

# Corporate governance report

Gunnebo's Board and management strive to ensure the company lives up to the requirements stipulated by Stockholmsbörsen, shareholders and other stakeholders. The Board also follows debate in this area and studies the recommendations issued by various players.

Corporate governance is mainly exercised in Gunnebo through the Annual General Meeting, the Board of Directors and the President in accordance with the Swedish Companies Act, the company's articles and the Swedish Code of Corporate Governance.

This report is not part of the formal Annual Report and has not been reviewed by the company's auditors.

## Annual General Meeting

The Annual General Meeting (AGM) is Gunnebo's ultimate decision-making body. The AGM elects the Chairman, Board and auditors, adopts the accounts, decides on any dividend and other appropriation of earnings, and decides on discharge from liability for the Board. In addition, the AGM also decides on guidelines for pay and other remuneration to senior executives, any new share issues and the introduction of share-related incentive schemes in the form of stock option programmes, for example.

The latest AGM was held on 30 March 2006 at the Chalmers Student Union's union building in Göteborg.

208 shareholders, representing 51.7 per cent of the number of votes and shares, took part in the AGM. Roger Holtback, Mikael Jönsson, Martin Svalstedt, Lena Olving and Bjarne Holmqvist were re-elected onto the Board of Directors while Björn Eriksson and Bo Dankis were elected onto the Board, and were also present at the AGM. Roger Holtback was elected Chairman of the Board.

The AGM decided on a cash dividend of SEK 1.60 (2.25) per share to shareholders.

The AGM authorised the Board to make decisions regarding new share issues of up to 1,200,000 shares until the next AGM. This authorisation has not been utilised to date.

## Nominations Committee

The Nominations Committee's task is to submit proposals regarding the Chairman and other members of the Board, fees for Board members and remuneration for committee work ahead of the next AGM.

The Annual General Meeting resolved to elect the Chairman – as the convener – and a representative for each of the three biggest shareholders

at the end of the third quarter of 2006 onto the Nominations Committee.

The committee comprises Nils-Olov Jönsson, Vätterledens Invest, Dan Sten Olsson, Stena Adactum, Nils-Petter Hollekim, Odin Funds and Roger Holtback as the convener. If Skadeförsäkring and BNP Paribas have declined to take part and have been replaced with the fifth largest owner, Odin Funds. The Nominations Committee has had four meetings prior to the presentation of this annual report. The chairman of the Nominations Committee is Dan Sten Olsson.

## Board of Directors

Gunnebo's Board of Directors includes seven members elected by the AGM. The Board members are elected annually by the AGM for the period until the next AGM. In addition, two members and two deputies are elected by Gunnebo's union organisations. The Chairman of the Board has been appointed by the AGM.

## The independence of the Board members

The Code of Corporate Governance stipulates that the majority of Board members elected by the AGM must be independent of the company and its management, and at least two members who are independent of the company and its management must also be independent of the company's major shareholders.

Board member	Independent of company	Independent of owners
Roger Holtback	No (Board member >12 years)	Yes
Bjarne Holmqvist	No (Board member >12 years and former CEO)	Yes
Martin Svalstedt	Yes	No
Mikael Jönsson	Yes	No
Lena Olving	Yes	Yes
Björn Eriksson	Yes	Yes
Bo Dankis	Yes	Yes

None of Gunnebo's current senior executives are on the Board. However, Gunnebo's President and CEO Göran Gezelius, CFO - from 1 January 2007 Hans af Sillén and until 31 December 2006 Lennart Gustavsson - and General Counsel Lars Wallenberg, take part in the Board meetings, the

latter also as secretary. Other senior executives also take part when necessary.

Ten Board meetings have been held during the year, dealing with the following main issues:

Budget for 2006 and adjustments, ongoing monitoring of the Gunnebo One Company integration programme and the related property closures and closure of some production units, as well as investment in a Group-wide business system.

