



ALLEGION[™]

PIONEERING SAFETY[™]

Creating a Safer & More Accessible World

Investor & Analyst Day

May 6, 2025

Cautionary Statements

Forward-Looking Statements

This presentation contains "forward-looking statements," which are statements that are not historical facts. These forward-looking statements generally are identified by the words "believe," "aim," "project," "expect," "anticipate," "estimate," "forecast," "outlook," "intend," "strategy," "future," "opportunity," "plan," "may," "should," "will," "would," "will be," "will continue," "will likely result" or the negative thereof or variations thereon or similar expressions generally intended to identify forward-looking statements.

Undue reliance should not be placed on any forward-looking statements, as these statements are based on the company's currently available information and our current assumptions, expectations and projections about future events. They are subject to future events, risks and uncertainties - many of which are beyond the company's control - as well as potentially inaccurate assumptions, that could cause actual results to differ materially from those in the forward-looking statements. Important factors and other risks that may affect the company's business or that could cause actual results to differ materially are included in filings the company makes with the Securities and Exchange Commission from time to time, including its Annual Report on Form 10-K and its Quarterly Reports on Form 10-Q and in its other SEC filings. All forward-looking statements in this presentation are expressly qualified by such cautionary statements and by reference to the underlying assumptions. The company undertakes no obligation to update these forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.

Non-GAAP Measures

This presentation also includes non-GAAP financial information which should be considered supplemental to, not a substitute for, or superior to, the financial measure calculated in accordance with GAAP. The definitions of our non-GAAP financial information are included as an appendix in our presentation. These non-GAAP measures may not be defined and calculated the same as similar measures used by other companies. Reconciliations of the non-GAAP measures used to their most directly comparable GAAP measure are presented as supplemental schedules in the earnings release that can be found at www.allegion.com.

Be Safe, Be Healthy

An Allegion Core Value



- NYSE has safety staff assigned to our floor
- In emergency, use closest exit (Fire Tower Stair A)
- In severe weather, shelter in place here (Freedom Hall)
- No smoking; NYSE is tobacco free
- Mid-presentation break will be provided



Agenda

- | | | |
|---|-----------------------------------------------|----------------------------|
| 1 | Company & Strategy Overview | John H. Stone |
| 2 | The Allegion Model | Dave Ilardi |
| 3 | Optimizing Performance & Growth Opportunities | Tim Eckersley |
| 4 | Driving Outgrowth Through Electronics | John H. Stone, Vince Wenos |
| 5 | Financials & Capital Deployment | Mike Wagnes |



ALLEGION™

PIONEERING SAFETY™

Company & Strategy Overview

John H. Stone, President & CEO



What You'll Hear Today

Allegion is uniquely advantaged, executing at a high level, and we're **primed to grow faster.**



Our Vision

Creating a **safer and more accessible** world

Our Team of Experts

We Are Many. We Are One. We Are Allegion.



GALLUP EXCEPTIONAL
WORKPLACE AWARD

Two-Time Winner | 2024-2025



12,000+

full-time
global employees

30+

trusted
brands

25+

countries
where we work

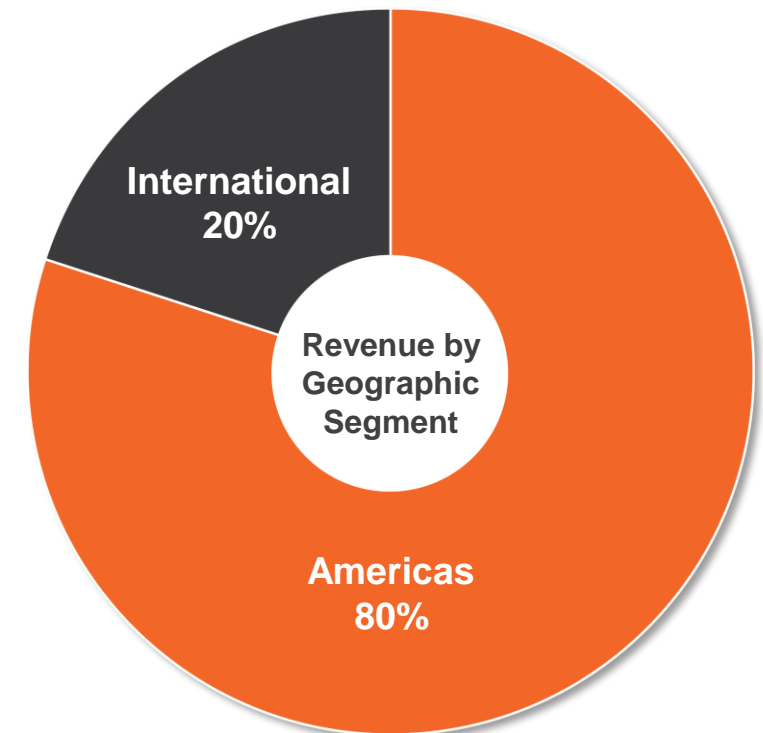
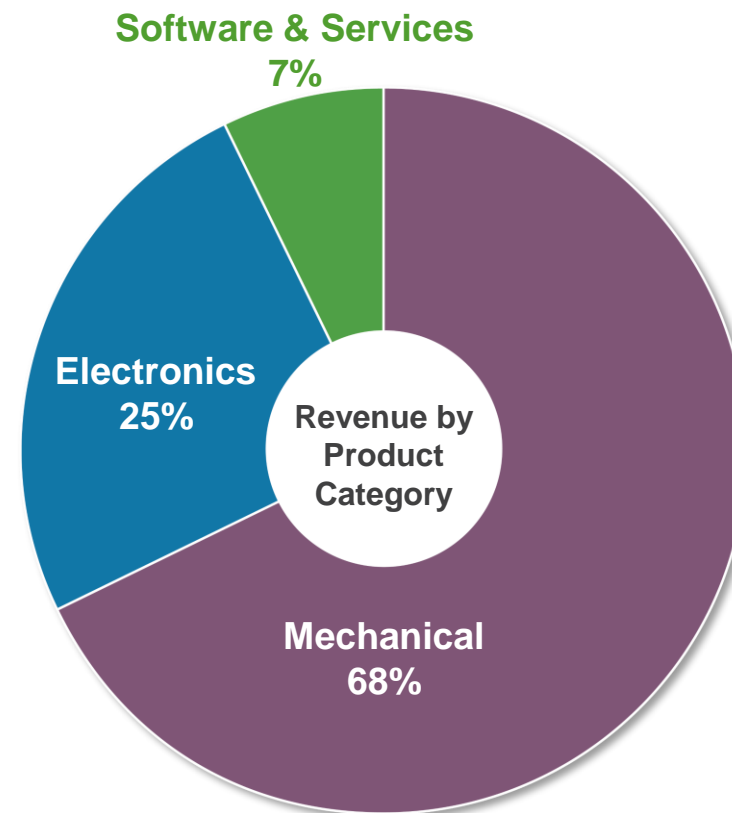
1,000+

global
active patents

Global Business Profile

\$3.8 Billion in 2024 Revenue | 24.4% Adjusted EBITDA Margin

- Pure-play provider of security and access with iconic brands
- Proven ability to expand margins over the cycle and deploy capital consistently
- Primed for accelerated growth



Our Markets

U.S. Non-Residential



- Lead in school safety
- Grow and leverage our large installed base, specification writing expertise and end user relationships
- Drive electronics growth through partnership and tailored market solutions

U.S. Residential



- Lead in electronics and industry-first technologies
- Leverage innovation and brand strength to grow and gain share
- Partner with megatechs and industry organizations on standards and ecosystems

International



- Grow electronics hardware and software
- Expand specification capabilities
- Continue adding accretive bolt-on acquisitions

