

COMPANY PROFILE 2014/2015

EFFICIENCY
DESIGN
INNOVATION
PARTNERSHIP
CONVENIENCE

BEYOND SECURITY

KABA[®]

FACTS + FIGURES

Founding year

1862

Workforce, worldwide approx.

9,000

450

Patents, worldwide approx.

KEY FIGURES

in CHF million	Financial year ended 30.06.2014*	in %
Net sales	1,003.5	100
Operating profit before depreciation (EBITDA)	155.3	15.5
Operating profit (EBIT)	123.6	12.3
Net profit	84.6	8.4
Earnings per share (in CHF)	22.3	
Net debt/EBITDA (Gearing)	-0.2	

- Kaba represented by subsidiaries
- 2013/2014: Kaba products sold by local sales offices, external partners or international sales units

* 1 CHF = 1.226 EUR, 1 CHF = 0.904 USD
Average rate 2013/2014, Financial Statements page 13

THE KEY TO SUCCESS

Editorial

Dear Readers

Kaba is more than 150 years old – and more full of life than ever. I can't give you a secret recipe for this success, but it is certainly based on a clear vision and strategy, which are geared towards benefits to customers. We have made it our mission to offer customers more than just security solutions – they should always get genuine added value from Kaba.

The addition of the "Beyond security" tagline to our logo shows how serious we are about this. In just two words, this expresses our understanding of our key role: not just to provide customers with security solutions but to help them simplify their organization, improve efficiency, enable convenience, and more. For example, our automated boarding pass control systems help ground staff at airports by ensuring fast and smooth passenger flows while simultaneously controlling access to airside. Only passengers with valid boarding passes can go through the sensor gates. These passengers also get updated flight boarding information at the point of control. The forwarded data can help airlines manage their slots more efficiently, such as the decision to unload luggage belonging to a no-show passenger can be taken earlier.

Our innovative products, solutions and services are a solid foundation, but they are not enough on their own. Which is why we seek personal, trusting, long-term partnerships with all our customers – from a one-man operation, to distribution partners, and major global conglomerates.

This brochure will illustrate what Kaba does, and exactly what it can offer its customers and partners. We want to exceed your expectations – it's part of our vision. I hope you enjoy reading the brochure and that you will be impressed with what we can do!

Riet Cadonau, CEO Kaba Group



Riet Cadonau (right), CEO Kaba Group, in conversation with customer Peter Frei, Head Safety + Security Zurich Airport

FOR KABA, THE CUSTOMER IS AT THE CENTER OF EVERYTHING. WITH OUR PRODUCTS AND SOLUTIONS, WE WANT TO CREATE ADDED VALUE AND NURTURE LONG-TERM PARTNERSHIPS. AND WE OFFER MORE THAN JUST SECURITY.

STABILITY IN A DYNAMIC ENVIRONMENT

Company

The need for security is increasing in all sectors and all over the world. Whether it is private homes, industrial complexes, office buildings, hotels, stadiums, warehouses, utility or transport facilities or government buildings, there is a growing need to protect people and property from theft, break-ins, accidents, vandalism, sabotage, hijack and terrorism, and to control the flow of people. With its innovative access control and comprehensive key systems, Kaba is doing a great deal to meet this demand. We offer our customers needs-focused security solutions that give them the greatest possible benefits in terms of security, organizational efficiency and convenience.

Kaba is synonymous with security technology. A stock market-listed company, it is one of the five biggest players in its segment of the dynamic security industry, a growth market with a potential of around CHF 40 billion. Kaba provides customer-focused, well diversified products in its main markets of Europe, North America and Asia. In the Access + Data Systems business, the company plays a leading role with its products, system solutions and services for access control and time and enterprise data capture. In the Key Systems sector – key blanks, transponder keys and key cutting machines – Kaba is number one in the world.

Strong brand thanks to constant innovation

Throughout its 150-year history Kaba has repeatedly impressed the market and set industry standards with new solutions. As a result the company has evolved into one of the best known and most valuable brands in its core markets – within its own industry and beyond. Its dominant brand values of security, reliability, innovation and engineering skills are complemented by the brand promise “Beyond security”.

WE OFFER OUR CUSTOMERS INNOVATIVE SOLUTIONS AND FIRST-CLASS SERVICES FOR THE PROTECTION OF PEOPLE AND PROPERTY. WE ARE THERE FOR OUR CUSTOMERS ALL OVER THE WORLD, AND WE ARE PASSIONATE ABOUT EXCEEDING THEIR EXPECTATIONS.

Kaba drives its innovation leadership through constant innovation and product development. The central focus is always the benefit to customers. New products and upgrades are not only safe, reliable, and user-friendly but fit seamlessly into existing systems. To ensure customer requirements always remain at the center of product development, Kaba coordinates its innovation management across the Group. Its structures and processes are optimized to identify and meet customer requirements.

KABA HAS CLEAR GOALS FOR THE FUTURE. THE GROUP AIMS TO KEEP BUILDING ON ITS STRONG POSITION AND SECURE PROFITABLE GROWTH.

A clear strategy

Kaba aims to grow profitably and it has a clear strategy to achieve this. Profitable growth will come through...

