For a safer future
Welcome to Gunnebo Capital Market Day 2011!
Stockholm February 10, 2011

Welcome! To Gunnebo Capital Market Day 2011

THE LEADING GLOBAL PROVIDER OF A SAFER FUTURE
## Today’s Agenda

- **08.00-08.15** Introduction \(\rightarrow\) PB
- **08.15-09.00** From Get It Right to Strategy Execution \(\rightarrow\) PB
- **09.00-09.30** Financial Overview \(\rightarrow\) FÖ
- **09.30-09.50** BA Bank Security & Cash Handling \(\rightarrow\) CG
- **09.55-10.15** BA Entrance Control \(\rightarrow\) RH
- **10.20-10.40** BA Secure Storage \(\rightarrow\) TW

**10.45-11.00** BREAK

- **11.00-11.20** BA Services \(\rightarrow\) PB
- **11.25-11.40** Region North \(\rightarrow\) TH
- **11.45-12.00** Region South \(\rightarrow\) CG
- **12.05-12.30** ROW \(\rightarrow\) PB
- **12.35-12.50** Summing up \(\rightarrow\) PB
- **12.50-13.15** Q&A \(\rightarrow\) ALL

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**From Get It Right to Strategy Execution**

*Per Borgvall, President & CEO Gunnebo AB*

**Gunnebo CMD Stockholm February 10, 2011**
A Look in the Mirror: Gunnebo’s Development

- Phase 1
  - 1995 – 2005
  - > 40 acquisitions
  - Growth and entrepreneurship

- Phase 2
  - 2006 – 2008
  - Consolidation

- Phase 3
  - 2009 – 2010
  - Get It Right!
  - Focus on BUSINESS

Get It Right: The Six “Top Five Key Programmes”

1. Cash flow
2. Improved margins
3. Management
4. Cost reductions
5. Strategic review
6. Re-financing

The Get It Right action programme aims at strengthening the Group’s profitability
5. Strategy: Our Vision

THE LEADING GLOBAL PROVIDER OF A SAFER FUTURE

5. Strategy: Our Mission

We work for a safer world, providing efficient and innovative security solutions that create value for customers, shareholders, employees, partners and society on a global scale.

Profitability, Growth & Innovation
5. The Strategy in Brief

- **Focus on Customers and Business**

- **Build on**
  - Bank Security & Cash Handling
  - Secure Storage
  - Entrance Control
  - Services

  In all four areas Gunnebo has "global" positions and growth opportunities, and the underlying market drivers are in our favour.

- **Global** approach

- **Services** are an integrated part of our business, they add value and are an opportunity for growth

- **R&D**

5. Strategic Focus Also Includes Boosting Growth

- European development from **strong positions**

- Build on **strongholds in Asia**

- **China** in the equation

- **Strengthen Africa/Middle East** platform

- Decide on other BRIICA* opportunities

- **Sales efficiency & Key Account Management**

* Brazil, Russia, India, Indonesia, China and Americas
August: Acquisition of API Security’s Division Security Products

- Strengthened position as supplier of secure storage products and cash handling solutions on the Australian market
- The acquired division has an annual turnover of MSEK 90 and 45 employees

November: Divestment of Gunnebo Troax

- Gunnebo have divested all shares in the fully-owned subsidiary Gunnebo Troax AB with subsidiaries to Accent Equity 2008
- The divestment finalized according to plan in December 2010
- The total purchase sum after acquisition costs amounted to MSEK 354 and the profit totalled MSEK 114
- Gives financial space for expansion within core businesses
January: Inauguration of Factory in China

- Location: Kunshan, some 40km outside Shanghai
- Capacity: 10,000 m2
- Focus: In the first phase flap-kits to Chinese metro-market

1. Cash Flow

- Very strong 2009 – focused actions
- Continued focus on cash flow during 2010
  - Operating cash flow amounted to MSEK 214 (683)
- Actions affecting cash flow 2010
  - Payments for Get It Right actions 2009
  - Acquisition in Australia
- Cash Conversion Cycle down from 85 to 55 days
2 & 4: Improved Margins and Cost Reductions

- **Improved Margins**
  - Full year gross margin: 28.1% (27.0%)
  - Full year operating margin excl. items of a non-recurring nature: 5.3% (3.2%)

- **Cost Reductions**
  - Gross 2010: some MSEK 138
  - Costs for acquisitions and market investments: MSEK 11

3. Management: **Press Release**
New Appointments in Gunnebo’s Executive Team

- **New SVP for Operations and SVP for Developing Businesses appointed**

  - **Mats Johansson appointed SVP Operations**
    - Responsible for Gunnebo’s global industrial platform which includes the responsibility for all production, logistics, purchasing, research and development, environmental and quality work in the Group
    - Currently Country Manager Gunnebo China, based in Shanghai, which is a position he will also keep going forward
    - Years of experience in production as well as within research and development from among others Fagerhult, IMI Plc and Uponor

  - **Tomas Wängberg Appointed SVP Developing Businesses**
    - Member of the Group Executive Team since 2009 in his positions as SVP Business Area Secure Storage and SVP Operations
    - As of February 10, Tomas will have the positions SVP Business Area Secure Storage and SVP Developing Businesses, the latter including overall responsibility for the three units comprising Developing Businesses: Gateway, Perimeter Protection and SafePay™.
Group Executive Team as of February 10, 2011

- **Per Borgvall** President & CEO, Region ROW
- **Fredrik Östman** CFO
- **Agneta Hultgren** SVP HR & Comm
- **Mats Johansson** SVP Operations and China
- **Tomas Wängberg** SVP Developing Businesses and Secure Storage
- **Christian Guillou** SVP BS & CH and Region South Europe
- **Thomas Heim** SVP Region North Europe
- **Robert Hermans** SVP Entrance Control
- **Anna Schmidt Almlöf** SVP Services

Group Structure
Time for Phase 4: Strategy Execution!

