

Rümlang/Switzerland, 22 June 2018

Dear Shareholders,

We would like to inform you that the Board of Directors of dormakaba is proposing Riet Cadonau for election as new Chairman of the Board of Directors and Hans Hess as Vice-Chairman and Lead Independent Director.

As already announced last October, after 12 years as Chairman of dormakaba, I will not stand for re-election at our Annual General Meeting on 23 October 2018. The Board places great importance on a long-term solution for succession, and we decided unanimously that Riet Cadonau has the best qualifications to become the future Chairman.

We are therefore very pleased to propose to you Riet Cadonau for election as my successor at the next Annual General Meeting. Riet Cadonau is well known to you as the CEO of dormakaba Group since 2011, and he already served as a member of our Board of Directors between 2006 and 2011. Over the last more than ten years, he has played an important role in the successful strategic direction of our company. In particular, he was instrumental in initiating and implementing the merger of Dorma and Kaba, which has served as the basis for our current position as one of the top three companies in the global market for access and security solutions. Riet Cadonau also built a strong management team, thus ensuring that our organization was able to efficiently manage the strong growth we have experienced in recent years. In the view of the Board, he therefore has the ideal background and experience for the role of Chairman. He will also ensure continuity in the implementation of our strategy as well as in the important communication with internal and external stakeholders.

Subject to his election, Riet Cadonau will remain CEO for a period of two to maximum three years and will serve as Chairman in a dual role. During this period, he will not be a member of any board committees and will not receive additional compensation for his role on the Board.

In the context of the nomination of a new Chairman, we have also decided that after his re-election, Hans Hess, a seasoned and experienced member of our Board of Directors since 2011, is to be appointed Vice-Chairman as well as Lead Independent Director. This measure will continue to ensure that our competent and well-balanced Board exercises independent control and supervision. Rolf Dörig, currently Vice-Chairman, will stand for re-election as a member of the Board of Directors.

The nominations of Riet Cadonau as Chairman and Hans Hess as Lead Independent Director will ensure a seamless transfer of responsibility at the helm of the company. We are convinced that this will set the right course for the long-term, successful further development of dormakaba.

The invitation containing the full agenda for the Annual General Meeting on 23 October 2018 will be sent to you in September in due course. It would be a pleasure to welcome you personally at this event, which will be my last Annual General Meeting with dormakaba.

On behalf of the Board of Directors, I would like to thank you, esteemed shareholders, for your continued trust in dormakaba.

Sincerely,



Ulrich Graf
Chairman of the Board of Directors