perimeter Security
- Location: Tulsa, Oklahoma



## 2021 Sustainability Seminar Ameristar video recap:

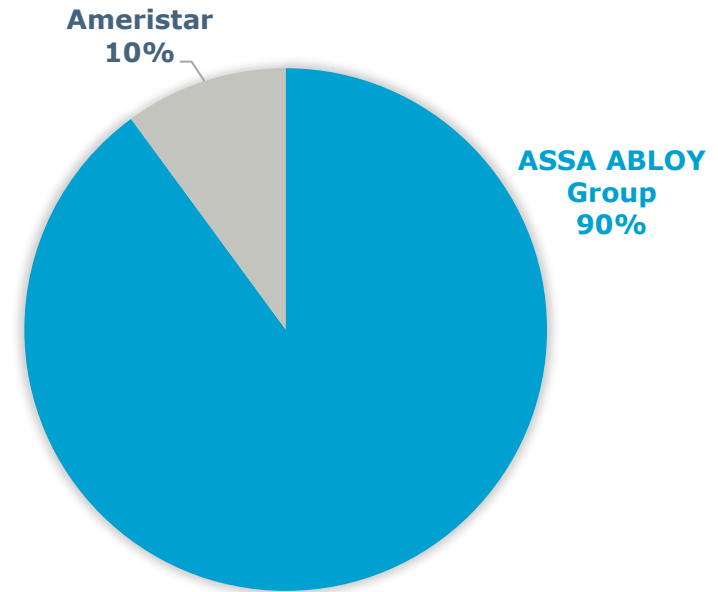
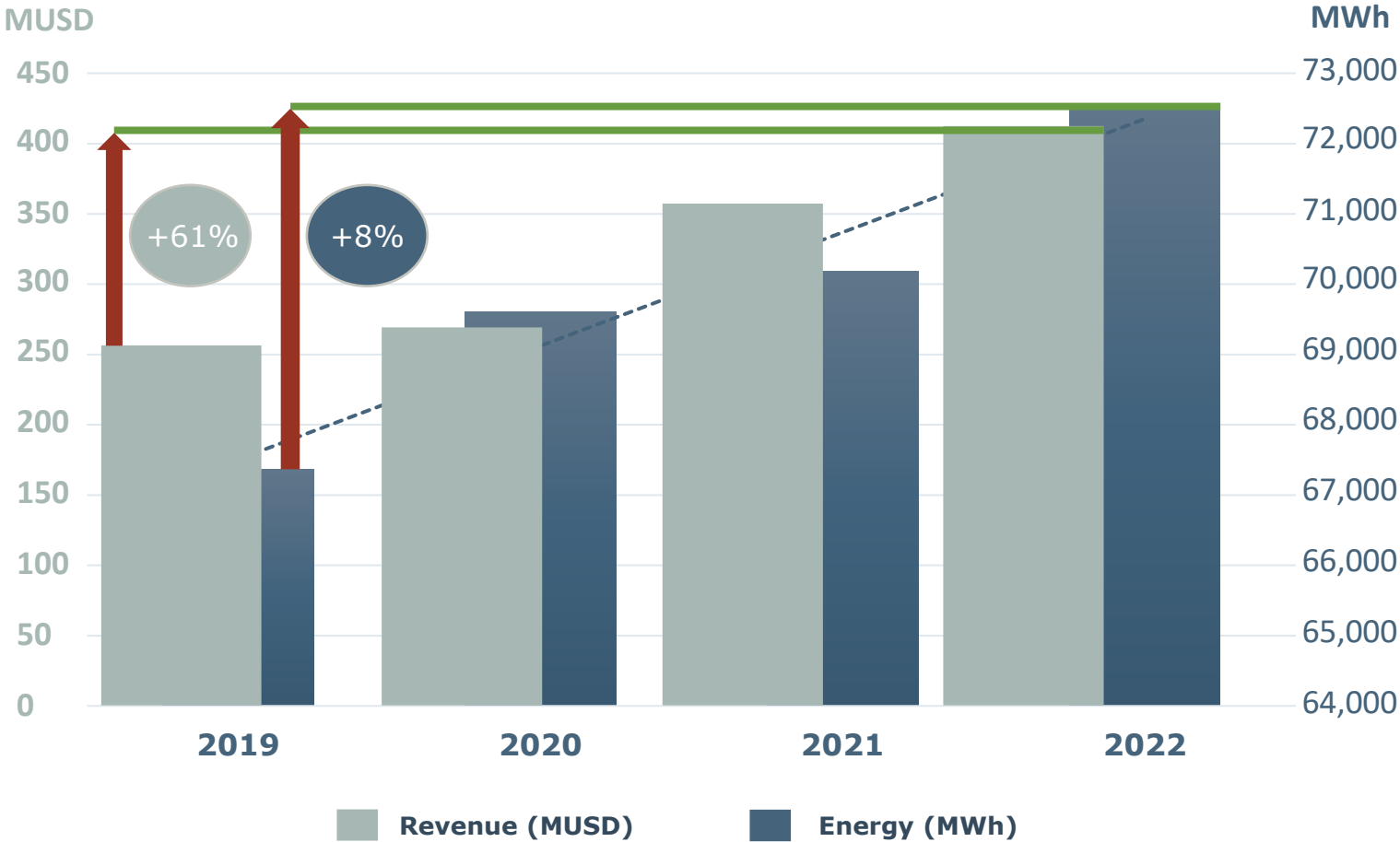
- Site area: 100,000m<sup>2</sup>
- Ameristar is the single largest consumer of energy, water and generation of waste in the ASSA ABLOY Group
- Sustainability Lead: Kristin Ruyle, Director of Environmental, Health & Safety

# AMERISTAR®

# ASSA ABLOY



# Ameristar | Energy consumption



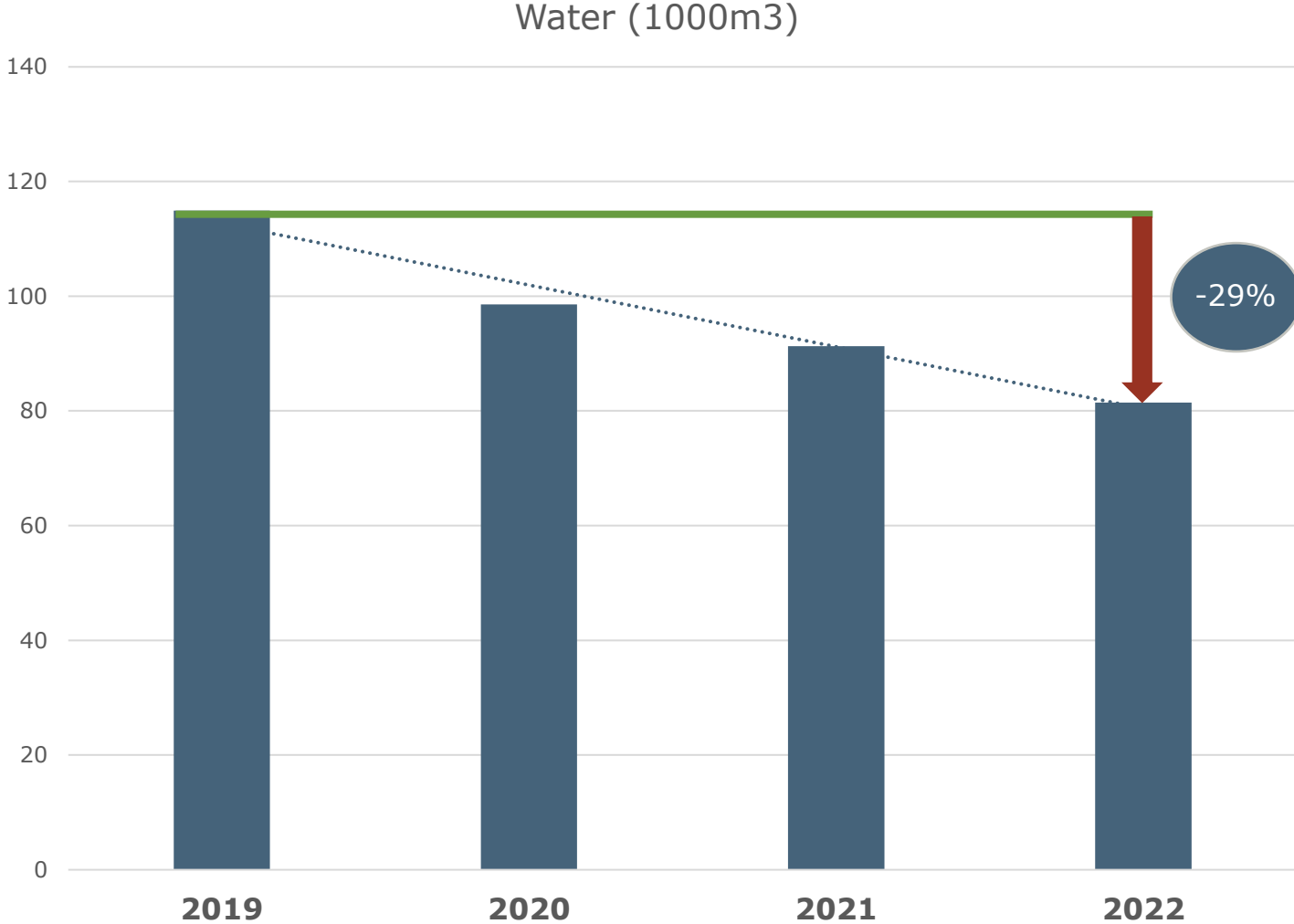
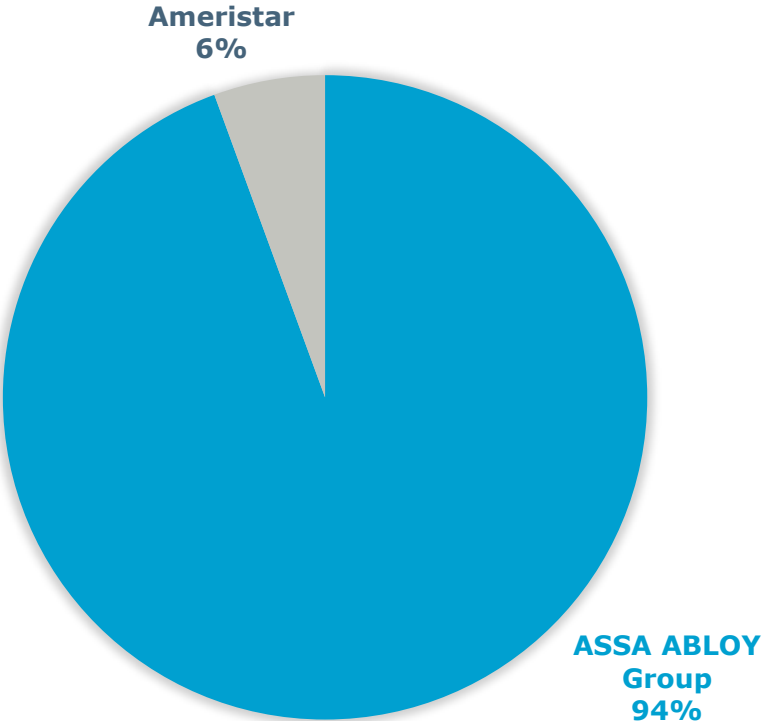
Project	MWh ↓	t CO <sub>2</sub> ↓
LED Retrofit	534	274
Burn-off Oven Elimination	3,057	618
Air Leaks	74	38
Compressor Upgrades	871	446
Electrify Boiler	3,109	618
Weld Cell Upgrade	228	117
<b>Total</b>	<b>7,873</b>	<b>2,111</b>

