

# ASSA ABLOY

A nighttime city skyline featuring prominent skyscrapers like the Petronas Towers and the CN Tower. The image is overlaid with a semi-transparent blue filter and vertical light streaks, creating a high-tech, digital atmosphere.

Niklas Sundberg  
CIO Global Solutions Division  
ASSA ABLOY















# ASSA ABLOY

Sales, EUR  
8,900 M

EBIT, EUR  
1,412 M

No. of  
Employees  
49 000





# Customer segments



**Finance & banking**



**Energy & utilities**



**Government & public sector**



**Travel & transportation**



**Entertainment & media**



**Retail**



**Education**



**Healthcare**



**Residential**



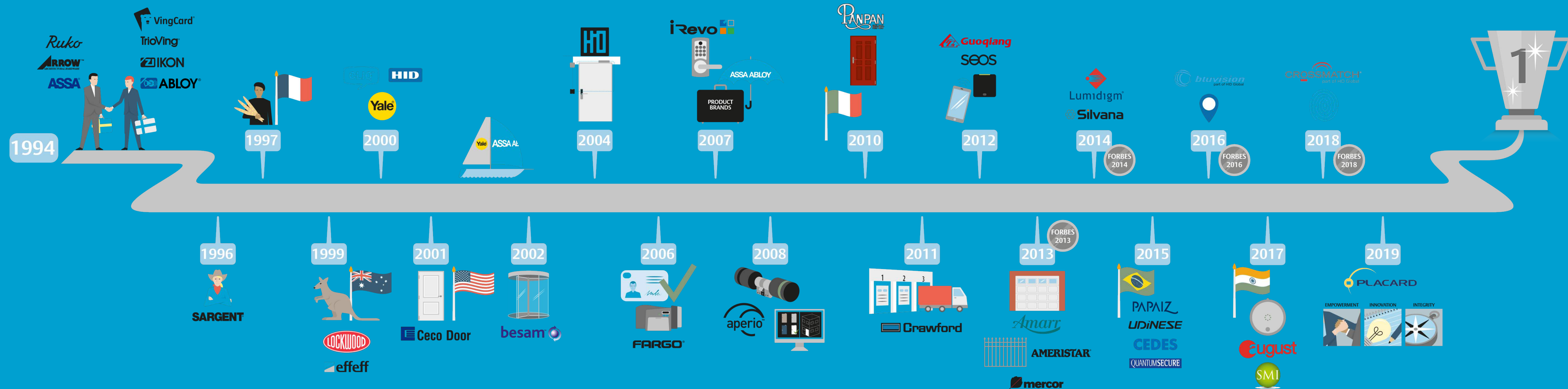
