



ENABLING
BETTER BUILDINGS.



ARCHITECTURE IS OUR PASSION. DELIVERING PREMIUM ACCESS SOLUTIONS AND SERVICES IS OUR CALLING.



Thomas P. Wagner, CEO, and Karl-Rudolf Mankel, Managing Shareholder

Ladies and Gentlemen,
Friends of the Company,

For the first time in DORMA's history, we generated more than €1 billion in sales. Having achieved this historic revenue result, we have passed an important milestone in our "DORMA 2020" growth program and strengthened our position

as a supplier of premium access solutions and services. Our goal remains to increase sales to €2 billion by the year 2020.

Consolidated net sales of the DORMA Group in fiscal 2011/12 (June 30) increased by 6.1 percent to €1,001.8m. Earnings before tax (EBT) rose by €20m to €76.6m in the

same period, representing a rise of €56.6m.

Among the major factors generating our success in the year under review, we can point to the expansion of DORMA's international presence in strategically important markets. The DORMA Group is now active in more than 50 countries around

the globe. Following our strategic plan, we intend to further expand our presence in the markets of the world by establishing new subsidiaries, forging new alliances and making new acquisitions. In the course of this process, our employee numbers around the world will also undergo a significant increase.

Again in the current 2012/13 financial year, it is our customers who are at the focus of our strategy. We continue to strive to provide them with a first-class range of premium access solutions and services offering clear value added. Hence, we will be investing substantially in innovation, our branding and our employees going forward.

Around the world, we intend to organize our sales and service structure so that we are even closer to our customers and able to persuade them even more convincingly of the virtues of our comprehensive product portfolio. We will also be adapting our production and logistics accordingly in order to be able to serve our customers

throughout the world more quickly and more effectively with innovative technologies and solutions.

Our vision shows the way forward: As a high-performance, global company, DORMA creates added value by providing a complete range of products of premium access solutions and

services – for our customers and our business partners, enabling better buildings.



DORMA'S INVOLVEMENT IN PRESTIGIOUS PROJECTS WORLDWIDE.



We provide access to numerous prestigious buildings around the world – a conspicuous expression of our global presence and our highly successful approach to forging business relationships. We open the doors to the best addresses worldwide. From hotel to airport, from bank to passenger liner.

—
Moses Mabhida Stadium, Durban, South Africa
Architects: Gerkan, Marg und Partner
DORMA solutions: door closer systems and emergency exit systems, automatic swing doors



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Qatar National Convention Centre, Qatar
Architects: Yamasaki Architects / RHWL, Burns & McDonnell / Veregy
DORMA solutions: door closer systems, automatic doors, glass sliding wall systems, moveable walls

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Salvador Dalí Museum, St. Petersburg, Florida, USA
Architects: HOK
DORMA solutions: door closer systems and emergency exit systems, locks

DORMA IS THE TRUSTED GLOBAL PARTNER FOR PREMIUM ACCESS SOLUTIONS AND SERVICES ENABLING BETTER BUILDINGS.



Qingdao Grand Theatre,
Qingdao, China
Architects: von Gerkan,
Marg und Partner
DORMA solutions: door closer systems,
door and glass fittings,
automatic sliding doors



WE ARE A FAMILY-OWNED COMPANY WITH GERMAN ROOTS. GLOBALLY ALIGNED WITH AN INTERNATIONAL NETWORK.



■ DORMA affiliated companies ● DORMA representations

A family-owned company with over 100 years of tradition, DORMA is a world market leader in the fields of door control, movable walls and glass fittings and accessories. In the auto-matics segment too, the company is a member of the world elite. We are likewise successful in the fields of security systems and time and access control, and are Germany's number one in emergency exit and control technology. We maintain major production facilities in Europe, Singapore, Asia, China, and North and South America.