**-10% CO<sub>2</sub>e Improvement from 2022**

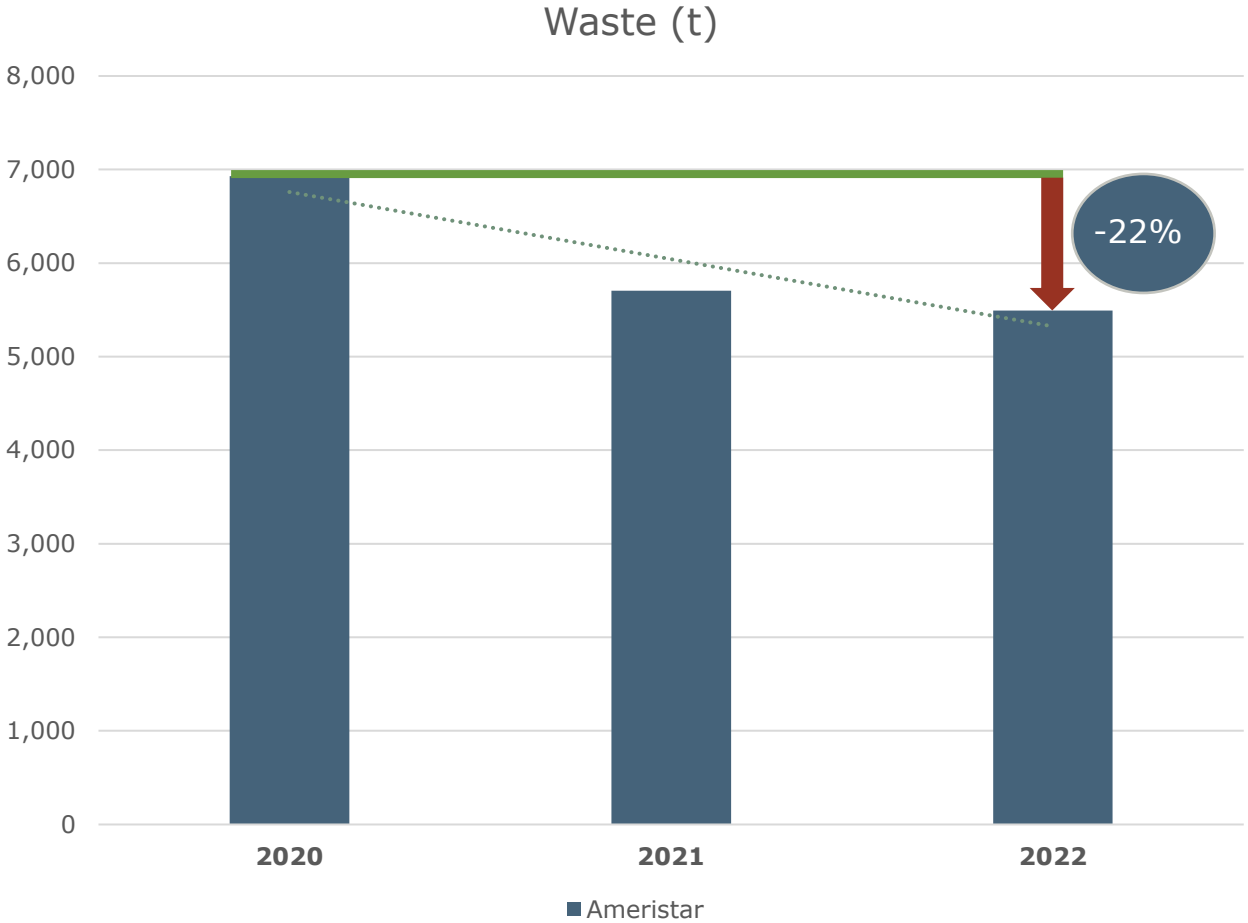


# Ameristar | Water consumption

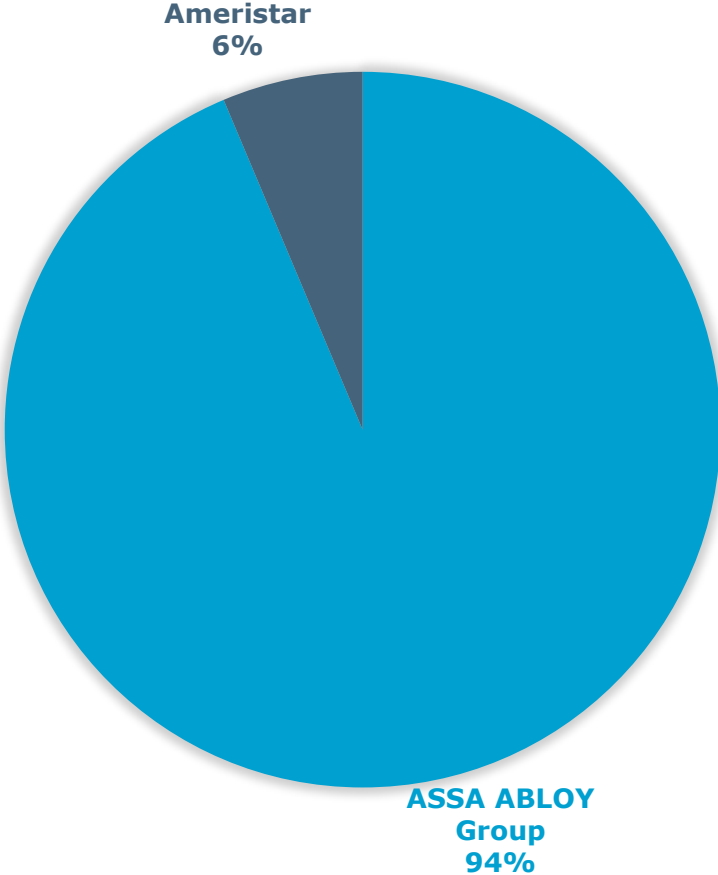
## 2022 WATER USAGE



# Ameristar | Waste generation



## 2022 WASTE GENERATION





**AMERISTAR<sup>®</sup>**



**ASSA ABLOY**

# Sustainability program 2025 | Midway pulse check



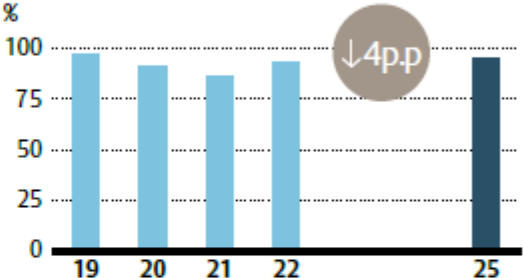
## Supply Management

### 2025 TARGET

**95%**

Supplier sustainability audits  
(% of direct material spend<sup>2</sup>)

### DEVELOPMENT 2019–2022

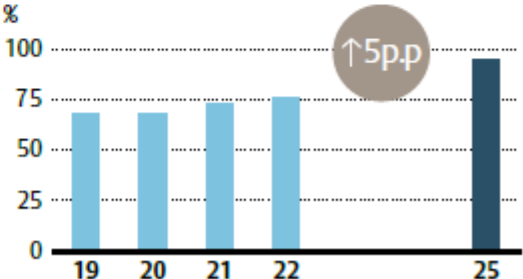


### COMMENTS ON 2022 VS. 2021

- 2022: 93% audited
- Covid-19 limited our ability to conduct onsite audits in 2022

**95%**

Business Partner Code of Conduct  
(% of direct & indirect material spend)



- 2022: 76% signed Code of Conduct
- Continuing to roll-out, particularly focusing on indirect suppliers

# Sustainability Program 2025 | Summary

- **Operations**

- Materiality driven initiatives and workstreams, underpinned by high quality data
- Making good progress on majority of targets

- **Supply Management**

- Significant increase in Code of Conduct scope, we will continue to focus to realise targets

- **People**

- Health & Safety, a key priority for the Group
- Diversity & inclusion, multiple initiatives underway to ensure we deliver on our commitments



Sustainability  
ASSA ABLOY

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%



# Q&A

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.



# Agenda

Break until 15:45

15:45 Commercializing sustainable innovation  
*Anders Forslind, Head of Global Product Sustainability and Compliance*  
*Neil Vann, EVP Head of EMEIA*

16:30 Financial opportunities and risks  
*Erik Pieder, CFO*

16:45 End. Thank you!

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.

# Commercializing sustainable innovation

Anders Forslind, Head of Global Product Sustainability and Compliance

Neil Vann, EVP Head of EMEIA



# Agenda

Sustainable innovation

Innovation strategy to reach science-based targets 2030 Scope 3

Commercializing sustainable innovation

# Agenda

Sustainable innovation

Innovation strategy to reach science-based targets 2030 Scope 3

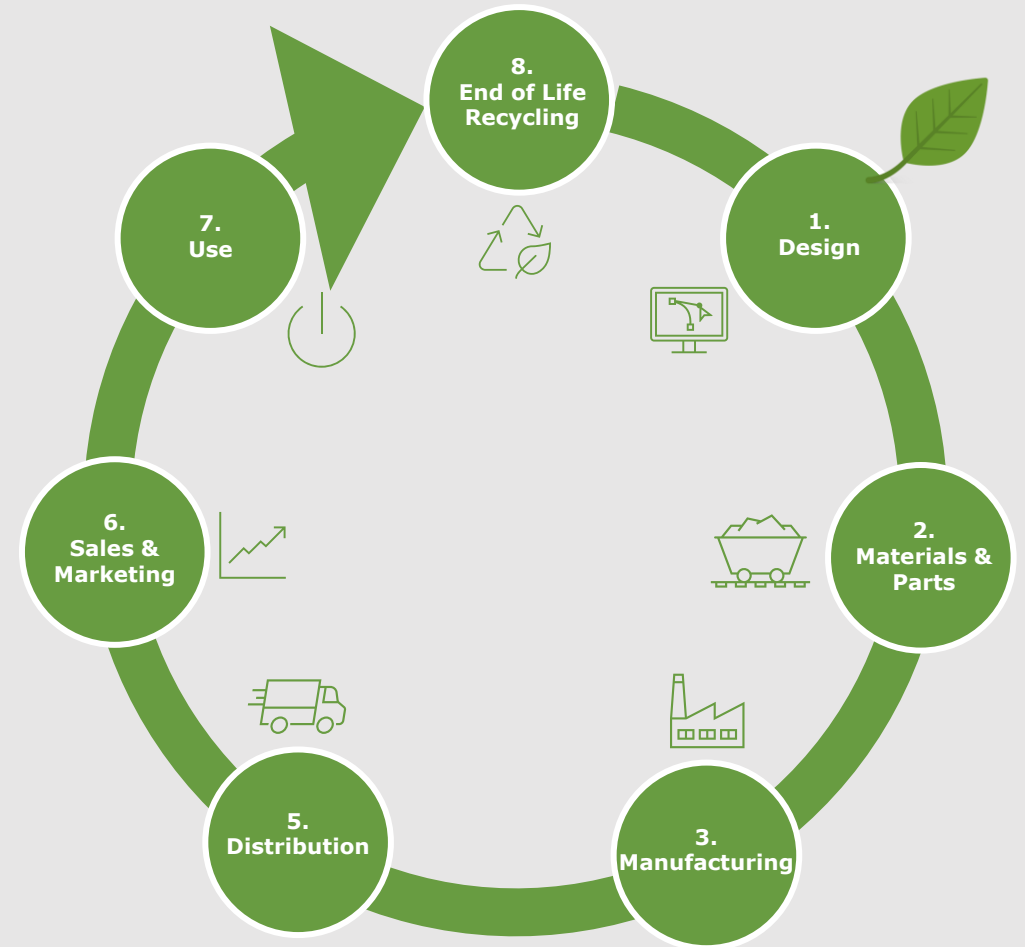
Commercializing sustainable innovation

# Sustainable Products

*...are those products that provide environmental, social and economic benefits*

*While protecting public health and environment*

*Over their whole life cycle, from the extraction of raw materials until final disposal*



# Sustainable innovation

Our sustainability compass has been used in the development of 90% of our products

- Sustainability is a natural part of who we are and how we innovate
  - Prioritized in our innovation strategy and product development process
  - From concept stage to end-of-life
  - Sustainable customer value through low-impact and efficient products
  - Products that harvest energy, are easier to recycle, or reduce the energy consumption of buildings
- Our sustainability compass directs us toward taking a life-cycle approach and raises the profile of sustainability-related design criteria



# Agenda

Sustainable innovation

Innovation strategy to reach science-based targets 2030 Scope 3

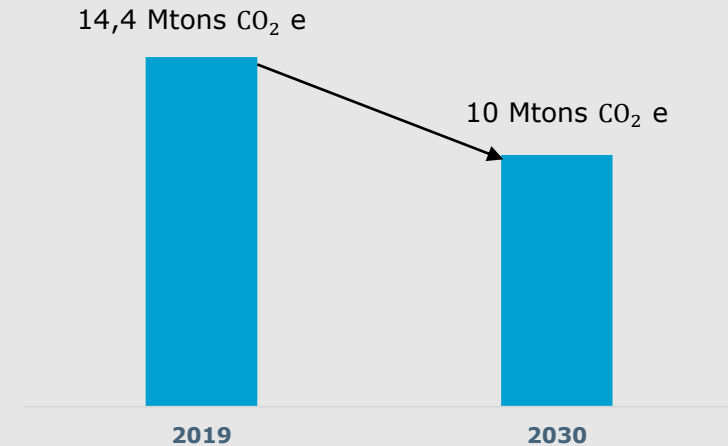
Commercializing sustainable innovation

# Actions for reaching science-based targets

## 2030 Scope 3

- Sustainability is integrated in everything we do
- ASSA ABLOY follows a continuous improvement approach
- Several actions will be needed to decrease our GHG emissions according to the set reduction targets