- > **Investments in products and markets:** Kaba is investing in innovation and product development, as well as in expanding its services. It is also developing emerging markets and identifying new opportunities for its portfolio in mature markets. This is helping Kaba provide customers worldwide with an innovative, comprehensive range of products that are compatible with each other – even across Kaba's different product groups.
- > **Acquisitions and strategic partnerships:** In order to build on its strong position, Kaba is expanding through appropriate acquisitions and strategic partnerships. This helps Kaba remain close to customers in all the different markets, and ensures it can continue to provide them with first-class products and services.
- > **Operational efficiency:** Kaba constantly optimizes its structures and processes in order to improve its efficiency, speed and costs. All of these gains are passed on to our customers in the form of faster product development and competitive services.

The whole strategy is built around our focus on innovation leadership in the Access + Data Systems sector and cost leadership (operational excellence) in Key Systems.

A healthy company

As one of the leading providers in the worldwide security market, Kaba Group, with its clear strategy and consistently good financial results, is a natural choice for long-term investors. Kaba is an extremely sound company with a strong balance sheet, a solid equity ratio and consistent high cash flow. Approximately two thirds of the Group's sales come from business with customers who have already installed Kaba products, which is a great source of reliability. Its shareholder structure also helps the company's stability and allows it to follow a clear medium- and long-term strategic course.

Kaba Group (KABN) has been listed on the SIX Swiss Stock Exchange since 1995 and thus is subject to clear regulations on transparent reporting and governance.

→ www.kaba.com/investors

Four strong growth drivers

Four global trends are set to drive Kaba Group's future growth.



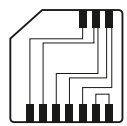
Urbanization

The magnetic attraction to cities is increasing all over the world. Around half of the world's entire population already lives in cities and conurbations. The growing number of major cities with 10 million or more people means that more residential and commercial space, as well as infrastructure, is being built. This is inevitably stoking demand for Kaba's security and access systems as security follows infrastructure.



Growing need for security

The need for security is growing. This applies to our everyday lives, leisure time and travel. For example, airport operators are constantly adapting their security concepts to new and changing risk scenarios, which entails new or reconfigured security systems. As an experienced partner, Kaba has the expertise to fulfill worldwide customer requirements from a single source with new and innovative products that can be integrated into existing systems.



Technological innovation

Technological innovation is one of Kaba's traditional strengths. In its over 150-year history, the Group has regularly been quick to identify technological trends and integrate them into security products. Kaba keeps track of customer needs and sees new technology, as well as its own role as innovation leader, as an opportunity to offer added value that goes beyond just security. Kaba's engineers identify trends and needs in close collaboration with customers, and then use these as the basis for effective products and solutions.



Increasing prosperity in emerging markets

The growth markets of Asia and South America are becoming more prosperous. According to the OECD, the number of people living in households that spend between USD 10 and 100 per person per day on average is set to almost triple by 2030. As prosperity increases, so does the need for systems that protect people and property.

SUSTAINABILITY AS A CORPORATE VALUE

Sustainability

The increasing global demand for security will support Kaba's future growth. As a provider of security products and systems as well as services, Kaba is committed to high quality and durability. Another important issue is energy efficiency. To fulfill our customers' needs, we invest in innovations that will lead to smart but convenient solutions. For example, Kaba offers self-powered locks that work without batteries or an external power supply.

Long-term customer and partner relations

Sustainable business success depends on long-term relationships with our customers and business partners. Approximately two-thirds of our business is generated from our existing customer portfolio. This is partly because Kaba, when developing products, tries to ensure that new solutions can be integrated into clients' existing systems. This long-term product and system compatibility protects customers' investments and leads to a lower consumption of material resources.

Transparent reporting

Sustainability is deeply embedded at Kaba: it is one of Kaba's seven key corporate values (Kaba Principles, pg. 17). Embraced by Kaba as a long-term approach to relationships with all stakeholders, the company always strives for sustainability internally and externally. This, together with its over 150-year history of success, underpins the Group's key strategic commitment to a long-term business approach. Alongside its

**FOR KABA, SUSTAINABILITY
MEANS ACTING RESPONSIBLY
ON AN ECONOMIC, ECOLOGICAL
AND SOCIAL LEVEL.**

Principles, Kaba has a binding, Group-wide Code of Conduct, as well as directives and guidelines governing key issues. Implementation of our sustainability objectives is overseen by a broad-based internal committee. Data and key figures on our sustainability performance have been collected systematically since 2013 for internal control and external communication to stakeholders. Building on this, Kaba produces transparent reports in line with Global Reporting Initiative (GRI) standards, and reports annually on the progress it makes with the ten United Nations Global Compact (UNGC) principles. We also report on our measures to reduce energy consumption and CO₂ emissions as part of the Carbon Disclosure Project (CDP).

→ www.kaba.com/sustainability

INNOVATION FOR CUSTOMERS

Innovation

THROUGHOUT ITS 150-YEAR HISTORY, KABA HAS REPEATEDLY SET NEW STANDARDS WITH ITS STRONG INNOVATIONS.