Attendance at the Board meetings during the year has been good and is indicated in the table below:

Roger Holtback	10
Bjarne Holmqvist	10
Martin Svalstedt	9
Mikael Jönsson	9
Lena Olving	8
Björn Eriksson*	8
Bo Dankis*	8
Nils-Olov Jönsson**	2
Sten Langenius**	2
Bo Anders Hansson	10
Claes-Göran Karlsson	9
Lars-Olof Larsson	10
Christer Grimståhl	10

\*) Elected in connection with AGM

\*\*) Left in connection with AGM

The Board's main task is to be responsible for the company's organisation and administration. The Board's work is governed by the set of written procedures adopted by the Board at the inaugural Board meeting each year. This set of procedures includes how often the Board will meet and the subjects dealt with at each meeting. It also sets out a division of responsibility between the Board, its Chairman and the President. The Board is charged with drawing up strategies, business plans, interim reports and year-end releases. It also has the responsibility of appointing and dismissing Presidents and deciding on important changes in Gunnebo's organisation and operation.

Moreover, the Board decides on corporate acquisitions and other major investments and financing, for example.

The Board's work has been evaluated in 2006 and the results form the basis for continuous improvement and transparency in Board work. Compensation to the Board of Directors is explained in Note 31.

## Chairman

At the AGM on 30 March 2006, Roger Holtback was elected Chairman of the Board.

The Chairman of the Board shall ensure that the Board's work is carried out efficiently and that the Board fulfils its obligations, and shall monitor the development of the business and be responsible for ensuring other members continuously receive the information necessary to carry out Board duties, whilst maintaining quality, in accordance with the Swedish Companies Act, the company's articles and the Swedish Code of Corporate Governance. The Chairman does not take part in the operational management of the company. Roger Holtback has been Chairman of the Board since 1993.

## Committees

The Board appoints a Remuneration Committee within itself which prepares issues regarding managers' employment and pension conditions, and issues regarding succession planning and other HR development issues drafted by the Group management.

The Remuneration Committee met on four occasions in 2006. The members of the committee have been Roger Holtback, Mikael Jönsson and Martin Svalstedt, with Roger Holtback as chairman.

In addition to the Remuneration Committee, the Board has also appointed an Audit Committee.

Martin Svalstedt, Mikael Jönsson and Bo Dankis made up the Audit Committee and have served as a planning body in contacts between the auditors and the Board. Martin Svalstedt has been chairman of the Audit Committee. The committee met on three occasions during the year. The auditors have also participated in a Board meeting to report on the results of their examination.

## Swedish Code of Corporate Governance

Gunnebo has published principles for corporate governance in the previous annual report and as a separate section on the Group's website. Gunnebo complies with the Code's regulations and provides explanations for the following deviation:

The Swedish Code of Corporate Governance stipulates that publication of the members of the Nominations Committee must take place at least six months before the AGM. The members of the Nominations Committee must also be published in connection with the interim report

for the third quarter. As the Gunnebo AGM takes place relatively early in the year, the Nomination Committee is announced around five and a half months before the AGM.

The Code's other guidelines are followed in their entirety by Gunnebo.

### President and CEO

The President and CEO leads the business in accordance with the instructions adopted by the Board. The President and CEO is responsible for ensuring the Board receives information and any necessary decision-making data, and presents reports at the meetings. The President and CEO keeps the Board and Chairman continuously informed of the company and Group's financial position and development. Göran Gezelius took over as President and CEO on 2 May 2005.

The President and CEO leads work in several of the internal boards for Gunnebo's Competence and Customer Centres. The work follows a standard agenda.

### Group management

During the year Gunnebo's Group management comprised a Group Executive Team and a Group Management Team, which are presented on pages 76-77 of this Annual Report.

The Group Executive Team held nine recorded meetings and the Group Management Team held four full day meetings during the year.

### External auditing

Gunnebo's auditors are selected by the AGM for a period of four years. The current period began in 2004 and applies until the 2008 Annual General Meeting.

PricewaterhouseCoopers AB was selected as the audit company at the 2004 AGM. Bror Frid is the Principal Auditor as of 2005.