- Phase 1
  - 1995 – 2005
  - > 40 acquisitions
  - Growth and entrepreneurship

- Phase 2
  - 2006 – 2008
  - Consolidation

- Phase 3
  - 2009 – 2010
  - Get It Right!
  - Focus on BUSINESS

- Phase 4
  - 2011-
  - Strategy execution

2010 → 2011: From Get it Right to Strategy Execution!

- The “Get it Right” agenda successfully implemented
- Strategy & Business Plans in place
- Management & Organisation supporting strategy in place
- Communication, understanding & accountability
- Focus and priorities

- Execution, Execution, Execution...
CEO Comments to Full Year 2010

- An eventful year for Gunnebo
  - Order intake for Business Areas Bank, Retail and Secure Storage showed good growth
  - Corresponding figure for remaining operations in Site Protection was an organic decrease of 4 per cent

- Continued to focus on the Get It Right action programme:
  - Implementation of new strategy
  - Reduced the Group’s fixed costs
  - Improved margins
  - Strengthened the cash flow and thereby improved the Group’s financial position

- As part of the new strategy we have:
  - Adjusted the organisation – new reporting structure as of Q1 2011 Q1 2011
  - Established operations in China
  - Acquisition in Australia
  - Divestment of Troax

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CEO Comments to Full Year 2010 (cont’d)

- Gunnebo is now in a stronger financial position than it has been for a very long time
  - Equity ratio of 43% (33%)
  - Net debt at the end of the period of MSEK 261 (803)
  - Operating result improved by 57 per cent to MSEK 337 (214) and the operating margin to 5.3 per cent (3.2)
  - Net results of MSEK 178 (-205) which very well reflects our underlying earning capacities
  - Equals earnings per share for the whole year of SEK 2.35 (-3.40)

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# Financial Overview

Fredrik Östman CFO & CIO Gunnebo AB  
Gunnebo Capital Market Day  
Stockholm February 10, 2011

- January-December 2010
- Net debt and EBITDA development
- Get It Right program follow-up
- Cash flow and working capital
- Funding overview
- Balance sheet
- Key ratios
Fredrik Östman

- Gunnebo’s CFO and CIO since November 2011
- Member of the Group Executive Team
- 44 years old
- MBA
- CFO at Gambro AB, senior management positions within the Electrolux/Husqvarna Group, TI Group Plc/Forsheda and ABB

Financial Highlights Full Year 2010

- Troax divested in Q4
  - Reported separately as part of net income
- Significantly improved result and financial strength
- Net debt reduced to record low MSEK 261 (803)
- Equity ratio increased to 43% (33%)
- Operating result excl. IAC* improved with 52% (57% incl. Troax) to MSEK 292 (337 incl. Troax)
- Operating margin excl. IAC improved to 4.9% (5.3% incl. Troax)
- Full year IAC MSEK 145 (302)
- Net income for the year MSEK 178 (-205)
- EPS 2.35 SEK (-3.40)
- Dividend proposed to SEK 0.50 per share (0)

* IAC=Items Affecting Comparability
## Summary Group (continuing operations)

<table>
<thead>
<tr>
<th></th>
<th>Full year</th>
<th>2010</th>
<th>2009</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>5,938</td>
<td>6,278</td>
<td>-5%</td>
<td></td>
</tr>
<tr>
<td>Organic growth</td>
<td></td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit (EBIT) excl IAC</td>
<td>292</td>
<td>192</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>Operating profit (EBIT) excl IAC, %</td>
<td>4.9%</td>
<td>3.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit*</td>
<td>150</td>
<td>-107</td>
<td>240%</td>
<td></td>
</tr>
<tr>
<td>Operating margin, %*</td>
<td>2.5%</td>
<td>-1.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit/loss after tax*</td>
<td>178</td>
<td>-205</td>
<td>187%</td>
<td></td>
</tr>
<tr>
<td>Earnings per share (SEK)</td>
<td>2.35</td>
<td>-3.40</td>
<td>169%</td>
<td></td>
</tr>
<tr>
<td>Net debt</td>
<td>2,612</td>
<td>803</td>
<td>67%</td>
<td></td>
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<tr>
<td>Equity ratio, %</td>
<td>43%</td>
<td>33%</td>
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<td></td>
</tr>
</tbody>
</table>

### Continuing operations + Troax (up through Nov. 2010)

<table>
<thead>
<tr>
<th></th>
<th>Full year</th>
<th>2010</th>
<th>2009</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>6,384</td>
<td>6,788</td>
<td>-6%</td>
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</tr>
<tr>
<td>Organic growth</td>
<td></td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit (EBIT) excl IAC</td>
<td>337</td>
<td>214</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>Operating profit (EBIT) excl IAC, %</td>
<td>5.3%</td>
<td>3.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit*</td>
<td>306</td>
<td>-88</td>
<td>448%</td>
<td></td>
</tr>
<tr>
<td>Operating margin, %*</td>
<td>4.8%</td>
<td>-1.3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Includes write-down of goodwill of MSEK 106 in the 4th quarter 2009