Leveraging Our Advantages



Creating Long-Term Shareholder Value



**Accelerate
Organic Growth**



**Improve
Operating Margin**



**Drive High Cash
Flow Conversion**

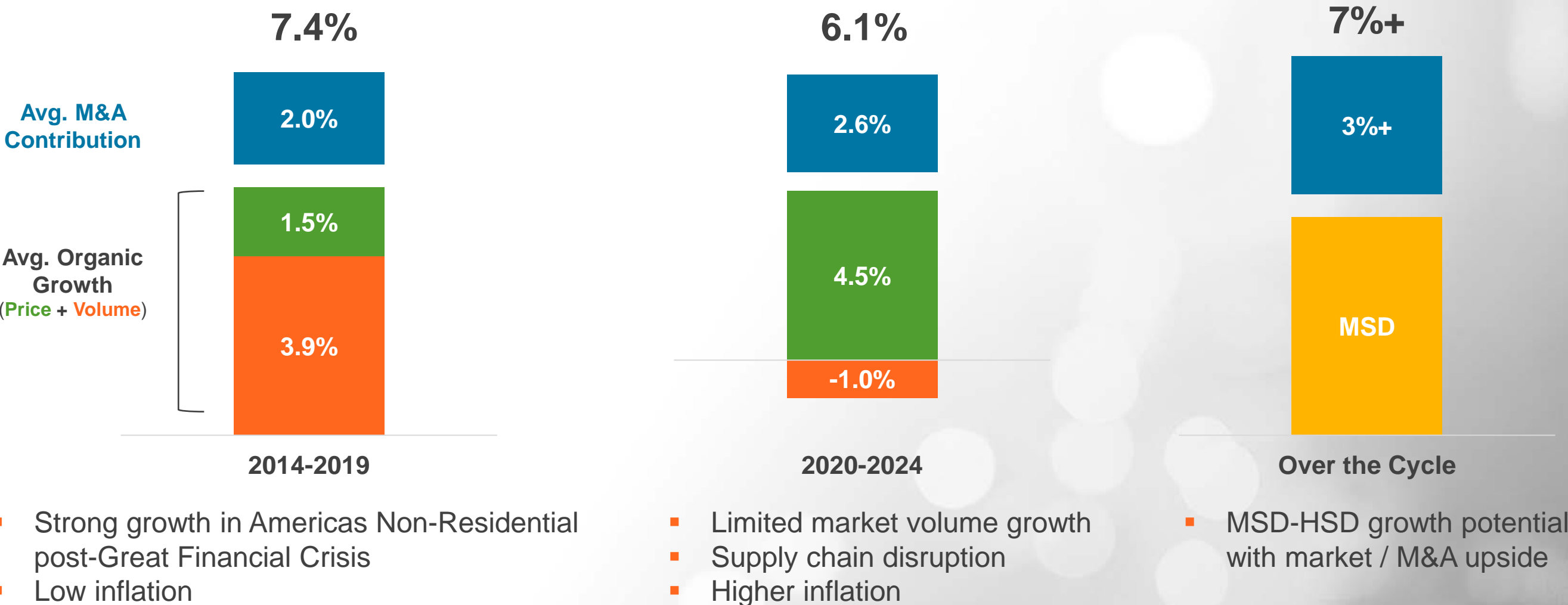


**Deploy Capital
Effectively**

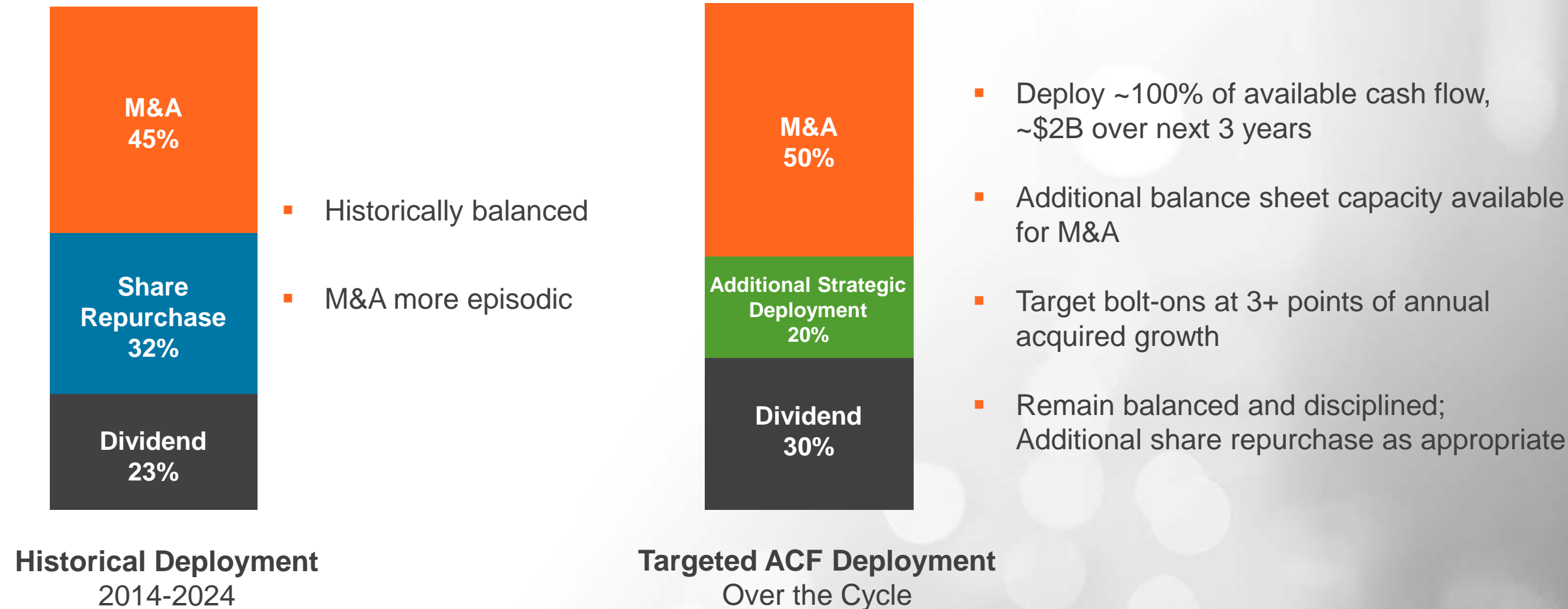
Double-Digit Adjusted EPS Growth Over the Cycle

Primed to Grow Faster Over the Cycle

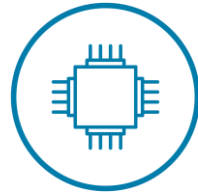
Revenue Growth, Excluding FX



Driving Growth & Value Through Capital Deployment



Top Priorities



**Technology &
Electronics**



**Mechanical
Portfolio
Expansion**



**Complementary
Software &
Services**

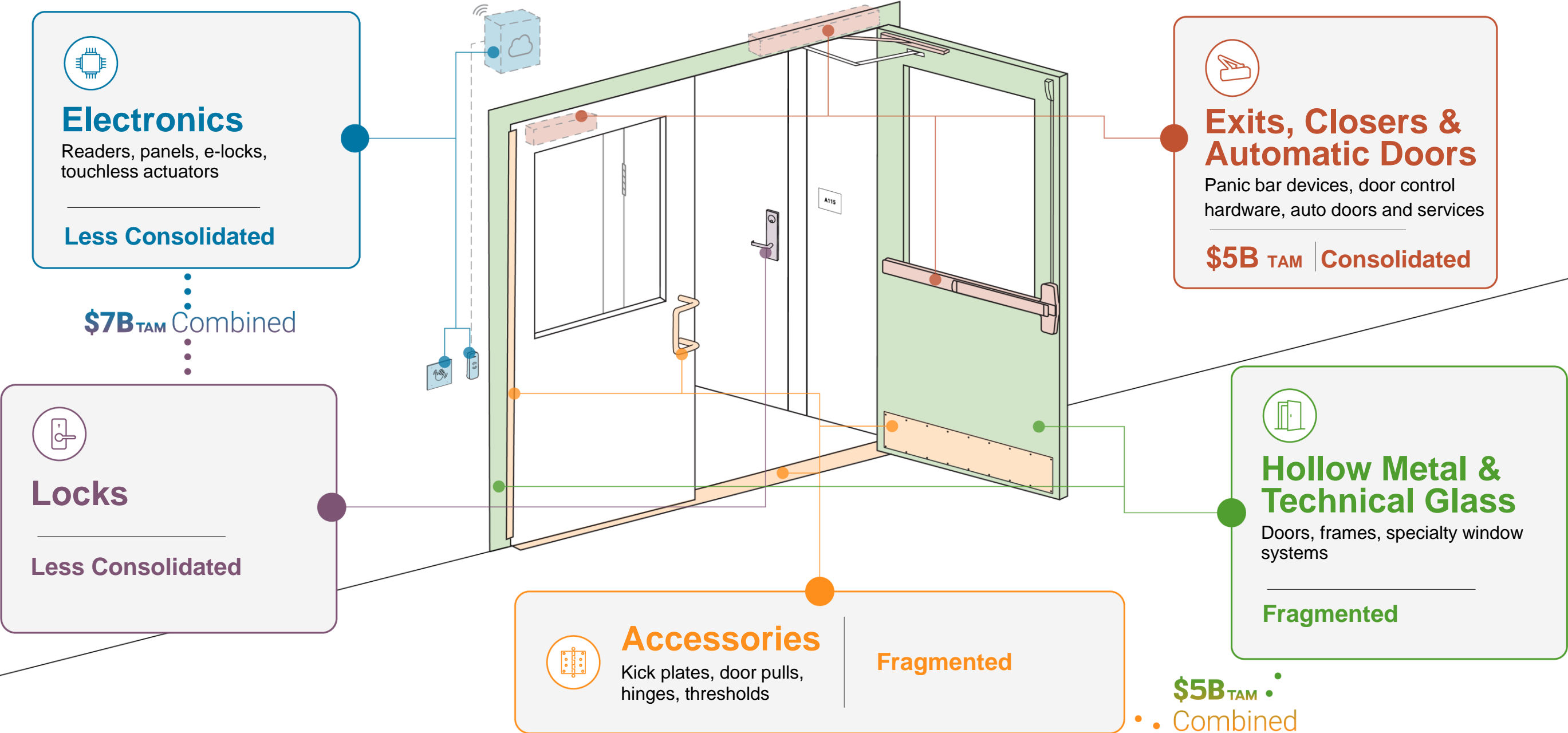
Focused Approach to M&A

Key Criteria

- Leverages Allegion's strengths
- Clear synergy opportunities
- Enhances financial profile
- ROIC to exceed WACC
- Accelerates organic growth

Primed to Grow Faster: M&A in the Core

Americas Total Addressable Market (TAM): ~\$20B, Including ~\$3B Residential

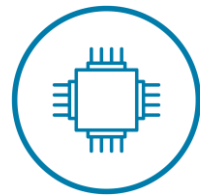




Recent Mechanical M&A

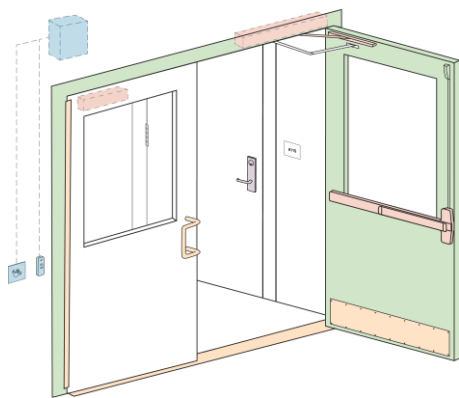
- High margin
- Specifiable
- Rapidly integrated
- Expands presence in fast-growing specialty applications

M&A Strategy: Electronics & Software



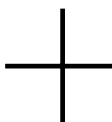
Technology & Electronics

Fill electronic hardware gaps in core markets;
Leverage specification leadership



Complementary Software & Services

Accelerate electronics adoption;
Leverage expertise in complex environments





The Allegion Model

Dave Ilardi, SVP & President, Allegion Americas

Accelerating Growth with Our Differentiated Model



Unique Front-End

- Highly skilled consultants and specification team generate non-residential demand and pull product through the channel

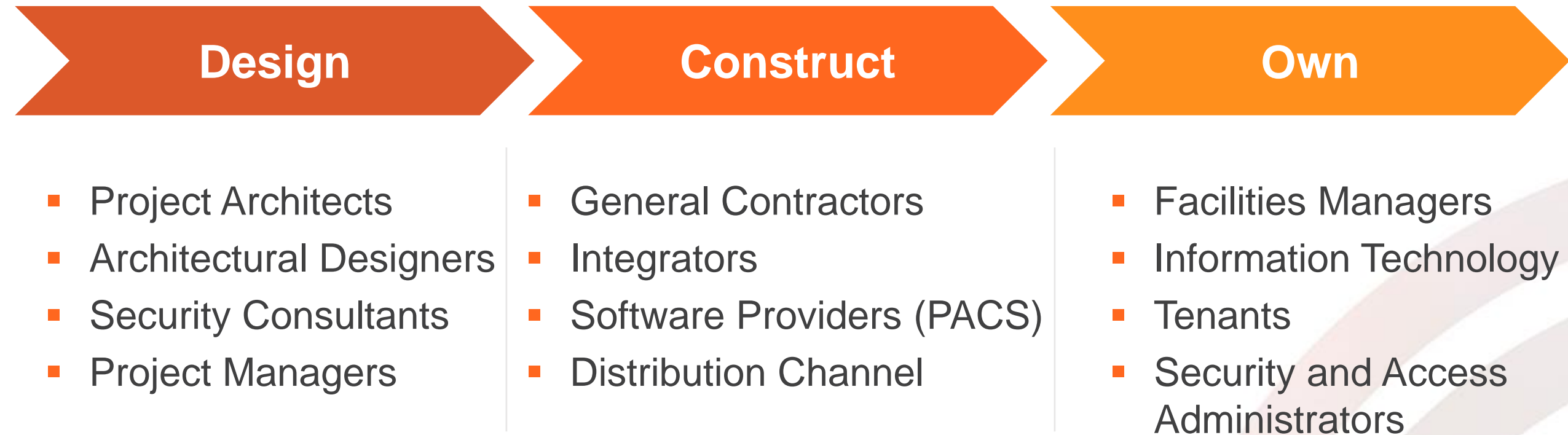


Technology Fuels Growth

- Connectivity and electronic solutions drive growth
- Allegion drives standards and scale through leading industry organizations and megatech partnerships

