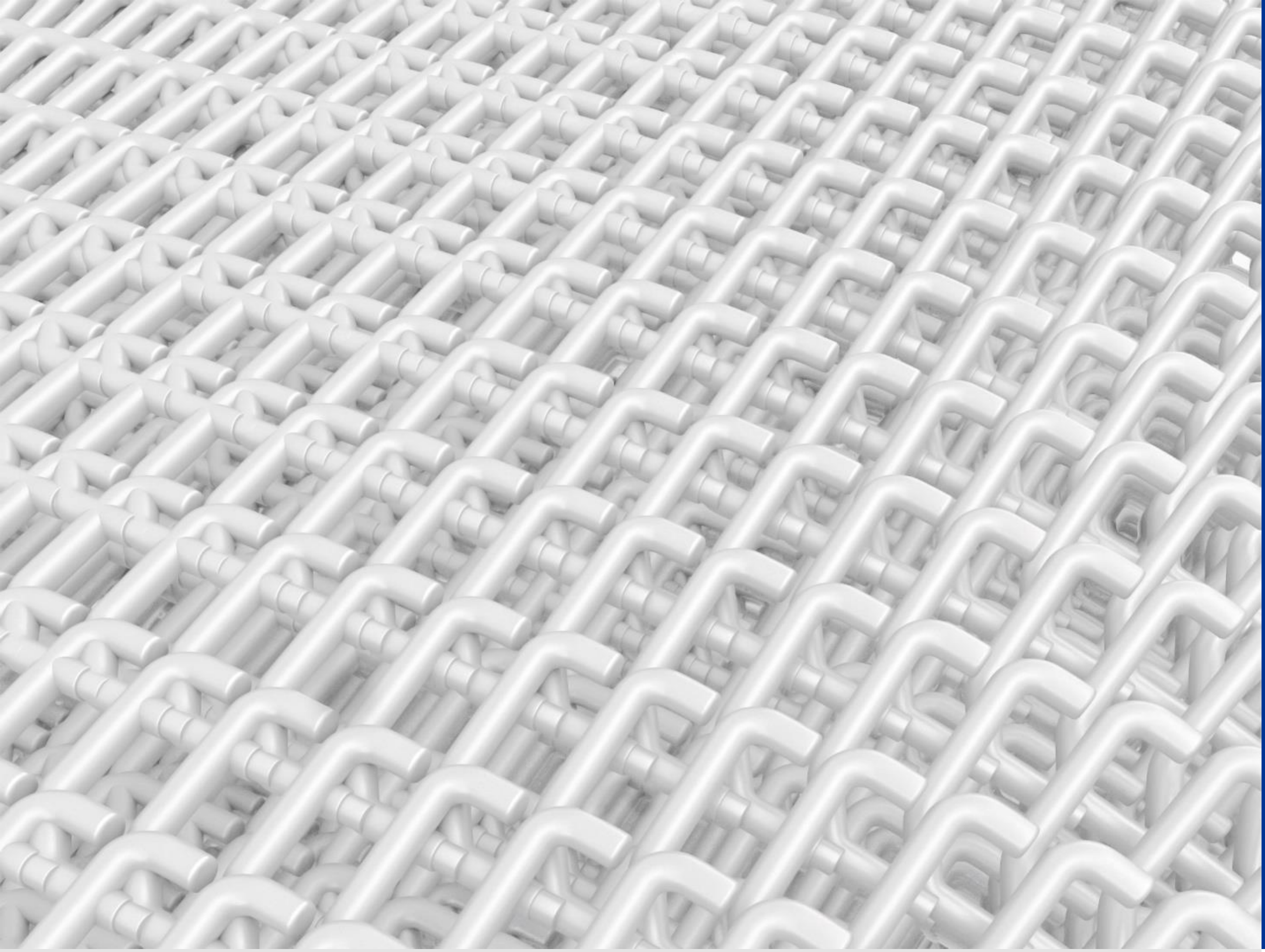


Riet Cadonau, CEO
Bernd Brinker, CFO
Zurich/Switzerland, 12 September 2017

Full-year results 2016/2017

(1 July 2016 – 30 June 2017)

dormakaba

Agenda

Full-year results 2016/17 in brief

- **Post-merger integration on track**
- **Transformational acquisitions** concluded in North America
- **Sales increased** by 9.4% to CHF 2,520.1 million, organic sales growth of 4.3%
- **EBITDA increased** by CHF 54.6 million to CHF 387.3 million,

  EBITDA margin 15.4%
- **Net profit increased** to CHF 224.6 million
- **Dividend** proposed to be increased by CHF 2.00 to CHF 14.00 per share

AS AMER: Continued strong growth and profitability

CHF million	FY 2016/17	FY 2015/16[1)2)]
Total segment sales	685.0	514.9
EBITDA	144.0	106.6
EBITDA margin	21.0%	20.7%
Total sales growth	33.0%	
Organic sales growth	9.1%	
Third-party sales	656.2	482.6

1) Pro forma: former Dorma Group and former Kaba Group both 12 months (adjusted)
2) To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments

- Continued strong demand in the US and Canada
- All Product Clusters, apart from Safe Locks, experienced good growth
- Lodging Systems continued to grow double-digit
- Acquisitions: Mesker closed on 12 December 2016, Best Access Solutions (Mechanical Security businesses of Stanley Black & Decker) closed on 22 February 2017
- Integration of acquired businesses on track

AS APAC: Strong growth and higher profitability

CHF million	FY 2016/17	FY 2015/16[1)2)]
Total segment sales	435.1	376.1
EBITDA	53.8	35.2
EBITDA margin	12.4%	9.3%
Total sales growth	15.7%	
Organic sales growth	7.7%	
Third-party sales	412.7	357.5

1) Pro forma: former Dorma Group and former Kaba Group both 12 months (adjusted)
2) To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments

- Good growth in most of the major regional markets; double-digit growth in China and India, good growth in Australia and the South-East Asian countries
- Good demand for Entrance Systems, Door Hardware, Services and Electronic Access & Data
- AS APAC has started to integrate the Asian parts of Best Access Solutions; TLHM CO., LTD. (Taiwan) in line with expectations, initiatives have been started to improve GMT (China)
- Successful restructuring of Wah Yuet

AS DACH: Improved growth and profitability

CHF million	FY 2016/17	FY 2015/16[1)2)]
Total segment sales	801.0	790.0
EBITDA	149.5	143.2
EBITDA margin	18.7%	18.1%
Total sales growth	1.4%	
Organic sales growth	2.9%	
Third-party sales	496.4	505.6

1) Pro forma: former Dorma Group and former Kaba Group both 12 months (adjusted)
2) To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments

- Growth was driven by Germany and Austria; most Product Clusters contributed to growth
- AS DACH has slightly adjusted its portfolio through divestments to focus on its core products
- PMI: Relocation of the production of standard door closers from Germany to Singapore has started, restructuring in Germany initialized
- New innovative products announced to be launched in fall 2017, e.g. next generation door closer (TS 98 XEA)