Decrease of GHG emissions with 28% for Scope 3 until 2030



### Activities to reach our targets



# Sustainability Compass

In 2025, all new released products have a sustainability value proposition

*Accelerate the usage of environmental data early in product development*

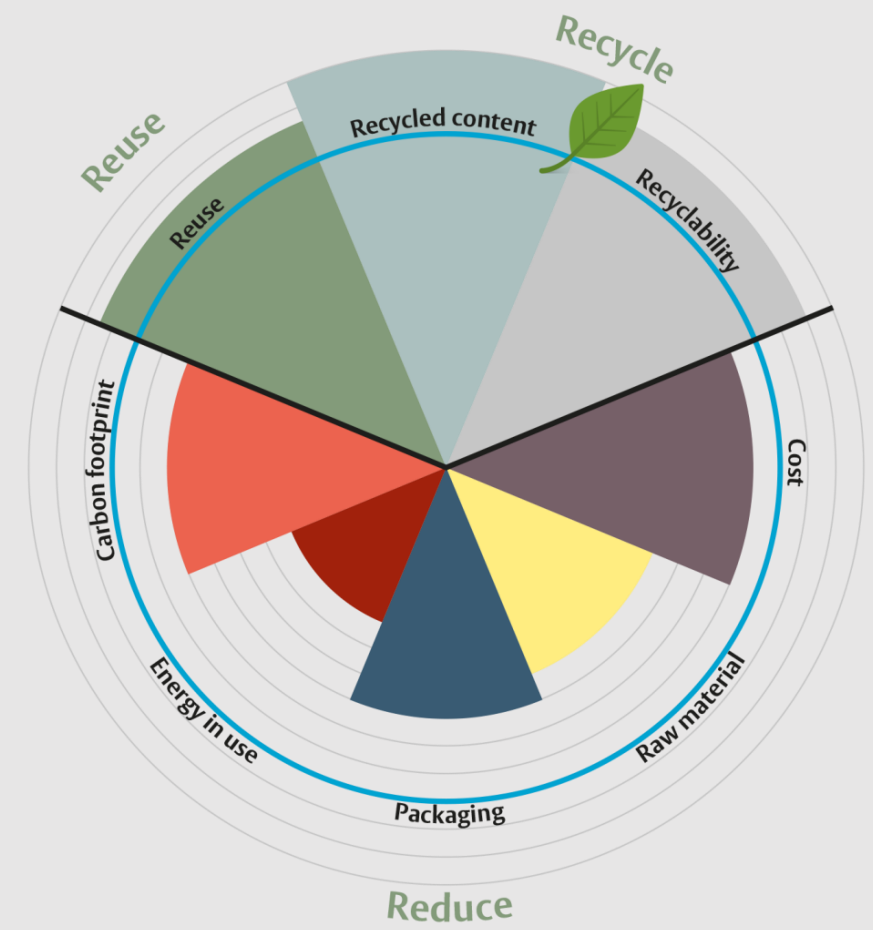
- Used to assess a variety of environmental attributes of new products
- An important part of mandatory product management training
- Implement methodologies and ways of working on a continuous basis
- Establish a lasting change in culture

DESIGN FOR ENVIRONMENT      TRANSPARENCY

Sustainability Compass      Environmental Data

Circular Products      Market Expectations

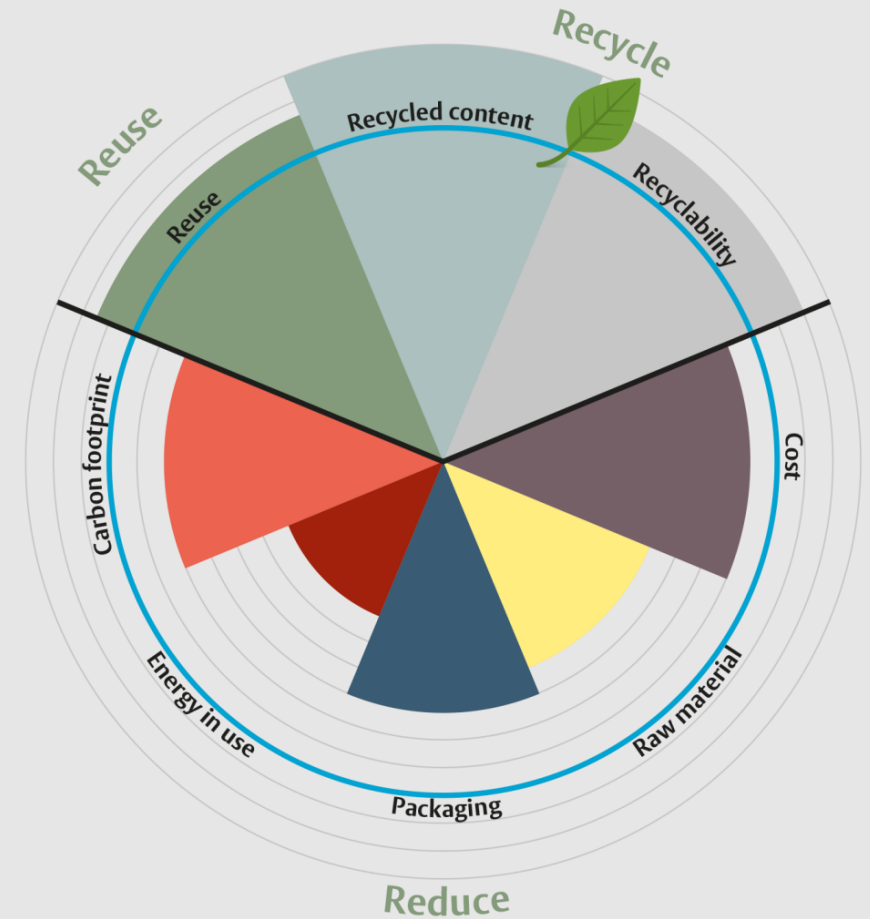
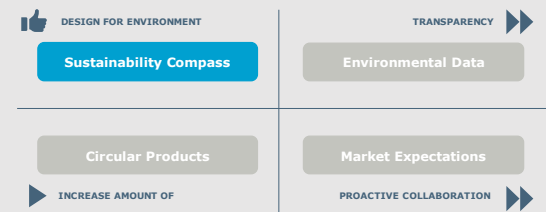
INCREASE AMOUNT OF      PROACTIVE COLLABORATION



# Sustainability Compass

- Secures that we *do the right things* to minimize footprint
- Creates awareness and continuously drives improvements
- Includes eight dimensions representing the products environmental footprint

**Reduce / Reuse / Recycle**





# Sustainable Smart Cards

- Market interest for sustainable smart cards continues to grow
- Customers' request PVC free options to lower their environmental footprint and to meet green building certifications
- We offer cards made of wood, paper, bioplastics and PVC/composite cards with more recycled content

## Bamboo Smart Card

Sustainable material  
PVC free  
High durability

Major interest  
from our  
customers

## UV Inkjet Printer

Adapted to print artwork  
on wood and bioplastic  
smart cards

Maintains all security  
requirements of a  
traditional smart card

BANK  
2718 2818 2845 9045  
Max Mustermann 12/22

# Solar window opener

- Opener installed on a window for easier installation
- Requires no wire to be operated
- Reduces greenhouse gas emissions by 220 kg carbon dioxide equivalents\*

\* Compared with previous model and when powered by Chinas electricity mix

*Assuming 500 units of solar window actuators are sold instead of conventional. Using Ecoinvent data.*



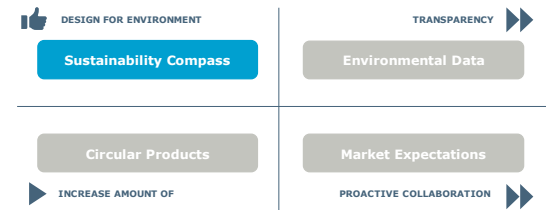
# Improving insulation capabilities of a door

- Lowers manufacturing cost by USD 18 per door compared to previous model
- Improved thermal performance
- Reduces energy consumption by 32%
- Generates less than 545 tons CO<sub>2</sub> equivalents per year - a reduction of 34%
- Fully recyclable and uses an environmentally friendly water-based adhesive
- Very low GHG emissions generated during manufacturing

Annual savings of **MUSD >0.5**



# The energy consumption for software usage

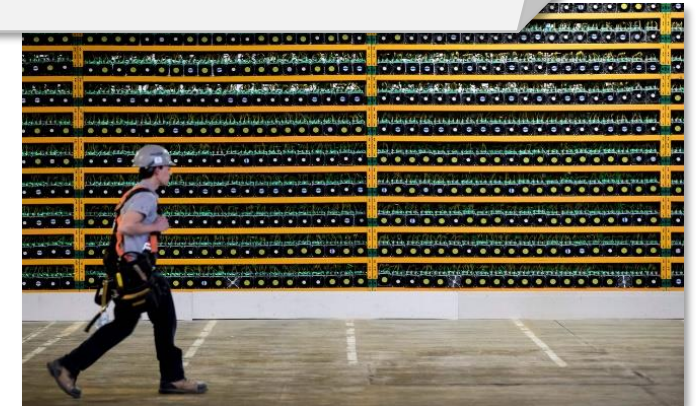


- Small energy inefficiencies can get amplified to a large environmental impact.
- Technologies like **cloud, AI/ML, extended reality**, that powers businesses are energy intensive.
- Companies **must adopt sustainable software engineering** as a core principle in their technology strategy.



“Currently, many experts estimate that data storage and transmission in and from data centers use 1% of global electricity.... The study expects consumption to reach 3.2% of total demand in 2030. Underlying calculations exclude cryptocurrency mining and data transmission networks themselves.”

**Bitcoin network consumes more energy than Switzerland**



[Data centers keep energy use steady despite big growth – DW – 01/24/2022](#)

# Keeping the sustainability compass relevant

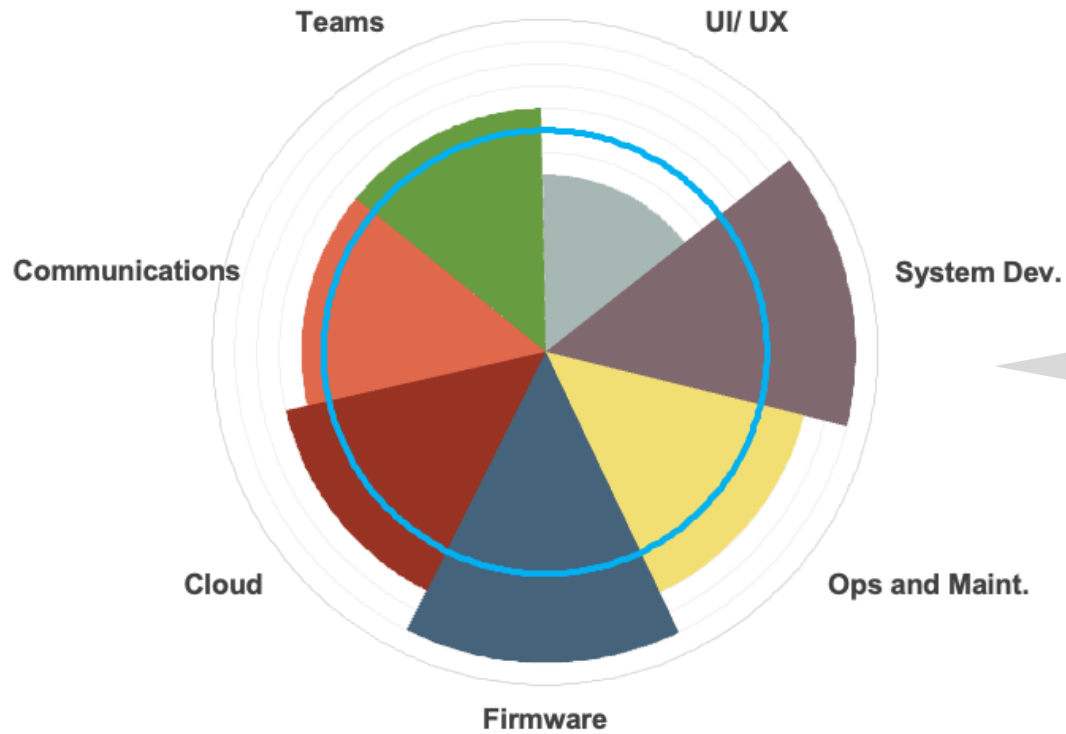
DESIGN FOR ENVIRONMENT      TRANSPARENCY

Sustainability Compass      Environmental Data

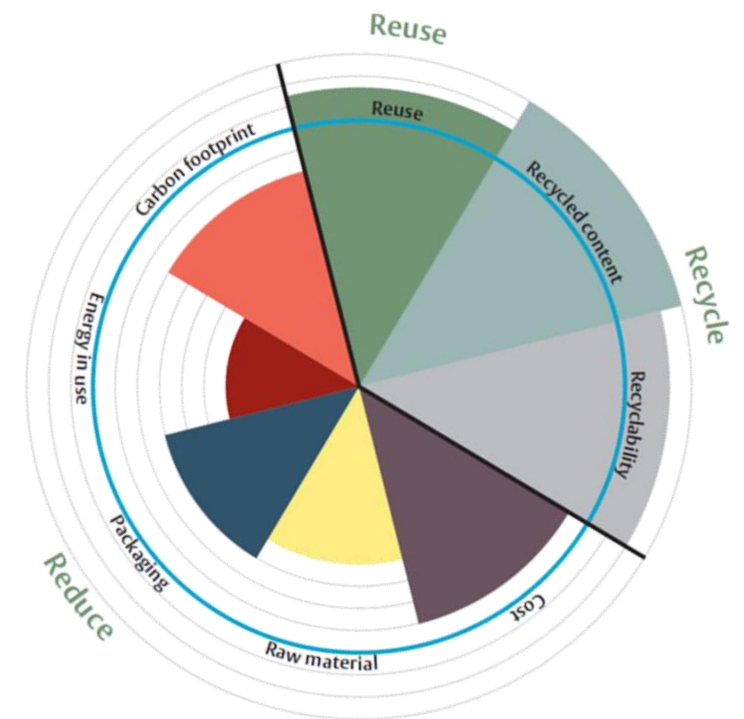
Circular Products      Market Expectations