Demand Generation Through Building Lifecycle

Building Strong Relationships



The Partner of Choice for New Construction

Architectural Consulting

Design

Construct

Own

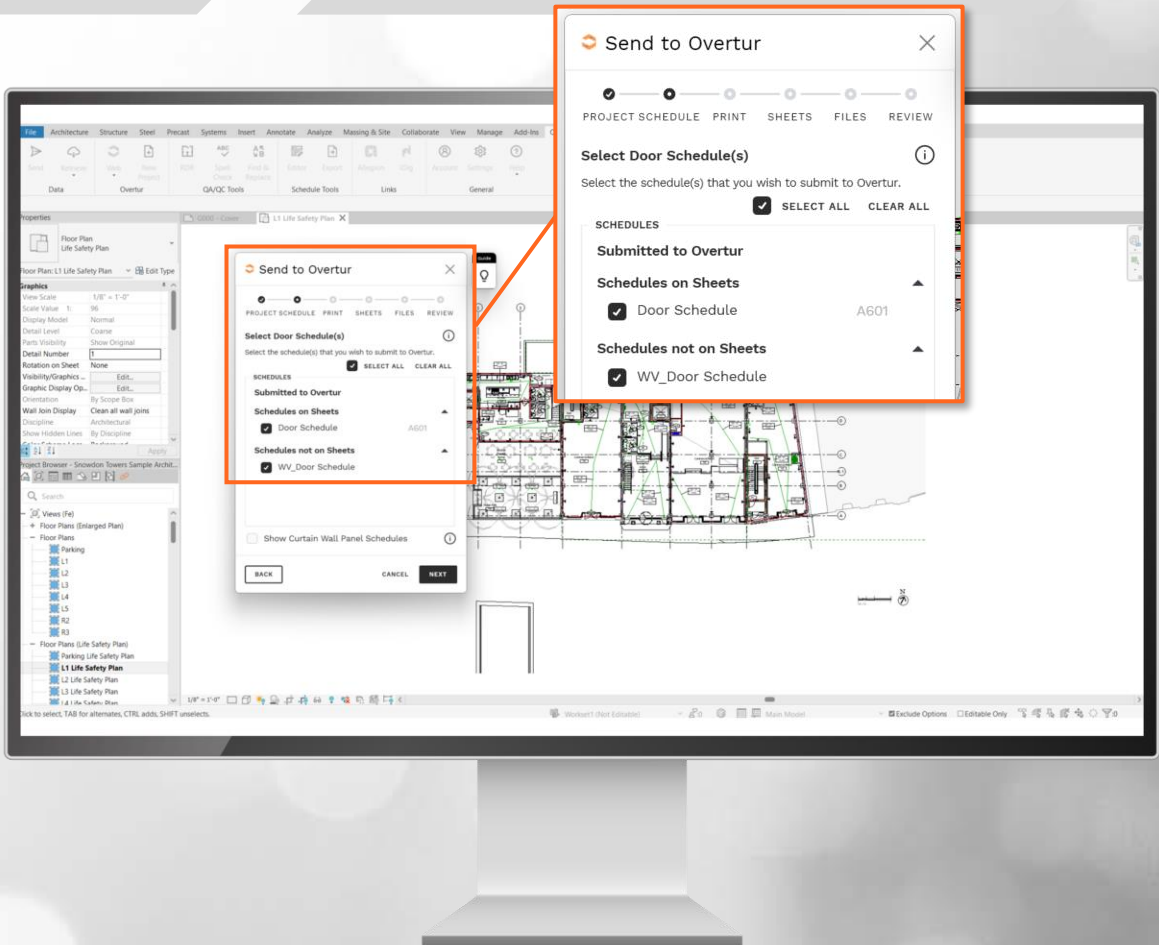
- Local expertise in building codes and standards
- Support design integrity, compliance and security
- Tailor our solutions to meet diverse project needs
- Maximize building functionality and efficiency



Revit



OVERTUR™



Tailored Support for Contractors, Distributors & Integrators

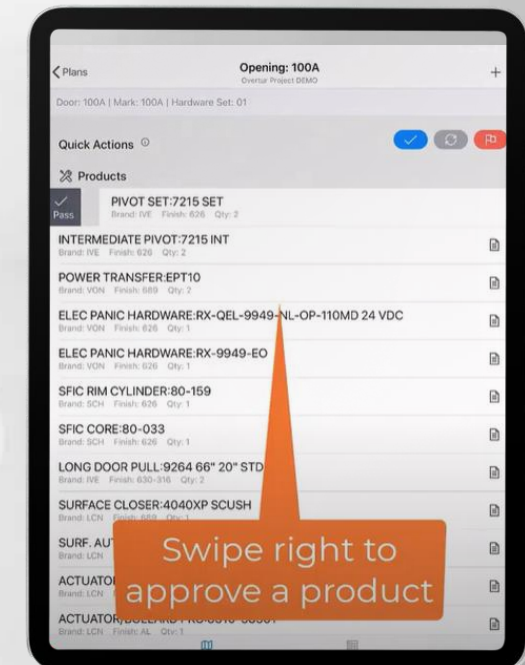
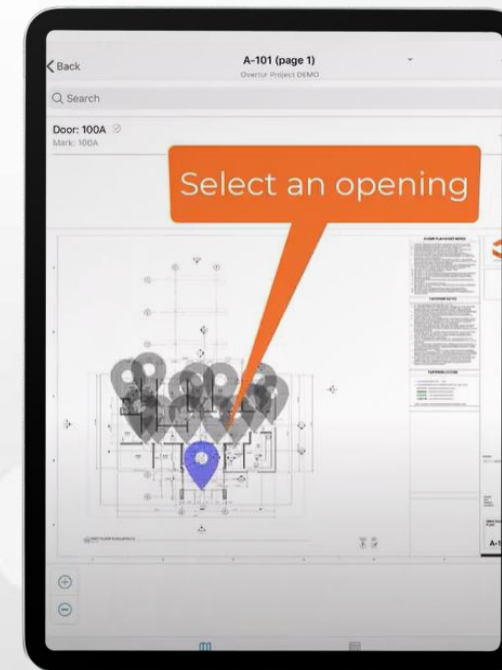
Channel Excellence

Design

Construct

Own

- **General Contractors**
 - Pre-construction planning and training
 - Installation readiness / post-install walk-throughs
- **Distribution Channel**
 - Robust distribution channel and product availability
 - Expert product knowledge and support
- **Integrators and PACS**
 - Advanced access control and integration support
 - Comprehensive solution portfolio



Optimizing Building Portfolios

End-User Consultation



- Establish ongoing owner standards for facilities and construction teams
- Provide product training for maintenance technicians and service providers
- Consult across departments to ensure long-term performance of our solutions



Leveraging Our Advantage: Vertical Markets

- **Institutional**
 - High content, leverage our leadership in a stable, premium market
- **Multifamily**
 - Increase content through technology
- **Commercial**
 - Focus on core markets and growth opportunities

Complex, Dense Content Mix
Americas Non-Residential
Estimated \$/SF



Commercial



Multifamily



Institutional

Accelerating Growth with Our Differentiated Model



Unique Front-End

- Highly skilled consultants and specification team generate non-residential demand and pull product through the channel



Technology Fuels Growth

- Connectivity and electronic solutions drive growth
- Allegion drives standards and scale through leading industry organizations and megatech partnerships



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Optimizing Performance & Growth Opportunities

Tim Eckersley, SVP & President, Allegion International

Leveraging Our Advantages, Driving Profitable Growth

Allegion Has a High Operating Leverage Business Model



Diverse, Locally Driven Markets

- Share best practices and technology globally, optimize locally
- Enhance business quality through local portfolio management



Critical Solutions, Configured to Order

- Increase safety, quality and efficiency through automation
- Millions of SKUs, protecting where we live, learn, work and connect

Global Best Practices, Local Optimization



Hardware / Devices

- Core component platforming
- Customized to meet country-specific standards and local market needs



Electronics / Software

- Digital platforming
- Long-term local integrations
- SaaS revenue opportunities



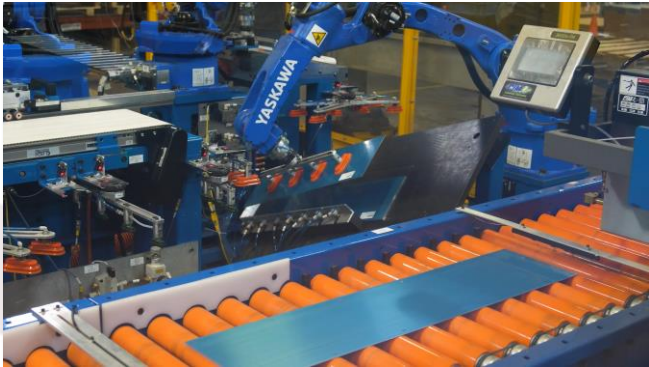
Processes / Strategy

- Channel relationships
- Solutions development and testing
- Commercialization and go-to-market capabilities