Kaba's mission is to produce solutions that meet customers' needs with added value that goes beyond security. This means always keeping one step ahead in our development work so the company is in a position to fulfill the customers' future requirements. Which is why Kaba invests so much in innovation and product development. It is how Kaba keeps producing new, groundbreaking, industry-leading solutions for key systems, access control, and time and enterprise data recording.

Appetite for constant development

Kaba's over 150-year history is a steady account of constant innovation. And today, with its undiminished appetite for development, the company continues to set new standards for its customers with regard to security and convenience. In all of its divisions, developers are at work worldwide, collaborating with each other over an internal platform that assists in the central coordination of innovation. Kaba also works closely with universities and is currently conducting fundamental research in partnership with the renowned Zurich Information Security and Privacy Center (ZISC) at ETH Zurich (Swiss Federal Institute of Technology). Working in this manner, the company develops solutions and products that deliver practical added value for users.

Kaba's appetite for innovation is reflected by about 450 patents in more than 60 countries.

→ www.kaba.com/innovation



Kaba Mobile Access Solutions

Opening doors with your smartphone: demand for a new generation of access media is growing due to the wide-ranging use of mobile devices in everyday life and the advent of technologies such as Near Field Communication (NFC) and Bluetooth Low Energy (BLE). Kaba Mobile Access Solutions is responding to this trend. A trusted service manager (TSM) at system level and a secure chip (secure element) in the smartphone or the reader enables users to assign, update and withdraw digital access rights on mobile devices such as smartphones, tablets, smart watches, etc. Thanks to the industry-leading IDConnect technology provided by Kaba subsidiary Legic, these access rights can be applied in future across Kaba's entire line of RFID and BLE access control products, allowing users to regulate access to rooms and buildings such as hotel rooms, residences, university accommodation, laboratories, server rooms and outdoor spaces. The security concept behind the solution can be implemented regardless of the technology, mobile phone provider or specific level of security for the device.

→ www.kaba.com/mobile-access

INNOVATIVE PRODUCTS

Portfolio

Product groups	Cylinders + Locks	Access Management	Workforce Management	Physical Access Systems
(Company) Brands	Kaba, Ilco	Kaba	Kaba	Kaba
Products	Keys, mechanical and mecha-tronic locking cylinders, door furniture, digital locking systems, key control, master key systems, pushbutton locks, keyless access control systems for residential homes	Access control software, digital cylinders, electronic handle sets, card readers, consulting and engineering services	Multifunctional data collection terminals, biometric components, workforce management systems (software and hardware applications), consulting and engineering services	Tripod barriers, half-height and full-height turnstiles, sensor barriers, security interlocks, security revolving doors, security corridors, road barriers and revolving doors
Main applications/ Customer segments	Offices, industrial and commercial installations, residential properties, multi-housing, replacement	Ensures safe access credentials to various user groups such as employees, visitors, subcontractors, security and clearing personnel. Installations include commercial, industrial and governmental properties, commercial office space, car parks, airports, universities, hospitals, etc.	Time-and-attendance systems, shop-floor data collection, employee communication, time-and-labor applications	Access control, people flow and crowd management applications at airports, government facilities, office buildings, lift lobbies, industrial installations and sports facilities
Production sites	Wetzikon (CH); Herzogenburg, Eggenburg (AT); Winston-Salem, Rocky Mount (US); Yokohama (JP); Drammen (NO)	Rümlang (CH); Montreal (CA)	Villingen-Schwenningen (DE); Miramar (US)	Bühl (DE); Kuala Lumpur (MY)



KABA IS PASSIONATE ABOUT DEVELOPING PRODUCTS AND SYSTEM SOLUTIONS FOR OUR CUSTOMERS THAT UNIQUELY COMBINE THE GREATEST POSSIBLE SECURITY WITH MAXIMUM EASE OF USE.

Hospitality Products	Safe Locks	Keys	Key Cutting Machines
Kaba Ilco, Saflok	Kaba, Kaba Mas, LA GARD, Kaba Mauer	Ilco, Silca, Flexon, Alba	Ilco, Silca, Minda Silca
Electronic hotel locks and systems, PIN and key card locks, web-based access management system for travel and vacation rental market	Electronic and high-security locking solutions, locks for ATMs, products for goods-in-transit and cargo security, safes and strong rooms, high-security door locks for correctional institutions, mechanical safe locks	Key blanks, keys, transponder keys	Mechanical, electronic and industrial key cutting and originating machines, key duplication machines, software for the cutting process (key duplication and programming), transponder devices, engraving devices
Hotels, motels, vacation homes, student housing	Safe manufacturers, banks and financial service providers, government facilities, retail, transport and shipping companies	Locksmiths, key cutters, automotive industry, lock industry, mass merchants, retail hardware stores, DIY chains, key duplication specialists, OEM (Original Equipment Manufacturer) for the automotive and lock industries	Locksmiths, key cutters, key duplication specialists, mass merchants, retail hardware stores, DIY chains
Montreal (CA); Madison Heights (US)	Lexington (US); Heiligenhaus (DE); Wetzikon (CH)	Vittorio Veneto (IT); Rocky Mount (US); Greater Noida (IN); Taishan (CN); Bogotá (CO)	Vittorio Veneto (IT); Rocky Mount (US); Greater Noida (IN)



CUSTOMER BENEFITS ARE CENTRAL

Customers

Kaba's success stems entirely from its customers, which is why the "Beyond security" brand promise is part of everything Kaba does and why it is an integral part of all its offering. As well as providing operational reliability, ease of use and installation, Kaba's quality products and solutions:

- > simplify organizational overview of access control – e.g. by regulating people's access to specific areas or to sensitive data in a flexible but controlled manner, depending on requirements;
- > improve operational efficiency – e.g. by optimizing the flow of people through predefined access points;
- > meet the highest standards of design – by ensuring a good visual fit in any architectural environment.