## EBIT Bridge December 2009 – December 2010

<table>
<thead>
<tr>
<th></th>
<th>EBIT Bridge (Mkr)</th>
</tr>
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<tbody>
<tr>
<td>EBIT December 2009</td>
<td>301</td>
</tr>
<tr>
<td>Items affecting comparability 2009</td>
<td>2</td>
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<tr>
<td>Comparable EBIT 2009</td>
<td>214</td>
</tr>
<tr>
<td>Acquisitions / Divestments</td>
<td>2</td>
</tr>
<tr>
<td>Volume</td>
<td>27</td>
</tr>
<tr>
<td>Currency Translation &amp; Transaction Impact</td>
<td>108</td>
</tr>
<tr>
<td>Items affecting comparability 2010</td>
<td>-31</td>
</tr>
<tr>
<td>Residual EBIT December 2010</td>
<td>306</td>
</tr>
<tr>
<td>Comaprable EBIT 2010</td>
<td>337</td>
</tr>
</tbody>
</table>
**Net Debt and EBITDA**

- Net debt December: MSEK 261 (excl. pension), i.e. reduced by MSEK 691 in the quarter and MSEK 542 for the full year
- Net debt/EBITDA 0.58 (record low) per Dec 2010, reduced from 2.31 Dec 2009

Note: EBITDA excl. IAC and for total business (incl. Troax up through Nov. 2010)

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**Get It Right Programme**

Get It Right

- IAC Charges
- Cash out
- Savings

<table>
<thead>
<tr>
<th>Year</th>
<th>IAC Charges</th>
<th>Cash out</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Operating Cash Flow
Before financial items and tax

<table>
<thead>
<tr>
<th>Year</th>
<th>Q4</th>
<th>Full Year</th>
<th>Reduced overdues and stock</th>
<th>Improved cash flow on projects (e.g. advances from customers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>141</td>
<td>214</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>222</td>
<td>683</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cash Flow: Gunnebo’s Ambitions and Actions

- **Reduce** Cash Conversion Cycle by 30 Days
- **Release** 40 MEUR in Working Capital
  - Based on current volume level
- **Improve** Asset Quality by Improved Processes
  - Lower level of non-current inventory
  - Lower level of overdue accounts receivables
- **Focus** on Execution of Activities
Cash Conversion Cycle

- 29 days reduction, from 84 to 55 (35%) from end of 2008

Working Capital (TEUR)
### Balance Sheet

#### Summary group balance sheet

<table>
<thead>
<tr>
<th></th>
<th>31 December</th>
<th>MSEK</th>
<th>2010</th>
<th>2009</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>952</td>
<td>1 091</td>
<td></td>
<td></td>
<td>-13%</td>
</tr>
<tr>
<td>Other intangible assets</td>
<td>96</td>
<td>108</td>
<td></td>
<td></td>
<td>-11%</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>367</td>
<td>547</td>
<td></td>
<td></td>
<td>-33%</td>
</tr>
<tr>
<td>Financial assets</td>
<td>335</td>
<td>306</td>
<td></td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Inventories</td>
<td>543</td>
<td>644</td>
<td></td>
<td></td>
<td>-16%</td>
</tr>
<tr>
<td>Current receivables</td>
<td>1 253</td>
<td>1 468</td>
<td></td>
<td></td>
<td>-15%</td>
</tr>
<tr>
<td>Liquid funds</td>
<td>189</td>
<td>172</td>
<td></td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>3 735</strong></td>
<td><strong>4 336</strong></td>
<td><strong>-14%</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>1 606</td>
<td>1 413</td>
<td></td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>639</td>
<td>584</td>
<td></td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>1 490</td>
<td>2 339</td>
<td></td>
<td></td>
<td>-36%</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td><strong>3 735</strong></td>
<td><strong>4 336</strong></td>
<td><strong>-14%</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Credit Facilities and Maturity Profile

#### Loan frame and Drawn

<table>
<thead>
<tr>
<th>Year</th>
<th>Short term facilities</th>
<th>3 year Syndicate Loan</th>
<th>5 year Bi-lateral loan (EKN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>200</td>
<td>400</td>
<td>200</td>
</tr>
<tr>
<td>2012</td>
<td>200</td>
<td>400</td>
<td>200</td>
</tr>
<tr>
<td>2013</td>
<td>1 000</td>
<td>1 000</td>
<td>200</td>
</tr>
<tr>
<td>2014</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>2015</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Loans and Overdrafts Drawn per Currency

- EUR long term: 74%
- SEK short term: 5%
- CAD short term: 6%
- EUR short term: 5%
- SEK long term: 10%

Equity and Equity Ratio, %

**Equity ratio**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total assets</th>
<th>Equity Ratio %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Global Market Scope

- >800,000 branches
- >5,300 cash centers
- >800,000 branches
- >5,300 cash centers
- Global reach for Retail Banks, CIT, Central Banks and Retail stores - Customer relationship/understanding
- Position Gunnebo as THE partner capable to address the majority of the needs of our customers
- Customer segment concepts for security and cash handling
- Growth from stronger global solutions and high margin recurring service revenues
- Global regulatory compliance
- Drive the market through innovation, understanding of cash cycle and security expertise
Total Market Size and Potential

- Global market estimated to some BEUR 9* (Gunnebo addressable market)

![Graph showing market size and potential](image)


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Market Drivers & Trends

- Changing role and strategy of Central Banks, affects role of Retail Banks & Retail Stores
- Shift in cash handling from Retail banks to Retail stores
- Cash volume is still growing—globally
- Strong demand for cost-effective solutions
- Self-service concepts
- Outsourcing
- Central control of access and movements
- Growth in number of bank branches in emerging markets
- Customer behavior is changing
- 24/7/365
- Internet
- From off-line to on-line
- Recycling of notes & coins
- Open systems
- From physical to more electronic security
- Local regulations
- CIT role and responsibility
- Equipment in Transport of Cash (end-to-end)
- ECB Common Framework for Banknote Recycling