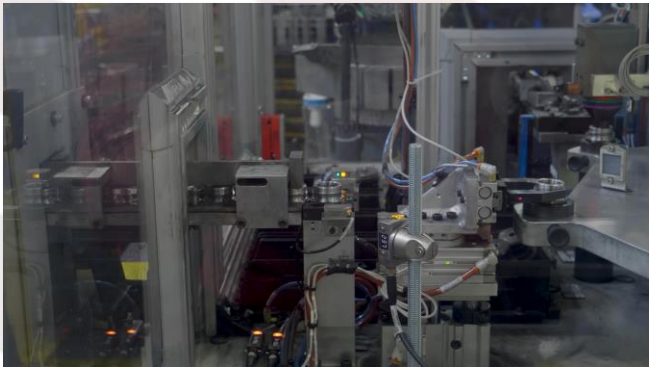


Investing in Automation

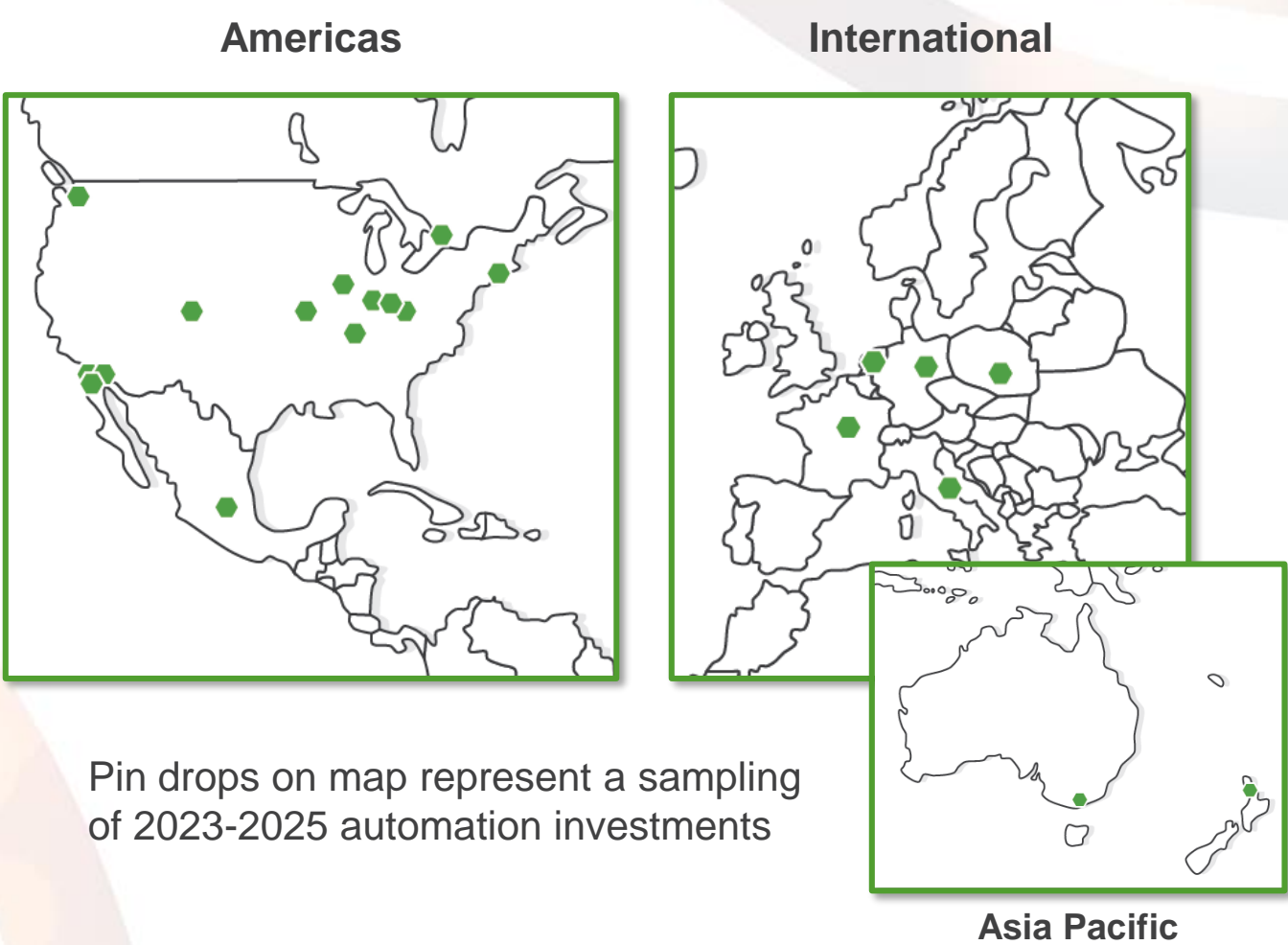
Long-Term Improvements in Innovation, Safety, Quality and Productivity



Greenfield, IN, USA



Princeton, IL, USA



Osterfeld, Germany

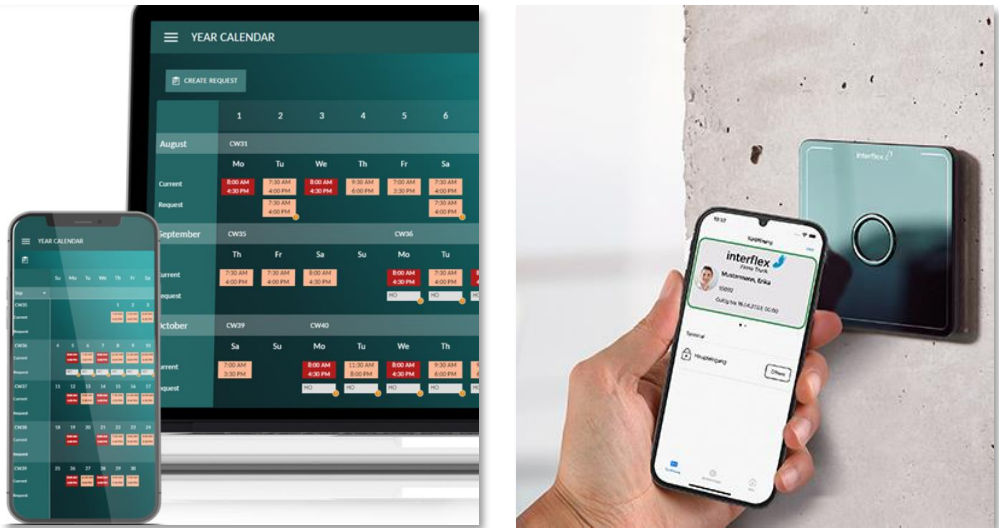


Auckland, New Zealand

Driving Profitability Through Differentiated Growth



Cloud-based infrastructure | Flexible platforming
Annual recurring revenue



Global long-term growth trend in electronics
Solutions approach and interoperability



Enhanced Business Quality

Primed for Additional Profitable Growth Opportunities



- Disciplined approach to simplification and efficiencies
- Component standardization and supply chain efficiency



- Opportunities to accelerate growth
- Leveraging technology investments and channel across the enterprise



- Focusing on profitable growth opportunities
- Exiting underperforming businesses

+280 bps

Enterprise Adj. EBITDA
Margins 2021-2024



**Diverse, Locally
Driven Markets**



**Critical Solutions,
Configured to Order**



**Technology
Fuels Growth**

Leveraging Our Advantages

Our Business is Primed for Growth

- High operating leverage business model
- High-quality business portfolio

We're Accelerating Momentum and Increasing Profitability

- Automation driving safety, quality, efficiency
- Global best practices optimized for local products and processes



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Driving Outgrowth Through Electronics

John H. Stone, President & CEO

Vince Wenos, SVP & Chief Technology Officer

Innovating with Electronics & Software

~30%

of 2024
revenue

HSD

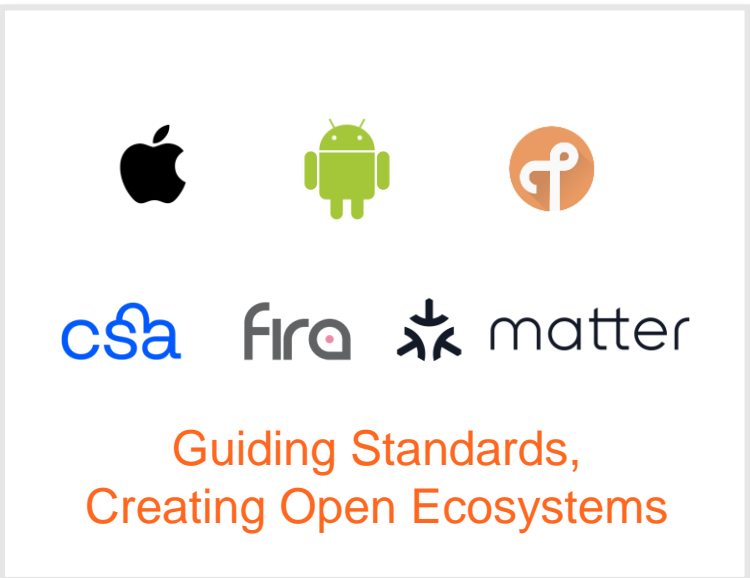
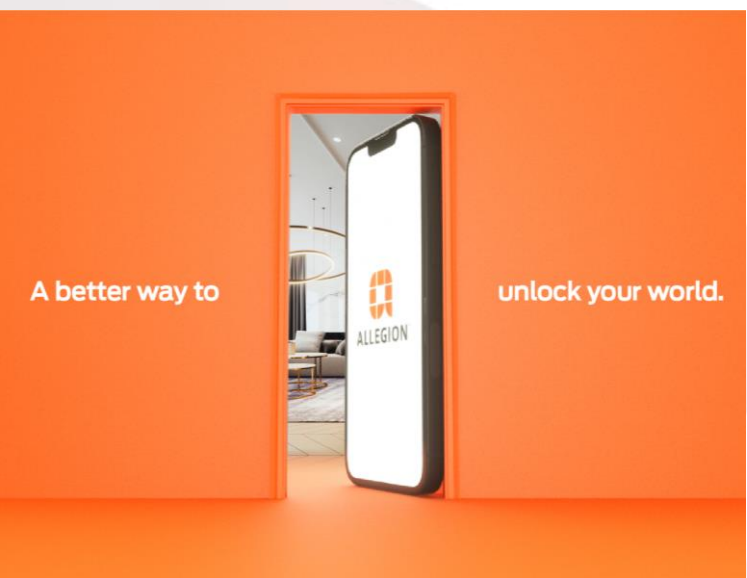
electronics growth over
the cycle

~1+ pt

average annual revenue
outgrowth since spin

~2-2.5x

ASP vs. mechanical products
at similar margin rate



Driving Adoption in Key Verticals



- Increasing safety from the perimeter through to the classroom
- Creating efficiencies for facilities managers and administration



- Modernizing student experiences
- Increasing security and accessibility



- Creating competitive edge with improved tenant experiences
- Delivering valuable data and productivity for property managers



- Leveraging core spec-writing strength
- Expanding software offerings with Interflex



Electronics Growth Driven by Significant ROI and Improved Tenant Experiences

- Flexible, easy to deploy, mobile credentials
- Significant savings and potential revenue source

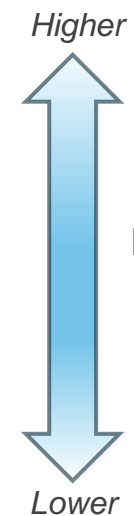


U.S. Multifamily Market

~25 Million Units

~25%
Class A

~75%
Class B & C



Electronics
Adoption



A Value Proposition Tailored to Meet Multifamily Market Needs



Productivity Through Platforming

Prior to Platforming

- Unique, independent product designs requiring significant time, investment and resources
- Ever-increasing resources to maintain product offerings



With Platforming

- Reuse of common platforms – electronics, software and hardware
- Improved efficiency – lower risk, optimized resources, accelerated development / time to market
- Enhanced outcomes – higher product quality and enterprise-wide benefits