Convenience thanks to easy handling

Kaba does not simply offer its customers products with a high security standard, the company also ensures that customers can operate their security systems quickly and easily. A good example of this is the TouchGo electronic locking system, which has been successfully installed in retirement and special care homes. It allows residents to open doors without using a key or access card. When someone simply touches the door handle, the electronic mechanism recognizes whether he or she is carrying an authorized TouchGo transponder. There is no need to worry about digging out a key and fitting it into a lock, so resident life is made much easier.

**KABA OPERATES WORLDWIDE
IN MORE THAN 60 COUNTRIES,
ENSURING THAT IT REMAINS
CLOSE TO CUSTOMERS, ENABLING
A DEEP UNDERSTANDING OF
LOCAL MARKETS AND SECURITY
CULTURES AND CREATING THE
FOUNDATIONS FOR A TRUSTING
LONG-TERM PARTNERSHIP.**

Compatible and expandable

Kaba puts great emphasis on innovation and sustainability. Its products are compatible and scalable for future upgrades and advances, providing long-term investment security. At the same time, they can be combined with each other beyond product groups to form security solutions, and they can also be integrated into existing infrastructure, e.g., building automation and ERP systems.

**KABA CUSTOMERS BENEFIT FROM THE ADDED VALUE OF:
OPERATIONAL EFFICIENCY, SIMPLE INSTALLATION
AND OPERATION, USER-FRIENDLINESS, TIMELESS DESIGN
AND LONG-TERM INVESTMENT PROTECTION.**

Customers worldwide – from one-man business to multinational conglomerates

Kaba serves a wide range of customer segments and groups – from private individuals, small/medium enterprises to multinational conglomerates. In doing so Kaba meets an equally wide range of needs – from the production of key blanks, electronic and physical access systems to time and enterprise data recording. Kaba's worldwide presence ensures its closeness to customers – a vital requirement when developing and refining basic products that have to accommodate local standards, such as lock cylinders, keys and keypad locks. Innovation for global vertical market segments like airports and hotels is developed and delivered on a global basis.

Sustainable partnerships

Kaba is committed to solid, long-lasting partnerships with customers, suppliers and other stakeholders. Its strong worldwide partnership programs as well as top-notch services such as training, marketing and after-sales support are key to this.

Kaba strives to live up to its "Beyond security" brand promise every day. This is reflected in the sheer number of satisfied customers it has all over the world, some of whom are listed on the back of this brochure.

CUSTOMER SEGMENTS

- > Office buildings
- > Residential buildings
(e.g., single-family houses, multi-housing, vacation homes)
- > Financial service providers
- > Public and government buildings, including military facilities
- > Educational institutions
- > Airports
- > Hotels
- > Health care
(e.g., hospitals, retirement and senior living communities)
- > Retail outlets
- > Sports and recreation facilities
(e.g., arenas, stadiums, museums, swimming pools)
- > Transportation
(e.g., railway stations, ports, shipping businesses)
- > Logistics facilities and warehouses
- > Production facilities
(e.g., speciality chemicals, manufacturing)
- > Utilities
(electricity, water and telecom)
- > Locksmiths/Key cutters
- > Automotive and lock industry
(OEM – Original Equipment Manufacturer)

PROTECTING PEOPLE AND PROPERTY

Access + Data Systems

With its Access+Data Systems business, Kaba literally opens up the world of "Beyond security" to customers – and does so with measurable added value. This brand promise, which is embedded in our offering, includes helping our customers achieve organizational efficiency, operational convenience and simplicity.

Kaba provides a broad portfolio of products, services and solutions for access control and workforce management. Its various products can be easily combined with each other and integrated into third-party systems. This allows Kaba to respond very effectively to the needs of specific customer groups and, by taking a modular approach, create comprehensive solutions.

Global presence

Thanks to a worldwide presence combined with strong regional partnerships, Kaba remains close to customers, allowing it to truly understand local issues, practices and standards, so it can offer sustainable solutions that are tailored precisely to the customer's requirements. Based on close cooperation and constant dialogue, Kaba builds long-term relationships with its partners and customers. Its commitment to the customer is always the same – whether it is working for a newly established one-man firm or a multinational conglomerate. For multinationals, Kaba specializes in centralized and decentralized solutions for standardizing systems in offices all over the world. Kaba develops, installs and integrates these sophisticated solutions, providing customers with full featured, state-of-the-art security across national borders.

Intelligent products for every need

Kaba offers a comprehensive portfolio of lock cylinders and access media, hotel locks, electronic high-security locks, access control sys-

tems, workforce management solutions and physical access systems (e.g., turnstiles, barriers and revolving doors).