The auditors report to the Board on their examination and provide an assessment of the internal system of controls.

In addition to standard audit tasks, PricewaterhouseCoopers also assists Gunnebo primarily with reviews of corporate acquisitions, a process known as Due Diligence. The assignments carried out have not been judged to cause any conflict of interest. Details of remuneration to the auditors can be found in Note 32.

## Report on internal control

This report has been prepared in accordance with the Swedish Code of Corporate Governance and the guidelines produced by FAR (the institute for the accounting profession in Sweden) and the Confederation of Swedish Enterprise. The scope of this report is limited to a description of how internal control of financial reporting is organised and does not contain any statement on its performance.

### Control environment

Effective Board work is the basis for sound internal control. The Board's set of procedures and instructions for the President and the Board's committees ensure a clear division of roles and responsibilities, which favours effective management of the operation's risks. The Board has also established a number of fundamental guidelines and policies which are significant to internal control. These include a Human Resource Policy, Code of Conduct, a Finance Policy, an Investment Policy and Accounting Principles. The aim of these policies is partly to create the foundation for a sound system of internal control. The policies are reviewed and revised on an ongoing basis.

The corporate management reports regularly to the Board based on established procedures. As part of the responsibility structure, the Board continuously evaluates the operation's performance and results through a purpose-designed report package containing operational and financial outcomes, rolling forecasts, analysis of key ratios and other important operational and financial information.

The Board has set up a special Audit Committee. The Audit Committee's tasks include evaluating and discussing important accounting and reporting issues. The Audit Committee has regular meetings with the external auditors and the company's executive management. As part of the evaluation of internal control in the operation, the Audit Committee reports continuously to the Board and decisions are drafted and taken in accordance with established instructions.

### Risk analysis

The company has initiated a risk analysis for assessing risks that may affect financial reporting. As of 2006, this will be an annual process which

the Board will evaluate and approve once it has been dealt with by the Audit Committee.

Gunnebo has identified a number of income statement and balance sheet items where the inherent risk of material error is increased. In the company's operation these risks mainly arise in the valuation of inventories, accounts receivable and provisions.

Moreover, a number of risk management processes have already been established which have a significant impact on the company's ability to ensure correct financial reporting. These procedures mainly encompass the following areas:

- Risk assessments in connection with strategic planning, budgeting/forecasts and acquisition activities which aim, for example, to identify events on the market or in the operation which may cause changes in e.g. the valuation of assets.
- Processes for picking up on changes in accounting rules and recommendations which ensure that these changes are correctly reflected in Gunnebo's financial reporting.

## Control activities

Control structures are developed to manage the risks which are deemed important for internal control over financial reporting. These control structures partly comprise an organisation with clear roles which enables an effective and, from an internal control perspective, suitable division of responsibility, and partly specific control activities such as clear decision-making processes and rules on important decisions (e.g. investments, acquisitions and sales), result analyses and other analytical follow-up, reconciliation and inventories.

For example, the business process for installation projects has been documented and implemented during 2006.

## Information and communication

The company's important steering documents in the form of policies, guidelines and manuals, to the extent they refer to financial reporting, are continuously updated and communicated via relevant channels, such as intranets.

There is a clear policy for communicating with external parties, containing guidelines on how this communication should take place. The aim of the policy is to ensure all information obligations are fulfilled in a correct, complete manner.

## Monitoring

The Board continuously studies the management's reports on financial development with analyses and comments on outcome, plans and forecasts. The Board receives feedback from the meetings held between the Audit Committee, and the external auditors and executive management.

The Audit Committee's work includes continuously monitoring the efficacy of the internal control.

The company has established an internal audit function from February 2007.

Göteborg, 8 February 2007  
Gunnebo AB  
The Board of Directors

## Board and auditors

### **Roger Holtback**

Chairman

Elected: 1993

Born: 1945

Nationality: Swedish

Main position: Self-employed and investor with Board appointments in listed and non-listed companies.

Education: Master of Science in Business Administration.

Professional background:

Many years' experience as President and executive at Volvo, SEB and Bure.