Allegion's Platforming in Action

Efficiency gains

- Over 45% reduction in development time

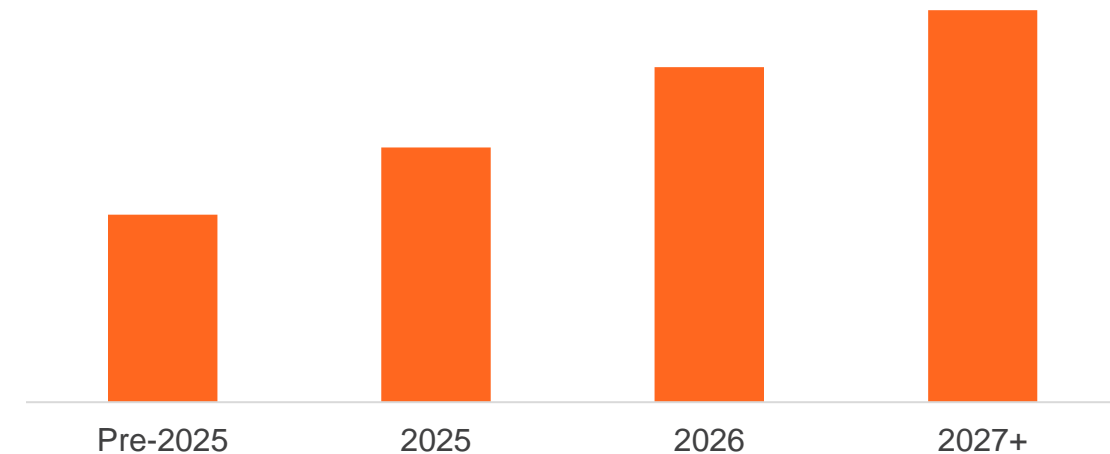
Resource optimization

- Reduced development effort by ~225 person months

Global impact

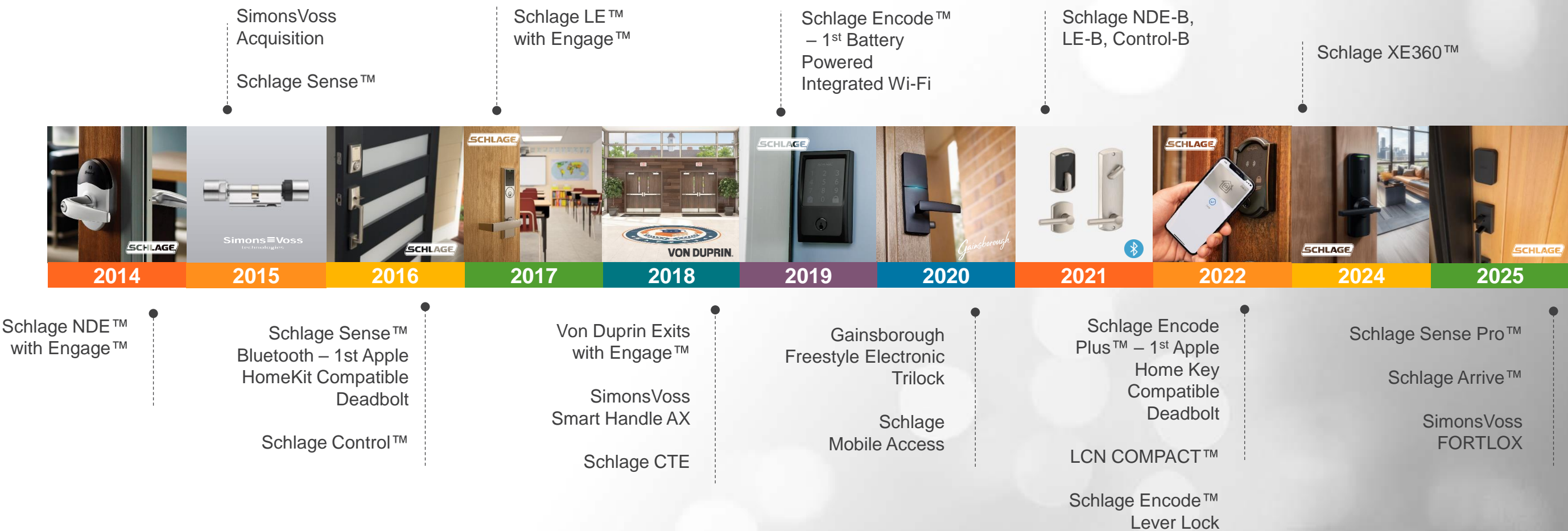
- Shared assets across regions enhance global development efficiency

Cumulative Assets Deployed



- Initial focus on embedded software and electrical hardware
- Growing number of mechanical hardware assets over the planning horizon
- Early in journey of platforming concepts for software products and development

Ongoing History of Innovation in Electronics





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Financials & Capital Deployment

Mike Wagnes, SVP & Chief Financial Officer

Creating Long-Term Shareholder Value



**Accelerate
Organic Growth**



**Improve
Operating Margin**



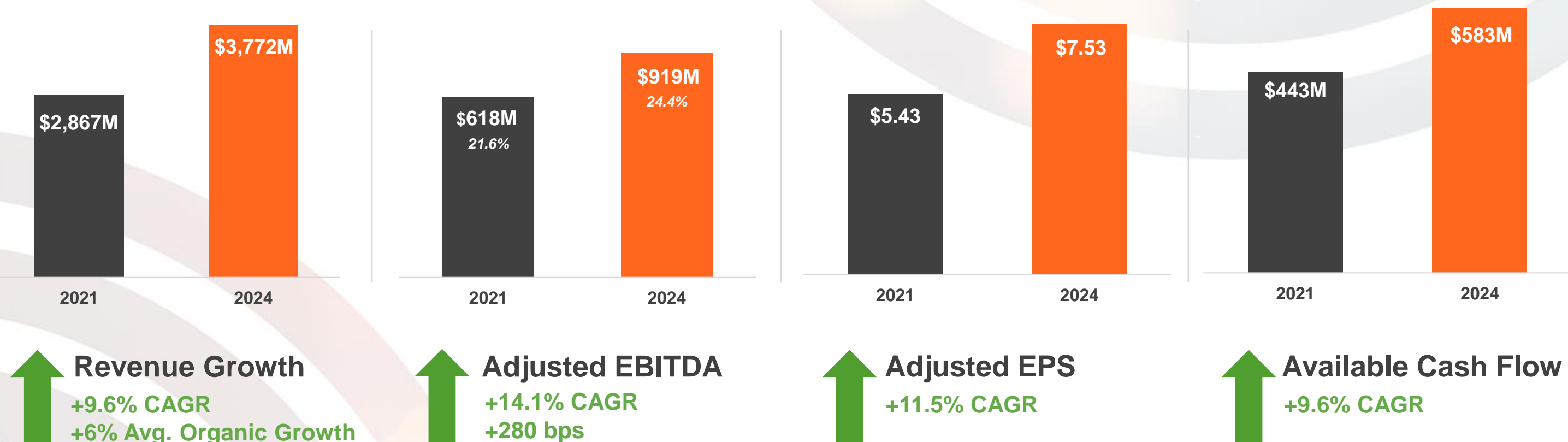
**Drive High Cash
Flow Conversion**



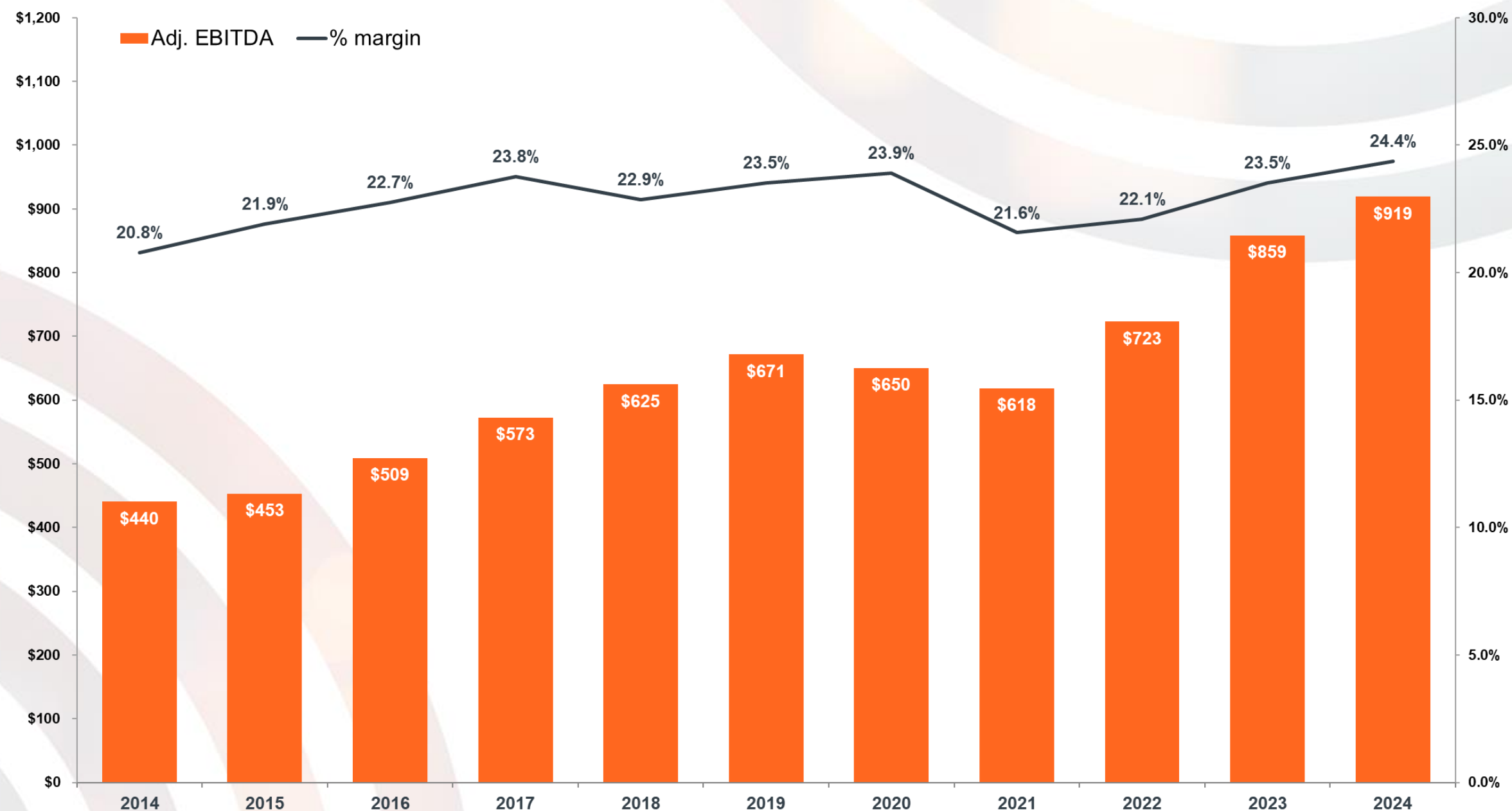
**Deploy Capital
Effectively**

Double-Digit Adjusted EPS Growth Over the Cycle

Strong Organic Growth, Industry-Leading Margins



Resilient Margins Through Cycles



Bending the Curve on Growth Investments

R&D

~1.5x Spend (2021-2024)

< From 2.6% of Sales (2021)
to **3.0%** of Sales (2024) >

\$618M
21.6%

2021

\$919M
24.4%

2024



**Adjusted
EBITDA**
+280 bps

CapEx

~2x Spend (2021-2024)