Cylinders + Locks: security made easy

Kaba's mechanical locks are among the most secure and convenient in the world. Due to high-precision fabrication and long-term patent protection, Kaba keys may not be copied by unauthorized locksmiths or without the owner's express per mission. They can also be upgraded with mechatronic and digital technologies, providing extra security and organizational benefits, such as controlling the times users enter premises, providing reports and more. Kaba is also the world's largest supplier of mechanical and electronic pushbutton locks, which are best known for their robustness and ease of use. This range of products is ideal for small and large systems, with a variety of access credentials.

Access Management: enhance security and efficiency

Access control helps customers provide employees, subcontractors and visitors the correct level of access to the appropriate facilities at the right time. Kaba's range of products for integrated access control systems include mechanical, mechatronic and digital keys and cylinders, locking systems and card readers, plus the associated hardware and software. This is complemented with support services such as security consultation, customization and maintenance. Such solutions are suited for commercial buildings, industrial facilities, educational institutions, office buildings, airports and government facilities. Enterprise data and time-recording applications can be integrated on request.



Universities and colleges need security to protect their people as well as their assets – such as computers, laboratory equipment, documents and personal valuables. They also need functions like attendance control for students, well-organized access to computers and copiers, and cashless payment facilities at vending machines. Kaba's customized solutions allow selective access authorization by room and by user group. Integrated time recording solutions for employees help with efficient workforce management. The solutions are integrated into the existing IT infrastructure and can be activated with student or employee ID cards. This ensures greater security and efficiency as well as reducing overall security and management costs. For example installed at: Université Pierre et Marie Curie Paris, Stanford University, Nanyang Technological University Singapore.

KABA PROVIDES INNOVATIVE PRODUCTS, SERVICES AND SOLUTIONS FOR ACCESS CONTROL AND OPTIMAL OPERATIONAL PROCESSES. THE COMPREHENSIVE OFFERING FULFILLS ITS CUSTOMERS' SPECIFIC NEEDS FOR SECURITY, ORGANIZATIONAL EFFICIENCY AND OPERATIONAL CONVENIENCE.



Multi-housing communities have a variety of needs when it comes to security and access control. Tech-savvy residents drive demand for single-credential access, while budget-conscious managers have discovered the convenience of re-programming, rather than replacing locks. Whether it is for military, active adult or supported living communities, student housing or North American mining camp facilities, Kaba offers unmatched capabilities to meet everyday challenges. From durable mechanical pushbutton and other mechanical locks to electronic locks compatible with Mifare and mobile technology, the Kaba range of products efficiently secures doors at every access point; main entrance, individual rooms, recreation and common areas, as well as storage closets, garage and elevators. The safety and ease of use of these products are valued by residents and managers as amenities to any property. For example installed at: Atria Senior Living Louisville (KY/USA), Olympic Village London, 55 communities of EdR throughout the USA.

Workforce Management: transparency and productivity

Kaba provides state-of-the-art applications for recording time, personnel and enterprise data, helping to increase its customers' organizational transparency, making their processes more efficient and increasing productivity. The company also works with system integrators and software providers to supply standardized communications software for ERP systems.

Physical Access Systems: innovation in access control and people flow

Kaba specializes in turnstiles, sensor barriers, security revolving doors and high-security interlocks. Some of these products are developed especially for airports, including automated gates for boarding card control, passport control and self-boarding onto the plane. Authorized individuals gain access using badges, boarding cards, passports or other ID media. These products are also used in many other facilities, where safe and secure access is combined with efficient flow of pedestrian traffic, e.g., in office buildings, factories, stations, stadiums and museums.

Hospitality Products: convenience thanks to modern technology

In North America, Kaba is the market leader for hotel and lodging locking solutions for small-scale properties, resorts and luxury hotels, while worldwide the company is the number two provider. The state-of-the-art Saflok and Ilco systems are renowned for their commitment to both security and convenience. The RFID system is a central component which, thanks to its flexibility, can be integrated into fully automated