Other Board appointments: Chairman of Holtback Invest AB and its subsidiaries and associated companies,

Finnveden AB, Tradimus AB and the Swedish Trade Fair Foundation. Member of IHS Inc., USA, Chairman of Nordic Capital Review Committee and member of Stena's Group Council.

Shareholding: 175,000

### **Mikael Jönsson**

Board member

Elected: 2000

Born: 1963

Nationality: Swedish

Main position: Business area manager Vätterledens Invest AB

Education: University studies in economics.

Professional background:

Stockbroker and various senior positions at Vätterledens Invest AB.

Other Board appointments:

Member of Vätterledens Invest AB and its subsidiaries, Gunnebo Industrier AB, Kopparbergs Bryggeri AB and Wipcore AB, and Chairman of the Board of SC Communication AB.

Shareholding: 92,000



From left: Roger Holtback, Bo Dankis, Mikael Jönsson, Lena Olving, Martin Svalstedt, Björn Eriksson,

### **Martin Svalstedt**

Board member

Elected: 2003

Born: 1963

Nationality: Swedish

Main position: President, Stena Adactum AB.

Education: Master of Science in Business Administration.

Professional background: CFO Capiro AB and senior financial posts at Stora Merchant and ABB.

Other Board appointments:

Chairman of Gislaved Folie AB, Envac Centralsug AB and S-Invest AB, and member of Ballingslöv International AB, Midelfart-Sonnesson AB, Stena Adactum AB and Stena Re-newable Energies.

Shareholding: 30,000

### **Bjarne Holmqvist**

Board member

Elected: 1993

Born: 1945

Nationality: Swedish

Main position: Owner and investor, and Board assignments in a number of companies.

Education: Master of Science in Mechanical Engineering.

Professional background: Many years' experience as President and CEO of Bofors Kilsta, Componenta, BPA and Gunnebo AB.

Other Board appointments: Chairman of Gunnebo Industrier AB, Atlet AB, Speed Identity AB, Chalmers Foundation for Industrial Technology and Örgryte Industri AB, member of e.g. the Swedish Trade Fair Foundation.

Shareholding: 531,334

### **Lena Olving**

Board member

Elected: 2004

Born: 1956

Nationality: Swedish

Main position: Operational Excellence Director, Volvo Car Corporation (VCC).

Education: Master of Science in Mechanical Engineering.

Professional background: Over 20 years in various posts at Volvo Car, including five years in Asia as manager for Volvo Car's operation in Southeast Asia, and a period as President of Samhall Högländ AB.

Other Board appointments: Norsk Hydro AS, Norway.

Shareholding: 0



Bjarne Holmqvist, Christer Grimståhl, Bo Anders Hansson, Lars-Olof Larsson and Claes-Göran Karlsson.

**Bo Dankis**

Board member  
 Elected: 2006  
 Born: 1954  
 Nationality: Swedish  
 Main position: President and CEO of Perstorp AB.  
 Education: Master of Science in Mechanical Engineering.  
 Professional background: Many years' experience as President and executive at Forsheda AB, ABB and Assa Abloy.  
 Other Board appointments: Member of Perstorp holding AB its subsidiaries and associated companies, Ekeby Invest AB, Gadelius K.K. and Mandator AB.  
 Shareholding: 0

**Björn Eriksson**

Board member  
 Elected: 2006  
 Born: 1945  
 Nationality: Swedish  
 Main position: County Governor of Östergötland.  
 Education: Master of Science in Business Administration.  
 Professional background: National Police Commissioner, Director-General of the Board of Customs, President Interpol and World Customs Organisation (WCO) and senior positions in Sweden's Ministry of Finance.  
 Other Board appointments: Chairman of e.g. NTF, AB Göta Kanalbolag, County Labour Board and Svenska Skidskytteförbundet. Member of e.g. SE-Banken's Samhällsekonomiska Råd and Barndiabetesfonden.  
 Shareholding: 0