< From 1.6% of Sales (2021)
to **2.4%** of Sales (2024) >

\$443M

2021

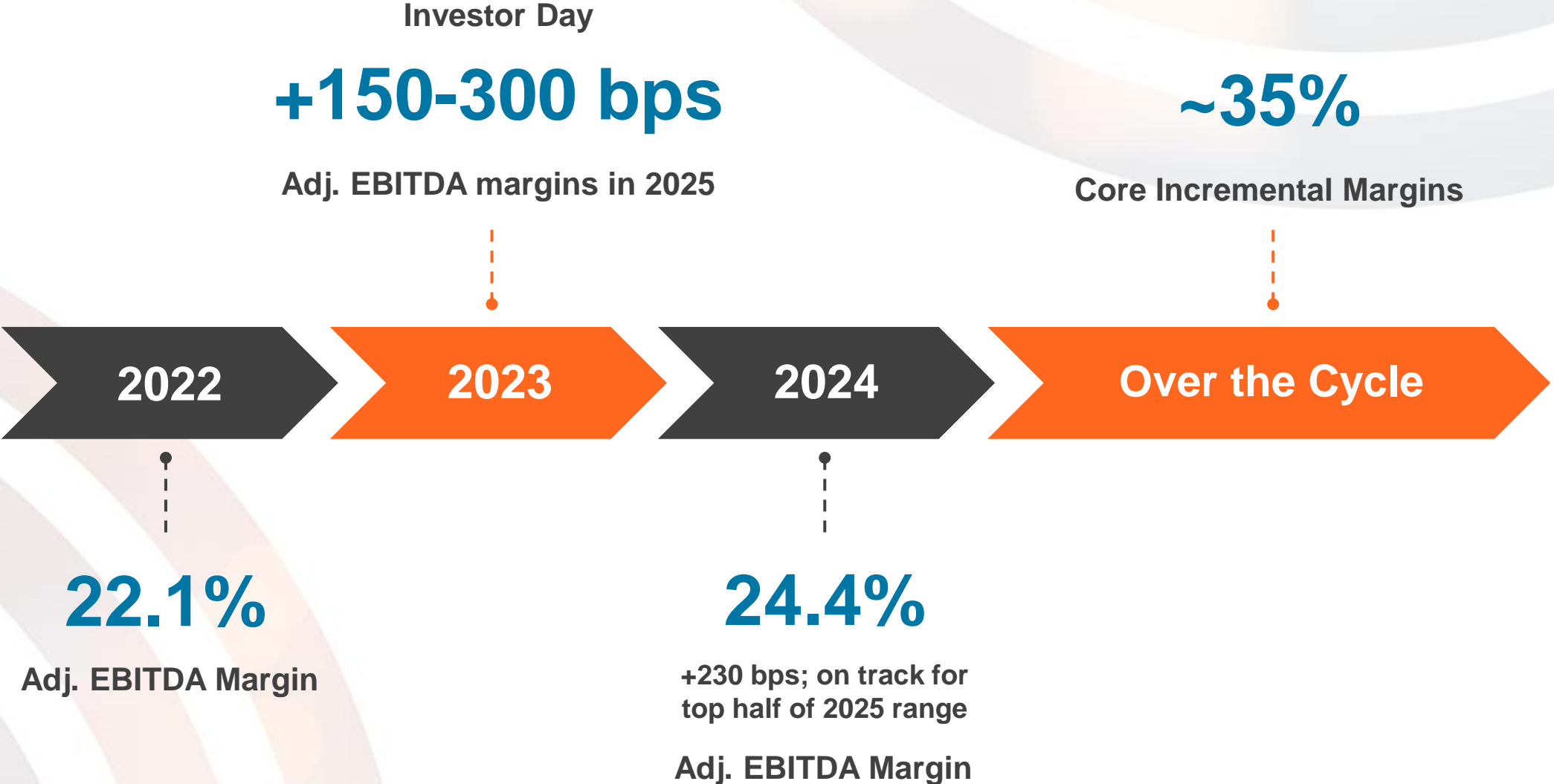
\$583M

2024

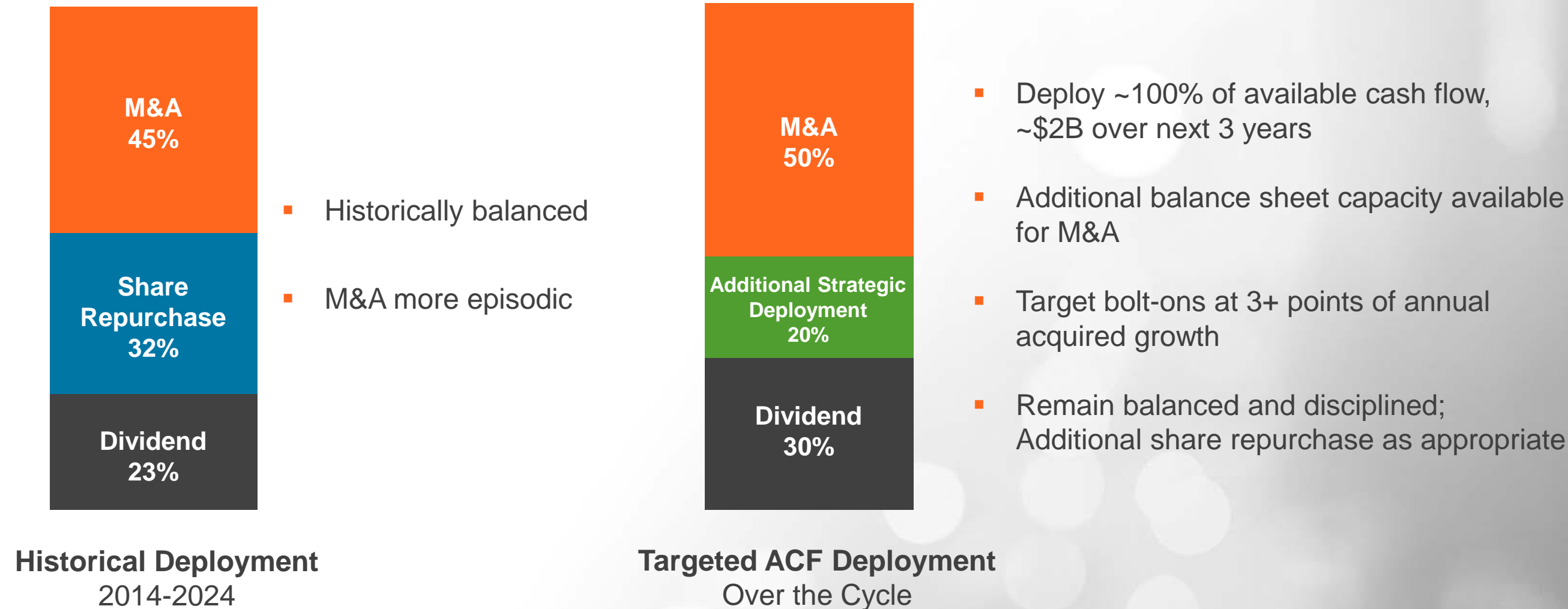


**Available
Cash Flow**
+9.6% CAGR

Driving Profitable Growth

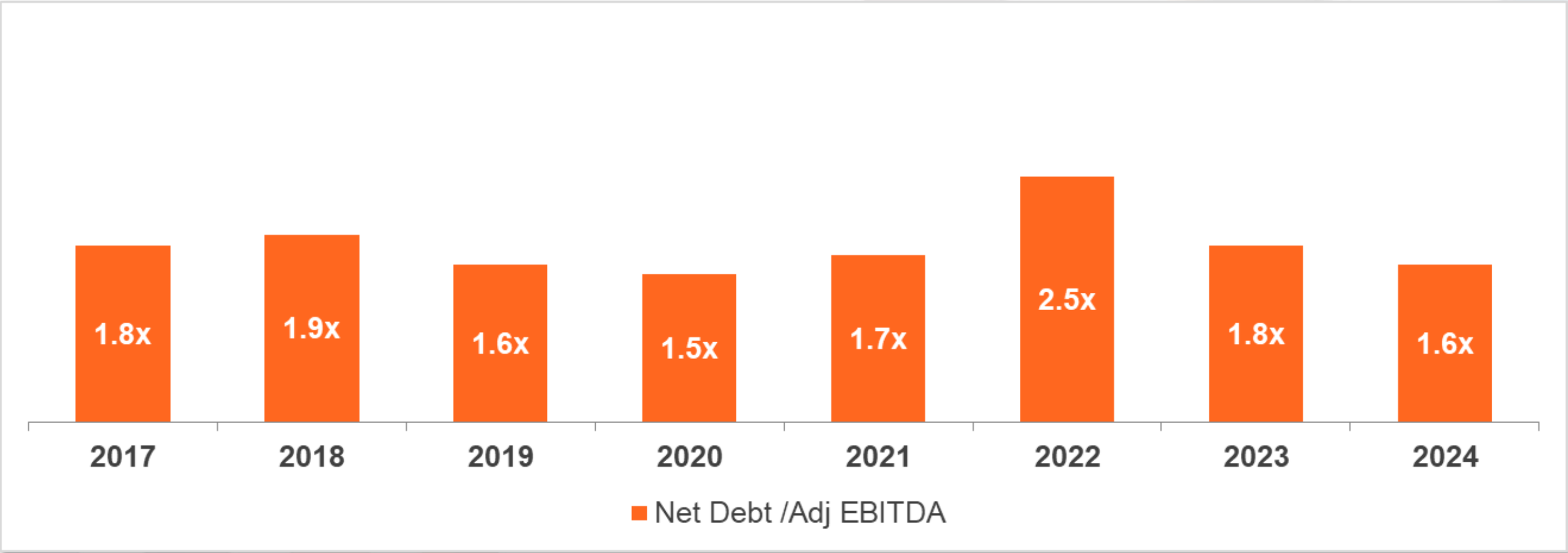


Driving Growth & Value Through Capital Deployment

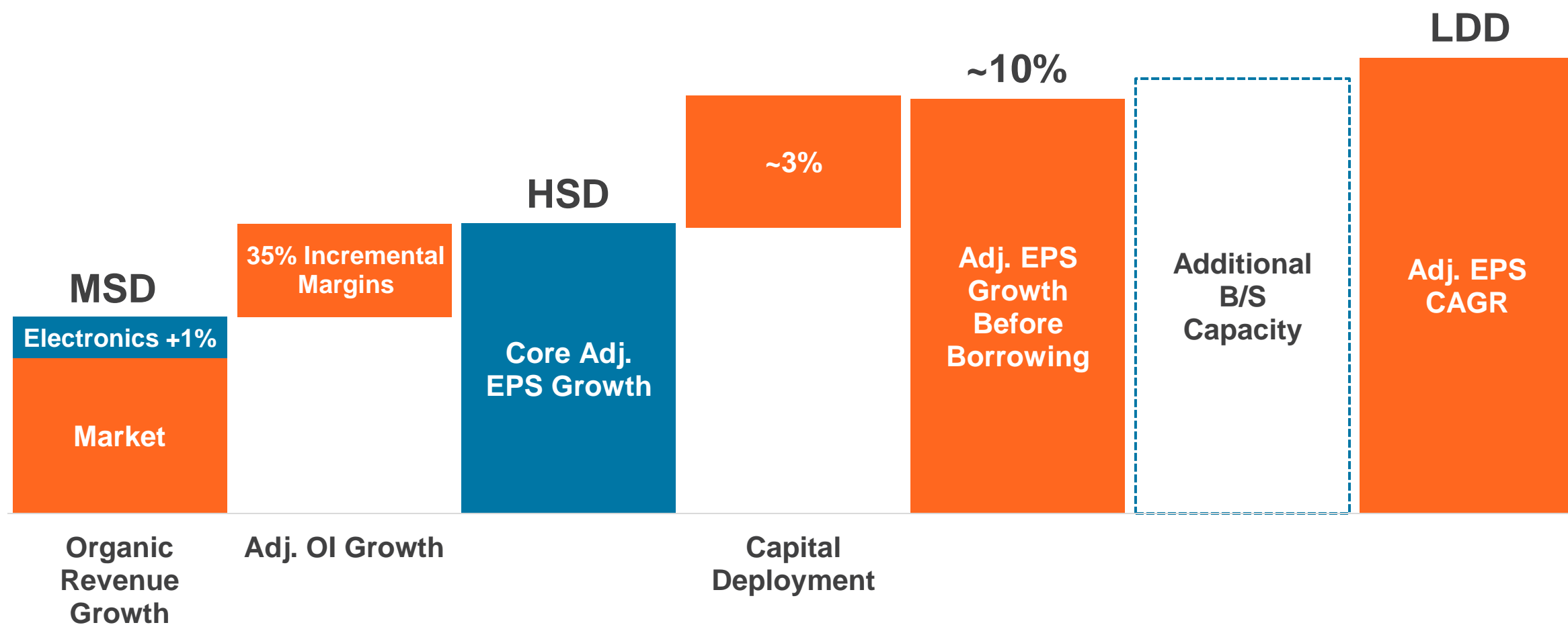


Proven Track Record of Leverage Management

Supporting Growth While Maintaining Investment Grade Rating



Long-Term Value Framework





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Closing & Q&A

John H. Stone, President & CEO



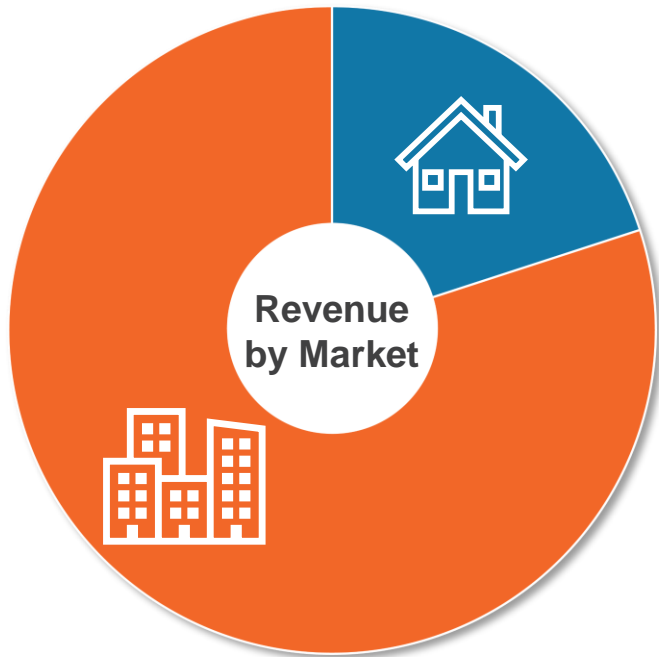
What You Heard Today

Allegion is uniquely advantaged, executing at a high level, and we're **primed to grow faster.**