**Hospitality**



**Enterprise**



# Group journey Highlights

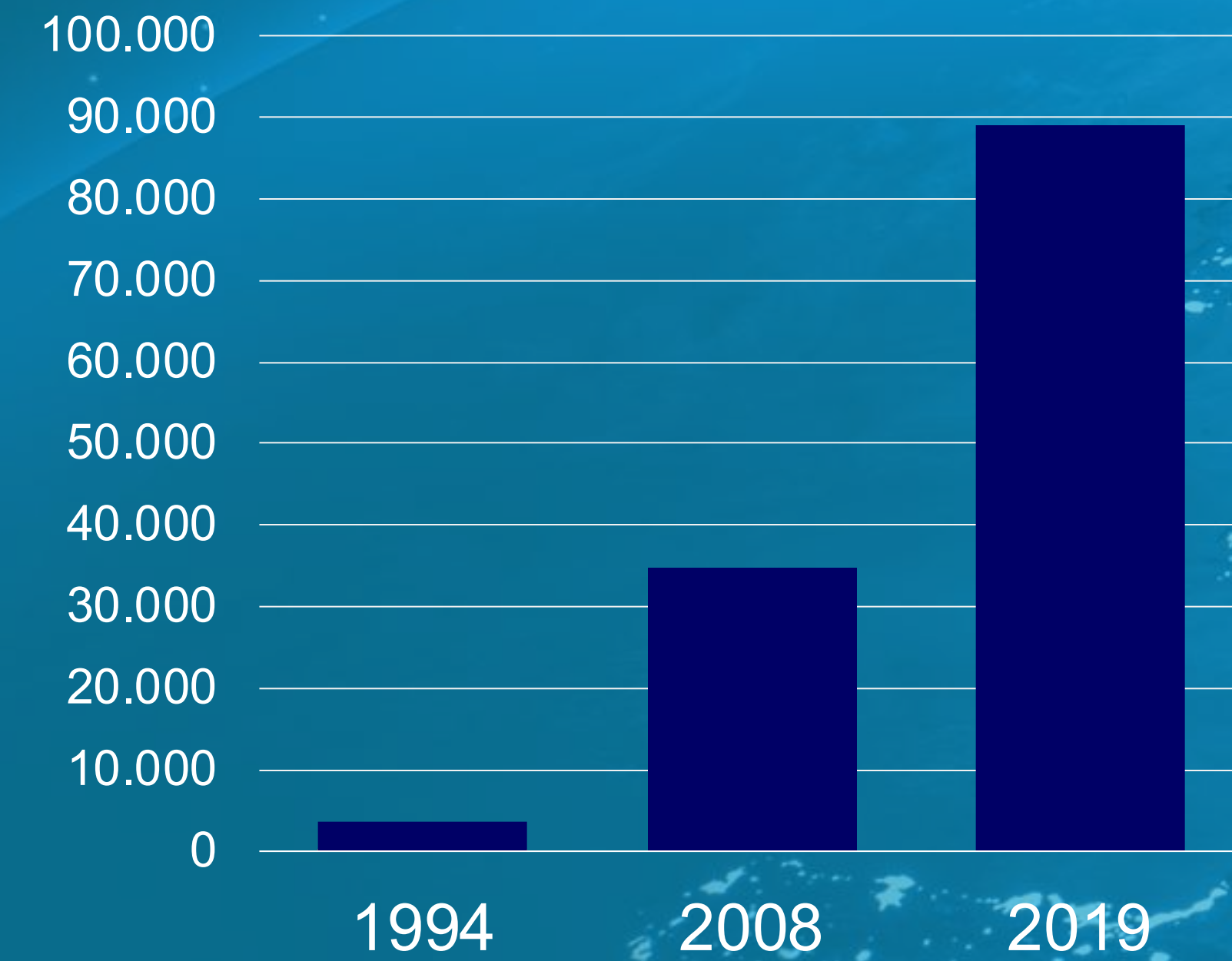




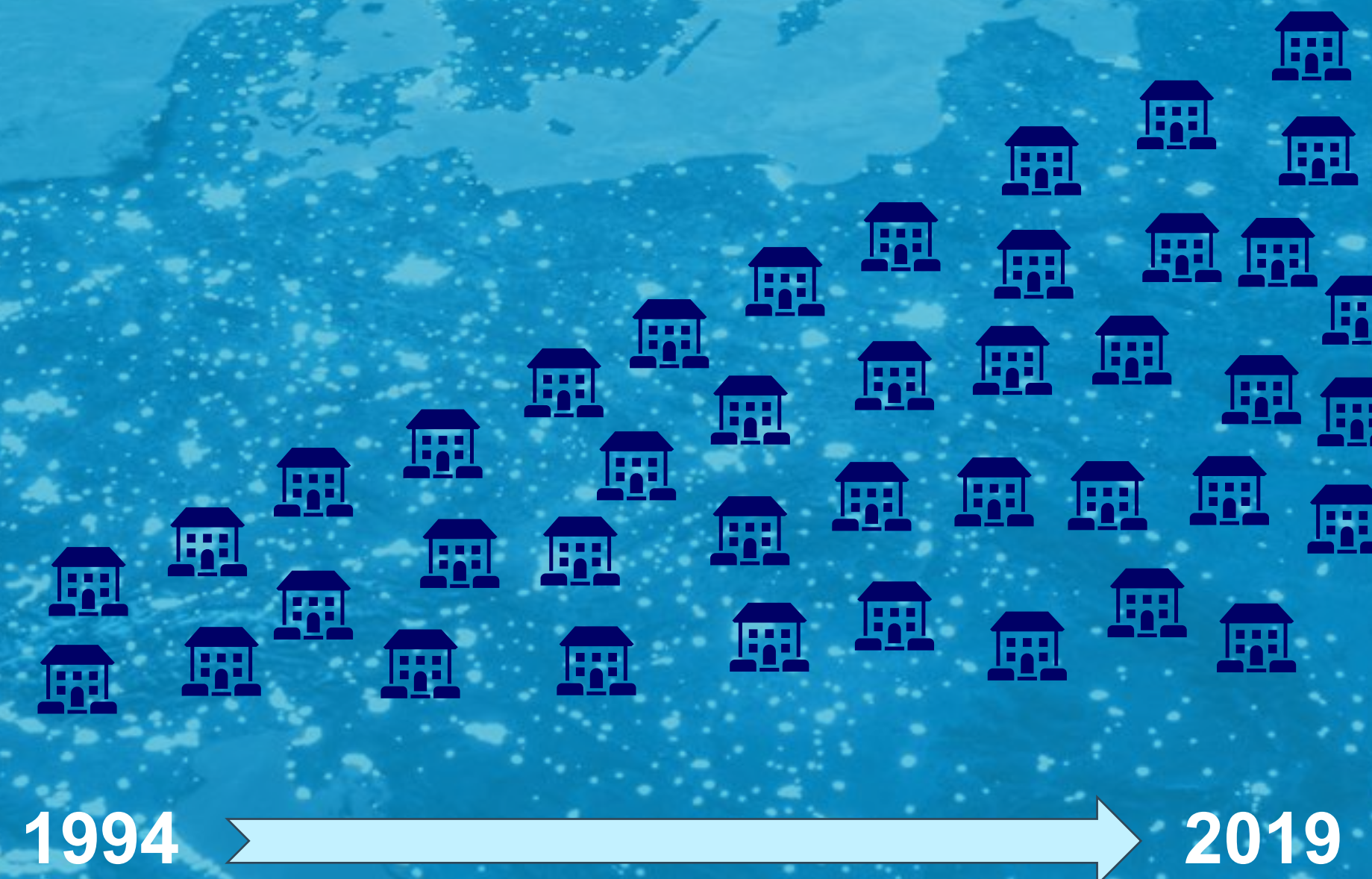
# ASSA ABLOY

## 25 years of profitable growth

Million SEK

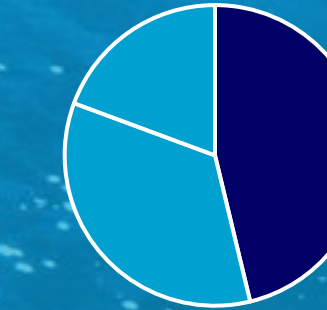