**Christer Grimståhl**

Employee representative for SIF white-collar union, deputy member  
 Elected: 2005  
 Born: 1962  
 Nationality: Swedish  
 Education: Sales  
 Shareholding: 0

**Bo Anders Hansson**

Employee representative for SIF white-collar union  
 Elected: 1999  
 Born: 1954  
 Nationality: Swedish  
 Education: Engineering  
 Shareholding: 0

**Lars-Olof Larsson**

Employee representative for IF Metall, deputy member  
 Elected: 2005  
 Born: 1961  
 Nationality: Swedish  
 Education: Automotive engineering  
 Shareholding: 0

**Claes-Göran Karlsson**

Employee representative for IF Metall  
 Elected: 2000  
 Born: 1958  
 Nationality: Swedish  
 Education: Engineer  
 Shareholding: 0

**Auditor**

**Bror Frid**

Born: 1957  
 Authorised Public Accountant  
 PricewaterhouseCoopers



## GROUP MANAGEMENT

### Group Executive Team



**Göran Gezelius**  
 President and CEO  
 Employed: 2005  
 Born: 1950  
 Nationality: Swedish  
 Education: Master of Science in Economics and Business Administration, Chemical Engineer.  
 Professional background: Vice President Atlas Copco and business area manager at Sandvik AB.  
 Board appointments: Teknikföretagen trade and employers' organisation  
 Shareholding: 150,000  
 Stock options: 24,000 and 100,000 buy options



**Hans af Silléen**  
 Chief Financial Officer,\*  
 Chief Information Officer  
 Employed: 2006  
 Born: 1964  
 Nationality: Swedish  
 Education: Master of Science in Economics and Business Administration, Engineer  
 Professional background: Senior positions in the Atlas Copco group.  
 Board appointments: –  
 Shareholding: 2,000  
 Stock options: –  
 \* Succeeded Lennart Gustavsson (retired) as CFO on 1 January 2007.

### Group Management Team



**Stefan Andersson**  
 General Manager Competence Centre Indoor Perimeter Security  
 Employed: 2002  
 Born: 1964  
 Nationality: Swedish  
 Education: Master of Science in Mechanical Engineering, MBA  
 Professional background: Senior positions at ABB, Trelleborg and Atlas Copco.  
 Board appointments: Draken i Reftele AB and AB Dogman.  
 Shareholding: –  
 Stock options: –



**Jean-Marie Betermier**  
 General Manager Competence Centre Electronic Security  
 Employed: 2001  
 Born: 1962  
 Nationality: French  
 Education: Master of Science in Mechanical Engineering.  
 Professional background: Senior positions in several security companies including CS Group.  
 Board appointments: –  
 Shareholding: 2,000  
 Stock options: 2,000



**Sven Boëthius**  
 Country Manager Nordic  
 Employed: 1997  
 Born: 1948  
 Nationality: Swedish  
 Education: Master of Science in Economics and Business Administration, MBA  
 Professional background: Senior positions in the Mölnlycke group.  
 Board appointments: –  
 Shareholding: 5,400  
 Stock options: 5,000



**Lars Wallenberg**  
 SVP General Counsel, Business Development & Acquisitions  
 Employed: 2002  
 Born: 1951  
 Nationality: Swedish  
 Education: LL.M  
 Professional background: General Counsel for Trelleborg and Boliden.  
 Board appointments: AlfaSensor AB  
 Shareholding: 20,780  
 Stock options: 12,600



**Anders Ågren**  
 Country Manager France  
 Employed: 2006  
 Born: 1947  
 Nationality: Swedish  
 Education: Engineer and economist  
 Professional background: Senior positions in the Sandvik group.  
 Board appointments: Euromaint AB, Swedesurvey AB, Järnorget AB  
 Shareholding: –  
 Stock options: –



**Gilbert Korchia**  
 Business Line Manager Bank, France  
 Employed: 2000  
 Born: 1954  
 Nationality: French  
 Education: Engineer  
 Professional background: Senior positions at Dassault A.T.  
 Board appointments: –  
 Shareholding: –  
 Stock options: –