AS EMEA: Growth in Europe, declining sales in MEA

CHF million	FY 2016/17	FY 2015/16[1)2)]
Total segment sales	732.9	745.1
EBITDA	49.4	47.5
EBITDA margin	6.7%	6.4%
Total sales growth	-1.6%	
Organic sales growth	1.5%	
Third-party sales	619.8	634.7

1) Pro forma: former Dorma Group and former Kaba Group both 12 months (adjusted)
2) To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments

- Europe experienced organic growth of 2.8%, while growth declined in the Middle East and Africa (-7.8%)
- Good performance in Entrance Systems and Door Hardware, particularly good growth in Lodging Systems
- Investment in new innovative products such as the cloud-based access solution exivo as well as in the harmonization of former Dorma and Kaba software access platforms

Key Systems: Strong growth and higher profitability

CHF million	FY 2016/17	FY 2015/16[1)2)]
Total segment sales	217.2	208.5
EBITDA	37.6	35.2
EBITDA margin	17.3%	16.9%
Total sales growth	4.2%	
Organic sales growth	4.5%	
Third-party sales	214.4	205.3

1) Former Kaba Group – former Dorma Group was not active in this segment
2) To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments

- Increased demand in all markets, with strong growth in North America and double-digit growth in Asia and South America
- Good sales growth in Europe as well – especially in Italy
- Sustained demand across all product categories (key blanks, key cutting machines, automotive solutions)
- Automotive business continues to strengthen the segment

Movable Walls: Stable sales, declining profitability

CHF million	FY 2016/17	FY 2015/16[1)2)]
Total segment sales	114.6	113.8
EBITDA	9.8	12.8
EBITDA margin	8.6%	11.2%
Total sales growth	0.7%	
Organic sales growth	0.2%	
Third-party sales	107.0	103.8

1) Pro forma: former Dorma Group 12 months (adjusted) – former Kaba Group was not active in this segment
2) To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments

- Good growth in EMEA, stable in APAC and lower in high-margin North American region
- EBITDA margin decline due to restructuring project in Germany, which will be finalized in the financial year 2018/19
- The segment achieves the necessary critical mass by acquiring Skyfold on 14 July 2017

Agenda

Status post-merger integration process

Closing | Detail plan and perform | Execute plan and perform | Perform

2015 | 2016 | 2017 | 2018 | 2019

"Closing"
(1 Sep 2015)

- Start of integration

"Org Day"
(4 Jan 2016)

- Major organizational and personnel-related decisions taken

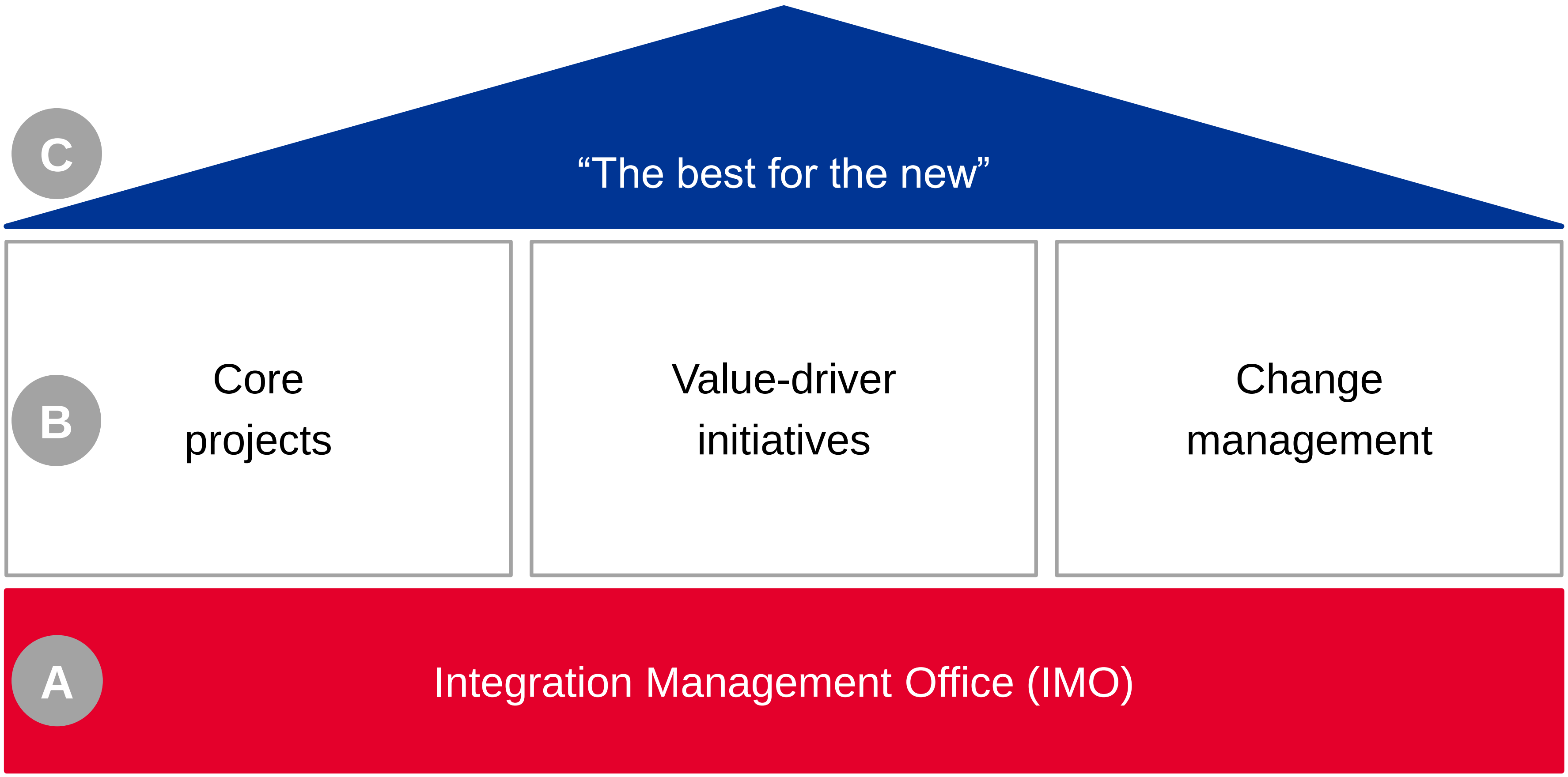
"Day 1"
(1 July 2016)

- New target organization incl. target processes defined
- Start into dormakaba financial year 2016/17