INCREASE AMOUNT OF      PROACTIVE COLLABORATION

Software Sustainability Compass



Sustainability Compass



# Connected doors make buildings more efficient

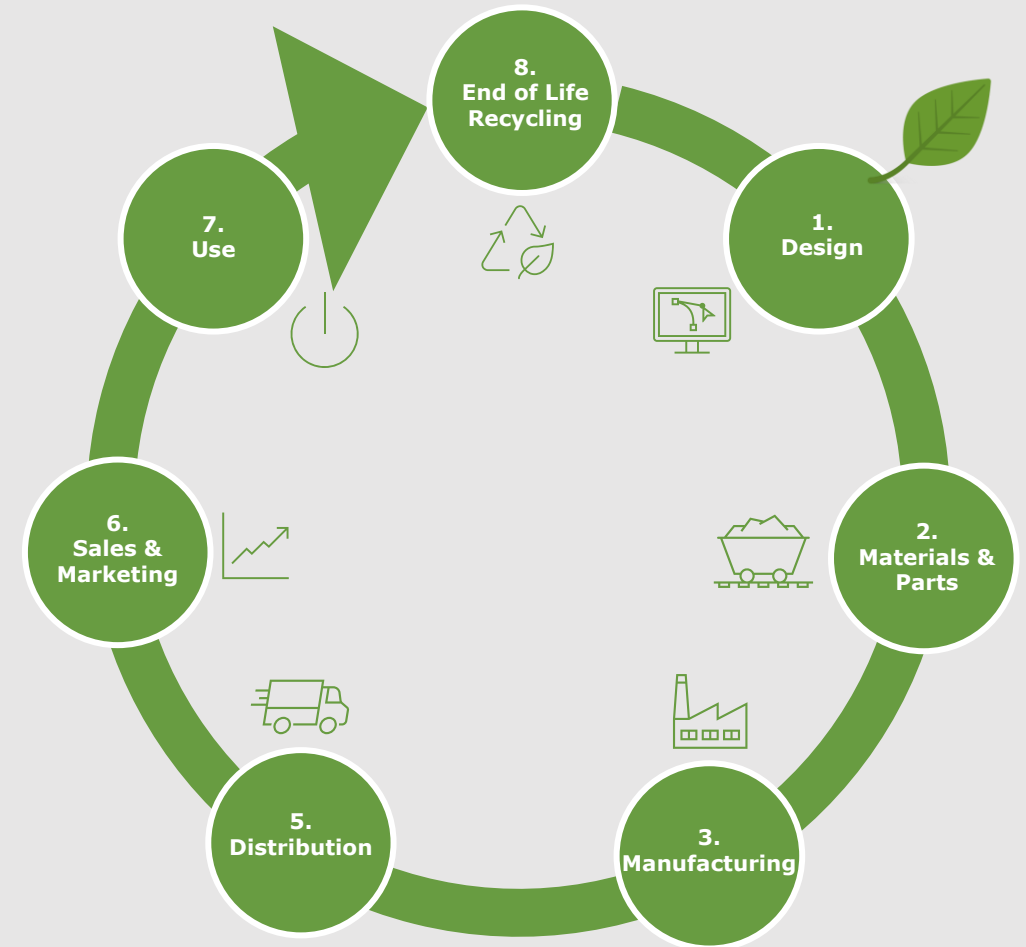
- Optimized door behavior improved **energy efficiency**, increased **service efficiency**, and **reduced cost** of ownership.
- Data generated by our automatic doors can be turned into actionable insights
- Provides our customers with value added digital services
  - Remote monitoring
  - Control
  - Configuration



# Life cycle analysis

*Guides to integrating sustainability in everything we do*

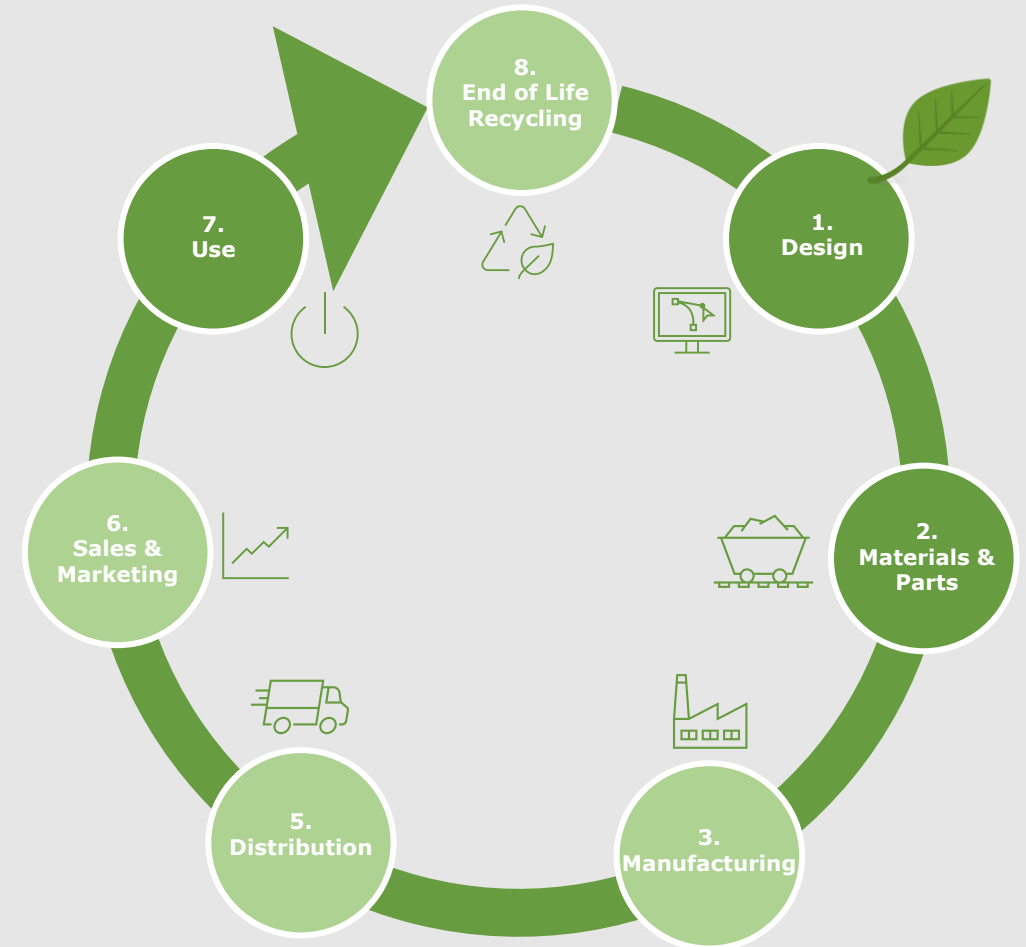
- Aiming to reduce the environmental impact in all stages in a product life cycle
- The process can be applied to any type of product or service offering



# Life cycle analysis

Focus areas are prioritized based on data from a products life cycle

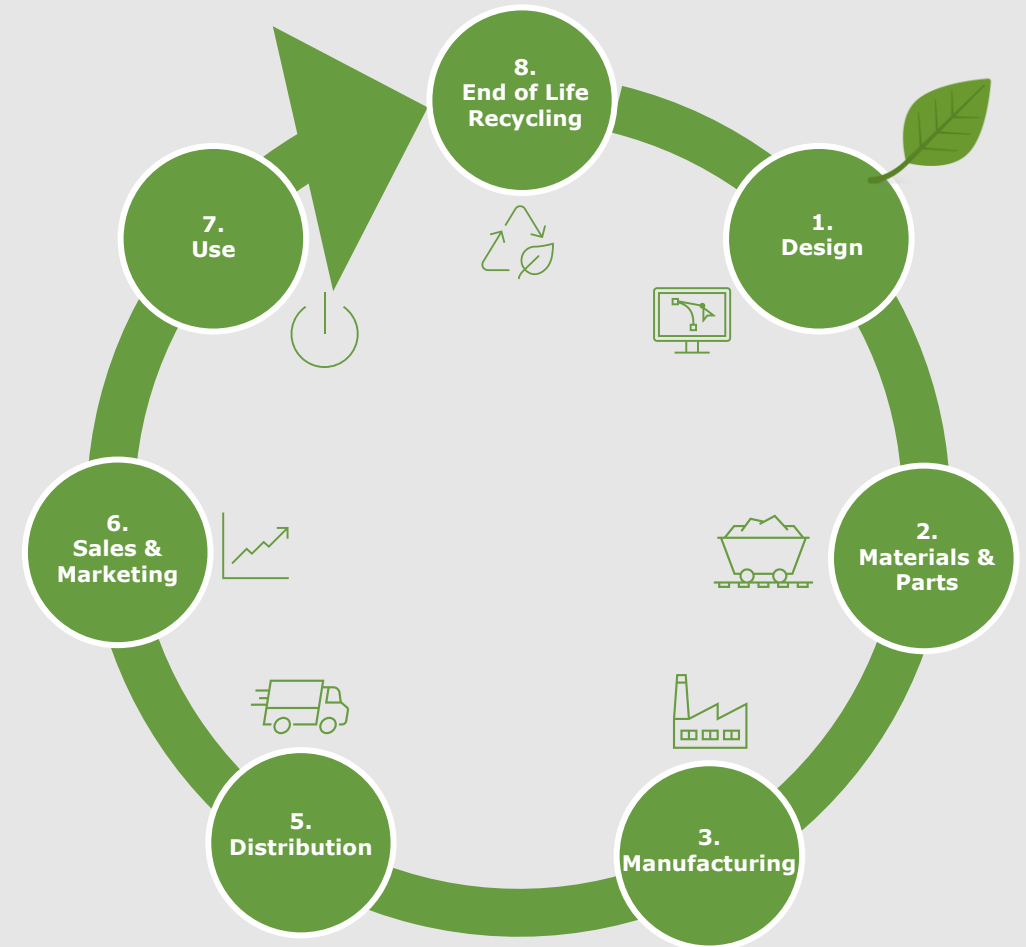
- Energy efficiency
  - Products are designed for reduced energy consumption during operation and stand-by modes
- Energy in use
  - Number of interactions /day/week/year
  - Energy consumption per interaction
  - Energy consumption in stand-by mode
- Material choice and design
  - Weight reduction (where possible) of carbon intensive raw materials such as steel
  - Material exchange to alternatives with similar characteristics
  - Aim to include more recycled and reused materials





# Gain trust from customers by environmental data

- Incorporating accurate environmental data in our product development process, with close collaboration to sourcing, supports to take actions which results in reducing the environmental impact from a life cycle perspective
- Customers requests products with low environmental impact, since it contributes to reach their environmental targets



# Circular business models

- Circular economy is moving from 'nice to have' to '**must have**'
- Going forward, we will **likely miss business opportunities** if we don't offer circular business models soon
- Circular business models will be essential in this quest as they promise to **decrease emissions heavily**
- Compared to new products, refurbished products require **less virgin material, lower energy consumption and less transport**



# Circular Business Models

DESIGN FOR ENVIRONMENT

TRANSPARENCY

Sustainability Compass

Environmental Data

Circular Products

Market Expectations

INCREASE AMOUNT OF

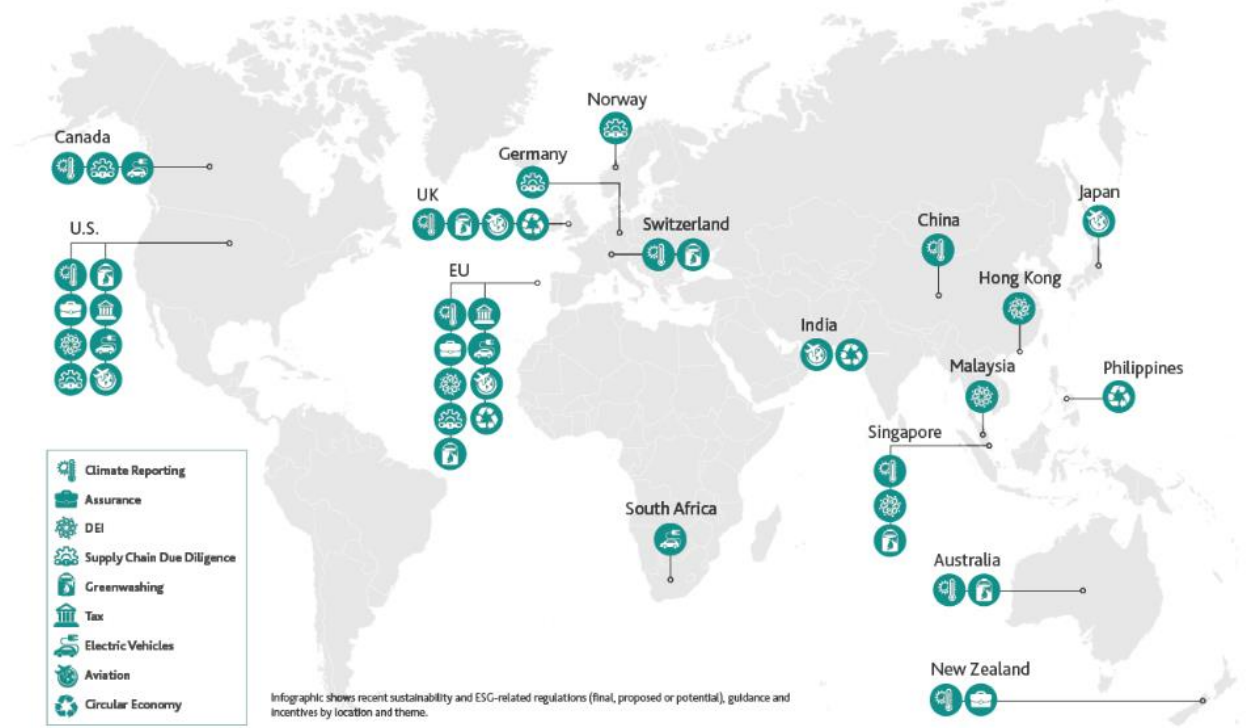
PROACTIVE COLLABORATION



Anna Denell  
Chief Sustainability Officer  
Vasakronan

# Number of regulations are growing

- Environmental regulations issues are increasing each year
- We ensure that we are prepared for the future “must haves” and the customers “nice to have”