**Olle Magnusson**  
 Country Manager Germany/Austria  
 Employed: 2006  
 Born: 1950  
 Nationality: Swedish  
 Education: Engineer and economist  
 Professional background: Senior positions at IBM, Volvo Car Corporation and Biosys.  
 Board appointments: Migros Eurocentres  
 Shareholding: –  
 Stock options: –



**William Mouat**  
 Regional Manager Indian Ocean Rim  
 Employed: 2000  
 Born: 1953  
 Nationality: British  
 Education: Studies in economics and electronics  
 Professional background: Senior positions at Racal Electronics PLC and Chubb Security PLC.  
 Board appointments: –  
 Shareholding: –  
 Stock options: 3,000

**Janerik Dimming**

SVP Group Communications  
Employed: 2001  
Born: 1945  
Nationality: Swedish  
Education: Bachelor of Social Science  
Professional background: Communications positions at SKF, Samhall and Adera, among others.  
Board appointments: –  
Shareholding: 2,000  
Stock options: –

**Göran Gustafson**

General Manager Competence Centre Cash Automation, SVP Group Logistics  
Employed: 2006  
Born: 1952  
Nationality: Swedish  
Education: Master of Science in Engineering, Chalmers University of Technology  
Professional background: Leading positions in manufacturing, distribution and logistics, most recently Vice President Operations SNA Europe  
Board appointments: –  
Shareholding: 7,000  
Stock options: –

**Robert Hall**

General Manager Competence Centre Secure Storage  
Employed: 2005  
Born: 1960  
Nationality: British  
Education: Studies in marketing and economics  
Professional background: Senior positions at Sandvik, Dormer Tools and Ballingslöv, among others.  
Board appointments: –  
Shareholding: –  
Stock options: –

**Agneta Hultgren**

SVP Human Resources  
Employed: 2007  
Born: 1953  
Nationality: Swedish  
Education: Bachelor in Human Resources, Associate degree in Business Administration  
Professional background: Senior Human Resource positions within among others Getinge, Alltima and Esab  
Board appointments: –  
Shareholding: –  
Stock options: –

**José Ortuño**

Country Manager Spain  
Employed: 1991  
Born: 1955  
Nationality: Spanish  
Education: Marine Engineer  
Professional background: Senior positions at Veritas, President Fichet-Sistemas SA.  
Board appointments: –  
Shareholding: –  
Stock options: –

**Åke Sundby**

General Manager Competence Centre Outdoor Perimeter Protection  
Employed: 2006  
Born: 1948  
Nationality: Swedish  
Education: MBA  
Professional background: Senior positions within Sandvik, Bahco and Atlas Copco  
Board appointments: –  
Shareholding: 2,000  
Stock options: –

**Rob Wheeler**

General Manager Competence Centre Entrance Control  
Employed: 1998  
Born: 1951  
Nationality: British  
Education: Studies in marketing and economics  
Professional background: Senior positions in Secureforce.  
Board appointments: –  
Shareholding: –  
Stock options: –

**Jay Wright**

Former Country Manager UK/Ireland  
Employed: 1990  
Born: 1951  
Died: 1st March 2007

**In memory of Jay Wright:**

Jay's contribution to the Chubb and Gunnebo Groups was greatly appreciated by his colleagues and co-workers, and he will be sadly missed.

## Other senior executives at Gunnebo's Group Finance Department

**Björn Strömberg**

Group Controller  
Employed: 1995  
Born: 1960  
Nationality: Swedish  
Education: Master of Science in Business Administration.  
Professional background: Authorised Public Accountant, Ernst & Young  
Board appointments: –  
Shareholding: 4,000  
Stock options: –

**Torbjörn Olsson**

Group Treasurer  
Employed: 2002  
Born: 1962  
Nationality: Swedish  
Education: Bachelor of Science in Economics and Business Administration.  
Professional background: Senior positions at Castellum AB and Norra Älvstranden  
Board appointments: –  
Shareholding: 2,000  
Stock options: –