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Shift in Focus

- Solution-based offering:
  - Physical products
  - Electronics
  - Cash handling
  - Entrance control
  - Services
- Move from local to more global products and solutions
- Increase efforts in product development
- Focused support: from service solutions → concepts

Solution Overview: Physical Security / Entrance Control

- Specific Safes
- Security Doors
- Access Control & SAS
- High-Security Locks
- Monitoring Solutions
- Service
- Vauts & strong doors
- Security Enclosure
- ESM
- SafeStore Auto
- Safe Deposit Lockers
- SDL Safe

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Solution Overview: Cash Handling

- SafeCash
- SafeCoin
- SafeBag / SafeStore
- CIT Locks
- Monitoring Solutions
- Service

Solution Overview: Electronic Security

- Intrusion Detection
  - Sensors
  - SecurWave Panel
  - SecurManager Software
- Access Control
  - Readers & Cards
  - Controllers
  - Software
- CCTV
  - Cameras
  - Recorders
  - Software
- High-Security Locks
- Monitoring Solutions
- Service
### Competitors

- Globally, supplier landscape is highly fragmented, many local players (covering a few countries)
- Some significant large players in most of the product areas, but none apart from Gunnebo is covering as many product ranges

<table>
<thead>
<tr>
<th>Electronic Security</th>
<th>Physical Security Secure Storage</th>
<th>Entrance Control</th>
<th>Cash Handling</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Supplier Geographical Coverage</td>
<td>Local</td>
<td>Mid sized</td>
<td>Global</td>
<td>Large Global</td>
</tr>
<tr>
<td>Barriers of Entry to Segment</td>
<td>Medium/Low</td>
<td>Low/Medium</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Example of players</td>
<td>Bosch</td>
<td>Siemens</td>
<td>Niscayah</td>
<td>G4S</td>
</tr>
</tbody>
</table>

### Why Choose Gunnebo?

- Experts in customers operations, security aspects and cash handling management
- Effective products & solutions enabling efficient cost of ownership
- Innovative in both products and concepts
- Standard solutions, specials possible on a selective basis
- Field service/maintenance (own or subcontracted)
- Customer relationship, KAM
- Global reach
Sales and Market in 2010

- Sales: MSEK 2,500
- Market share
  - Europe: 8 per cent
  - Worldwide: 4 per cent
- Estimated world market: BEUR 9
- Estimated European market: BEUR 3
- Estimated market growth: 5 per cent

Focus for 2011

- Boost sales of existing products and improve profitability
- Focus on growth markets
- Develop customer segments concepts
- Product development and innovation (time to market)
- Align sales/support capacities with Sales Companies
- Reinforce market intelligence
Global Market Scope

“Protecting people and assets by regulating and controlling access through passage barriers and detection systems”

- outdoor and indoor turnstile solutions
- airport specialist gate solutions
- mass transit systems
- interlocks & automation
- performance doors, windows & partitions
Market Analysis: Size and Growth Potential*

Strong growth potential in:
- Public transport/Metro
- Government buildings
- Airports

Corporate offices: 90.69
Public Transport: 48.38
Government buildings: 46.00
Banking & Finance: 41.69
Industry: 33.42
Retail: 22.28
Leisure and entertainment: 21.25
Airports: 18.04
Hotels: 8.00
Stadiums: 6.42
Education: 5.67
Healthcare: 5.81
Transportation: 2.67

Market segment size and expected growth, 2008-2013
Total market: MEUR 500

2009 Revenue (MEUR) 2013 Revenue estimates (MEUR)


Strategy

- Develop a deep understanding of the different market segments' needs and package our solutions accordingly
- Develop and manage close relationship with key international system integrators management
- Develop concepts and strategies in order to position Entrance Control as a global brand leader being clearly identifiable in aesthetic design and technologically innovative & reliable
- To gather technology intelligence to ensure Gunnebo sets the benchmark in entrance control solutions
Gunnebo Market Presence

- Entrance Control is present in all five continents
- Strong position in France, UK, Italy, China, Middle East and Australia
  - These top six markets represent over 60% of Gunnebo’s sales

Regional distribution of Entrance Control sales 2009

- Region North Europe: 57%
- Region South Europe: 23%
- Region ROW: 6%
- Entrance Control External*: 11%

The Global Entrance Control Market*

- Market potential is shifting towards emerging and less mature markets:
  - Asia: China but also markets such as Malaysia, Indonesia, Vietnam, Thailand
  - India
  - Part of Middle East
  - South America in general
  - Russia

- BRICA (Indonesia excluded) currently represents 16% of the global market with a forecasted annual growth of 17% over the next 5 years
- Most global manufacturers are European-based
- The market share evolution for global players will depend on their ability to adapt to the quick changes in the market

Market Drivers and Trends

- Growth of urban populations driving Metro opportunities and inner-city developments
- Reduction of overheads, receptionists, man-guarding, etc.
- Increase security of the premises and secure the building envelope
- Growing terrorism and crime threats, actual and perceived
- Need for centralised security checking and audit control of personnel
- Facilitate mobility and increase international cross-border movement of people
- Crowd-control management in sports, hospitality, expo and concert arena access

The Offering

- **Product-based offering:**
  - Turnstiles
  - Interlocks and Automation
  - Performance Doors, Windows and Partitions

- **Solutions-based offering:**
  - Mass transit systems
  - Spares, installation, services
Offering Overview: Turnstiles Range

- Turnstiles - Building Applications

Offering Overview: Mecatronics Range

- Interlocks & Automation
- Performance Doors, Windows & Partitions
  - Attack Resistance
  - Blast Resistance
  - Bullet Resistance
  - Combined Resistance
Solution Overview: Mass Transit

Turnstiles - Mass Transit Applications

Entrance Control Key Customers

Security Applications

Public Transport

Airport

Systems Integrators

Airports

(1) Formerly Wayfarer Transit Systems
Entrance Control Competition

Security Applications

Mass Transit Applications

Why Choose Gunnebo?