# Collaboration

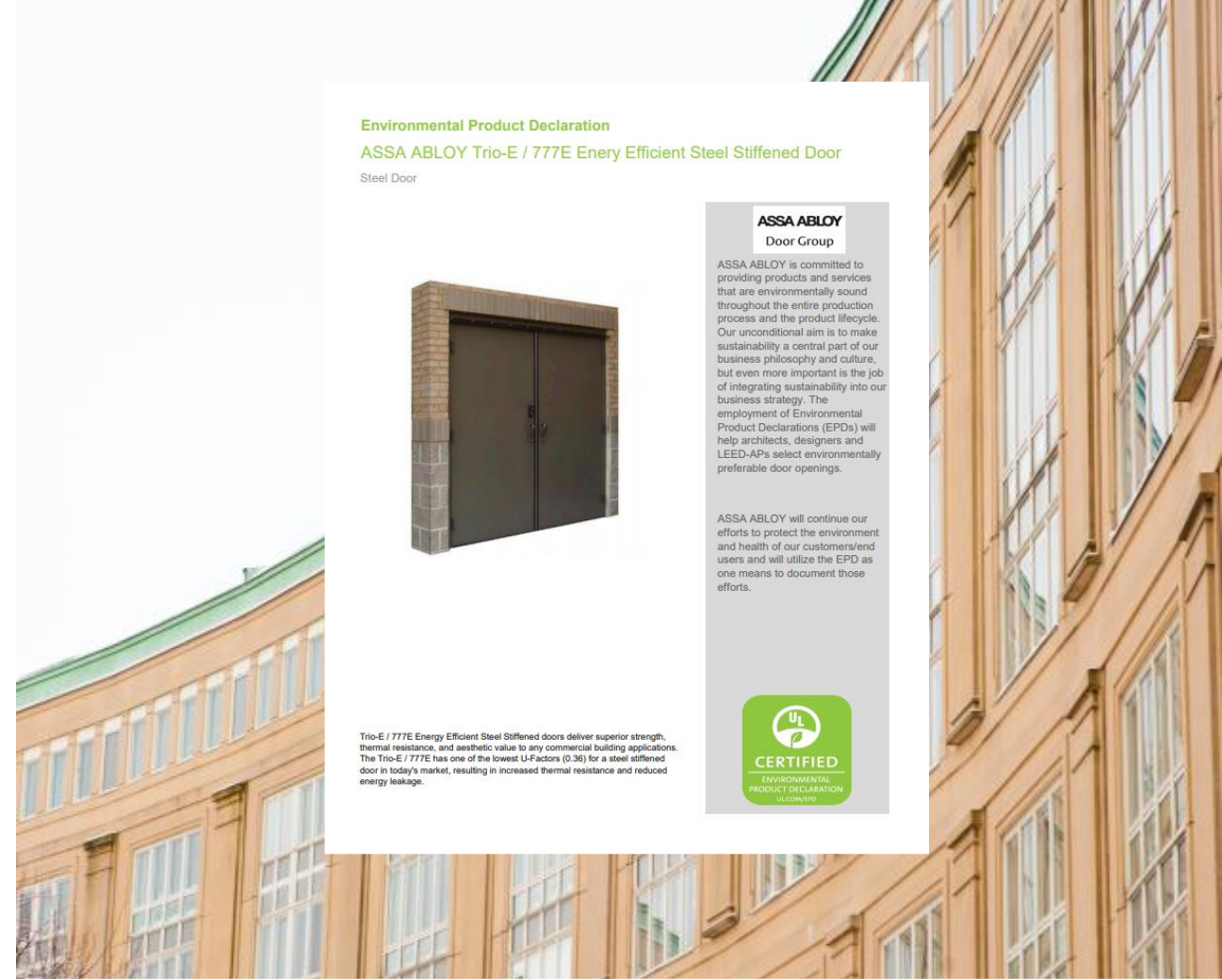
Proactively support ISO standards and participate in the World Green Building Council

- We participate in a working group at Swedish Institute for Standards to support new ISO standards for Circular Products and Environmental Product Declarations
- We partner with the World Green Building Council - A global network of over 70 Green Building Councils and their +36,000 members
- We are dedicated to provide solutions to support the industry towards net zero carbon



# Environmental Product Declarations (EPDs)

- Customers request EPDs to understand the environmental impact of a specific product for the entire building
- The Group currently<sup>1</sup> has 299 published EPDs
- EPD is requirements for achieving point to environmental certifications, such as LEED or BREEAM



## Environmental Product Declaration

ASSA ABLOY Trio-E / 777E Energy Efficient Steel Stiffened Door

Steel Door



### ASSA ABLOY Door Group

ASSA ABLOY is committed to providing products and services that are environmentally sound throughout the entire production process and the product lifecycle. Our unconditional aim is to make sustainability a central part of our business philosophy and culture, but even more important is the job of integrating sustainability into our business strategy. The employment of Environmental Product Declarations (EPDs) will help architects, designers and LEED-APs select environmentally preferable door openings.

ASSA ABLOY will continue our efforts to protect the environment and health of our customers/end users and will utilize the EPD as one means to document those efforts.

Trio-E / 777E Energy Efficient Steel Stiffened doors deliver superior strength, thermal resistance, and aesthetic value to any commercial building applications. The Trio-E / 777E has one of the lowest U-Factors (0.36) for a steel stiffened door in today's market, resulting in increased thermal resistance and reduced energy leakage.



<sup>1</sup> as of June 2023

# Agenda

Sustainable Innovation

Innovation strategy to reach science-based targets 2030 Scope 3

Commercializing sustainable innovation

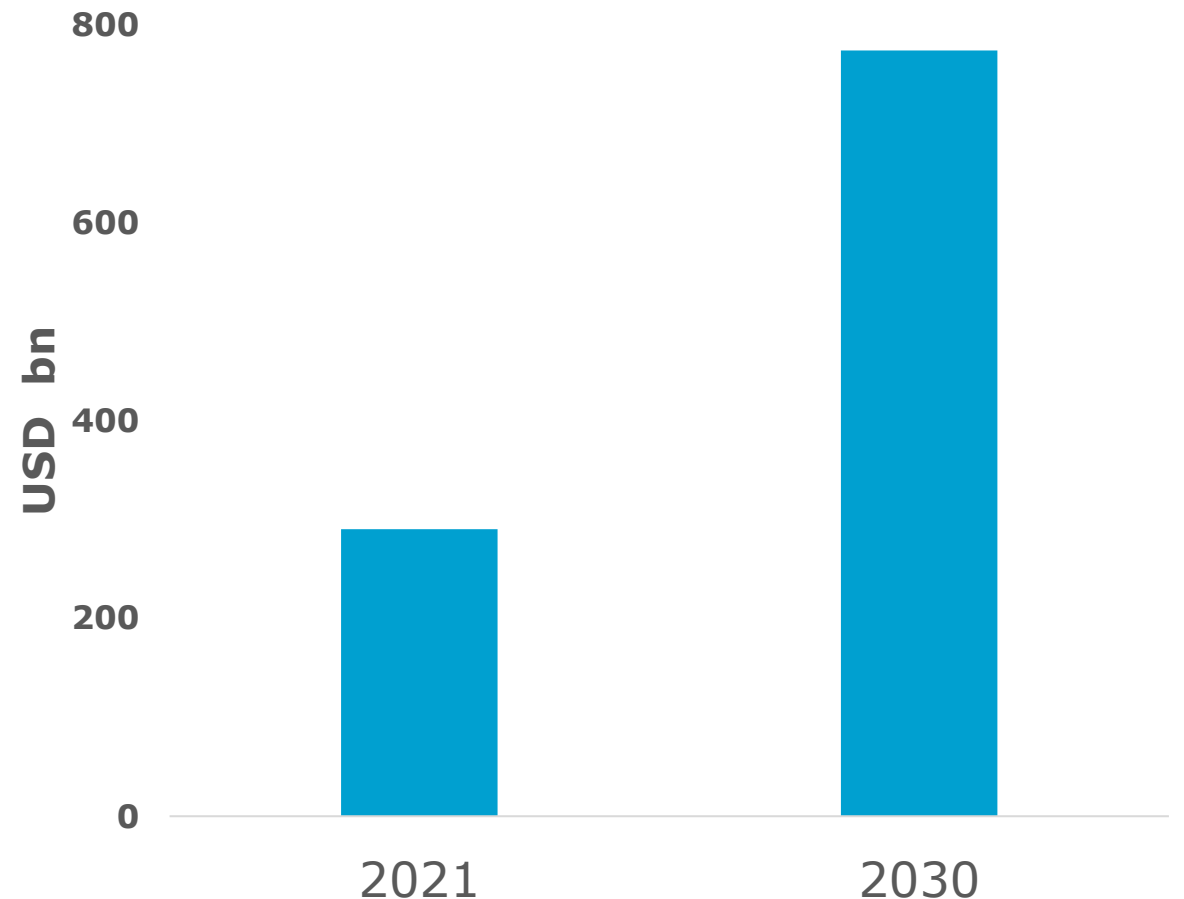
# Sustainability driving construction change

- 75% of buildings Required for use by 2030 are not built yet
- Buildings currently account for 37% of global greenhouse gas emissions<sup>1</sup>
- Certified 'sustainable products' are mandated = premium<sup>3</sup>
- Green Global Construction is expected to grow with a CAGR of 10-12%

#### List of sources:

1. World Green Building – Beyond the Business Case. Why you can't afford not to invest in a sustainable built environment (Nov 2021)
2. MarketResearch.biz (June 2023)
3. Acumen Research and Consulting (May 2022)

Green Building Global Construction value






# Certifications from third parties increases credibility

- 'Green' Certification is becoming a must for project entry
- Growing awareness  
*Investors, building owners and consumer*
- ASSA ABLOY has been pivotal in supporting product certification
- ASSA ABLOY memberships:
  - **LEED** *Leadership in Energy and Environmental Design*
  - **BREEAM** - *Building Research Establishment Environmental Assessment Method*
  - **NetZero** - *Zero Energy Buildings*
  - **WELL** - *human health and well being*
  - **Green Circle Certified**

## GreenCircle Certification System

GreenCircle Certified, LLC certifies that an independent, third-party evaluation has been conducted for:



### SARGENT, an ASSA ABLOY Group brand

80 Series Exit Device  
New Haven, CT

This product meets all the necessary qualifications to be certified for the following claims:

	2015	2020	% Reduction
Global Warming Potential (kg CO <sub>2</sub> eq per exit device)	6.56 x 10 <sup>1</sup>	3.60 x 10 <sup>1</sup>	45%
Ozone Depletion Potential (kg CFC-11 eq per exit device)	1.31 x 10 <sup>-6</sup>	2.60 x 10 <sup>-10</sup>	98%
Acidification Potential for Air Emissions (kg SO <sub>2</sub> eq per exit device)	3.06 x 10 <sup>1</sup>	1.90 x 10 <sup>1</sup>	37%
Eutrophication Potential (kg (PO <sub>4</sub> ) <sub>3</sub> eq per exit device)	2.02 x 10 <sup>-2</sup>	1.40 x 10 <sup>-2</sup>	30%
Photochemical Ozone Creation Potential (kg ethene eq per exit device)	1.95 x 10 <sup>-2</sup>	1.30 x 10 <sup>-2</sup>	33%
Abiotic Depletion Potential - Elements (kg Sb eq per exit device)	2.05 x 10 <sup>-2</sup>	5.80 x 10 <sup>-3</sup>	71%
Abiotic Depletion Potential - Fossil Fuels kg (MJ per exit device)	8.06 x 10 <sup>2</sup>	4.80 x 10 <sup>2</sup>	40%

SARGENT's Life Cycle Assessment (LCA) Optimized Certification was completed on January 1, 2022. The LCA Optimized Certification analysis compared SARGENT's 2015 Environmental Product Declaration (EPD) for their 80 Series Exit Device certified by Institut Bauen und Umwelt e.V. to the 2020 EPD completed by Sustainable Solutions Corporation.