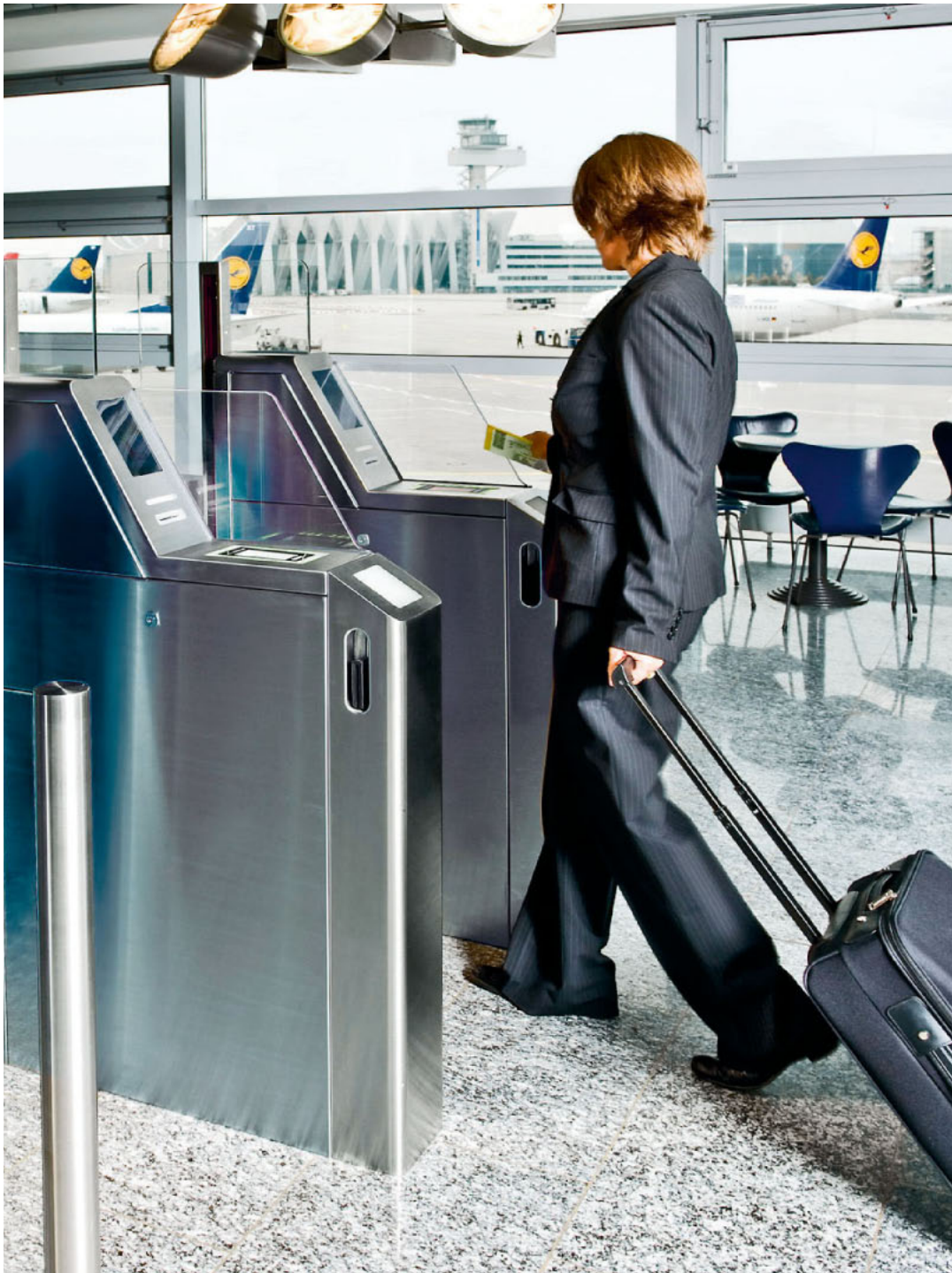
hotel technical systems, optimizing operational efficiency and strengthening guest satisfaction. Kaba also leads the way in the vacation rental market with web-based electronic locking systems capable of granting travelers remote access to off-site rentals.

Safe Locks: security from A to Z

In its electronic high-security lock business Kaba has been approved by the US General Service Administration to produce container locks that meet the highest security standards (FF-L-2740B) for protecting all classified information. Its products also meet the European standard VDS.

Cencon locks provide a unique system for ATM cash vault security using a computer-generated combination of numbers and a SmartKey which is deployed via the ATM computer network. In the retail sector, the company has developed IP solution that allows for remote lock and user management. And in the cargo security sector, Kaba offers Gitcon, an innovative system – based on RFID technology and GPS – that provides security for containers for goods-in-transit throughout the entire logistics chain.

→ www.kaba.com



Kaba provides specific security solutions for airlines and airport operators. Systems for automated boarding pass control and border control as well as self-boarding gates are developed in accordance with customer requirements. They help to improve passenger flow while maintaining high security standards, supporting on-time take-offs and landings. One-way gates and other security barriers separate departing and arriving passengers and channel the flow of people. Comprehensive electronic solutions for access control and mechanical locking systems make it possible to secure special zones not intended for the general public; time-recording systems can also be integrated. For example installed at: McCarran International Airport Las Vegas, Frankfurt Airport, Abu Dhabi International Airport.

THE REQUIREMENTS OF KABA'S CUSTOMERS ARE AS DIVERSE AS LIFE ITSELF. THEIR NEEDS DIFFER FROM INDUSTRY TO INDUSTRY AND REGION TO REGION. IN EACH CASE KABA HAS AN INNOVATIVE SOLUTION – TAILORED TO CUSTOMERS' NEEDS.

YOUR KEY PARTNER

Key Systems

Kaba's subsidiaries Ilco and Silca are the world's leading providers of key blanks, transponder keys and key cutting machines, serving a wide variety of customers such as locksmiths, retail hardware stores, key originating specialists and mass merchants as well as OEM (Original Equipment Manufacturer) lock and door companies and the automotive industry. The two independent brands command outstanding expertise and experience, both having been in the industry for decades.

The two subsidiaries operate mainly in the key replacement business and as OEM suppliers. With their high-quality precision products, they have earned an excellent reputation with their customers. While Ilco serves mainly the US, Mexico and Canada, Silca concentrates on EMEA (Europe, Middle East and Africa), Asia and South America. Their presence in more than 130 countries enables them to offer customers outstanding technical support, and ensures proximity to customers, which is needed in order to stay at the forefront of innovative product development. Ilco and Silca complete their offering with extensive practical training and documentation. All this helps to build long-term, trusting partnerships with customers.