- Proven tested products with worldwide reference list
- Versatile product configurations and ability to customise and integrate with third-party equipment
- Project competence and sound financial background to support large projects worldwide
- Field service (own or subcontracted)
- Customer relationship, KAM
- Global reach

Canary Wharf, London

Gunnebo CMD February 10, 2011, page 69
Sales and Market in 2010

- Sales: MSEK 750
- Gunnebo estimated world market share for TurnStiles: 11 per cent
- Estimated world market: MEUR 500
- Estimated market growth:
  - Asia: 12 per cent
  - Europe, Middle East and Africa: 4-5 per cent
  - Americas: 1 per cent

Focus for 2011

- Develop and package customer segments concepts
- Complete and action business plans for target markets
- Establish close contact with key global system integrators
- Product rationalisation, modularity, cost-cutting and new products
- Create and support target market seminars and training to sales companies
Business Area Secure Storage

Tomas Wängberg, SVP Secure Storage

Gunnebo Capital Market Day
Stockholm February 10, 2011

Business Area Scope

- Focus on sales of safes and vaults to the non-bank and retail market
- The route to market will be both indirect and direct
- Sales of safes sold directly to bank and retail are not part of the Secure Storage Business Area Sales
- All sales of safes to OEM*-accounts

* Original Equipment Manufacturer
The Global Safe, Vaults and Doors Market

Market value = BEUR 1.4

Volume pyramid

- 20-25% and falling
- 75-80% and increasing

Gunnebo Market Share

- 12-15% share
- >5% share

Top part of Pyramid is mostly direct business, whereas, the bottom section is mostly indirect.

Market Characteristics

- There are no Global dominant players
- There are many, but mainly local players
- Design and regulations limit R&D opportunities
- There are few truly profitable players
- Few barriers to entry
- Growth has run at around 3 per cent annually
Strategy

- Increase the global market share
  - New market entrant in distribution in our existing markets
  - Expanding global presence in BRIICAA*

- Simplified business model and routes to market
  - By focusing on key direct and indirect, market segments, in each market
  - Focus on ATM-enclosure market on a global platform
  - Optimized distribution

- Work with Key Account Management

- Innovation and product development

- Utilize the strong, well-known brands

-- Chubb
-- Fichet-Bauche
-- ROSENGRENS

*Brazil, Russia, India, Indonesia, China, Africa, Americas

Market Drivers and Trends

- General trends of increased awareness for security and fire protection in society

- Growing middle/upper class with a need to store valuables in a safe way

- Growing market for low and ungraded products (both BRE and FRE)

- Stable or decreasing market for high-graded products

- Interactivity between locks/safe and BMS/Alarm systems
Core Offering and Route to Market

- Product-based offering
  - Ungraded safes
  - Fire-resistant, graded safes & cabinets (FRE)
  - Burglary-resistant, graded safes & cabinets (BRE)
  - Vaults
  - Locks
  - Service

- Routes to market
  - Direct sales
  - Dealer/Distributor/Partner
  - Internet
  - OEM
Press release: Prestigious Safe Order to Hitachi in China

- Order of 500 ATM-safes from Hitachi in China
- Order value amounts to some 0.5 MEUR
- Order received thanks to the Group’s CEN-certification on ATM-safes and KAM approach
- Market for self-service banking solutions is growing very rapidly in China. Gunnebo sees a great business potential taking part of this substantial market growth going forward.
Product Overview: Ungraded Safes & Cabinets

Product Overview: High-Security Locks

Key lock  Mechanical combination lock  Electronic combination lock  Electronic locking systems
Competition

- The market is made up of many players, mostly local to one country
- There are around 20 to 30 players who work both locally and regionally
- Competitors are competitive within the existing markets and competences, due to local requirements
- Many of the regional and local players are also active within Bank Security & Cash Handling

Why Choose Gunnebo?

- Full range of products (from ungraded to highest graded products) for BRE and FRE
- Worlds strongest brands within graded safes and vaults
- Global market presence
- Installation and service capabilities in many countries
- Hundreds of years of experience within the secure storage business
Sales and Market in 2010

- Sales: MSEK 700
- Market share graded safes
  - Europe: 25 per cent
  - World wide: 15 per cent
- Estimated world market: BEUR 1.4
  - Graded safes: BEUR 0.3-0.4
  - Other: BEUR 1.0-1.1
- Estimated market growth: Varies a lot in different parts of the world

Focus for 2011

- Execute the Business Plan
- Develop the reseller market
- Expand the locking business
- Pro active work with branding
- New products and innovation
Business Area Services

Per Borgvall, President & CEO
Gunnebo Capital Market Day
Stockholm February 10, 2011

We Serve Our Customers, Not Only Their Products!