**Paul Extance**

Group Business Controller  
Employed: 2000  
Born: 1962  
Nationality: British  
Education: MBA  
Professional Background: Chartered Accountant; Senior positions at Delta, TT Group and Williams.  
Board appointments: –  
Shareholding: –  
Stock options: –



# Competence Centres



**SECURE STORAGE**  
**Robert Hall**  
 Competence Centre Secure Storage  
 PO Box 61, Woden Road  
 Wolverhampton  
 West Midlands, WV10 0EW  
 United Kingdom  
 Tel: +44 1902 45 51 11  
 Fax: +44 1902 35 10 77  
 Management Group:  
 Robert Hall, General Manager  
 Peter Samuelsson, Market & Business Development  
 Wiebe Raap, Operations  
 Ann Marie Nygren, Logistics & Customer Service  
 Adrian Robinson, Financial Services  
 Jean-Pierre Maire, Business Line Development Manager



**CASH AUTOMATION**  
**Göran Gustafson**  
 Gunnebo Cash Automation AB  
 Box 5321  
 SE-402 27 GÖTEBORG  
 Visiting address: Fabriks-gatan 10  
 Tel: +46 (0) 31 749 90 50  
 Fax: +46 (0) 31 749 90 60  
 Management Group:  
 Göran Gustafson, Competence Centre Manager and SVP Quality & Logistics  
 Bertil Gunnesson, Operations & Business Control  
 Gunnar Konkell, Business & Technical Development  
 Cash Handling  
 Kent Schölin, Business & Technical Development  
 EAS & Locks



**ELECTRONIC SECURITY**  
**Jean-Marie Bétermier**  
 Competence Centre Electronic Security c/o Ritzen-thaler, 15-17 Ave Morane Saulnier, FR-78457 VELIZY VILLACOUBLAY CEDEX  
 Visiting address: 15-17 Ave Morane Saulnier  
 Tel: +33 1 34 65 41 10  
 Fax: +33 1 34 65 41 39  
 Management Group:  
 Jean-Marie, Bétermier, Competence Centre Manager and Manager Business Development and Customer Service  
 Muriel Meier, Internal Service & Support  
 Philippe Schlatter, Operations  
 Patrick Ditz, Technical Development & Design  
 Dominique Auvray, Marketing Development



**ENTRANCE CONTROL**  
**Rob Wheeler**  
 Competence Centre Entrance Control  
 Bellbrook Business Park  
 Uckfield, East Sussex,  
 TN22 1QQ  
 Tel: +44 1825 76 10 22  
 Fax: +44 1825 76 38 35  
 Management Group:  
 Rob Wheeler, Competence Centre Manager  
 Robert Johdet, Internal Services & Support  
 Raphaël Roy, Customer Service  
 Michele Maistri, Operations  
 Jacques Barsi, Technical Development & Design  
 Stephen Bates, Business Development



**INDOOR PERIMETER SECURITY**  
**Stefan Andersson**  
 Gunnebo Troax AB  
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 SE-330 33 HILLERSTORP  
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 Tel: +46 (0) 370 828 00  
 Fax: +46 (0) 370 824 02  
 Management Group:  
 Stefan Andersson, Competence Centre Manager  
 Andreas Green, Finance  
 Morgan Barrington, Marketing  
 Lasse Sirtola, Technical  
 Fredrik Andersson, Logistics & IT  
 Nebojsa Obradovic, Production  
 Kjell Karlsson, Procurement  
 Maria Blomdahl, HR



**OUTDOOR PERIMETER SECURITY**  
**Åke Sundby**  
 Competence Centre Outdoor  
 Perimeter Security  
 Johann-Reineke-Str. 6-10  
 DE-331 54 SALZKOTTEN  
 Tel: +49 5258 500 721  
 Management Group:  
 Åke Sundby, Competence Centre Manager  
 Fredrik Granat, Business development  
 Axel Lohman, Finance  
 Matthieu Escudie, Plant Manager  
 Doulevant le Chateau  
 Frank Stöhr, Plant Manager  
 Salzkotten  
 Joe Scott, Technical Projects