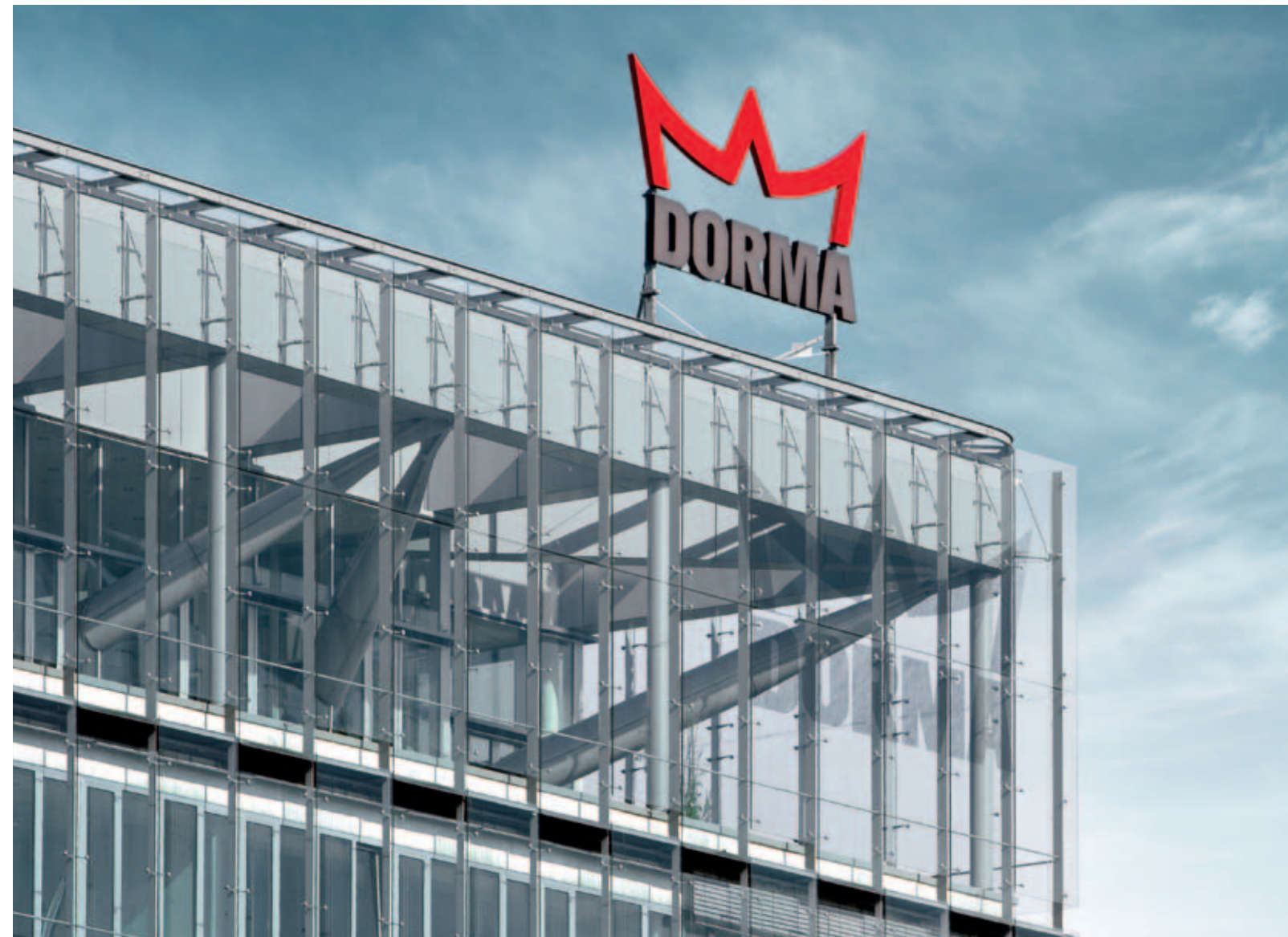
DORMA has 6,700 employees around the world. The internationally active DORMA Group with wholly owned companies in more than 50 countries is headquartered in Ennepetal, Germany.

As a high-performing global enterprise, DORMA generates value added on the basis of a full-fledged product portfolio comprised of premium access solutions and services.