The 2015 EPD and the 2020 EPD were prepared utilizing the PCR for EPDs: IBU: PCR Locks and fittings (mechanical & electromechanical locks & fittings), 07-2014 and the UL Environment Part B: Builders Hardware EPD Requirements, Version 1.0, November 2019, respectively. The 2015 EPD is cradle to gate with options. The 2020 EPD is cradle to grave. Both the 2015 and 2020 EPD's Program Operators were UL Environment.

The 2015 and 2020 LCAs were prepared using Gabi v6 software and Gabi v8.7 software, respectively. Both LCAs utilized the GaBi Database. The impact categories listed above, and subsequent optimization information comes from life cycle product stages A1 through A3 using the CML methodology for both the 2015 and 2020 EPD.

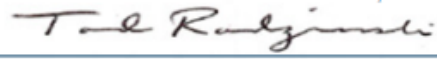
The analysis of the EPDs and documentation of material and operational changes to optimize the product stage (A1-A3) were third-party certified by GreenCircle. GreenCircle verified that the LCA and EPD were conducted per applicable standards (ISO 14040/14044, EN15084, EN 21930), and that proper documentation and evidence was provided by SARGENT to verify the product optimization compared to 2015 EPD. SARGENT's [GreenCircle Certified Environmental Facts Label](#) documents the manufacturing reductions that attributed to the optimization.

These products are certified to meet the requirements of the LEED v4.1 Materials and Resources Building Product Disclosure and Optimization – Environmental Product Declaration Option 2 credit. The 80 Series Exit Device product contributes two products or 200% of material cost for the LEED v4.1 credit. The reduction in embodied carbon and other life cycle impact categories can be attributed to improved tracking and organization of waste and utility data, water usage reductions, manufacturing energy reductions, and increased utilization of recycled materials.


To review SARGENT's 2020 EPD for their 80 Series Exit Device please click [HERE](#).  
To review SARGENT's GreenCircle Certified Environmental Facts Label please visit the GreenCircle Product Database [HERE](#).

Certification Period: April 1, 2022 - March 31, 2025  
Certification Number: 22-0366


Referenced Standards: ISO14040, ISO14044, ASTM E1991-05, EN15084, EN 21930, LEED v4.1 BD+C: April 2021 Beta Guide



Tad Radzinski, PE, SEP, LEED AP, SFP  
Certification Officer



155 Railroad Plaza, Royersford PA 19468

An aerial photograph of a city street, likely in Paris, during sunset. The sun is low on the horizon, creating a golden glow over the city. The street is lined with trees and buildings, and there are cars on the road. A blue semi-transparent overlay covers the bottom half of the image.

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.

# Green specification in EMEIA

Experience a safer and more open world

**ASSA ABLOY**

# What do we offer

## GREEN SPECIFICATION SERVICE



*“Openings Studio software introduced us to a whole new way of thinking and efficiency,” adds Nimrod Schenkelbach.*

**Zarchy Architects, Israel**



**Openings Studio™**



*“Our specification was connected and up to date with the BIM model.”*

*Andrzej Leszczyński, Head of Architecture, Structure Capital*



*The development of Panattoni's facilities is preceded by a life cycle analysis (LCA) and calculation of the total carbon footprint of the investment. In the design phase, e.g. emissions resulting from the building materials used are taken into account*

**Panattoni , Poland**

# Green specification guide



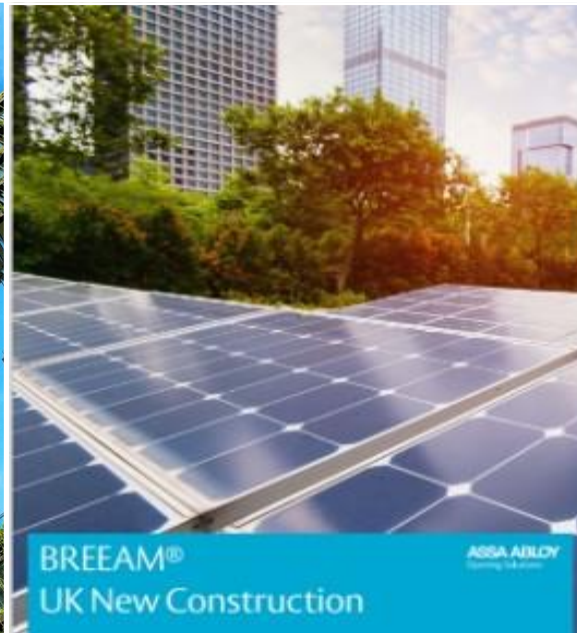
BREEAM®



## Robust specification & sales arguments to increase win probability on green projects!



Introduction to green buildings



Contribution to green building standards

**BREEAM® UK NEW CONSTRUCTION**

**Health and Wellbeing**

**Hea 04 Thermal Comfort (1-3 pts)**

Ensure that buildings provide appropriate thermal comfort levels. ASSA ABLOY Opening Solutions has many products that enhance the overall thermal performance of the building. Our drop seals and door closers ensure a timely and tightly sealed building envelope, minimizing temperature changes within the building. Additionally, select doors are constructed with insulation to improve the thermal performance of the door, effectively improving the overall energy performance of the building.

**Hea 05 Acoustic Performance (3 pts)**

Minimise sound disturbances and increase occupant productivity by providing enhanced acoustic performance. All ASSA ABLOY drop seal doors, as well as some doors, have acoustic dampening or proofing properties that contribute to enhancing the acoustic performance of the building. We offer doors solutions, including our PowerShield Acoustic Doors, that are rated upwards of 45 decibels and are compliant with acoustic standards such as EN ISO 140-3.

For more information on the acoustic performance properties of our products, please visit our website at <https://www.assaabloyopeningsolutions.com/en>

**Hea 06 Security (1 pt)**

Provide security features to the building and site to promote a safe and welcoming environment. Providing secure and safe spaces with universal accessibility is a key focus point for ASSA ABLOY. ASSA ABLOY Opening Solutions' access control, locking, door, and panic and exit device products provide convenient safety features that ensure occupant security while maintaining a welcoming environment. Our products are designed to a variety of vigorous performance and safety standards. Additionally, our door closers ensure that entrances are tightly secured every time.

**Energy**

**Eno 01 Reduction of Energy Use and Carbon Emissions (up to 18 pts)**

To minimise operational energy demand, primary energy consumption and CO<sub>2</sub> emissions. Energy efficiency within buildings can be increased by maintaining a tight building envelope as well as by choosing access solutions that use low-to-no energy. Door security solutions from ASSA ABLOY Opening Solutions such as door closers and drop seals ensure a tight door seal. Select doors also have thermal

**ASSA ABLOY BREEAM OVERVIEW**

ACCESS CONTROL  
ASSA  
CO2  
EcoStar  
Lock Health  
SmartStar

DOOR CLOSERS

MECHANICAL AND TESTED-MECHANICAL LOCKING  
5 Locks  
Ball  
Lock Sets  
Lock Cases  
and Cylinders

DOORS

DROP SEALS

PANIC AND EXIT DEVICES

DOOR OPENERS

HANDLES AND PUSH-PLATES

Sustainability attributes of products families

**ENVIRONMENTAL PRODUCT DECLARATION**  
as per ISO 14025 and EN 15804

Owner of the Declaration: ASSA ABLOY Opening Solutions Sweden  
Programme holder: Institut Bauen und Umwelt e.V. (IBU)  
Publisher: Institut Bauen und Umwelt e.V. (IBU)  
Declaration number: EPD-ASA-20180191-IBC1-EN  
Issue date: 20.12.2018  
Valid to: 19.12.2023

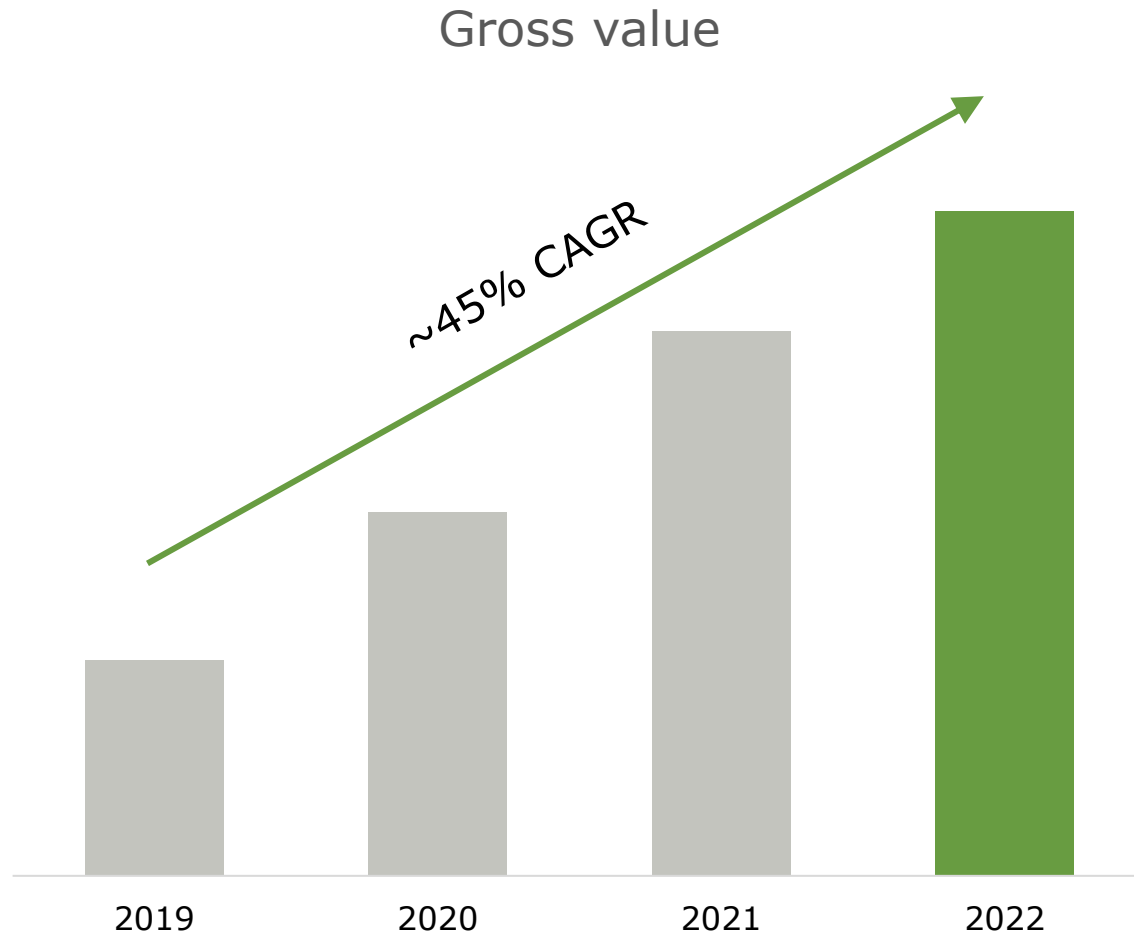
**ASSA ABLOY Connect Lock case 740-50 ME**  
**ASSA ABLOY Opening Solutions Sweden**

[www.ibu-epd.com](http://www.ibu-epd.com) / <https://epd-online.com>

Intro to EPD and product transparency disclosures

# Green specifications

*Green projects in Openings Studio*



Avg. value / opening



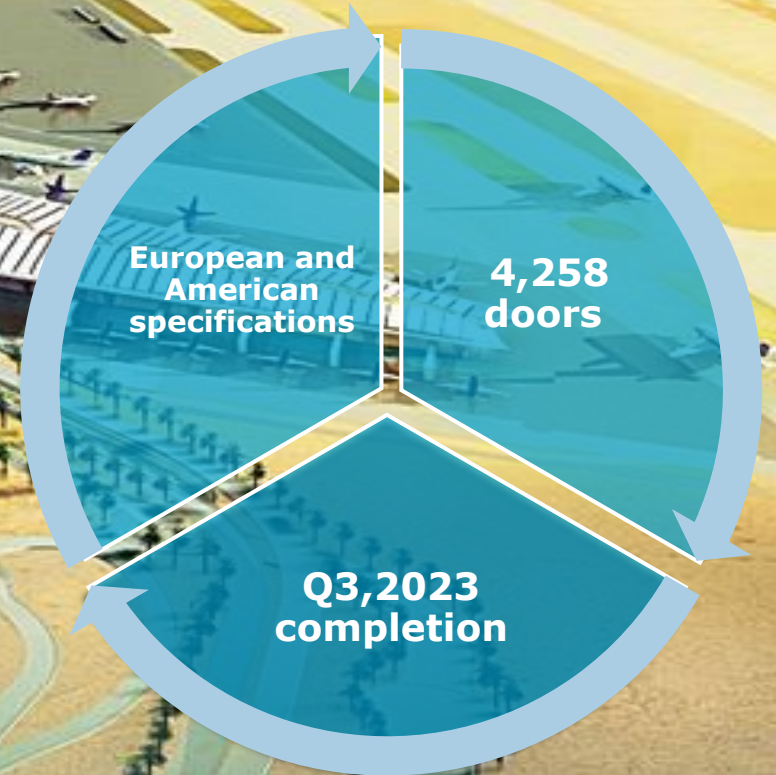
# ASSA ABLOY MIDDLE EAST

Kuwait international airport, Kuwait with Foster & Partners

WON



Openings Studio® 2D



## LEED certified full door solution

EN and ANSI standards Fire doors, security doors, handles, hinges, door closers, lockcases, cylinders, Panic Exit Devices, strikes, electric locks....