Pre-study/plan/design  Customize  Installation
Education/Training  SLA/Contracts  Service  Customer satisfaction
Market Characteristics

- A global growth market
- Different customer expectations and requests
- Pricing and products differ between countries
- Regulations play important roles in service business
- Electronics and software is becoming an increasing part of solutions leading to a higher degree of service content and service agreements
- Global players are expanding their services into more value-added services
- Only few customers currently demand global service providers

The Market

- The total global market for Services can not be determined at this point
- The global service market is huge, changing and has shown constant growth manly due to:
  - Maturity of installed base
  - A general trend that customers want to know Total Cost of Ownership (TCO) and do not want to increase asset value...
  - ...which has created the need for TCO-concepts versus ROI, outsourcing of services, sale and lease back, investment protection, etc.
- Service in general is expected to continue to grow globally, also in the currently less mature markets
### Market Drivers

- Increased competition among customers creates increased need for cost reductions /productivity improvement in all areas including services
- General trend to focus on core business leads to outsourcing of services
- Total cost of ownership (TCO) becoming more important as decision/purchasing criteria
- Cash cycle is changing from banks towards other places and providers (CIT etc.)
- More complex solutions
- Reduced life-cycle cost
- Stronger requests (in Western Europe) for Service Level Agreements (SLA) with penalties

### Customer Segments & Route to Market

- Services will address the same customer groups/segments as the Gunnebo Group
- The needs and consequently the Gunnebo Services offering will vary between geographies due to market maturity
- Services route to market is firstly via Gunnebo Sales Companies and secondly through dealers/distributors
- Sales could also go via KAM, integrators and CIT
Competitors

- Five or six international players and many local players
- Few multi-technology competitors
- Different competitors in different customer segments and in different products/product groups
- Players not historically present in security industry are entering the arena

Why Choose Gunnebo?

- Huge installed base
- Global experience, local presence
- Technical and industry know-how through decades of experience in delivering security services to customers demanding high quality
- Known as a quality provider
- Spare-part management provider
Sales and Market in 2010

- Sales: MSEK 1,100
- Estimated market growth: 3-4 per cent
- Gunnebo market share is estimated at 6-7 per cent in Europe (excluding cash dispensing machines)
- Gunnebo holds a strong service position in many countries in Western Europe and Canada within the bank sector

Focus for 2011

- Define common platform for the Group’s offering within Services
- Identify and increase service penetration on installed base
- Service sales and execution training
- Spare-part management
Sales Regions

Gunnebo Capital Market Day 2011

Stockholm February 10, 2011

Sales Region and Sales Company Activities

- Execution of strategies set by Business Areas
- Marketing
- Sales
- Installation
- Service
Sales by Region 2010

Total sales 2010: MEUR 620

Sales by Region

- Region North, 30%
- Region South, 41%
- Rest of the World, 29%

Region North Europe

Thomas Heim, SVP Region North Europe
Gunnebo CMD Stockholm February 10, 2011
Region North: Geographical Coverage

- Norway
- Sweden
- Finland
- Denmark
- Germany
- Austria
- UK
- Netherlands
- Eastern Europe
  - Poland
  - Czech Republic
  - Hungary

Region North Europe: Sales by Market

**Total sales 2010: MEUR 190**

- Germany, 25%
- UK, 19%
- Sweden, 18%
- Denmark, 12%
- The Netherlands, 10%
- Norway, 6%
- Finland, 4%
- Eastern Europe, 4%
- Other, 2%
Business Climate and Main Trends for Region North in 2011

- Despite ongoing uncertainty in the capital market, overall economic climate for Northern Europe is **slightly optimistic**.

- **Moderate GDP growth is expected** for UK (1.7%), Germany (2.5%), Scandinavia (between 1.8% in Denmark up to 4.5% in Sweden) and most of the Eastern European economies (2%-4.5%).

- **Increased security requirements** will maintain demand for innovative, high quality security solutions.

- **International customers** seek **international security cooperation partners**.

- **Professional services** will become an even more important key success factor.

In Focus 2011 for Region North Europe

- **Expansion** and further **differentiation** of our **service offering**.

- Drive cooperation and business development with international customers through the Gunnebo Lead **KAM** concept in close cooperation with Business Areas.

- Bring cost rationalizations to “our bottom line” and continue **strict cost focus**.

- Make use of existing market opportunities for **price increases**.

- **Drive growth in cash handling** (innovation plus new customers).

- Increase **global** Gunnebo product **sourcing**.
Customer References Region North

Entrance Control in Eastern Europe

1. Prague Airport Ruzyně
   ClearSec installation

2. Transelectrica Romania
   15 x Rotosec

Safe Deposit Locker Systems

Savings Bank am Niederrhein, Germany

Deposit locker system with > 3,000 deposit lockers.
Total value > MEUR 0.5

SafePay:

93 SafePay systems delivered during 2010 to Smart Club, Norway.
Expected deliveries to the same customer in 2011: 100 systems

“We chose closed cash handling for the improved safety of employees and the store. We do not experience loss, and the cashiers have more flexibility. Previously, we had another brand installed, but we were not satisfied. The replacement to SafePay is an improvement, and we are happy with the service and support from Gunnebo.”

FÖRsvARSMakTEN

Gunnebo has customized Secure Storage concepts in close interaction with the Swedish defence to meet the increasing demand to protect IT and communications equipment.

The concept provides protection against electromagnetic pulses (EMP) as well as information tapping via radio waves.
Customer References Region North

Cash Handling:
Exclusive cooperation agreement with Loomis on cash handling equipment which will be offered by Loomis in conjunction with their set of services to major UK banks and retailers.

Grade VI strong room for DHL in UK:
After only 16 weeks from start of manufacturing (incl. installation) a grade VI Chubbsafes Centurion modular strongroom manufactured to European standard EN1143 and measures 11.47m wide x 18.85m long x 9.9m high was handed over in 12/2010 (total order value approx. KEUR 480,000).

Region South Europe

Christian Guillou, SVP Region South Europe
Gunnebo CMD Stockholm February 10, 2011
Region South: Geographical Coverage

- France
- Spain
- Portugal
- Italy
- Greece
- Switzerland
- Belgium
- Luxembourg

Region South Europe: Sales by Market

Total sales in 2010: MEUR 250

- France, 58%
- Spain, 16%
- Belgium/Luxembourg, 10%
- Italy, 9%
- Switzerland, 5%
- Portugal, 2%
Market Trends 2011 for Region South Europe

- **GDP growth expected to be moderate** (0.7% to 2%) in all markets excepted for Portugal (-1%) and Greece (-3%)

- Banking sector is looking for **more cost efficient solutions** (security of branches and cash handling). Number of branches to remain stable except in Spain with consolidation of savings banks.