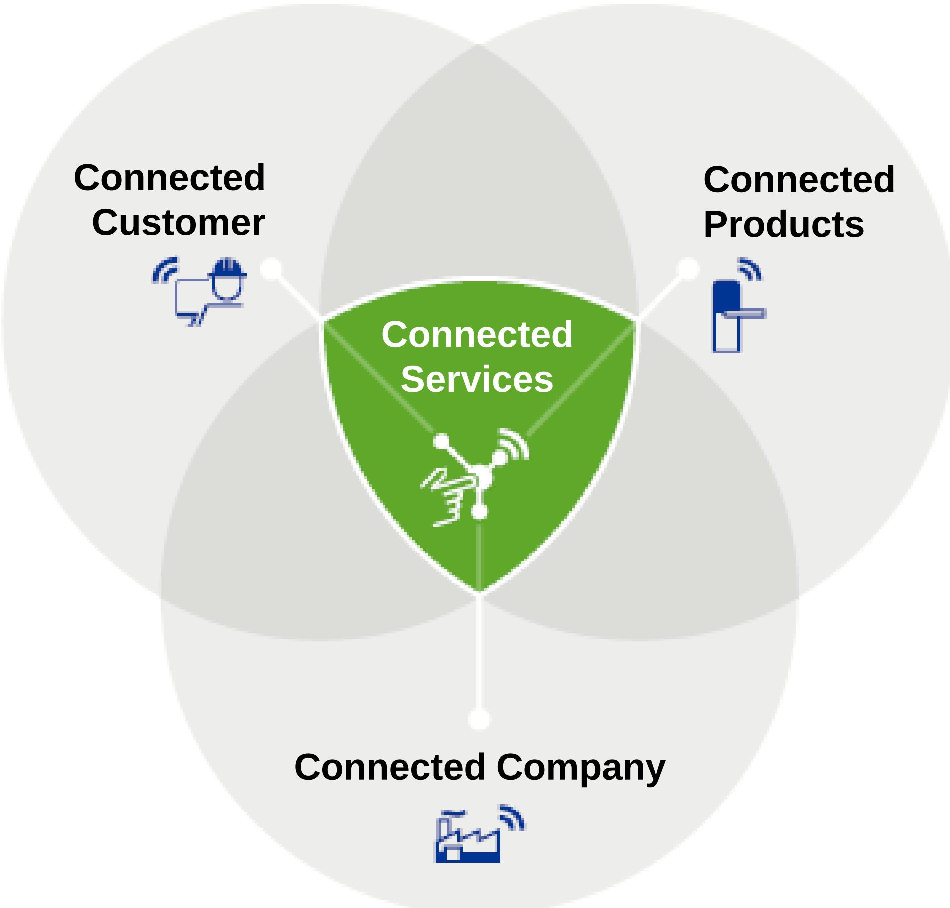
"Day I"
(1 July 2018)

- Major integration projects executed
- Start into first financial year 2018/19 with full run-rate synergy effect

Key building blocks for successful integration at dormakaba



Digitization at dormakaba



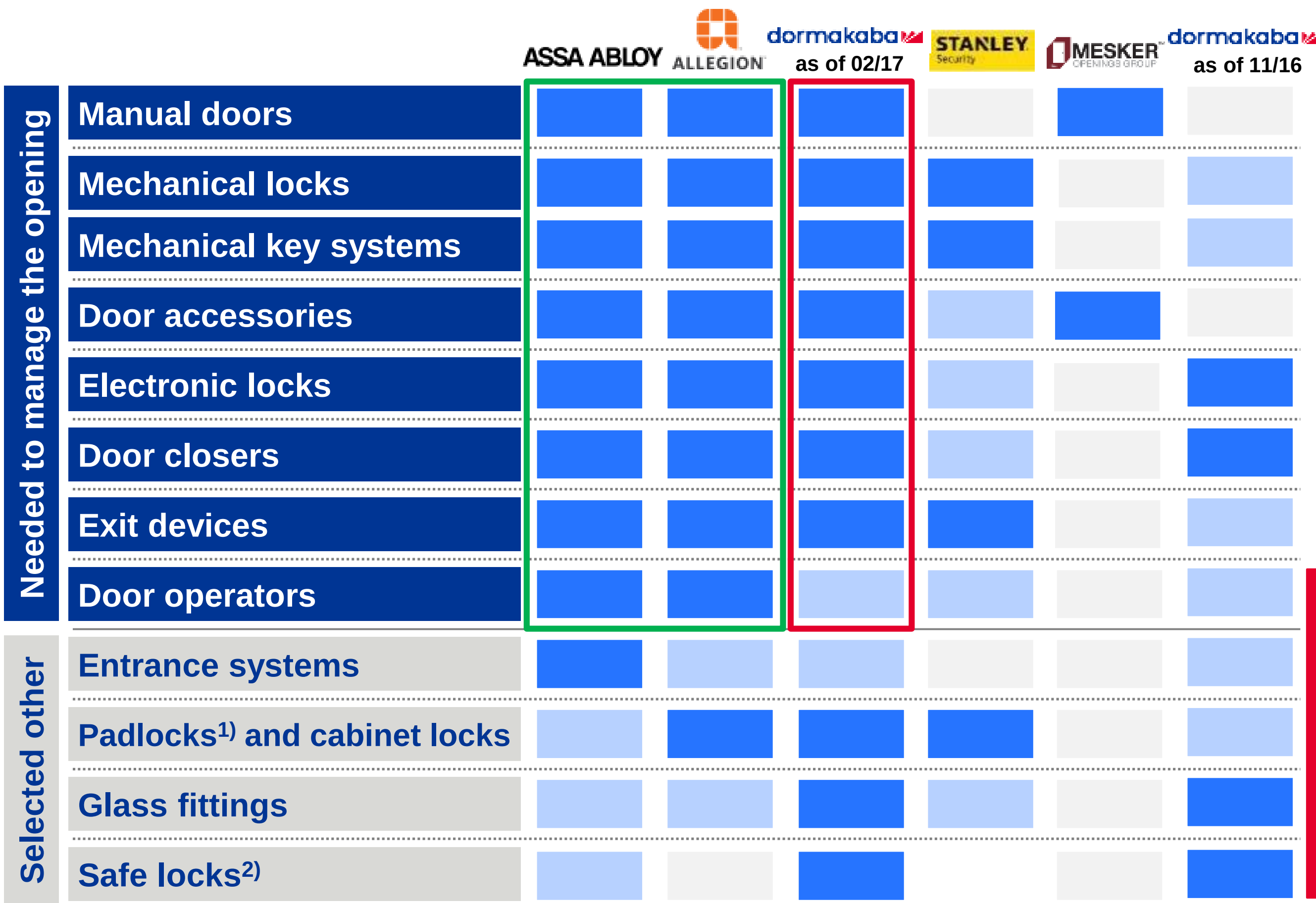
In the course of digital transformation at dormakaba, we **connect ourselves with customers and partners**, e.g. in our Virtual Design Center.