## 250 acquisitions

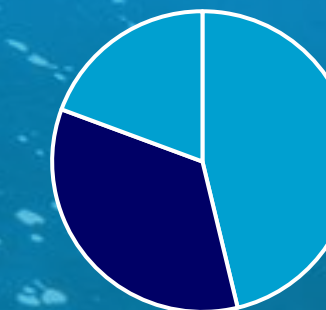


## Operation in >70 countries

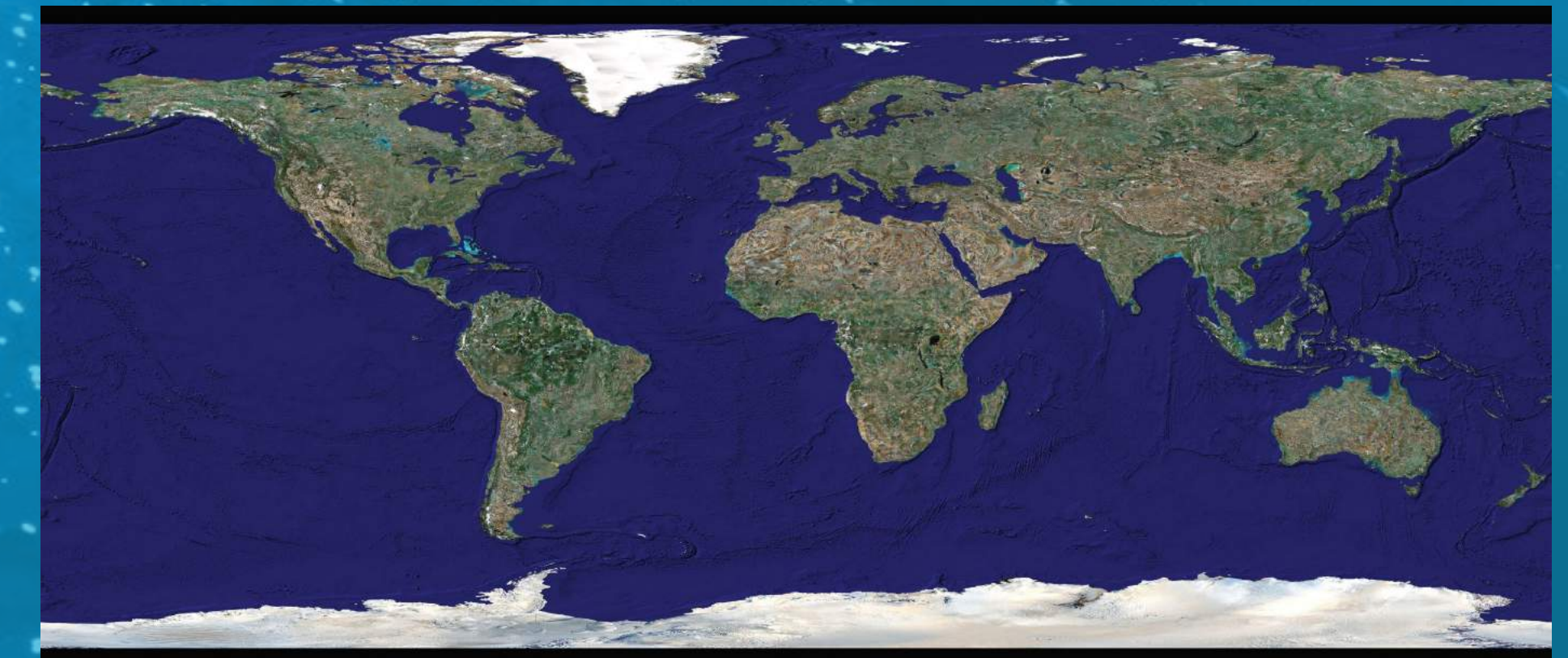
Americas



EMEA



APAC

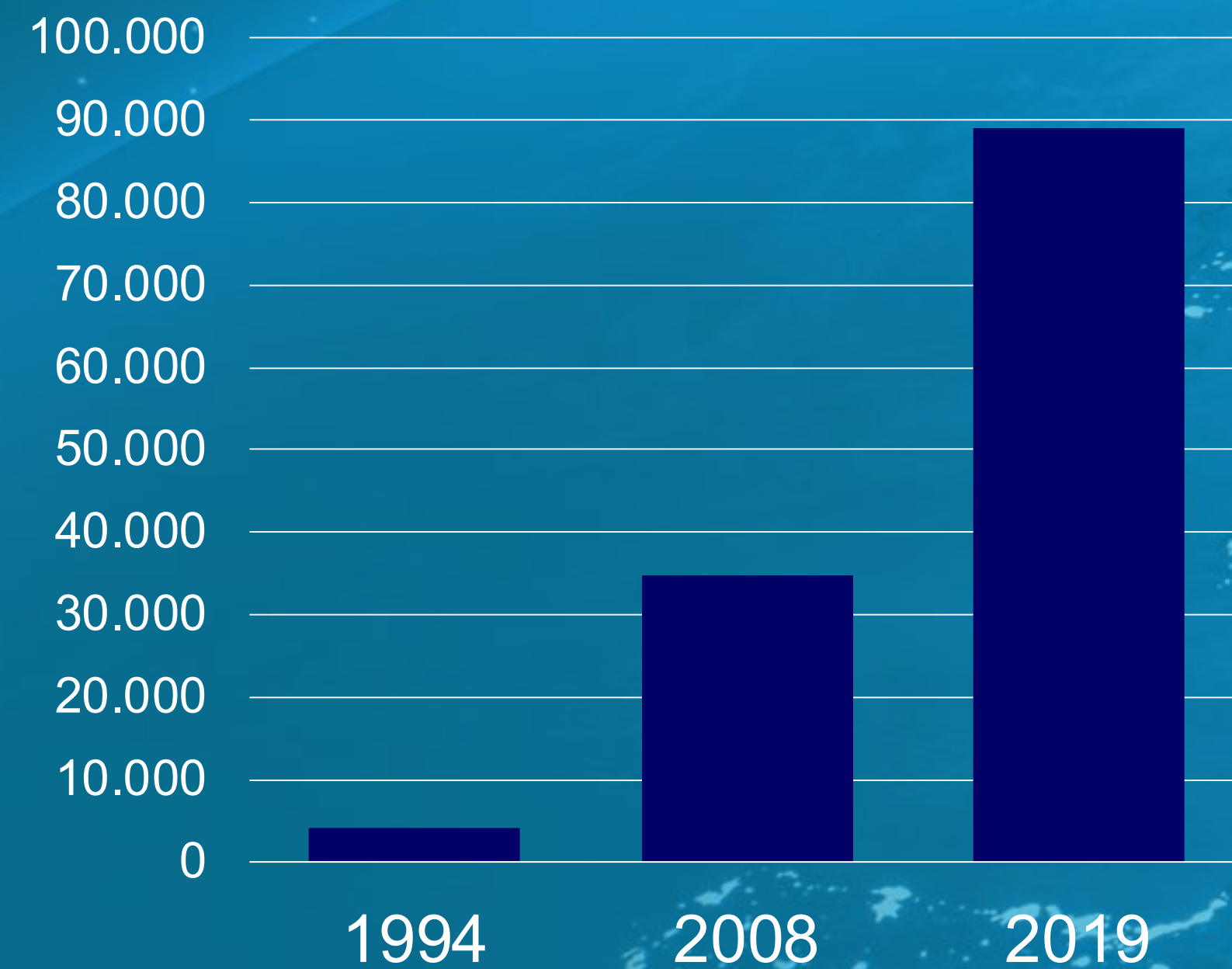




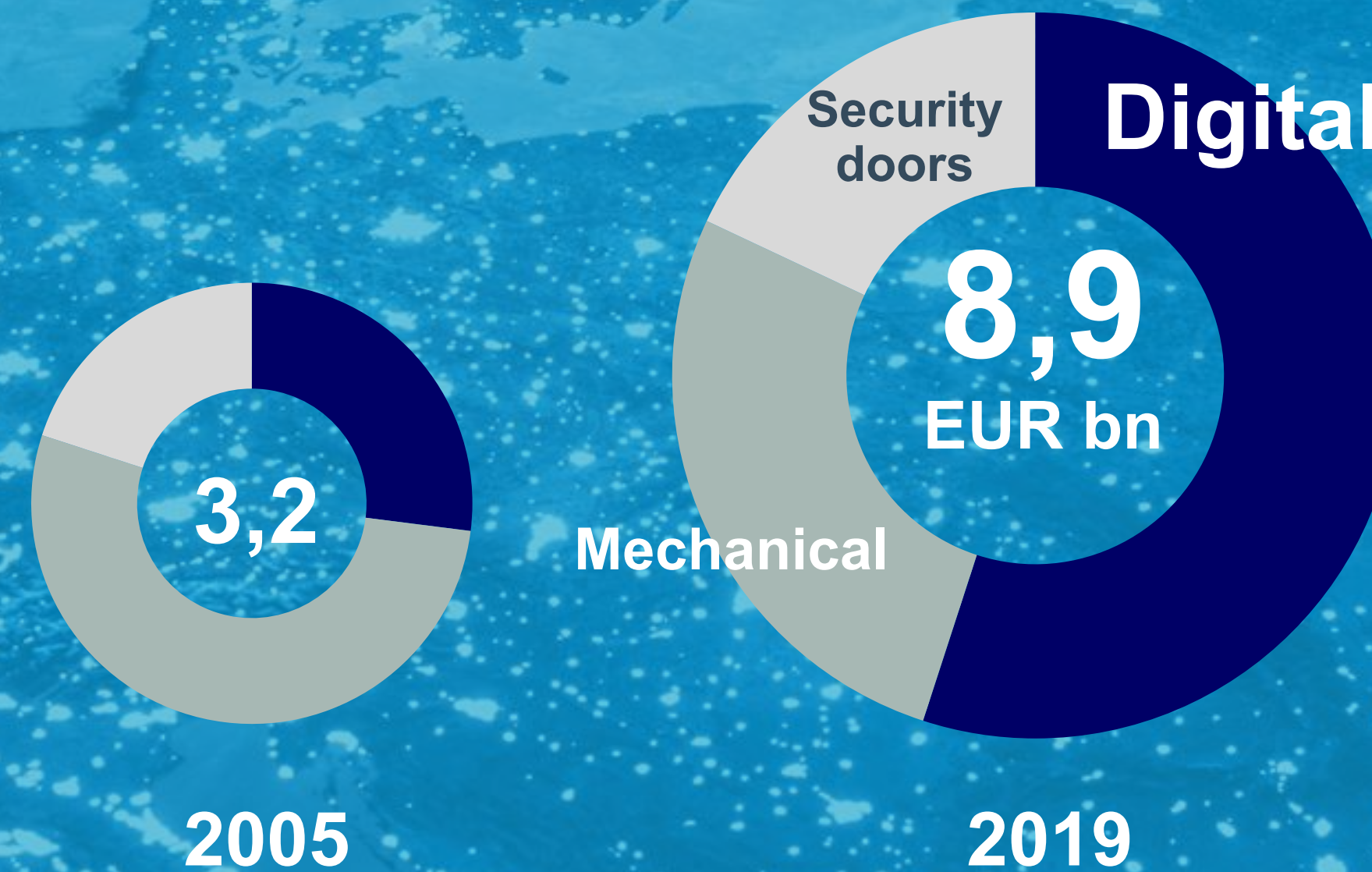