Appendix

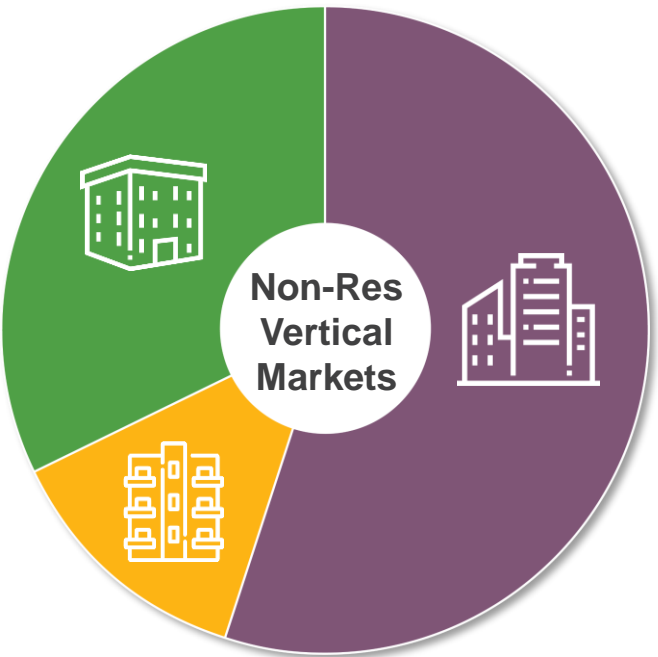


Allegion Americas



Residential: ~20%
Brand strength led
by technology innovation

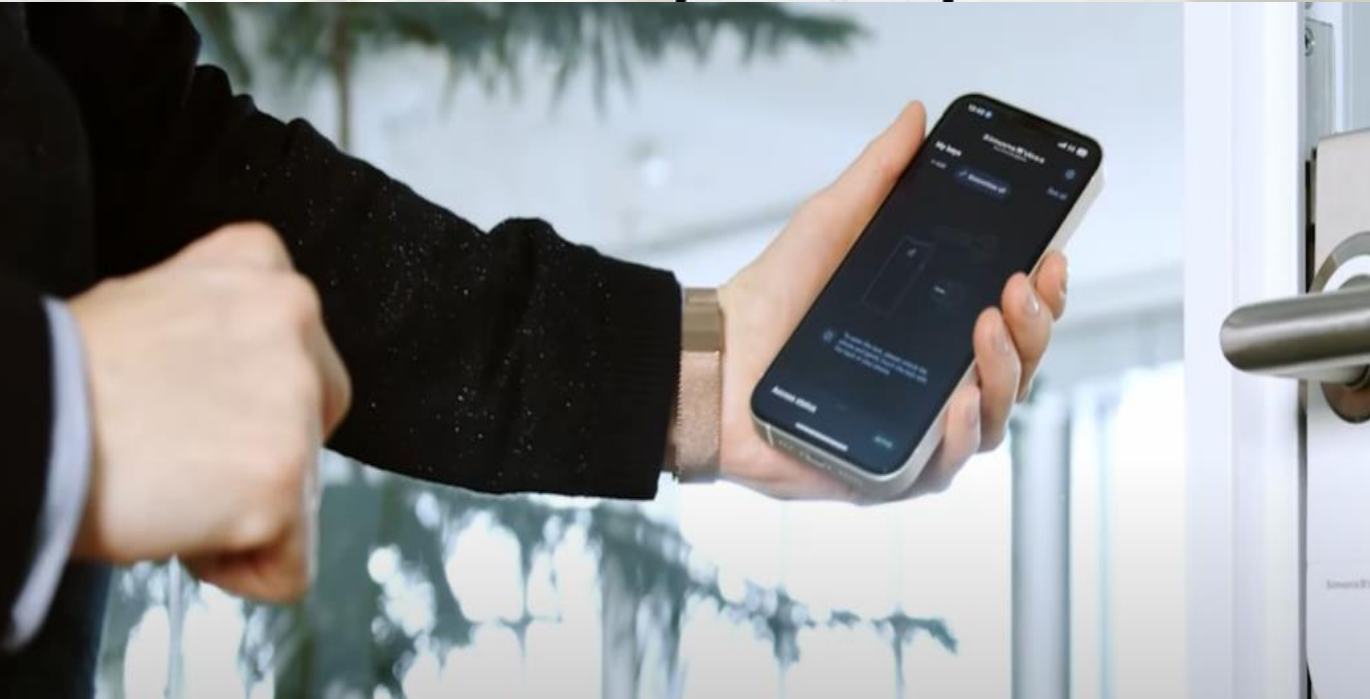
Non-Residential: ~80%
Demand generation
throughout building lifecycle



Institutional: ~50-60%
K-12, Higher Ed, Healthcare, etc.

Commercial: ~30-35%
Office, Industrial, Data Centers, etc.

Multifamily: ~10-15%
Apartment Complexes



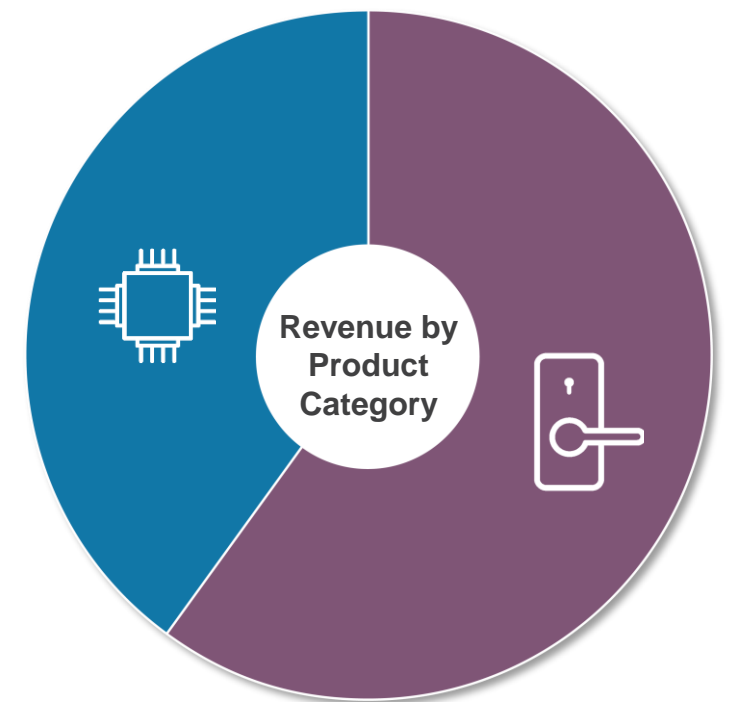
Allegion International

Mechanical: ~60%

High-quality portfolio
of market-leading brands

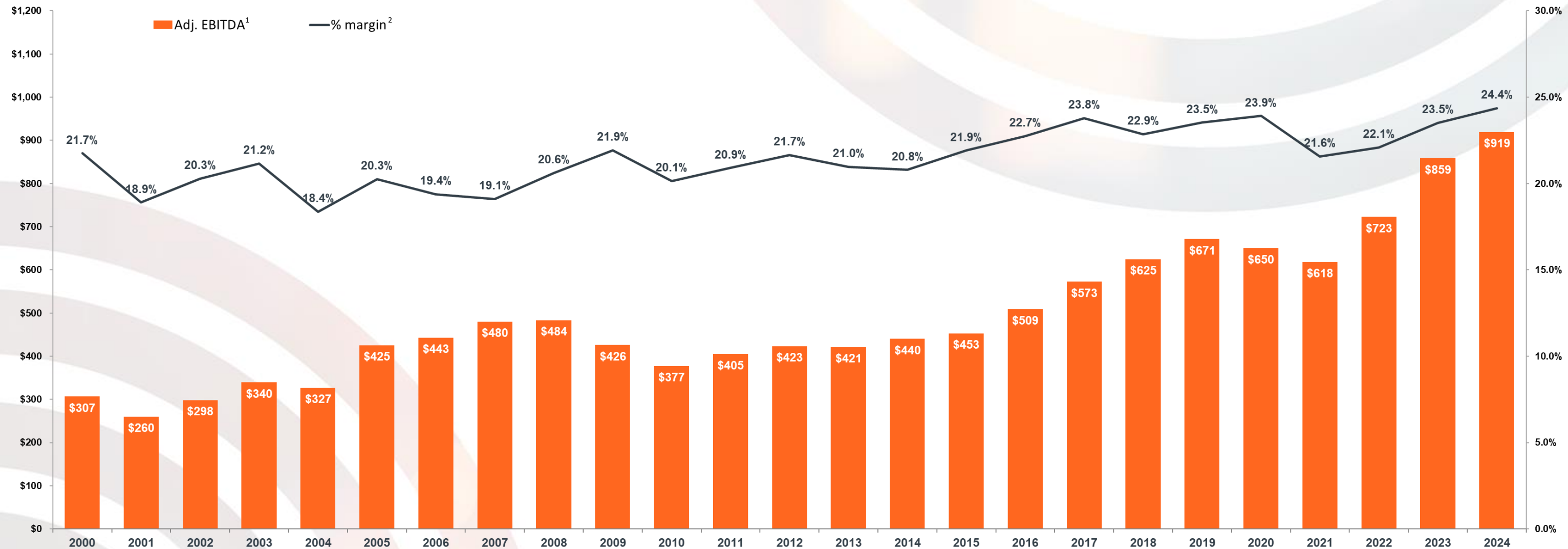
Electronics & Software: ~40%

Growing portfolio of connected
hardware and cloud-based
software capabilities



Estimated as of fiscal year 2024.