We also **connect our products**, for example by allowing doors to be controlled via smartphone.

And finally we get **connected ourselves**, for example by implementting smart production facilities in the course of Industry 4.0.

The overlap of these three circles of connectivity results in many new types of **connected services**.

dormakaba now a strong number 3 in the North American market



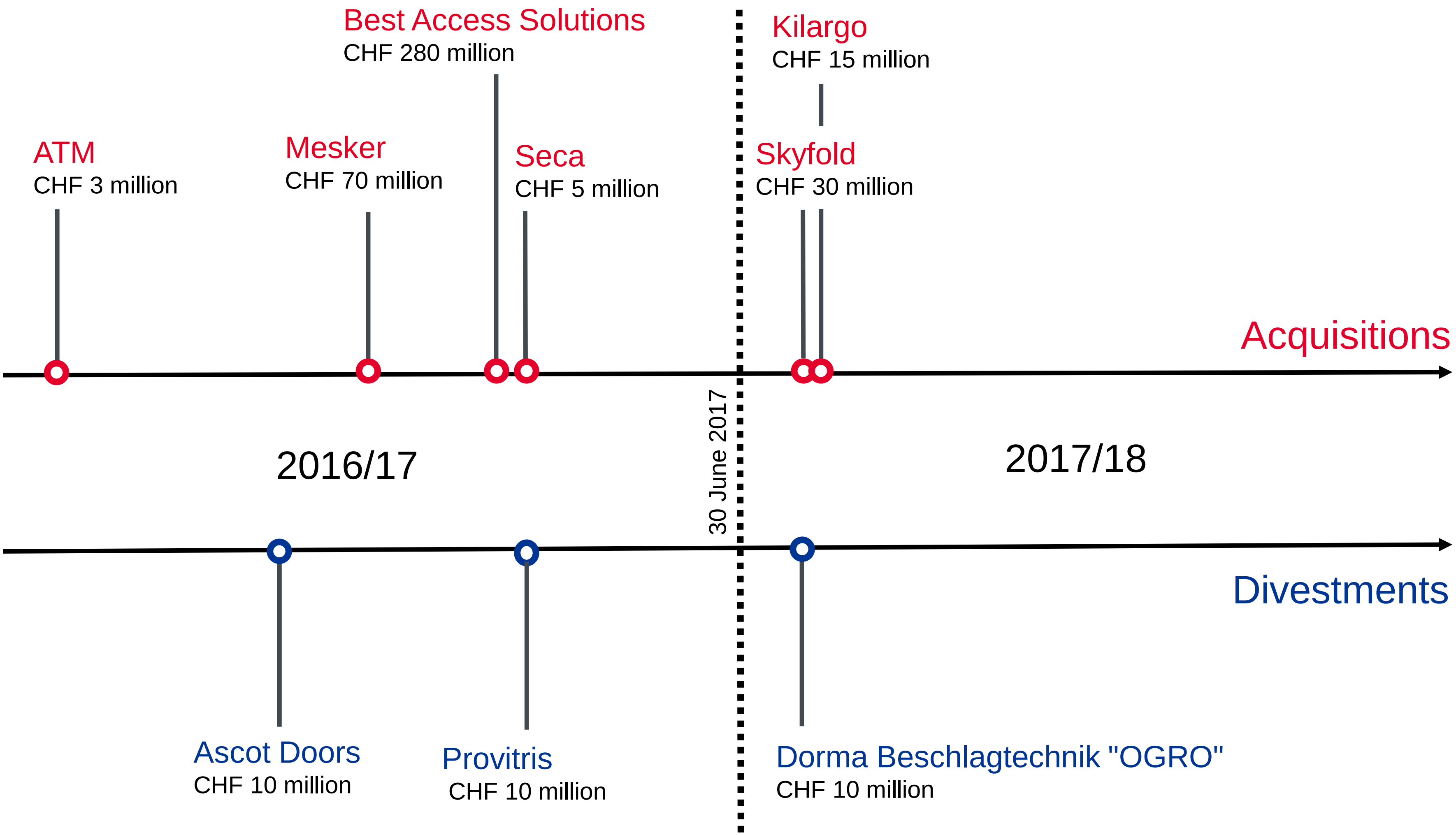
Manufacturer presence in product segments in North America

- Presence in product category with scale
- Limited scale or offering
- No product offering

dormakaba offers now a comprehensive portfolio to manage the opening – all from a single source

1) For commercial use; [2] Safe locks business from Stanley Black & Decker is not included in the acquisition
Source: dormakaba estimates

Active portfolio management*



*Sales are approximate figures for 2016/17 on a 12 months basis

Agenda

dormakaba

Key figures

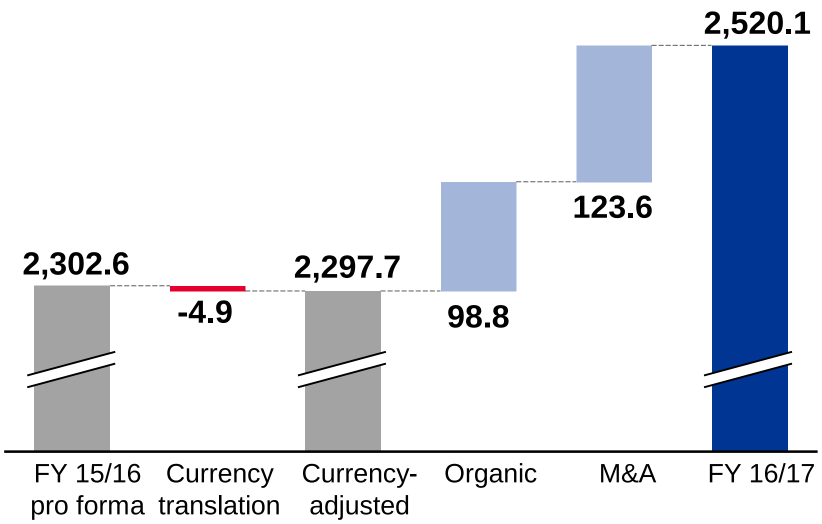
in CHF million (or %, where indicated)	2016/17	2015/16[1)]	Variance
Net sales	**2,520.1**	**2,302.6**	**9.4%**
- thereof: organic growth[2)]			4.3%
- thereof: acquisition growth			5.4%
- thereof: currency effect			-0.2%
EBITDA margin	**15.4%**	**14.4%**	**+100 bps**
Ordinary result	295.2	262.0	12.7%
Net profit	224.6	117.2	91.6%
Earnings per share (diluted)	27.7	14.4	

- Organic sales growth of 4.3%
- EBITDA margin improved from 14.4% to 15.4%
- Net profit FY 2016/17 higher vs. PY due to:
  - No extraordinary result (merger-related integration costs) in 2016/17
  - Higher operational profitability
  - Lower income tax rate