- **Additional security requirements in retail sector** due to increased number of attacks (opportunity for cash handling solutions)

- Our customers are looking for **strong & financially robust security partners** capable of adapting to their new demands (outsourcing trend) and service requirements (business continuity)

In Focus 2011 for Region South Europe

- **Business Plan implementation** and adjustment of sales organizations to mirror the new Group structure

- **Growth:** After some years of recession in most of the countries, business activities in place to increase ”share of wallet“ with existing customers and also find new prospects

- **Price & margin management:** Seize all opportunities in new installation projects and service contracts to increase prices (including pushing sales for standard Group products)

- Continue selected investments to **improve productivity**

- **Cost discipline** → Continue to reduce overhead costs and adapt structure if needed
Major Customers Industry & Administration Sectors

Region Rest of the World

Per Borgvall, President & CEO

Gunnebo CMD Stockholm February 10, 2011
Region Rest of the World: Geographical Coverage

- Canada
- China
- Asia Pacific
  - India
  - Indonesia
  - Singapore
  - Malaysia
  - Australia
- Africa Middle East
  - South Africa
  - Dubai

Region Rest of the World: Sales by Sub-Region

Total sales in 2010: MEUR 180

- Asia Pacific, 35%
- Africa & Middle East, 29%
- Other markets ROW, 17%
- Canada, 15%
Strategic Focus Also Includes Boosting Growth

- European development from **strong positions**
- Build on **strongholds in Asia**
- **China** in the equation
- **Strengthen Africa/Middle East** platform
- Decide on other BRIICA* opportunities
- Sales efficiency & **KAM**

* Brazil, Russia, India, Indonesia, China and Americas

Gunnebo in India Since 1932

- **Indian economy**
  - GDP growth forecast 8-9%
  - Banking sector growth approx 20% (3,000 new branches)
  - 20 largest nationalised banks > 50,000 branches
  - > 70,000 ATMs

- **Current business in India**
  - Sales 2010 approx 29 MEUR
  - +30% market share in physical security
  - Bank business growth in 2010 > 25%
  - Total business growth rate 40%
  - Manufacturing in Halol
    - Safes & vaults
    - Fire extinguishers

- **Key customers:**
  - Banks: State Bank of India; HDFC; Axis Bank
  - Other: Mannapuram Finance; Muthoot Finance
Gunnebo in Indonesia Since 1972

- **Indonesian economy**
  - GDP growth forecast at >5%
  - Banking sector growth >6% (>1,000 new branches)

- **Current business in Indonesia**
  - Sales 2010 approx MEUR 17.5
  - +40% market share in physical security
  - Growth rate 7%
  - Manufacturing in Jakarta
    - Safes & vaults
    - Fire extinguishers

- **Key customers:**
  - Banks: PT. Bank Rakyat Indonesia, PT. Bank Mandiri Tbk, PT. Bank Central Asia
  - Oil, Gas and Mining: PT. International Nickel Indonesia, BUT Chevron Geothermal Salak, PT. Newmont Nusa Tenggara
  - Other segments: PT. Doosan Heavy Industry (Power), PT. Wilmar Nabati Indonesia (Palm oil); HM Sampoerna (Tobacco)

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Gunnebo in Australia Since 2000

- **Australian economy**
  - A true raw-material economy
  - GDP growth forecast 3-4%

- **Current business in Australia**
  - Sales 2010 approx 13 MEUR
  - Forecast 2011 approx 20 MEUR
  - +60% market share in physical security
  - Acquisitions
    - Grand Entrance in Q4 2008
    - API Physical Security Division in Q3 2010

- **Key customers:**
  - Bank: Westpac Banking Group, Commonwealth Bank of Australia, National Australia Bank
  - Other major customers: Australia Post, The Australian Defence Force, and both of then large retailers in Australia being Coles and Woolworths
Gunnebo in Singapore since 2001

- **Singapore Market**
  - GDP growth forecast 5.1%
  - Construction sector growth approx 9%

- **Current business in Singapore**
  - Sales 2010 – MEUR 5
  - 40% market share in Entrance Control
  - 50% market share in Secure Storage
  - Growth rate 6%

- **Key end-customers – through Regional Dealer Network**
  - Banks: Development Bank of Singapore & OCBC Bank, Citibank Thailand, HongKong Bank, Deutche Bank Philippines, Barclays Bank
  - Construction: Marina Bay Sands, Resort World of Singapore
  - Other segments: Jewellery, Ministry of Finance, Ministry of Police, casinos

Gunnebo in China

- Own company established mid-2010

- **Current activities**
  - Annual sales through partners of some MEUR 10
  - Co-ordinated purchasing
  - Set-up of local manufacturing

- **Focus on Mass Transit**

- **Key customers**
  - Beijing Metro
  - Shanghai Metro
  - Bank of Communications
  - Bank of China

- Location: Kunshan, some 40km outside Shanghai
- Size: 10,000 m²
- Main focus: Flap-kits to the Chinese metro-market

Press Release: Gunnebo Gains New Metro-Orders in China

- The cities of Tianjin and Shenyang lines 2
- Total order value amounts to some MEUR 1.5
- Supply of almost 700 metro flap-gates, specially designed for high volume and safe use in metro stations
- Installation during the spring 2011
- Up until today, Gunnebo has delivered entrance control solutions to 11 cities who have invested in metro systems
- 40 more Chinese cities are planning to build metro systems in the near future, 25 are under construction
Gunnebo in South Africa Since 1950