ILCO AND SILCA PRODUCE MORE THAN 600 MILLION KEYS AND KEY BLANKS EVERY YEAR – EQUAL TO 19 ITEMS PER SECOND. ITS UNIQUE RANGE INCLUDES AROUND 65,000 KEY TYPES FOR ANY USE WITH TWO NEW TYPES ADDED EVERY DAY.

Core business key blanks

Ilco and Silca offer the largest, most comprehensive and updated range of keys worldwide. Keys are manufactured for any type of use, from ultralight airplanes, boats, vehicles, and safes to mailboxes.

One of the special characteristics that sets Silca and Ilco apart is their long-standing expertise in producing key blanks. Production of key blanks – all metal or blanks with plastic heads as well as electronic keys – is concentrated at four locations around the world, which helps to keep very high standards in terms of knowledge, efficiency and quality.

Transponders for the car industry

Both brands manufacture transponder devices for electronic vehicle key duplication – in short transponder keys – for the automotive industry. Vehicle ignition is only possible if the right transponder, which is incorporated into the head of the key, is activated.



ProTech

This (semi-)industrial, highly customizable cutting center cuts, engraves and sorts different types of keys with completely automated cycle and control procedures. It is used by producers of master key systems or high-key-volume locksmiths as well as by automotive companies (industrial version).

Futura

Futura is a new electronic and portable key cutting machine concept to copy flat, laser, dimple and cruciform keys. Practical and user-friendly, and characterized by clean-cut design and quality, it optimizes its double function cutting process through a tablet-integrated solution, and remote support (via WiFi router with internet connection).



Electronic keys

Product lines for vehicle transponder key duplication. The EH3LB type offers interchangeable key heads and blades; the key head has no battery and may be cloned to an existing transponder key. The Flip Key is the first vehicle key reproducing the original key's flip mechanism, combining high-quality standards and perfect functioning with outstanding design.



057HS

This cutting machine for side-winder keys offers functionality, ease of operation and accuracy at an affordable price point. The three-axis key duplication machine is operated manually and targeted to the locksmith, retail hardware outlets as well as the automotive market.



All about key manufacture: machines and more

Ilco and Silca are the world's number one leading providers of mechanical, electronic and semi-industrial machines, key cutting and origination machines, as well as duplication equipment. The semi-industrial machines combine the flexibility of a modular system with the precision of electronic control, making it easy for customers to do their job. Dedicated software programs and web platforms are guaranteeing partners access to the widest key blanks database and to exclusive online services such as upgradable technology for the key system solutions.

Typically, Ilco and Silca key cutting machines are known for their user-friendliness and durability. More recently, the companies have added machines to their portfolio that allow customers to make different types of keys with one machine; these machines have been especially designed for the needs of the growing customer segment from emerging markets such as India, Russia or South America.

- www.silca.biz
- www.ilco.us

ILCO AND SILCA OFFER THE MOST COMPREHENSIVE RANGE OF KEY DUPLICATION AND ORIGATION EQUIPMENT IN THE WORLD, SO THEY CAN PROVIDE THE APPROPRIATE PRODUCT TO MEET PRACTICALLY ANY REQUIREMENT IN KEY DUPLICATION AND PROGRAMMING SERVICES.



A Member of the Kaba Group

FOCUS ON EMPLOYEES

Human Resources

KABA'S MOST IMPORTANT ASSETS ARE ITS EM- PLOYEES. KABA SUPPORTS AND PROMOTES THEM, OFFERING ATTRACTIVE JOBS IN A GLOBAL ENVI- RONMENT.

Kaba aims to be a world-wide leader in innovation and stands for quality and customer orientation. The excellent position Kaba has achieved is no coincidence. The people who work at Kaba have the potential and the will to contribute and develop their ideas, capabilities, experience and passion to the fullest. Added to this, is the cultural diversity that comes from having about 9,000 employees spread over 60 countries. This huge wealth of skills and knowledge is set to grow even further – Kaba welcomes people who are committed to keep moving themselves and the company forward. Collaboration, mutual respect and a high level of personal integrity are the basic building blocks of the work people do at Kaba.

Onward development

Kaba offers a dynamic global working environment with training and development opportunities tailored to employees' functions. Responsibility for employee

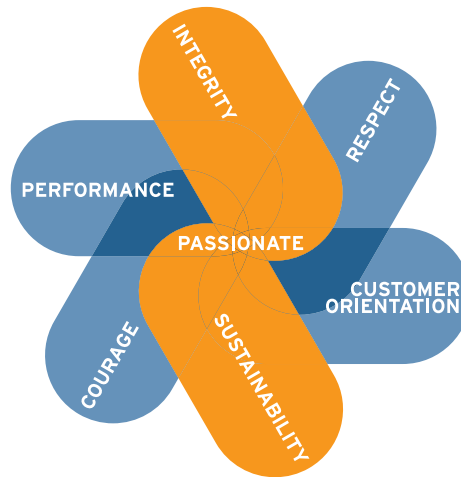
development is shared between the individual employees themselves, their line managers and the company which focuses on targeted, customized life-long learning. With offices all over the world, Kaba can also offer employees opportunities to gain valuable professional experience

working in multinational teams and on international assignments.