1) Pro forma: former Dorma Group and former Kaba Group both 12 months
2) Organic growth = growth in local currency, excl. M&A

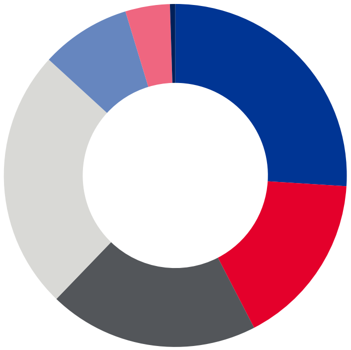
Sales development

in CHF million



- Organic sales growth of 4.3%
- Positive M&A impact on sales growth of CHF 123.6 million
- Negative impact of CHF 4.9 million from currency translation, due to appreciation of CHF against EUR (0.6%) and GBP (13.5%) over-compensating depreciation against USD (1.1%)

Third-party sales by segment*

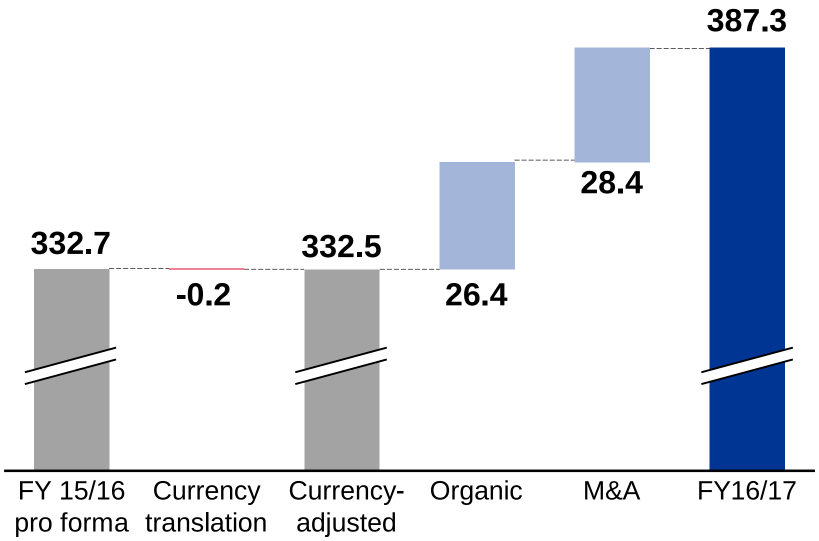


- AS AMER 26.0% (2015/16: 21.0%)
- AS APAC 16.4% (2015/16: 15.5%)
- AS DACH 19.8% (2015/16: 22.0%)
- AS EMEA 24.6% (2015/16: 27.6%)
- KS 8.5% (2015/16: 8.9%)
- MW 4.2% (2015/16: 4.5%)
- Others 0.5% (2015/2016: 0.5%)

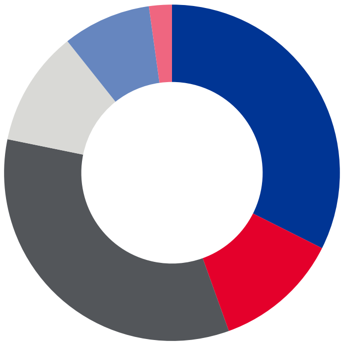
*In % of total segment sales

EBITDA development

in CHF million



EBITDA contribution by segments*



- AS AMER 32.4% (2015/16: 28.0%)
- AS APAC 12.1% (2015/16: 9.2%)
- AS DACH 33.7% (2015/16: 37.6%)
- AS EMEA 11.1% (2015/16: 12.5%)
- KS 8.5% (2015/16: 9.3%)
- MW 2.2% (2015/16: 3.4%)

- EBITDA increase of CHF 54.6 million
- Organic EBITDA increase driven by post merger initiatives and higher volumes
- Positive net M&A impact due to acquisitions of Mesker and Best Access Solutions
- Lower than expected merger-related costs (CHF 14 million), as IT resources were partially reprioritized for acquisitions and divestments
- Portfolio measures contributed to EBITDA margin 40 bps

* In % of total segment EBITDA

EBITDA margin development on segment level

	FY 2016/17	FY 2015/16*
AS AMER	21.0%	20.7%
AS APAC	12.4%	9.3%
AS DACH	18.7%	18.1%
AS EMEA	6.7%	6.4%
AS Total	**18.1%**	**16.7%**
Key Systems	17.3%	16.9%
Movable Walls	8.6%	11.2%
Group	**15.4%**	**14.4%**

- EBITDA margin progression driven by improvement in AS AMER and AS APAC
- Access Solutions (AS) total EBITDA margin increased to 18.1%, positive impact from post-merger synergies
- Note: profitability of AS segments reflects operating model of dormakaba
  - Our eight global Product Clusters are assigned to AS AMER (Lodging Systems, Safe Locks, Services), AS DACH (Door Hardware, Interior Glass Systems, Entrance Systems) and AS EMEA (Mechanical Key Systems, Electronic Access & Data)
  - Our global production sites are allocated to a certain global Product Cluster based on product range, regardless of geographical location
  - We allocate the majority of profit to the production sites

*Pro forma: former Dorma Group and former Kaba Group both 12 months
To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments

Income statement

in CHF million (or %, where indicated)	2016/17	2015/16*	Variance
Net sales	**2’520.1**	**2’302.6**	**9.4**
Gross margin	**1’075.1**	**967.6**	**11.1**
SG&A and other operating income	-650.5	-603.3	7.8
R&D	-97.6	-86.1	13.4
EBIT	**327.0**	**278.2**	**17.5**
Financial result, net	-31.8	-16.2	96.3
Ordinary result	**295.2**	**262.0**	**12.7**
Extraordinary result	0.0	-89.4	-100.0
Profit before taxes	**295.2**	**172.6**	**71.0**
Income taxes	-70.6	-55.4	27.4
Net profit	**224.6**	**117.2**	**91.6**

- Gross margin increased to 42.7% from 42.0% in 2015/16
- SG&A expenses CHF 662 million (26.3% of sales) in 2016/17 compared to CHF 619 million (26.9% of sales) in 2015/16
- R&D ratio increased to 3.9% from 3.7% in 2015/16
- Net financial result declined mainly due to higher financing costs related to acquisitions
- Net profit at CHF 224.6 million above previous year’s figure as net profit in 2015/16 was impacted by extraordinary result of CHF -89.4 million (merger-related integration costs), and as lower tax rate for 2016/17

* Pro forma: Former Dorma Group and former Kaba Group both 12 months

Cash flow statement

in CHF million (or %, where indicated)	FY ended 30.06.2017	FY ended 30.06.2016[1)]
Cash generated from operations	**354.7**	**327.6**
Net cash from operating activities	**265.3**	**255.3**
Net cash used in investing activities	-964.5	13.5
Free cash flow	**-699.2**	**268.8**
Operating cash flow margin[2)]	**10.5%**	**12.1%**