# ASSA ABLOY MIDDLE EAST

Smart Dubai, Dubai, United Arab Emirates



## Key Facts:

- Dubai government adopted 100% paperless strategy
- Digitizing and adopting blockchain technology
- Aim to cut carbon emissions by 30% by the end of 2030
- All government builds must be green certified





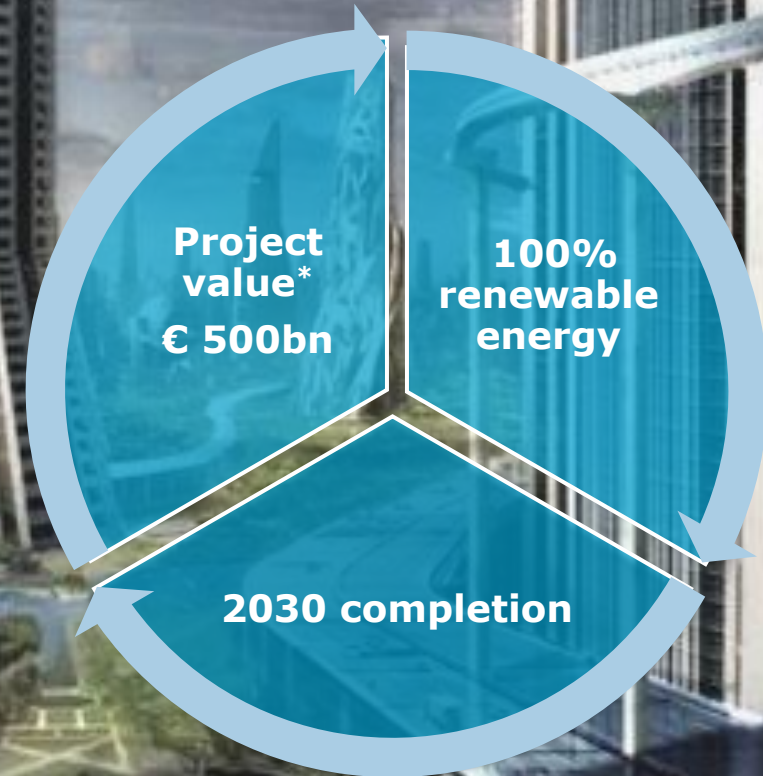
# ASSA ABLOY MIDDLE EAST

The Line (NEOM) Kingdom of Saudi Arabia



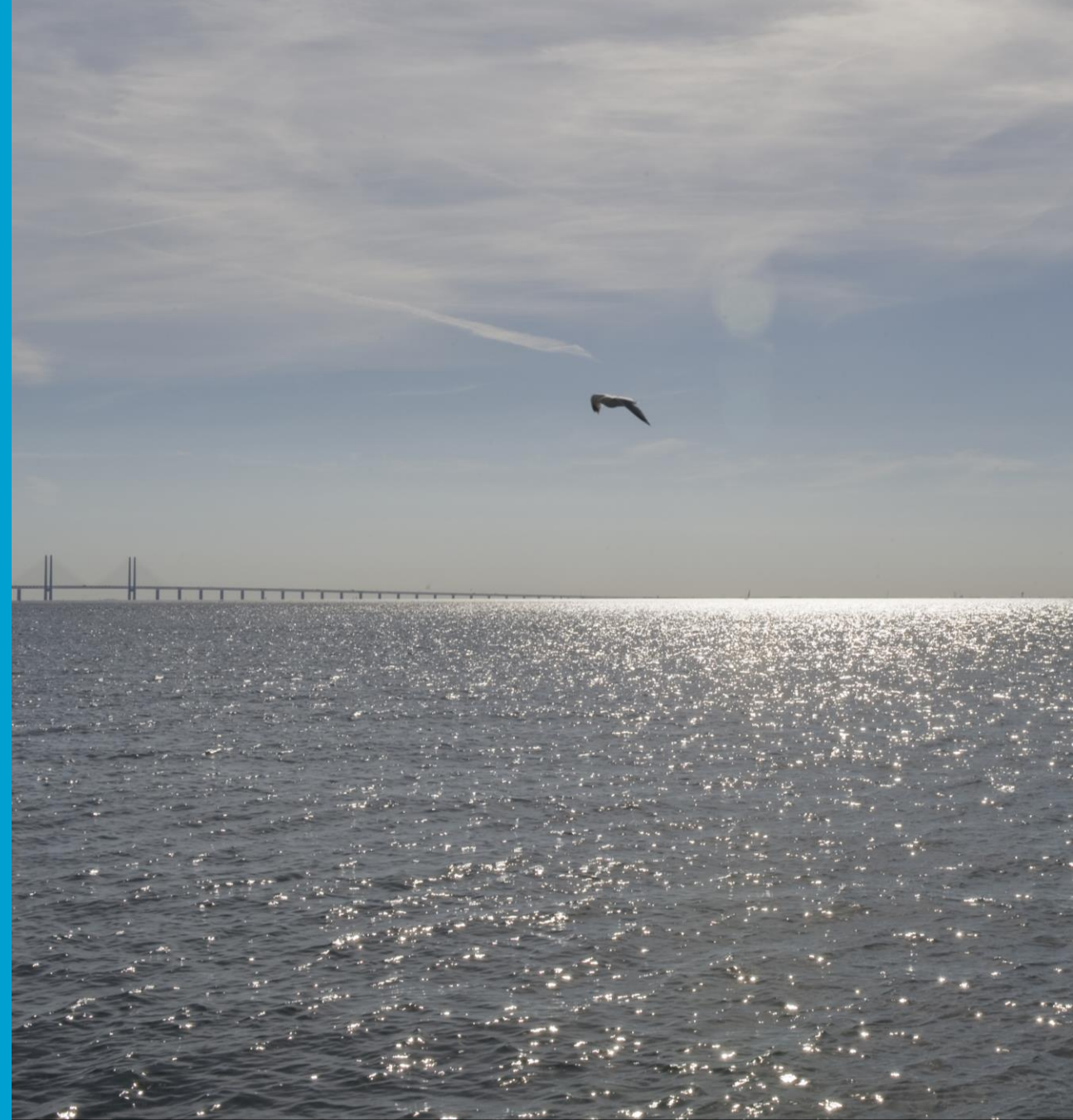
## Key Facts:

- Approx. 1 million residents to live
- GDP €48 billion
- 380k jobs by 2030
- Driven by artificial intelligence
- City of 170 Km length
- Invisible service grid without cars and roads



# Its not just about buildings...

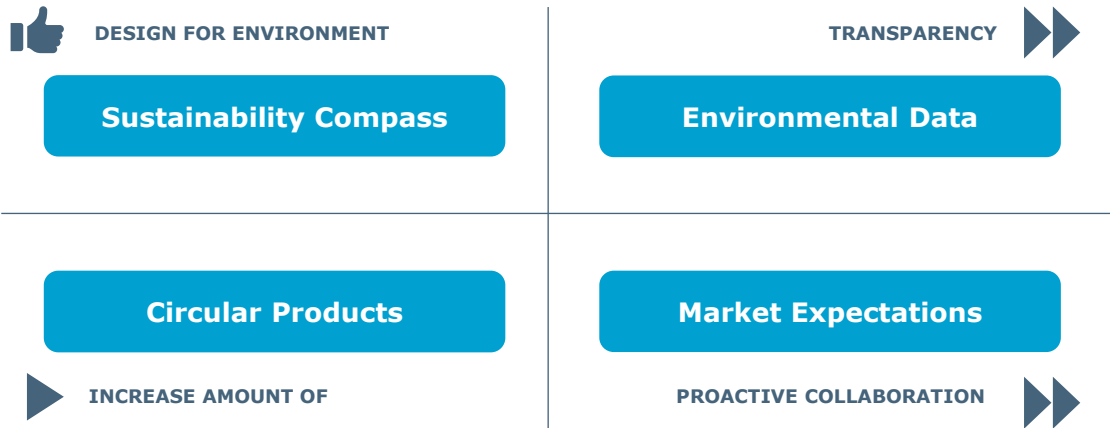
- HID RFID tags tracking fish to support seafood sustainability
- Overfishing reduces sustainability
- RFID tags gives data on the population size and health.
- ASSA ABLOY supporting sustainable fishing and allow fish populations to recover and thrive.



# Summary

- ASSA ABLOY committed to science-based targets
- Strong progress on the journey to net zero no later than 2050
- Commercializing sustainability is a great opportunity

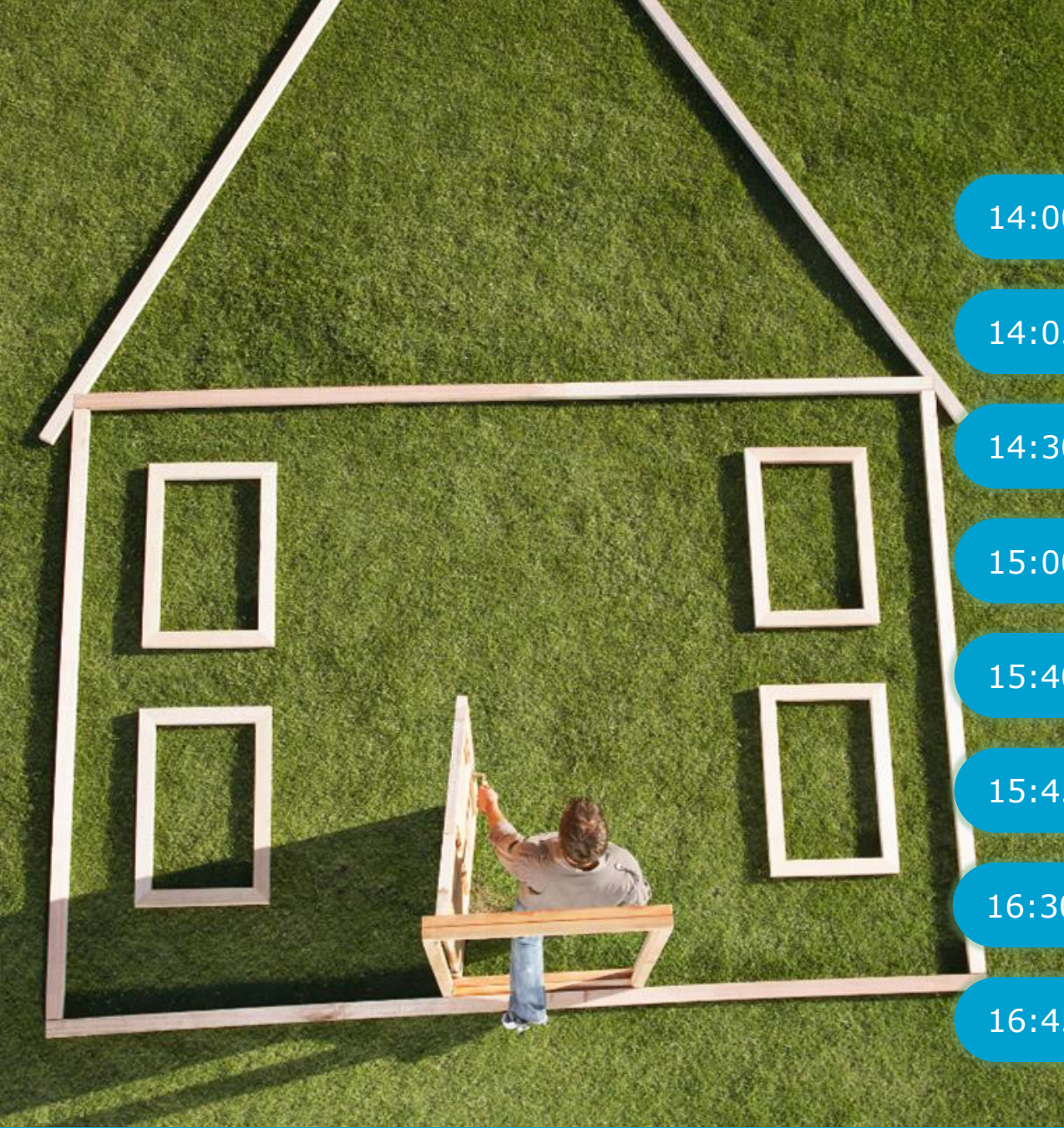
## Activities to reach science-based targets in 2030





# Q&A

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.