Kaba is equally committed to developing the next generation of employees. The company continuously trains young people in a wide variety of disciplines. It gives many of them their first experience of working life, helping them start a career and supporting them on their onward journey.

Finally, another core element of employee development at Kaba is the identification and nurturing of particularly outstanding people within the company's Talent Development and Advanced Management Programs.

→ www.kaba.com/career



Kaba Principles – seven central values

The way we think and the things we do are guided by seven clearly defined values – the Kaba Principles. These set out the guidance for day-to-day work, while simultaneously serving as a yardstick for every employee’s professional, customer-focused conduct.

Integrity

We treat people fairly and with respect.
We clarify rules and objectives.

Respect

We treat others (associates, peers, customers and other stakeholders) as we expect to be treated by them. We encourage, expect and appreciate the contribution of all associates.

Customer orientation

We know that the customers’ perception is our reality.

Sustainability

We strive for long-term relationships with all stakeholders. We consciously work for a better solution.

Performance

We outperform the market and celebrate successes.

Courage

We dare to question our practices.
We are open to change and improvement.

Passionate

We all contribute to a working environment of which we are proud, and we exceed our customers’ expectations.

Satisfied customers are the best performance indicator.

Over the years, a multitude of customers have put their trust in Kaba. We attach great importance to long-term partnerships that benefit both Kaba and the customer. The following sample from our client list shows that we must be on the right track:

Accor Group Hotels, Aéroports de Paris, Airbus, Air Liquide, Aldi, Alibaba Group, Arnott's Biscuits, Amsterdam Arena, Arena Ciudad de México, Ariston Thermo SpA, Armaguard, Astana Stadium, Auchan, Audi, Australian Government Department of Foreign Affairs and Trade, Australian Turf Club, Bank of America, Bank Société Générale, Banque de France, BASF, Berg Isel Wintersports Stadium, BMW, Bombardier, Bouygues, Brinks, British Telecom, Budapest Airport, Bunnings, C&A, Camargo Correa, Capitol Tower, Carlton Hotels, Carrefour, Castrol, Changi Airport Singapore, Chevron, China Central Television Station, China Mobil Telecom, City Developments Limited Singapore, Coca-Cola, Cour des Comptes Paris, Deutsche Bank, DHL, Do It Best Company, Dubai Municipality, EADS, Eaton Corporation, EDF (Électricité de France), EdR Real Estate Investment Trust, Emmi, E-on, European Parliament, Fenway Sports Group, FH Joanneum, Ford Motor Company, Forest City Enterprises, Fraport, Friboi, Fronius International GmbH, Fundación Parque Científico de Madrid, G4S, Gardens by the Bay Singapore, Gazprom, General Motors, Hager, Halliburton, Harrods London, Honda Motor Company, Hong Kong Airport Authority, Hôpitaux de Paris, Hospital Clínico San Carlos, Hotel Four Seasons, Hotel Le Meurice Paris, Hotel Le Peninsula, Hotel Ritz-Carlton, Houses of Parliament, HSBC, Hungarian House of Parliament, IKEA, JPMorgan Chase, Linfox, Loacker AG, London Airports, L'Oréal, Lot G, Lufthansa, Madrid City Council, Manchester Airport, Marfrig, Marina Bay Financial Center Singapore, Marriott Hotels, Master Lock Company, McCarran International Airport Las Vegas, Melbourne Racing Club, Merck, Metro de Madrid, Mister Minit, Mitre 10, MSC, MTR Corporation, Munich Airport, Nanyang Technological University Singapore, National Australia Bank, Nike, Nissan Group, Novartis Pharma, Odebrecht, Olympia Stadium Berlin, Otis, OUE, Paks Nuclear Power Plant, Palais Coburg Vienna, Petroliam Nasional Berhad Malaysia, Poste Italiane, Premier Inn (Whitbread PLC), Raizen, RCT, Renault, Resorts World Sentosa, Roche, Royal Air Force, Russian Central Bank, RWE, Sanofi, Schaeffler, Sepang F1 International Circuit, Shenyang Metro OCC, Siemens, Singapore Customs, Singapore Mass Rapid Transit, SJ (Swedish Railways), Sony Computer Entertainment Inc., Spar, Stade de France Paris, Swiss Federal Railways, Swiss National Bank, Sydney Ferries, Taiwan Semiconductor Manufacturing Company Ltd., Tan Son Nhat International Airport Vietnam, Telefónica, Tour Eiffel, Tower 3 KLCC, True Value Company, United Airlines, University Clinic Munich, University of Constance, University of York, University of Zurich, University Pierre et Marie Curie Paris, UOA Bangsar, Uzbekistan Temir Yo'llari (Uzbek National Railway), Vattenfall, Verizon, Victoria Racing Club, Volkswagen Group, Walgreens, Wells Fargo, Westfields, Woolworths (Australia), YAS Marina F1 Circuit, Yum! Brands, Zurich Airport and many more.