- Strong cash flow profile with high cash conversion rate
- Negative free cash flow due to acquisitions of Mesker and Best Access Solutions
- Operating cash flow margin below previous year due to post-merger integration and organic growth

[1)] As reported
[2)] Net cash from operating activities/net sales

Net debt development

in CHF million	FY ended 30.06.2017	FY ended 30.06.2016*
Cash and cash equivalents	188.3	213.2
Debt	815.9	54.1
Net Debt	**627.6**	**-159.1**
Leverage (Net Debt/EBITDA)	**1.6x**	**-**

- Move from net cash to net debt due to acquisitions
- Current leverage (net debt/EBITDA) is 1.6x
- Comfortable with leverage of up to 2.5x (short term even higher)
- Additional net debt for acquisitions of Skyfold and Kilargo not included, as closing took place in July 2017

* As reported

Accounting policy: Goodwill and impact on equity & equity ratio*

	Goodwill / Equity in CHF million (or %, where indicated)	**2016/17**	**2015/16**	**Remarks**
	Acquisition related goodwill	657.0	982.2	2016/17: Includes goodwill from Best Access CHF 553.8 million; Mesker CHF 96.2 million 2015/16: Comprises "Dorma goodwill"
	Equity according to balance sheet	183.1 (9.6%)	680.5 (43.2%)	Acquisition-related goodwill is offset immediately against equity
1	Theoretical Goodwill	1,770.3	1,153.2	When goodwill was netted with equity, as per implementation of Swiss GAAP FER, only the net of the theoretical book value was considered as cost opening
	Theoretical equity	1,953.4 (53.1%)	1,833.7 (67.1%)	Impact on equity based on the assumption that this goodwill had been capitalized
	Accumulated amortization (closing)	520.9	255.2	Theoretical amortization of goodwill over a period of five years
2	Theoretical capitalization net book value goodwill	1,249.4	898.0	
	Theoretical equity incl. net book value goodwill	1,432.5 (45.3%)	1,578.5 (63.7%)	

* Swiss GAAP FER; see note 15 of Financial Statements

Income tax impacted by acquisitions and PMI effects

	2016/17	2015/16*	Comments
Weighted applicable tax rate	28.3%	28.0%	Income tax rates based on dormakaba country exposure
Impact from losses and tax loss carryforwards	~ -3%-points	~ +3%-points	• non-recurring • 2015/16 = merger-related provisions and expenses without recognition of deferred tax assets on tax loss carryforwards • 2016/17 = utilization of tax loss carryforwards, including benefits from legal entity consolidation
Acquisition-related tax benefits	~ -2%-points	n/a	• recurring
Other	~ +0.6%-points	~ +1.1%-points	
Income Tax Rate	23.9%	32.1%	

*pro forma: former Dorma Group and former Kaba Group both 12 months

Dividend pay-out proposal

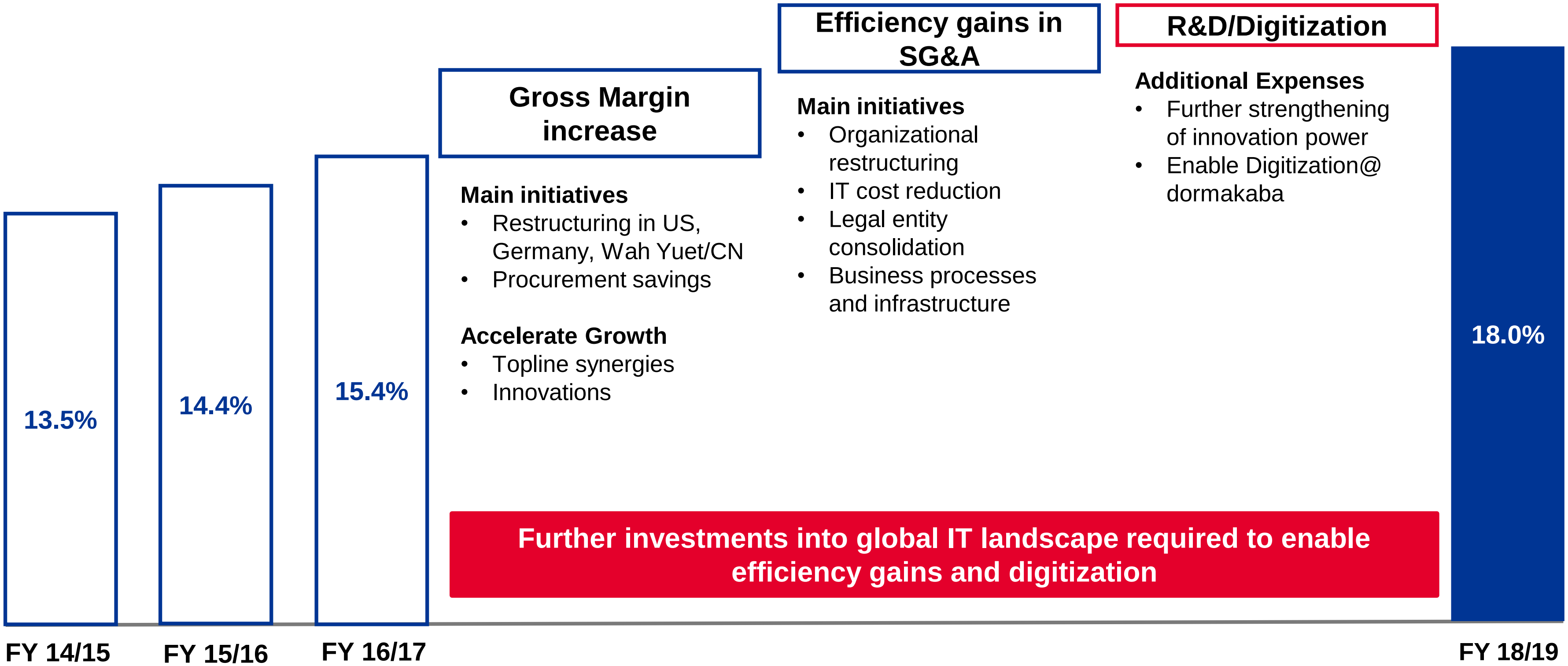
Policy

Envisaged pay-out ratio of minimum of 50% of consolidated net profit after minority interests

Proposal

- Improved profitability reflected in a CHF 2.00 per share dividend increase
- CHF 14.00 per share (CHF 58.5 million)
- Pay-out ratio = 50.2%
- Distribution from reserve from capital contribution (balance today: CHF 280.7 million)

2018/19 targets confirmed



PMI Status

- About 70% of targeted headcount reduction (800 FTE) achieved
- PMI synergies at 55% of target by now
- FY 2016/17: CHF 14 million IT and branding costs absorbed in EBITDA