- **South African economy**
  - GDP growth forecast 2.8%

- **Current business in South Africa**
  - Sales 2010 approx. MEUR 15
  - +30% market share in physical security
  - Growth rate +20%
  - Manufacturing in Johannesburg
    - Safes & vaults
    - Entrance control
    - Blast and ballistic doors
  - Sales into sub-Saharan countries

- **Key customers:**
  - Standard Bank, First National Bank
  - OEM supplier of anti-explosive ATM safes to Diebold

Press Release: Gunnebo wins MEUR 13.5 order from central bank in Africa/Middle East

- Order comprises delivery and installation of solutions for secure storage such as vaults and secure rooms, as well as bank counters, screens and bullet-resistant doors
- Delivery and installation will begin during the second quarter of 2011 and are scheduled for completion in 2012/13
- Other major orders were received from the same customer in the first half of 2007 and in the first quarter of 2010, which has been successfully delivered and installed

“To win recurring business with customers like this central bank is, of course, really prestigious for Gunnebo. This achievement is testament to the fact that Gunnebo’s offering meets the extremely high demands for security that the customer segment of central banks generally have, this customer being no exception”.

*Per Borgvall, President & CEO*
Gunnebo in Middle East/Dubai Since 1999

- **Middle East Markets**
  - GDP growth forecast: Varies from country to country

- **Current business in Middle East**
  - Sales 2010 approx 15 MEUR
  - +50% market share in Entrance Control
  - Gunnebo's Entrance Control business growth rate: 45%

- **Key end-customers**
  - Banks: Central Bank of Kuwait, Al Rajhi Bank (KSA), Realstate Bank Syria, Al Rafidien Bank (Iraq), Qatar National Bank, HSBC (Egypt)
  - Construction: Burj Khalifa "tallest in the world", Emiri Terminal Doha Qatar, Dubai International Financial Centre
  - Other segments: Embassies (Saudi Embassy Lebanon); Oil & Gas/Mining (Maaden Saudi); Government Buildings Egypt

* Bahrain, Cyprus, Egypt, Eritrea, Ethiopia, Iran, Iraq, Jordan, Palestine, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Sudan, Syria, Turkey, United Arab Emirates, Yemen

Gunnebo in Canada Since 1954

- **Canadian economy**
  - Manufacturing, natural resources
  - 2011 GDP growth forecast 2.5%

- **Current business in Canada**
  - Sales 2010: 21.5 MEUR
  - Largest market share physical security +50%
  - Growth rate 7%
  - Only national service provider 15 service branches coast to coast
  - Affiliation with Gunnebo Entrance Control Inc., USA

- **Key Customers:**
  - The 5 major Banks: Canadian Imperial Bank of Commerce (CIBC), Royal Bank, Bank of Nova Scotia, Bank of Montreal, TD Canada Trust, Credit Unions, National Retails-Reitman's, Government, Oil & Gas-Suncor-Canadian Natural Resources-Shell
Summing up
Per Borgvall, President & CEO Gunnebo AB
Gunnebo CMD Stockholm February 10, 2011

Gunnebo’s Strategic Focus

Gunnebo offers security solutions and expertise in the following Business Areas:

**Bank Security & Cash Handling**
Protecting Assets and Improving Cash Handling

**Secure Storage**
Guarding Valuables from Fire and Burglary

**Entrance Control**
Preventing Unauthorised Access

**Services**
Listening to Your Security Needs
Developing Businesses

SafePay™
Closed cash handling solutions for retail

Gateway™
Electronic article surveillance solutions for retail

Troax - DIVESTED
Industrial panel and partition systems

Perimeter Protection
Outdoor perimeter security

Guidance to New Reporting Structure: Full Year 2010 Figures

* Excluding items affecting comparability

OLD

BANK
Sales MSEK 2,343
EBIT 9.0%

RETAIL
Sales MSEK 719
EBIT -1.1%

SITE PROTECTION
Sales MSEK 1,965
EBIT 1.2%

SECURE STORAGE
Sales MSEK 911
EBIT 5.5%

NEW

BANK SECURITY & CASH HANDLING
Sales MSEK 2,500
EBIT 7%

ENTRANCE CONTROL
Sales MSEK 750
EBIT 5%

SECURE STORAGE
Sales MSEK 700
EBIT 7%

SERVICES
Sales MSEK 1,100
EBIT 9%

SAFEPAY
Sales MSEK 160
EBIT -20%

GATEWAY
Sales MSEK 120
EBIT 3%

PERIMETER PROTECTION
Sales MSEK 600
EBIT -7%
Key Success Factors Going Forward

- **Management**
  - Drive, support and control
  - Don’t compromise on people

- **Execution, execution, execution**

- **Move point of gravity from Europe to Asia/Africa/ME/AUS**
  - Boost growth opportunities
  - Business development
  - Allocate resources
  - Increase LCM and sourcing

- **Growth**
  - Acquisitions
  - Strengthen core business
  - Geographical expansion
  - Services

Summing up: Gunnebo Assumptions for 2011

- Signs of slow recovery in several areas, but it is a “mixed bag” and the European economic recovery is not strong

- Asia/Pacific and Africa/Middle East show strong growth

- Boosting resources into India, Indonesia, South East Asia, some African countries, Middle East and China is a must

- Re-allocate resources to areas and segments where there are opportunities

- Fixed costs are slowly coming down as expected and planned

- Intensified purchasing savings activities

- We see material price increases and salary increases in many markets as reaction to financial slow-down in ’09 and ’10

- **We are prepared for yet another year with an unpredictable business climate**
Thank you for your attention!

We work for a safer future.