# ASSA ABLOY

## 25 years of profitable growth

Million SEK



## 5x growth in digital



## On Forbes' list of...





# ASSA ABLOY

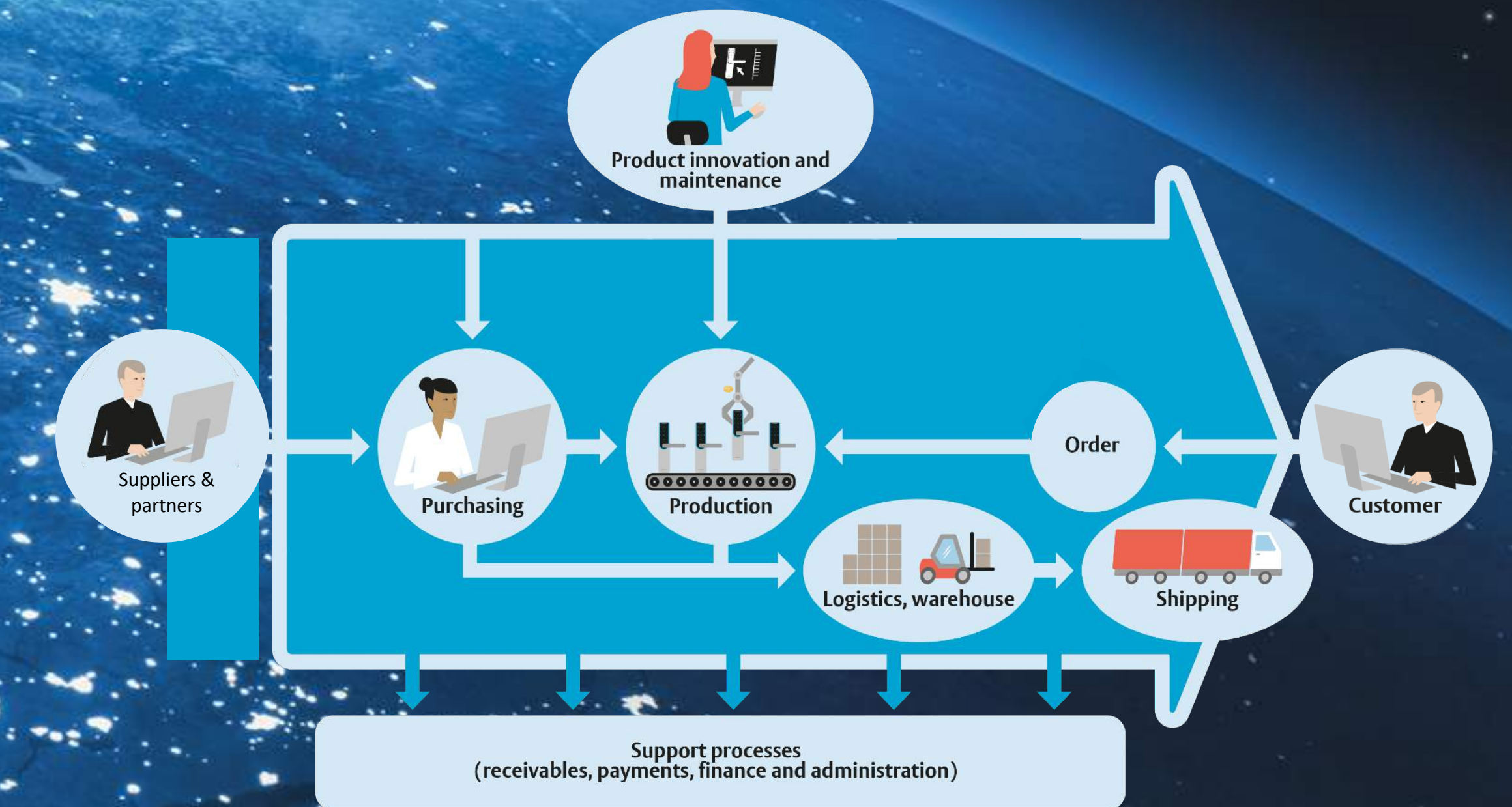
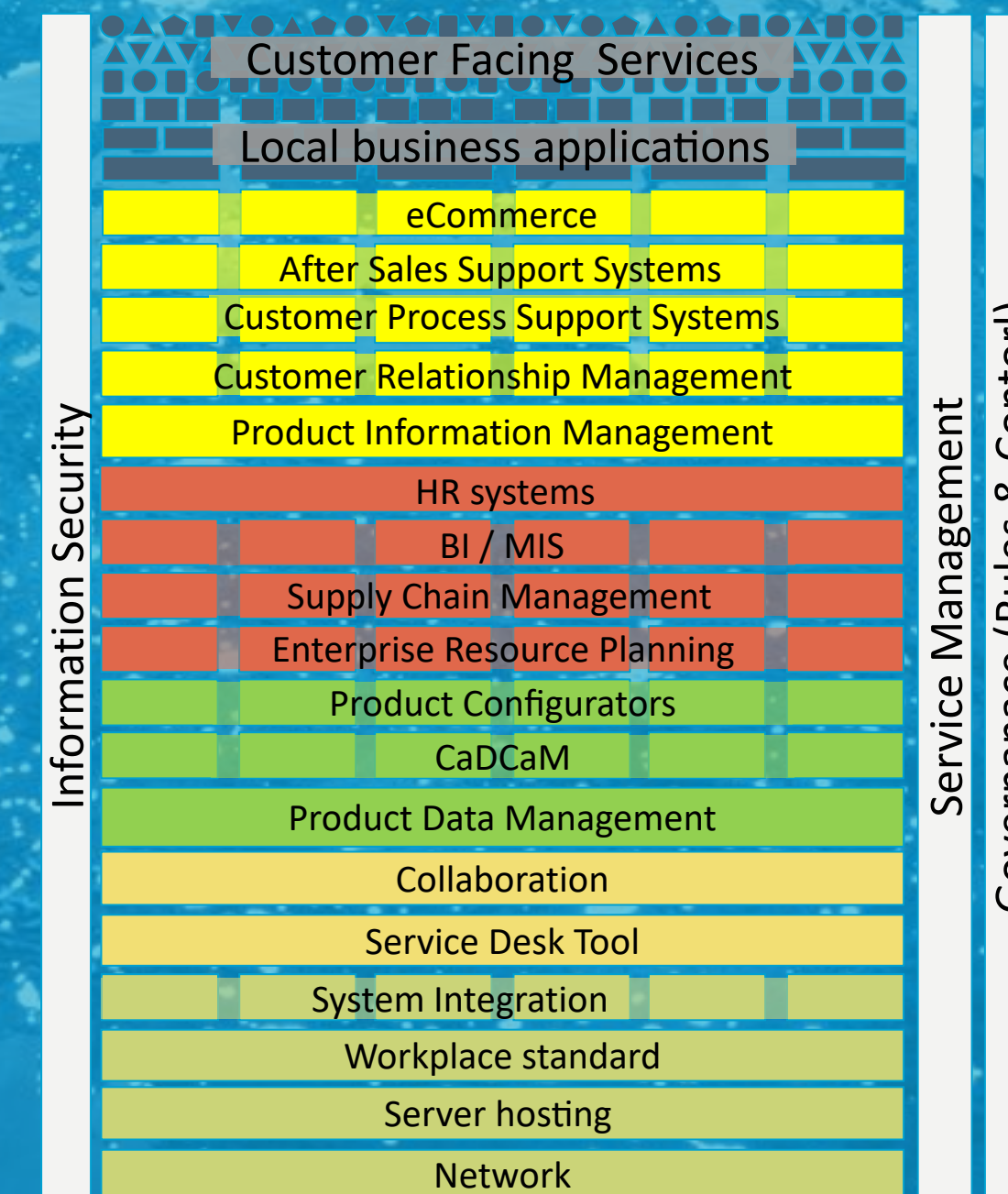
250 acquisitions