Confirmation of 2018/19 targets

- 18% EBITDA margin
- Organic sales growth expected of at least 200 bps above the GDP growth in dormakaba's relevant markets

Guidance and business outlook for financial year 2017/18

Market Development	dormakaba believes that the global macroeconomic and geopolitical environment remains volatile and therefore challenging • **North America:** Continued good growth, changes in US legislation might increase volatility and could impact other economies • **EMEA:** Moderate growth in Europe; continued weak environment in the Middle East (with increased political uncertainty) • **Asia Pacific:** Continued good growth
Organic growth*	Organic sales growth expected of 150 to 200 bps above the GDP growth for dormakaba's relevant markets (which is currently expected to be at 2.5%)**
EBITDA margin	EBITDA margin expected slightly higher compared to the previous year** • Positive EBITDA contribution from operational improvements, post-merger cost synergies and acquisition benefits • However margin improvement will be partly offset by merger-related IT costs, as well as by integration costs for the acquired companies

* in local currency
** provided no change of current economic situation

Summary

- Post-merger integration on track
- Organic sales growth improved
- EBITDA margin improved
- Net profit increased
- Transformational acquisitions concluded to become a strong number 3 in the attractive North American market
- Dividend proposed to be increased from CHF 12.00 to CHF 14.00

With the continued pleasing performance as well as value creating business portfolio management we are on the right track to become the trusted industry leader.

Thank you for your attention.

dormakaba Holding AG
Hofwisenstrasse 24
8153 Rümlang
Switzerland

www.dormakaba.com

IR Agenda 2017/18

• UBS Best of Switzerland Conference Ermatingen, Switzerland	15 September 2017
• Annual General Meeting Regensdorf, Switzerland	17 October 2017
• Credit Suisse Equity Mid Cap Conference Zurich, Switzerland	16 November 2017
• Capital Market Day London, England	6 December 2017
• Publication and presentation of HY results 2017/18 Zurich, Switzerland	6 March 2018
• Publication and presentation of FY results 2017/18 Zurich, Switzerland	11 September 2018

Appendix

Appendix

- Strategy
- Innovation
- Acquisition criteria and priorities
- Acquisitions after balance sheet date: Skyfold and Kilargo
- Segments Access Solutions (total)
- Currency exposure
- Consolidated balance sheet
- Consolidated cash flow statement
- Further key figures Group

Six strategic pillars and two foundations to support the dormakaba ambition to become the trusted industry leader

Superior offering

Expanding presence

Enterprise excellence

Innovation leadership

Optimized business portfolio

Right people – right roles

Global brand power

Sustainability

Innovation: ensure current business while creating offerings for markets of tomorrow

The competition within and outside of the industry as well as technological challenges require increasing efforts to differentiate and **invest, sustain, and enhance in**

- **Sustaining innovations**
  → support today's 'bread and butter' business
- **Efficiency innovations**
  → reduce costs and improve operational efficiency
- **Disruptive innovations**
  → create position for future markets, e.g. through digitization

Innovation is complemented by expertise in **intellectual property**
→ maintain our freedom to operate.

Innovation at dormakaba

- **Group Innovation Management team:** ensuring exploitation/sharing of innovations. Disruptive innovation and IP management.
- **Spend**: 4-5% of annual turnover (CHF 100+ m p.a)
- **Experts and skill range**: about 750 employees working in R&D, from mechanical engineers, electronics specialists up to Cyber Security experts
- **Market proximity**: R&D competence centers located around the world to ensure market proximity

Acquisition criteria and priorities

Acquisition criteria

1. Strategic fit and complementarity (product, geography, value chain)
2. Convincing USP (e.g. technology, offering, IP)
3. Critical mass (>= CHF 20 million turnover, except for local service businesses and complementary technologies)
4. Profitable performance track record with potential for above market profitable growth
5. Purchase Prize: proper risk adjusted valuation, EPS accretive, no turnaround project

Acquisition priorities, we focus on

- Portfolio add-ons (product, technology) and adjacent businesses
- Emerging markets
- Geographic add-ons (developed regions with sub-critical market share)

In addition, there is also the option and opportunity for

- Strategic alliances (e.g. people flow, smart building)
- Business portfolio management

Acquisition of Skyfold – Movable Walls achieves necessary critical mass

Tahoma University, California (USA)

SKYFOLD®

Acoustic leader in vertical retractable walls

- A leading premium provider of automated vertical folding wall systems
- Based in Montreal (Canada)
- Around 180 employees; sales of about CAD 42 million (approx. CHF 31 million) in the last fiscal year
- Enhancing Movable Walls's automatic wall portfolio while simultaneously strengthening its geographical presence in the attractive North American market
- Transaction economics: Purchase price CAD 109 million (approx. CHF 80 million), EBITDA multiple of 8.5x based on 2016/17E
- Acquisition is expected to have a positive effect on EBITDA margin and earnings per share from day one

Acquisition of Kilargo

- Kilargo (Brisbane) is a market leader in Australia for commercial door seals
- Based in Brisbane (Australia)
- 55 employees; sales close to CHF 13 million in 2015/16
- Product range includes architectural seals, fire and smoke seals and intumescent fire dampers
- With the acquisition of Kilargo, dormakaba increases the breadth of its product offering in the Pacific Region on the Australian market
- All door hardware components will now be available from a single supply source thus giving dormakaba a unique position of a true one stop shop and one face to the customer
- The acquisition is expected to have a positive effect on EBITDA margin and earnings per share from day one

Segments Access Solutions (total)

Sales and profitability

in million CHF (or % where indicated)	2016/17[2)]	2015/16 pro forma[3)]	2015/16 reported[4)]
Total segment sales[1)]	2,193.9	1,985.4	1,815.2
Operating profit before depreciation and amortization (EBITDA)	397.5	332.5	309.6
EBITDA margin	18.1%	16.7%	17.1%
Operating profit (EBIT)	350.7	289.6	270.7
EBIT margin	16.0%	14.6%	14.8%

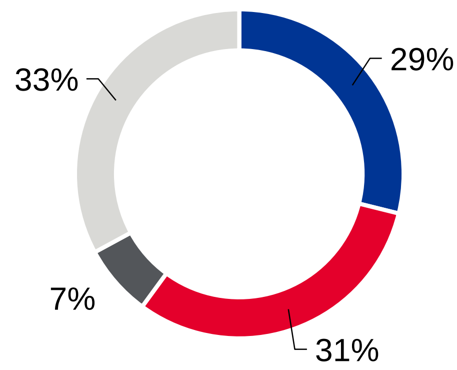
1) Intercompany sales between Access Solutions segments eliminated – includes intercompany sales with other non-Access Solutions segments
2) To enable a fair comparison with current-year data, certain expenses and intercompany transactions have been reclassified within the segments
3) Pro forma: Former Dorma Group and former Kaba Group both 12 months (adjusted)
4) Reported: Former Dorma Group consolidated as of 1 September 2015 – former Kaba Group 12 months