We offer our customers the best possible solutions through:

- comprehensive presence in our strategic markets
- inspiring design and innovative technologies enabling safety, security and convenience
- respectful relationships based on mutual trust and confidence with all our business partners
- lean processes designed to ensure simplicity, efficiency and efficacy
- talented, approachable and team-oriented employees

2010 saw the inception of our strategy program "DORMA 2020". With it, we intend to further enhance our competitiveness and build market share. Specifically, our objective is to increase the sales of the DORMA Group to €2 billion by the year 2020 while at the same time improving profitability. This will involve increasing our global workforce from the current figure of 6,700 to over 10,000. Since January 1, 2011, our new organization has comprised a 14-member international executive committee. the five



sales regions (our "Areas") of Germany (GER), Americas (AME), Northern and Eastern Europe (NEE), Mediterranean/Middle East/Africa (MMA) and Asia-Pacific/Australia (APA), and two business units, Production Germany and Movable Walls Europe/Middle East/Africa (EMEA), each region and unit being responsible for its own P&L.

— DORMA headquarters in Ennepetal, Germany

OUR CORPORATE VALUES ARE THE BASIS OF OUR SUCCESS. AND THE GUARANTEE FOR CUSTOMER SATISFACTION.



Integrity

We build mutual trust, fairness and respect into all our activities and relationships with all stakeholders.

Responsibility

We are committed to meeting our entrepreneurial, social and environmental responsibilities.

Innovation

We encourage creative thinking and permanently question the status quo so as to better manage the challenges of a rapidly changing business environment.

Performance

We strive to outperform our competitors and to achieve tangible, sustainable long-term results, creating value now and for generations to come.



INSPIRING DESIGN AND INNOVATIVE PRODUCTS THAT SET STANDARDS THE WORLD OVER.

—
Dubai Metro, Dubai, UAE
Architects: Aedas
DORMA solutions: automatic sliding doors



Unusual ideas, continuous development and innovative products: DORMA is the technological pacemaker in its chosen sector. It was we who developed the cam-action technology for slide-channel door closers, a milestone on the road to barrier-free interiors, and we were also responsible for the world's first integrated door closer (ITS 96). We intro-

duced the CS 80 MAGNEO automatic sliding door operator with its innovative "maglev" technology, and recently launched a new generation of swing door operators – our ED 100/250 series. Numerous patents serve to document our innovative strengths. In 2011 alone, DORMA submitted 90 patent applications as first filings. In this respect,

we perform well above the levels achieved by significantly larger, listed competitors. And now, two newly established development centers in India and Singapore will ensure that, in the future, DORMA continues to meet local requirements in its international growth markets – right from the product development phase.

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Net-A-Porter, London, United Kingdom
Interior architects: Studiofibre
DORMA solutions: glass fittings



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European Investment Bank
Luxembourg, Luxembourg
Architects: Ingenhofen + Partner
DORMA solutions: door closer systems and emergency exit systems, automatic sliding and swing doors, glass fittings



reddot design award

Numerous patents and awards offer positive proof that DORMA is a leader in design and innovation.



JANUS 2007 DE L'INDUSTRIE

We expertly combine form and function. The award-winning DORMA Contur Design characterizes the styling of our products, identifiable from the clear cubic form



and the graphic perforated details. Thanks to this timeless appearance, DORMA products blend seamlessly into the interior design of any room, contributing to



an integrated ambience enhanced by uninterrupted aesthetic elegance.

AS A RELIABLE PARTNER, WE SUPPORT OUR CUSTOMERS EVERY STEP OF THE WAY.