## Customer Centres


**BELGIUM/  
LUXEMBOURG**  
**Laurent Mussilier**

Gunnebo Belgium SA/NV  
Riverside Business Park  
Bld International 55,  
Building G  
BE-1070 BRUXELLES  
Tel: +32 2 464 19 11  
Fax: +32 2 465 38 78  
Management Group:  
Laurent Mussilier, Country  
Manager  
Luc Borlon, BLM Secure Storage  
and BLM Bank  
Martin Zandvliet, BLM Retail  
Patrick Peters, BLM Site Protection  
Frederik de Broyer, BLM After Sales  
Service  
Roland Buggenhout, Internal  
Service & Support


**CANADA**  
**John Haining**

Country Manager  
Gunnebo Canada Inc.  
9 Van der Graaf Court  
Brampton  
Ontario, L6T5E5  
Tel: +1 416 249 72 41  
Fax: +1 416 249 05 72  
Management Group:  
John Haining, Country Manager,  
After Sales Service and BLM Site  
Protection  
Bruce Archer, BLM Retail


**EU EAST**  
**Jerzy Szkalej**

Country Manager  
Gunnebo EU-East  
c/o Gunnebo Polska  
Sp.z.o.o.  
Piwoniczka 4  
PL-68-800 KALISZ  
Tel: +48 62 768 55 70  
Fax: +48 62 768 55 71  
Management Group:  
Jerzy Szkalej, Country Manager  
Poland, Manager EU-East and  
Country Manager Czech Republic  
Istvan Roszmann, Country Man-  
ager Hungary


**FRANCE**  
**Anders Ågren**

Gunnebo France  
BP 11  
FR-78141 VELIZY VILLA-  
COUBLAY  
Visiting address: Ave  
Morane Saulnier  
Tel: +33 1 34 65 65 34  
Fax: +33 1 34 65 39 47  
Management Group:  
Anders Ågren, Country Manager  
and Manager Internal Service &  
Support  
Oliver Miaux, Finance  
Olivier Bianchi, BLM Secure Storage  
Gilbert Korchia, BLM Bank  
Pascale Ghezi-Prost, BLM Retail  
Arnaud de Seigneurens, BLM Site  
Protection  
Delphine Guerrier, BLM After Sales  
Service


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Wolfgang Amman, BLM Retail  
Manfred Busko, BLM Site Protec-  
tion  
Andreas Rory, BLM Secure Storage  
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Protection  
Ettore Nissi, BLM After Sales  
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Nuno Bonito, BLM After Sales  
Service  
Nuno Miranda, Internal Service  
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BLM = Business Line Manager

## Customer Centres



### SWITZERLAND

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Christoph Meyer, BLM Site  
Protection  
Jean-Claude Vettiger, Internal  
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### SPAIN

#### José Ortuño

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Ramón Juliá, BLM Retail  
Francisco Saras, BLM Site Protec-  
tion  
Juan Manuel Vera, Internal Service  
& Support



### THE NETHERLANDS

#### Patrick van Aart

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Storage  
Henk Portegies Zwart, BLM Bank &  
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Eric-Jan van Dam, BLM Site  
Protection  
Ben Derks, Internal Service &  
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### UK/IRELAND

#### Jay Wright (deceased)

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Frank Kelly, BLM After Sales Service



### WESTERN ASIA, NORTH AFRICA AND SOUTH-EAST EUROPE

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Nabil Shahlawi, West Asia  
Dominique Girard, North Africa  
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Xavier Sanso, Internal Service &  
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## Region Indian Ocean RIM



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Hindra Kurniawan, Country Manager Indonesia  
Elsie Tay, Country Manager Singapore  
Robert Hermans, Country Manager South Africa  
Dan Turner, Country Manager Australia/New Zealand



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Dinesh Babbar, BLM Fire Products  
Subhas C, BLM Site Protection



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John MacGregor, BLM Site Protection  
Bruce Spence, After Sales & Operations  
Clifford Pitout, Finance & Internal Service and Support