# Agenda

- 14:00 Welcome and introduction
- 14:05 ASSA ABLOY and sustainability  
*Nico Delvaux, President & CEO*
- 14:30 Implementation and tracking of science-based targets
- 15:00 Status update on our 2025 sustainability program
- 15:40 Break
- 15:45 Commercializing sustainable innovation
- 16:30 Financial opportunities and risks  
*Erik Pieder, CFO*
- 16:45 End. Thank you!

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# Financial opportunities and risks

Erik Pieder, EVP and CFO

# Financial opportunities and risks

- Second climate scenario analysis completed in 2022
  - Additional analysis carried out in 2023
- We analyse risks and opportunities according to the TCFD framework\*
  - Market and technology
  - Reputation
  - Policy and regulation
  - Physical risks

\*Taskforce on Climate-Related Financial Disclosures



# Climate scenario analysis

## Opportunities

- Increased solution requirements
- New markets/technologies
- Increased focus on security and resilience
- Increased resource efficiency

## Risks

- Coastal factories at risk of flooding
- Supply chain uncertainty
- Materials availability
- Ability to get insurance
- Higher costs for emissions
- Energy disruption and availability





# Two ways of addressing risks and opportunities

## Defensive approach

- Minimize environmental impact from our operations, leaving our customer offering as is
- Follow green requirements and legislations

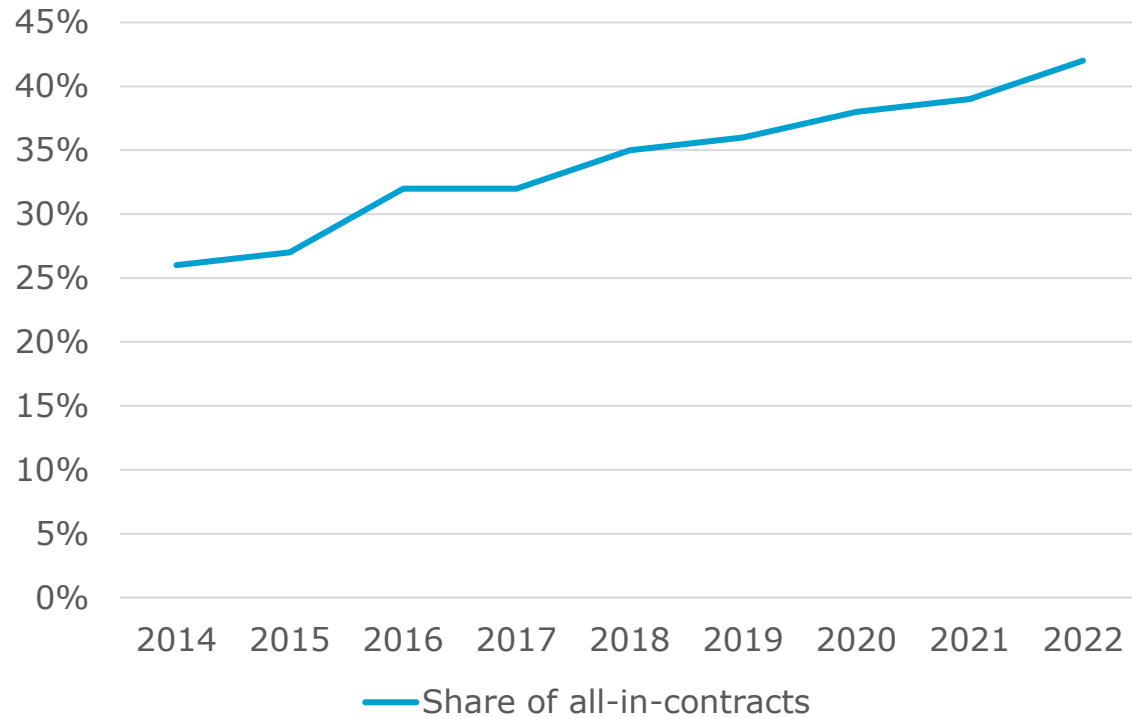
## Offensive approach

- New applications and market segments
- Accelerate sales through market share gains and price premium
- Efficient operations



Moving from minimizing sustainability risks to maximizing sustainability opportunities

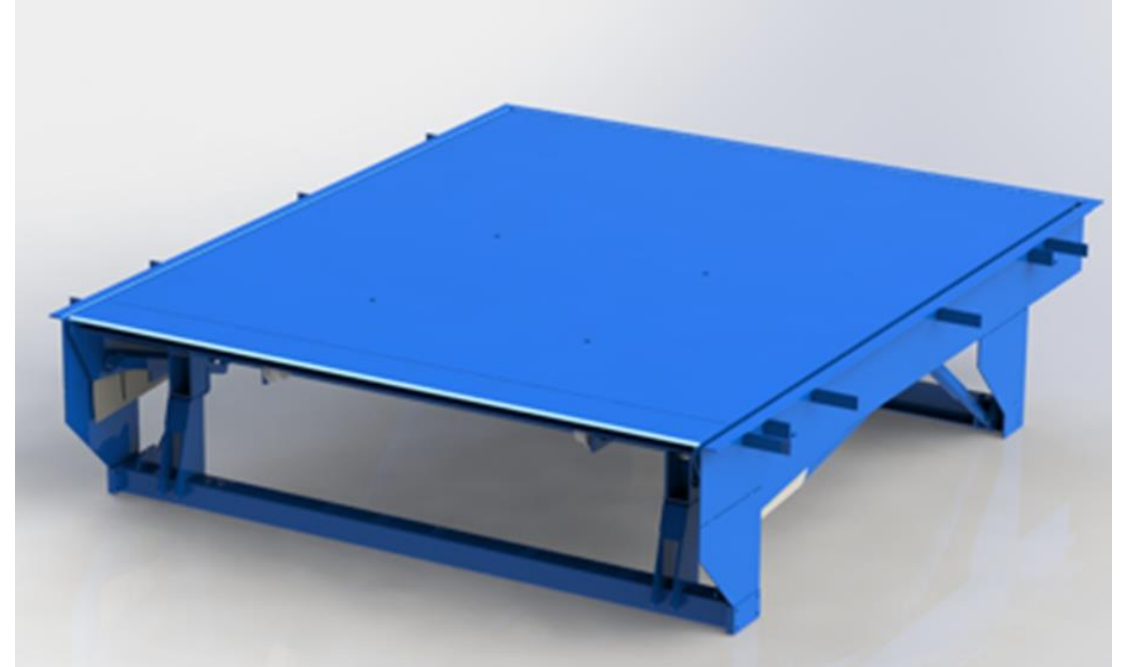
## Growth of all-in service contracts in Holland driven by circularity model



# The Sideswipe project

New sideswipe for loading dock stations that improves the sustainability performance and decreases both energy in use and product cost

- 200 kg less steel per loading dock
- Product complexity reduction
- >60% reduction of power needed
- 50% less installation time
- Raw material handling time cut by half



# Solar Panels at ASSA ABLOY Rychnov

- Our largest production facility of cylinders in Europe
- 2,370 panels installed
- >500 tCO<sub>2</sub> improvement impact per annum

Capex\*

MEUR 0.6

Payback

3.7 years

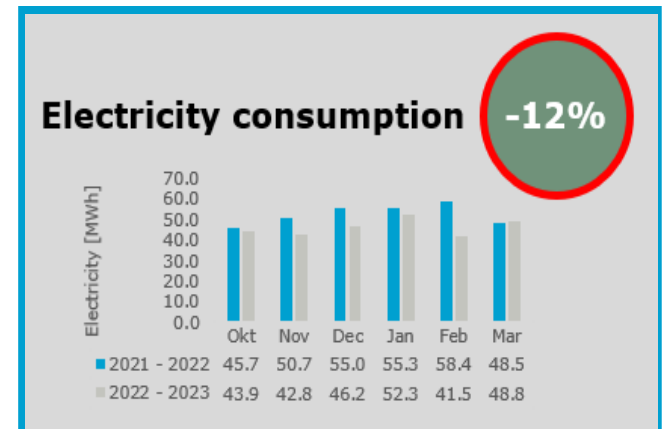
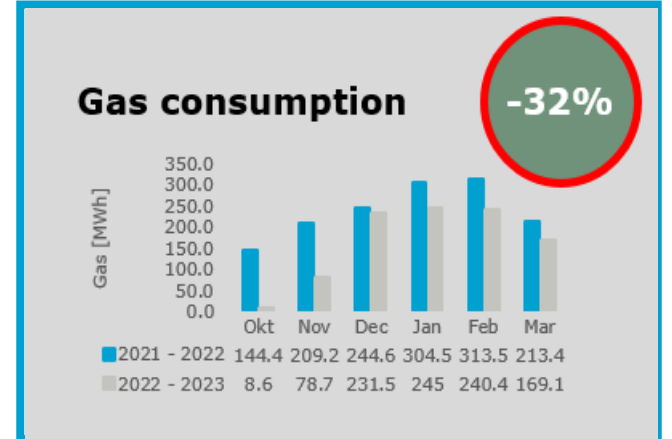


# Energy sensors at Moorsel

- Entrance Systems Industrial segment
- Installed gas and electricity sensors throughout the facility
- Measured usage in 15 min intervals - visualised the usage on screens at point of use
- Supervisors took direct action => utilizing machines more efficiently

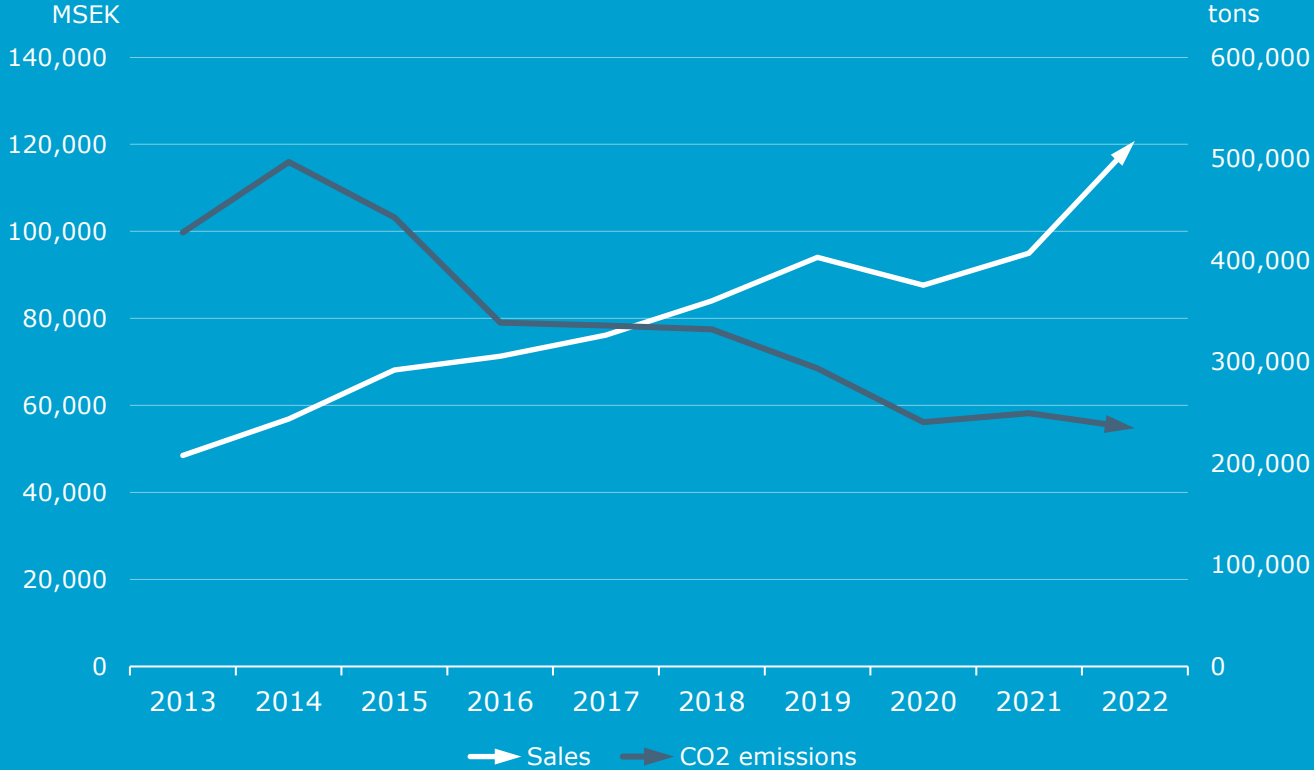
Payback

<1 year



# Sustainability and financial performance

Sales vs CO<sub>2</sub> emissions



Since 2013...

...we have almost halved absolute Scope 1&2 CO<sub>2</sub> emissions

...while our sales have increased by 150%

...and our margin is stable at ~16%

# Key take-aways from today

- 1 Sustainability is integrated in everything we do
- 2 Demand is increasing for sustainable access solutions
- 3 Our investments in R&D, innovation and efficiency puts us in a good position to capitalize on sustainability opportunities, to accelerate growth and reduce costs





# Q&A

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.





besam®  
ASSA ABLOY  
**AUTOMATIC  
CAUTION  
DOOR**

**IC DOOR** besam® ASSA ABLOY **STAND CLEAR**

**Thank you**  
[assaabloy.com](http://assaabloy.com)

Experience a safer and more open world

**ASSA ABLOY**