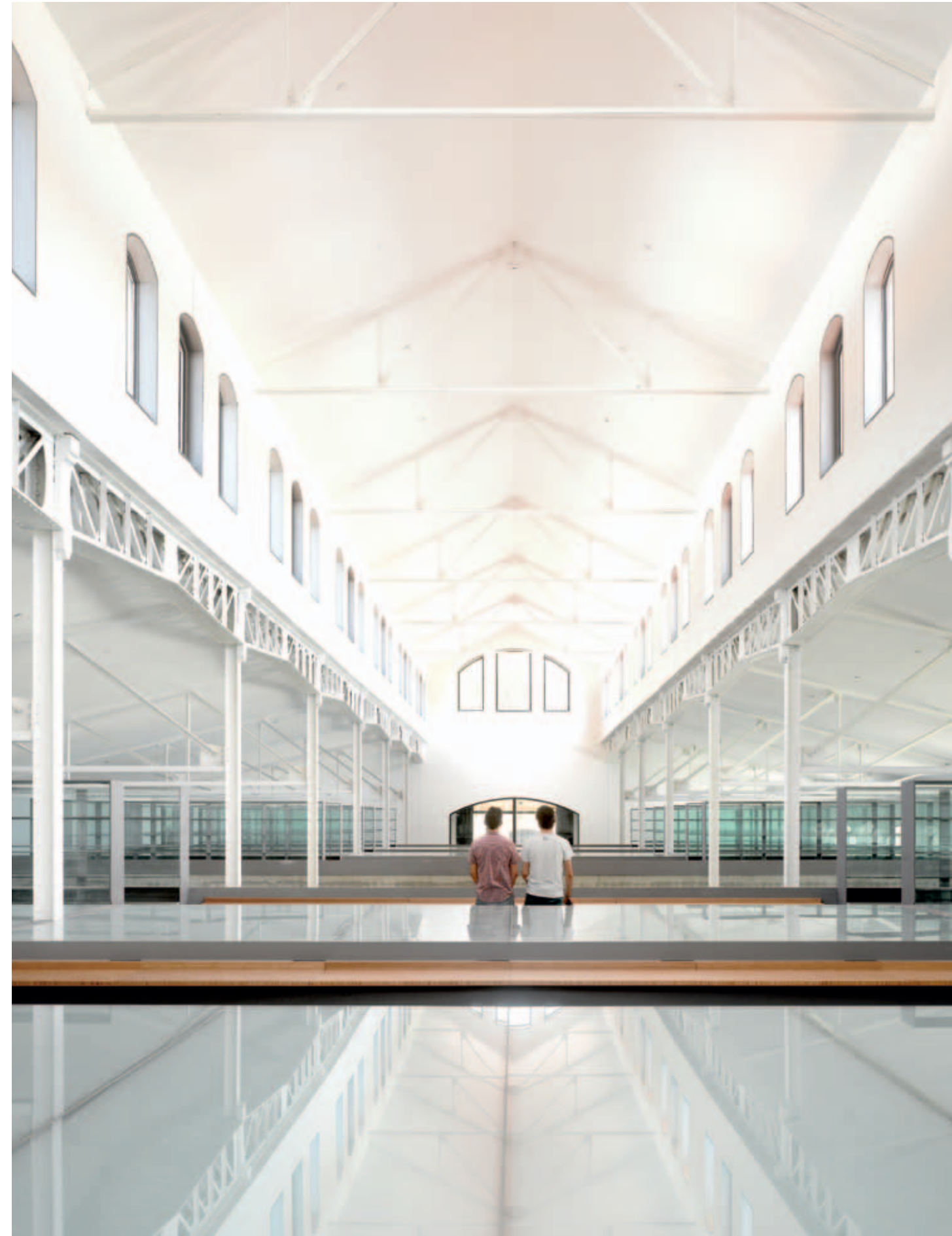
DORMA offers unique capabilities in every phase of a building outfitting project – from planning and installation to regular maintenance. We regard reliable, individualized service provision as an integral part of the tailored package we offer each of our customers.

Planning with DORMA means planning with thoroughly tried-and-true system solutions – whether in relation to national and international projects or in the construction of private homes.

Product excellence, advice and service combine to create an ideally coordinated business portfolio. With uniformly high quality world-wide suited to practically every conceivable door and room situation.



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Picture on the right:
Casa del Lector, Madrid, Spain
Architects: Ensemble Studio
DORMA solutions: floor closer,
glass fittings



MEETING THE NEEDS OF OUR CUSTOMERS WITH TAILORED SOLUTIONS AND INDIVIDUALIZED SERVICE.