Resilient EBITDA Margins Through Cycles



(1) EBITDA defined as operating income plus depreciation and amortization.

(2) EBITDA Margin for 2008-2013 calculated using revenue adjusted for Asia joint venture order flow change
 2000-2007 represents the Security & Safety or Security Technologies segment as reported in Ingersoll Rand's 10K
 2009-2013 revenues are adjusted for the UK Door Business
 2008-2013 net income is adjusted for LIFO to FIFO conversion
 2013-2018 represent Allegion post spin
 Pension accounting change is not reflected prior to 2013

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Our Leadership

Board of Directors



John H. Stone
President and
Chief Executive
Officer

Kirk S. Hachigian
Former Chairman of JELD-WEN Holding, Inc.

Susan L. Main
Former Senior Vice President and Chief
Financial Officer of Teledyne Technologies
Incorporated

Steven C. Mizell
Former Executive Vice President and Chief
Human Resources Officer of Merck & Co., Inc.

Nicole Parent Haughey
Former Chief Operating Officer of Island Creek
Oysters

Lauren B. Peters
Chair
Former Executive Vice President and Chief
Financial Officer of Foot Locker, Inc.

Ellen Rubin
Founder and Former CEO of Causely, Inc.

Gregg Sengstack
Executive Chairperson of Franklin Electric
Company, Inc.

Dev Vardhan
Former Senior Partner of McKinsey &
Company

Geographical and Functional Leaders



Jeff Braun
Senior Vice President,
General Counsel,
Corporate Secretary



Tim Eckersley
Senior Vice President,
Allegion International



Jen Hawes
Senior Vice President,
Chief Human
Resources Officer



Dave Ilardi
Senior Vice President,
Allegion Americas



Tracy Kemp
Senior Vice President,
Chief Information &
Digital Officer



Rob Martens
Senior Vice President,
Chief Innovation &
Design Officer



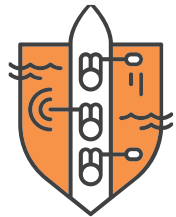
Mike Wagnes
Senior Vice President,
Chief Financial Officer



Vince Wenos
Senior Vice President,
Chief Technology
Officer

Values-Led Culture

Our Core Values Date Back to Our Founding



Serve others, not yourself



Enjoy what you do and
celebrate who we are



Do the right thing



Be safe, be healthy



Be curious beyond the obvious



Be empowered and accountable



This is your business, run with it



Have a passion for excellence

Global Reach & Manufacturing Footprint

12,000+ Employees | 15,000+ Channel Partners | 120 Countries Where Products Sold



Reconciliation of Non-GAAP Measures

The company presents operating income, operating margin, net debt, net earnings and diluted earnings per share (EPS) on both a U.S. GAAP basis and on an adjusted (non-GAAP) basis, revenue growth on a U.S. GAAP basis and organic revenue growth on a non-GAAP basis, EBITDA, adjusted EBITDA and adjusted EBITDA margin (all non-GAAP measures), and Available Cash Flow (“ACF,” a non-GAAP measure). The company presents these non-GAAP measures because management believes they provide management and investors useful perspective of the company’s underlying business results and trends and a more comparable measure of period-over-period results. These measures are also used to evaluate senior management and are a factor in determining at-risk compensation. Investors should not consider non-GAAP measures as alternatives to the related U.S. GAAP measures.

The company defines the presented non-GAAP measures as follows:

- Adjustments to operating income, operating margin, earnings before income taxes, effective tax rate, net earnings, EPS and EBITDA include items such as goodwill, indefinite-lived trade name and other asset impairment charges, restructuring charges, acquisition and integration costs, amortization expense related to acquired intangible assets, debt financing costs, gains or losses related to the divestiture of businesses or equity method investments and non-operating investment gains or losses.
- Organic revenue growth is defined as U.S. GAAP revenue growth excluding the impact of acquisitions, divestitures and currency effects.
- Available cash flow is defined as U.S. GAAP net cash from operating activities less capital expenditures.
- Net Debt is defined as total long-term and short-term debt less cash and cash equivalents.

These non-GAAP measures may not be defined and calculated the same as similar measures used by other companies. Reconciliations of the non-GAAP measures used to their most directly comparable GAAP measure are presented as supplemental schedules in the earnings release that can be found at www.allegion.com.

Consolidated Operating Income & EBITDA Reconciliation

(in USD Millions)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenue	\$ 2,118.3	\$ 2,068.1	\$ 2,238.0	\$ 2,408.2	\$ 2,731.7	\$ 2,854.0	\$ 2,719.9	\$ 2,867.4	\$ 3,271.9	\$ 3,650.8	\$ 3,772.2
Net Income	175.2	153.9	229.1	273.3	434.9	401.8	314.3	483.0	458.0	540.4	597.5
<i>Adjustments to arrive at operating income:</i>											
Income tax provision	84.2	54.6	63.8	119.0	39.8	73.1	50.9	40.7	56.2	76.6	101.3
Interest expense (income), net	53.8	52.9	64.3	105.7	54.0	56.0	51.1	50.2	75.9	93.1	102.0
Other (income) / expense, net	4.6	104.0	75.0	(8.9)	(3.4)	33.9	(13.0)	(44.1)	(4.0)	(1.9)	(20.2)
Noncontrolling interests	(2.6)	0.4	2.1	3.4	0.5	0.3	0.2	0.4	0.3	0.2	-
Discontinued operations	11.1	0.4	0.0	-	-	(0.0)	-	-	-	-	-
Operating Income	326.3	366.2	434.3	492.5	525.8	565.1	403.5	530.2	586.4	708.4	780.7
<i>% margin</i>	<i>15.4%</i>	<i>17.7%</i>	<i>19.4%</i>	<i>20.5%</i>	<i>19.2%</i>	<i>19.8%</i>	<i>14.8%</i>	<i>18.5%</i>	<i>17.9%</i>	<i>19.4%</i>	<i>20.7%</i>
Restructuring and Other Costs	7.1	16.1	10.8	13.9	6.5	20.4	26.8	5.1	4.9	12.7	10.7
Spin Costs	29.3	-	-	-	-	-	-	-	-	-	-
M&A Costs	-	17.8	2.7	4.6	10.0	2.0	2.4	4.4	30.5	21.1	11.5
Backlog Amortization	-	-	-	-	6.3	-	-	-	8.8	8.8	9.0
Amortization of Acquired Intangibles	9.3	11.5	19.4	20.6	28.4	29.7	29.6	28.7	35.4	47.1	49.0
Inventory Step Up	-	-	-	-	-	-	-	-	6.0	-	-
Goodwill and Intangible asset Impairment	-	-	-	-	-	5.9	101.7	-	-	7.5	-
Loss on asset held for sale	-	-	-	-	-	-	37.9	-	-	-	-
Adjusted Operating Income	405.3	415.8	467.1	531.6	577.0	623.1	601.9	568.4	672.0	805.6	860.8
<i>% margin (Adjusted Revenue)</i>	<i>19.1%</i>	<i>20.1%</i>	<i>20.9%</i>	<i>22.1%</i>	<i>21.1%</i>	<i>21.8%</i>	<i>22.1%</i>	<i>19.8%</i>	<i>20.5%</i>	<i>22.1%</i>	<i>22.8%</i>
Depreciation & amortization	35.1	37.3	42.0	41.0	47.6	48.4	48.4	50.0	50.9	52.9	58.3
Adjusted EBITDA	\$ 440.4	\$ 453.1	\$ 509.1	\$ 572.6	\$ 624.6	\$ 671.5	\$ 650.3	\$ 618.4	\$ 722.9	\$ 858.5	\$ 919.1
<i>% margin (Adjusted Revenue)</i>	<i>20.8%</i>	<i>21.9%</i>	<i>22.7%</i>	<i>23.8%</i>	<i>22.9%</i>	<i>23.5%</i>	<i>23.9%</i>	<i>21.6%</i>	<i>22.1%</i>	<i>23.5%</i>	<i>24.4%</i>

Consolidated Net Income & EPS Reconciliation

(in USD Millions, except per share data)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Income	175.2	153.9	229.1	273.3	434.9	401.8	314.3	483.0	458.0	540.4	597.5
Discontinued Operations	11.1	0.4									
Net Income from Continuing Operations Attributable to Allegion plc	\$ 186.2	\$ 154.2	\$ 229.1	\$ 273.3	\$ 434.9	\$ 401.8	\$ 314.3	\$ 483.0	\$ 458.0	\$ 540.4	\$ 597.5
Diluted earnings per ordinary share attributable to Allegion plc shareholders	\$ 1.92	\$ 1.59	\$ 2.36	\$ 2.85	\$ 4.54	\$ 4.26	\$ 3.39	\$ 5.34	\$ 5.19	\$ 6.12	\$ 6.82
Adjustments to Operating Income (previous table)	79.0	49.6	32.8	39.1	51.2	58.0	198.3	38.3	85.6	97.1	80.2
Debt refinancing costs	4.5			44.7		2.6		1.2	4.3		
Adjustments to noncontrolling interests	(13.7)	(2.6)									
Venezuela Bolivar devaluation	12.1	2.8									
Divestiture (Venezuela, Systems Integration in China, Columbia, Turkey)		104.2	84.4			30.1					
Pension curtailment charges recorded as restructuring within Other expense (income)						1.9					
Losses (gains) on non-cash investment sale of an equity method investment								(27.1)	1.5	3.2	2.3
Tax impact on adjustments	(20.1)	(6.1)	(8.4)	37.6	(34.7)	(11.4)	(15.8)	(4.2)	(20.6)	(25.9)	(20.2)
Adjusted Net Income Attributable to Allegion plc	\$ 248.1	\$ 302.2	\$ 337.9	\$ 394.7	\$ 451.4	\$ 483.0	\$ 496.9	\$ 491.1	\$ 528.7	\$ 614.8	\$ 659.7
Adjusted diluted earnings per ordinary share attributable to Allegion plc shareholders	\$ 2.55	\$ 3.12	\$ 3.49	\$ 4.11	\$ 4.72	\$ 5.12	\$ 5.36	\$ 5.43	\$ 5.99	\$ 6.96	\$ 7.53

Consolidated Reconciliation of Available Cash Flow

(in USD Millions)

Net cash provided by operating activities from continuing operations
Capital Expenditures
Available Cash Flow

Available Cash Flow			
2021		2024	
\$	488.6	\$	675.0
	(45.4)		(92.1)
\$	443.2	\$	582.9

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At Allegion (NYSE: ALLE), we design and manufacture innovative security and access solutions that help keep people safe where they live, learn, work and connect. We're pioneering safety with our strong legacy of leading brands like CISA®, Interflex®, LCN®, Schlage®, SimonsVoss® and Von Duprin®. Our comprehensive portfolio of hardware, software and electronic solutions is sold around the world and spans residential and commercial locks, door closer and exit devices, steel doors and frames, access control and workforce productivity systems. Allegion had \$3.8 billion in revenue in 2024.

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