Currency exposure

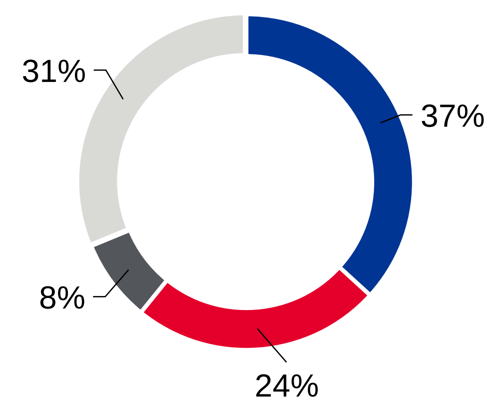
As every globally active group, dormakaba is exposed to currency risks

The currency profile of dormakaba shows a broad balance between sales and costs per region (= natural hedge)

Sales per currency regions



Cost per currency regions



dormakaba

Consolidated balance sheet (1/2): Assets

in CHF million	Financial year ended 30.06.2017	in %	Financial year ended 30.6.2016	in %
Current assets				
Cash and cash equivalents	188.3	9.9	213.2	13.5
Trade receivables	461.4	24.2	403.7	25.6
Inventories	411.4	21.5	364.0	23.0
Current income tax assets	36.1	1.9	41.4	2.6
Other current assets	82.5	4.3	47.4	3.0
Total current assets	**1,179.7**	**61.8**	**1,069.7**	**67.7**
Non-current assets				
Property, plant and equipment	412.8	21.6	330.0	20.9
Intangible assets	38.4	2.0	37.7	2.4
Investments in associates	36.0	1.9	33.9	2.1
Non-current financial assets	37.9	2.0	36.5	2.4
Deferred income tax assets	204.2	10.7	71.5	4.5
Total non-current assets	**729.3**	**38.2**	**509.6**	**32.3**
Total assets	**1,909.0**	**100.0**	**1,579.3**	**100.0**

Consolidated balance sheet (2/2): Liabilities and equity

in CHF million	Financial year ended 30.06.2017	in %	Financial year ended 30.06.2016	in %
Current liabilities				
Current borrowings	814.6	42.7	52.6	3.3
Trade payables	151.8	8.0	120.1	7.6
Current income tax liabilities	38.7	2.0	47.9	3.0
Accrued and other current liabilities	328.4	17.2	290.2	18.4
Provisions	76.9	4.0	88.6	5.6
Total current liabilities	**1,410.4**	**73.9**	**599.4**	**37.9**
Non-current liabilities				
Non-current borrowings	1.3	0.1	1.5	0.1
Accrued pension costs and benefits	285.1	14.9	275.0	17.4
Deferred income tax liabilities	29.1	1.5	22.9	1.4
Total non-current liabilities	**315.5**	**16.5**	**299.4**	**18.9**
Total liabilities	**1,725.9**	**90.4**	**898.8**	**56.8**
Equity				
Share capital	0.4	0.0	0.4	0.0
Additional paid-in capital	811.3	42.5	807.6	51.1
Retained earnings	-619.1	-32.4	-347.8	-22.0
Treasury stock	-17.9	-0.9	-1.6	-0.1
Translation exchange differences	-1.1	-0.1	-15.8	-0.9
Total equity owners of the parent	**173.6**	**9.1**	**442.8**	**28.1**
Minority interests	9.5	0.5	237.7	15.1
Total equity	**183.1**	**9.6**	**680.5**	**43.2**
Total liabilities and equity	**1,909.0**	**100.0**	**1,579.3**	**100.0**

Consolidated cash flow statement (1/2)

in CHF million	Financial year ended 30.06.2017	Financial year ended 30.06.2016[1)]
Net profit	**224.6**	**104.7**
Depreciation and amortization	60.3	49.8
Income tax expenses	70.6	54.8
Interest expenses	17.3	9.7
Interest income	-1.8	-1.5
(Gain) Loss on disposal of fixed assets, net	-2.3	.0
Adjustment for non-cash items[2)]	16.5	13.8
Change in trade receivables	-28.9	-7.9
Change in inventories	-13.9	8.7
Change in other current assets	-16.4	15.3
Change in trade payables	13.5	0.5
Change in accrued pension cost	0.6	-0.7
Change in accrued and other current liabilities	14.6	80.4
Cash generated from operations	**354.7**	**327.6**
Income taxes paid	-74.5	-70.2
Interest paid	-16.7	-3.5
Interest received	1.8	1.4
Net cash from operating activities	**265.3**	**255.3**

[1)] Former Dorma Group consolidated as of 1 September 2015 – former Kaba Group 12 months
[2)] Only in 2015/16: Adjustments for non-cash items include impairments of intangible assets CHF 8.1 million and impairment of property, plant and equipment CHF 0.6 million.

Consolidated cash flow statement (2/2)

in CHF million	Financial year ended 30.06.2017	Financial year ended 30.06.2016[1)]
Cash flows from investing activities		
Additions of property, plant and equipment	-73.3	-47.1
Proceeds from sale of property, plant and equipment	8.1	4.9
Acquisition of subsidiaries, net of cash acquired	-884.9	64.4
Acquisition of associates and joint ventures	-1.0	0.0
Sale of subsidiaries, net of cash sold	-0.3	0.0
Additions of intangible assets	-11.4	-14.7
Change in other non-current financial assets and prepaid transaction costs	-1.7	6.0
Net cash used in investing activities	**-964.5**	**13.5**
Cash flows from financing activities		
Other proceeds from (repayment of) current borrowings, net	756.7	29.0
Proceeds from (repayment of) non-current borrowings	-8.4	-1.6
Change in other non-current liabilities	0.8	0.1
Dividends paid to minority shareholders	-27.5	0.0
(Purchase) sale of treasury stock	-20.8	0.0
New shares issued	3.7	0.0
Dividends paid to company's shareholders	-50.4	-240.7
Net cash flows from financing activities	**654.1**	**-213.2**
Translation exchange differences	20.2	15.1
Net increase (decrease) in cash and cash equivalents	**-24.9**	**70.7**
Cash and cash equivalents at beginning of period	213.2	142.5
Cash and cash equivalents at end of period	188.3	213.2
Net increase (decrease) in cash and cash equivalents	**-24.9**	**70.7**

[1)] Former Dorma Group consolidated as of 1 September 2015 – former Kaba Group 12 months

Further key figures of the Group

Please note that further key figures of dormakaba such as

- Pro forma Income Statement
- Pro forma Segment Report
- Swiss GAAP FER Income Statement
- Swiss GAAP FER Segment Report
- Swiss GAAP FER Balance Sheet
- Swiss GAAP FER Cash Flow Statement

are available on our webpage at:

go.dormakaba.com/keyfigures

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