1994

2019

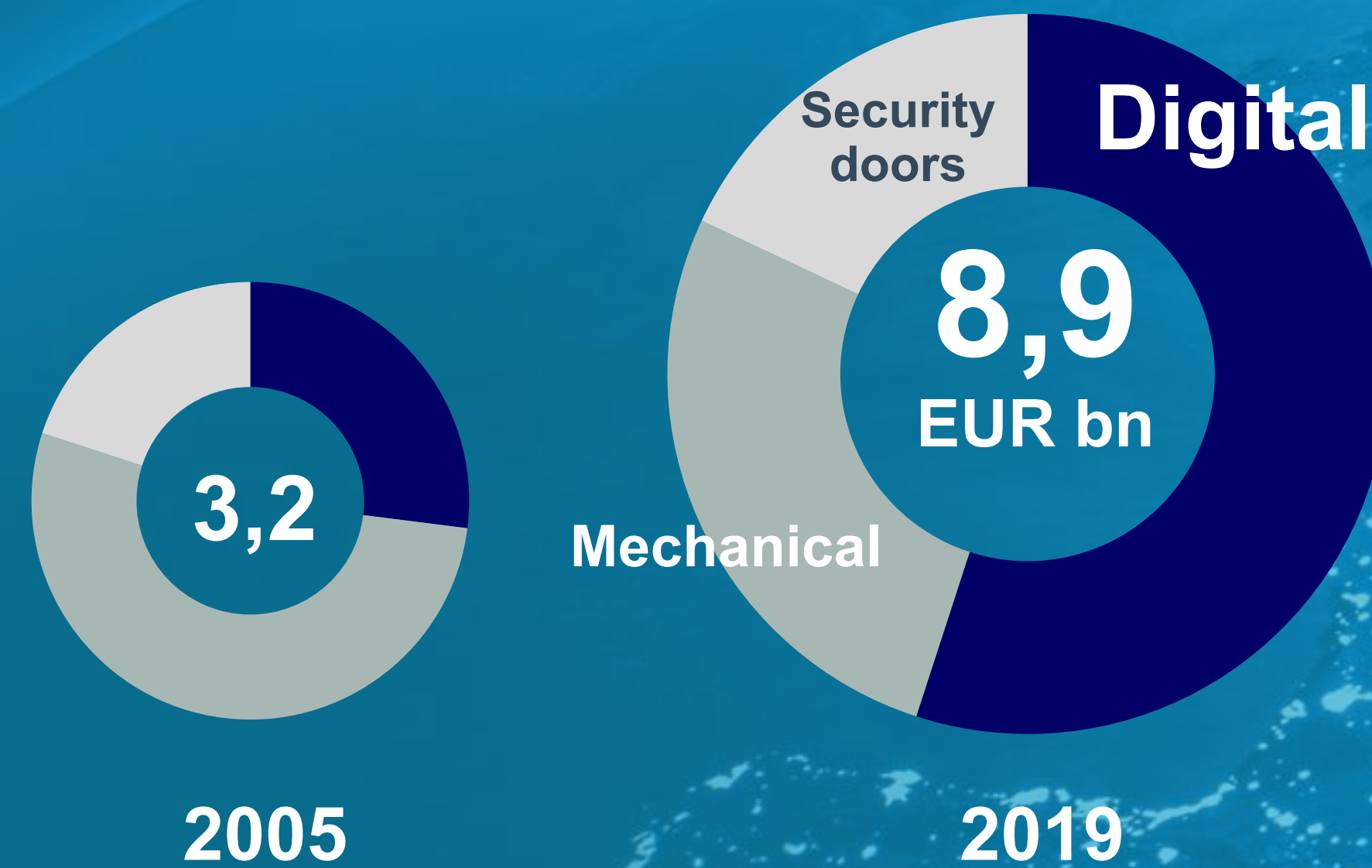
## Target Architecture





# ASSA ABLOY

5x growth in digital



Recurring Revenues



Capabilities to enable  
the Subscription Economy

Digital Factory



Operating our Customer facing  
Digital Products & Solutions

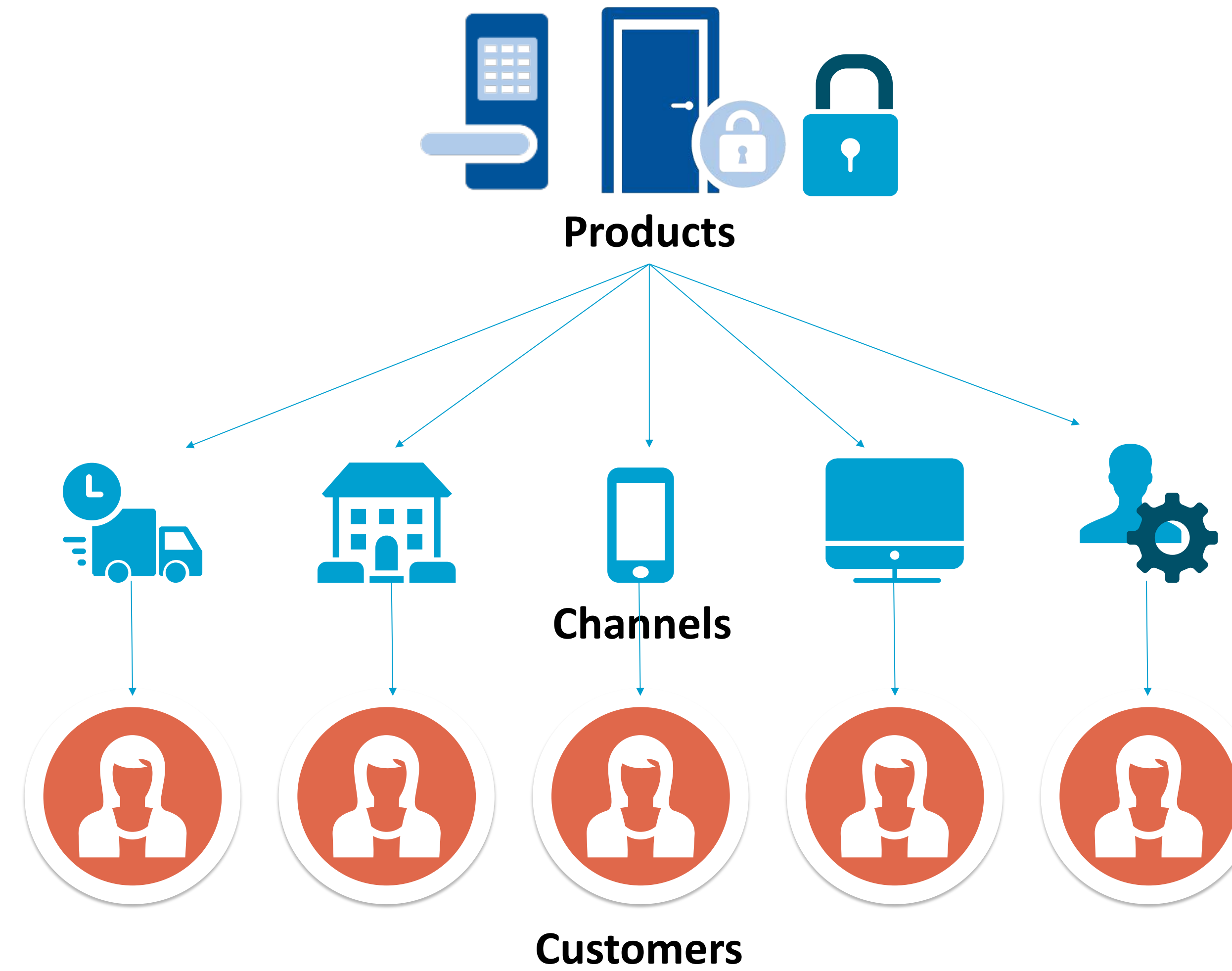


# Recurring Revenue

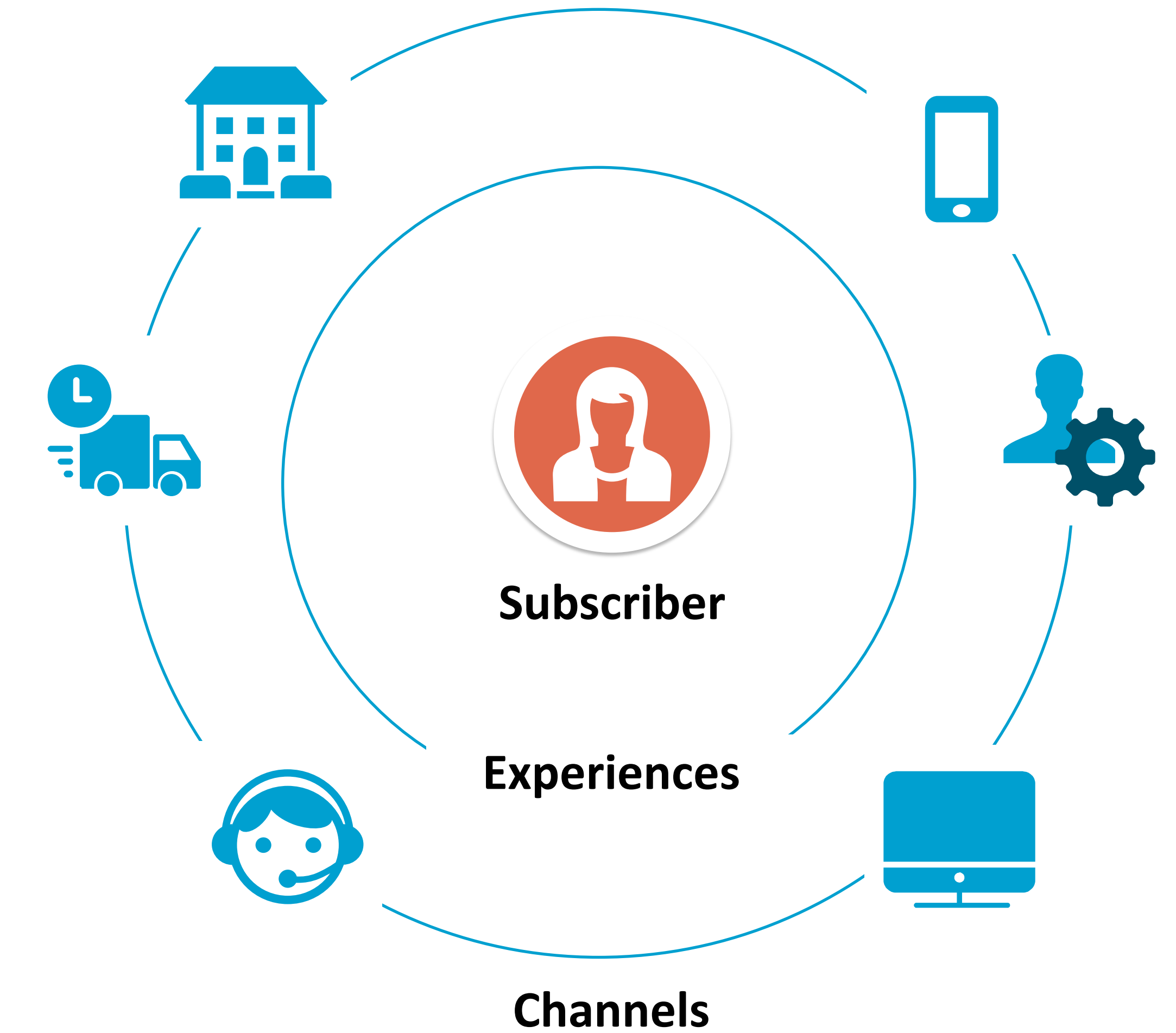


Capabilities to enable  
the Subscription Economy

## Product Economy Existing Business Model



## Subscription Economy Emerging Business Model







## Digital Factory



Operating our Customer facing  
Digital Products & Solutions



# Digital Factory



Operating our Customer facing  
Digital Products & Solutions

Always On Customer Experience

Digital at Scale

Convergence of R&D & IT



The background of the image is a dark, deep blue space filled with a complex network of glowing blue lines and numerous translucent, three-dimensional cubes. These cubes are scattered throughout the scene, some appearing to float or move, creating a sense of depth and digital connectivity. The overall aesthetic is high-tech and futuristic, evoking themes of data, technology, and digital transformation.

“You must harness digital technologies, both to deliver a superior customer experience and to drive the agility and operational efficiency you need to stay competitive.”  
-The Future Of Business Is Digital, Forrester





# ASSA ABLOY

## THANK YOU!

Niklas Sundberg, CIO Global Solutions Division, ASSA ABLOY  
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