For us, providing sophisticated product solutions and a high standard of workmanship is not enough. We also strive for perfection in the accompanying support and advisory services. Hence, we offer extensive partner and training programs accompanied by a comprehensive after-sales capability.

Our global service network enables us to provide professional support during the entire life cycle of the products and systems supplied. That means reliable and flexible assistance including ongoing maintenance and repair and – if necessary – the fast delivery of spare parts.

King's Cross Station, London, United Kingdom
Architects: John McAslan + Partners
DORMA solutions: door closer systems and emergency exit systems, locks, glass sliding wall systems, automatic doors



WE ARE COMMITTED TO SUSTAINABLE DEVELOPMENT AS ONE OF OUR BUSINESS MAXIMS.



Sustainability in the property market carries with it significant challenges. Climate change and increasing energy costs are driving the demand for economically and ecologically viable buildings. For us, sustainable development means using primary resources with responsibility, actively promoting “green buildings” and thus making a real contribution to improving energy efficiency in sustainable construction concepts. Through active involvement in the national organizations concerned, DORMA supports the fundamental principles

disseminated by the World Green Building Council. In response to the requirement catalogues of various certification bodies such as BREEAM, LEED or DGNB, DORMA has elaborated new concepts in order to further improve the environmental performance (eco-balance) of its products. To verify the ecological impact of our products, we issue Environmental Product Declarations (EPDs) to ISO 21930 and EN 15804 covering automated building access solutions including automatic sliding doors, revolving door systems and swing door operators.

Our focus is on the energy efficiency of our automatic operators and on optimizing the recyclability of our components. As an example of our successes in this domain, we have already issued an EPD to ISO 14025 covering our TS 93 door closer system.

Energy-saving directives for employees, E-Fit campaign days and effective waste separation are integral to our everyday activities. As well as ensuring the quality and practical functionality of our products, we also assign a high level of importance to reducing electricity consumption

in our product development work. And in production, administration and logistics, we are constantly looking to improve our internal energy balance. The result: by the end of 2010 we had already successfully concluded the international certification process to ISO 14001, the environmental management standard.

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INFRA West, Belgium
Architects: Crepain Binst Architecture
DORMA solutions: automatic door systems and glass fittings



ALL OUR EMPLOYEES AROUND THE WORLD ARE DRIVEN BY ONE PRIMARY PURPOSE: TO PROVIDE OUR CUSTOMERS WITH THE BEST POSSIBLE SERVICE.

Our formula for success

Products. Offer solutions.	Presence. Be everywhere.	Service. Develop strategically.	Relationships. Exploit the full potential.
Processes: Effective and efficient.			
People: Best in industry.			

We owe our outstanding reputation as an innovation and quality leader primarily to the people who work for us. With their enormous commitment and technical expertise, our 6,700 employees around the world are responsible each day for writing the ongoing DORMA success story. As “internal entrepreneurs”, they actively support the

“DORMA 2020” strategy. We have committed to the precepts of customer dedication, quality and efficiency. In order to achieve our future growth targets, we also therefore intend to strengthen our focus on the qualifications and capabilities of our workforce. Within the framework of the DORMA talent management program, we will be actively encourag-

ing the development of our future technical and managerial personnel. DORMA enjoys an excellent reputation both as a market player and as an employer – hence the low level of employee turnover and above-average periods of service of our people worldwide. Our attractiveness as an employer has also been confirmed by the German TOP JOB award.

This nationwide benchmarking seal of approval for personnel work only goes to the best of Germany’s SME employers. In addition, the VDI (German Association of Engineers) and the technical inspectorate TÜV Rheinland recently honored DORMA with the title of “Excellent Employer for Engineers”.





Executive Board of the
DORMA Group
(from left to right)

Michael Flacke, Chief Financial Officer (CFO)
Katharina Pahl, Chief Human Resources Officer (CHRO)
Thomas P. Wagner, Chief Executive Officer (CEO)
Oliver Schubert, Chief Operations Officer (COO)

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