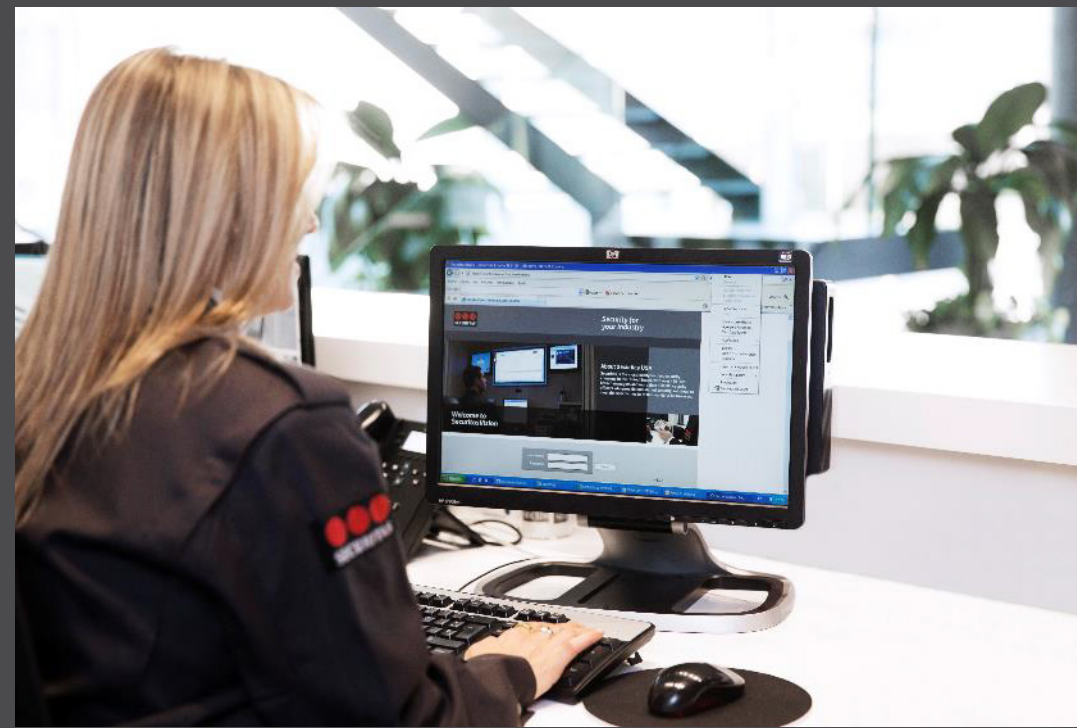


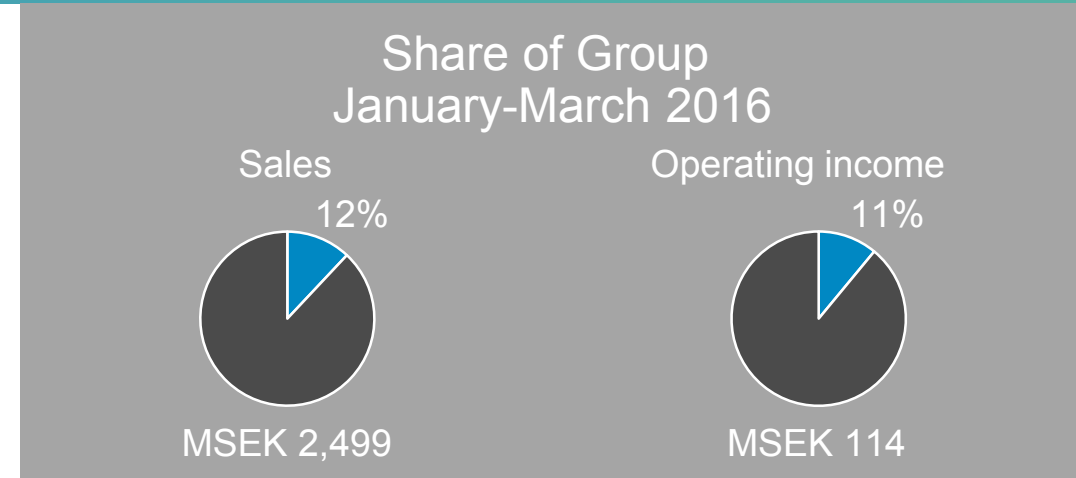
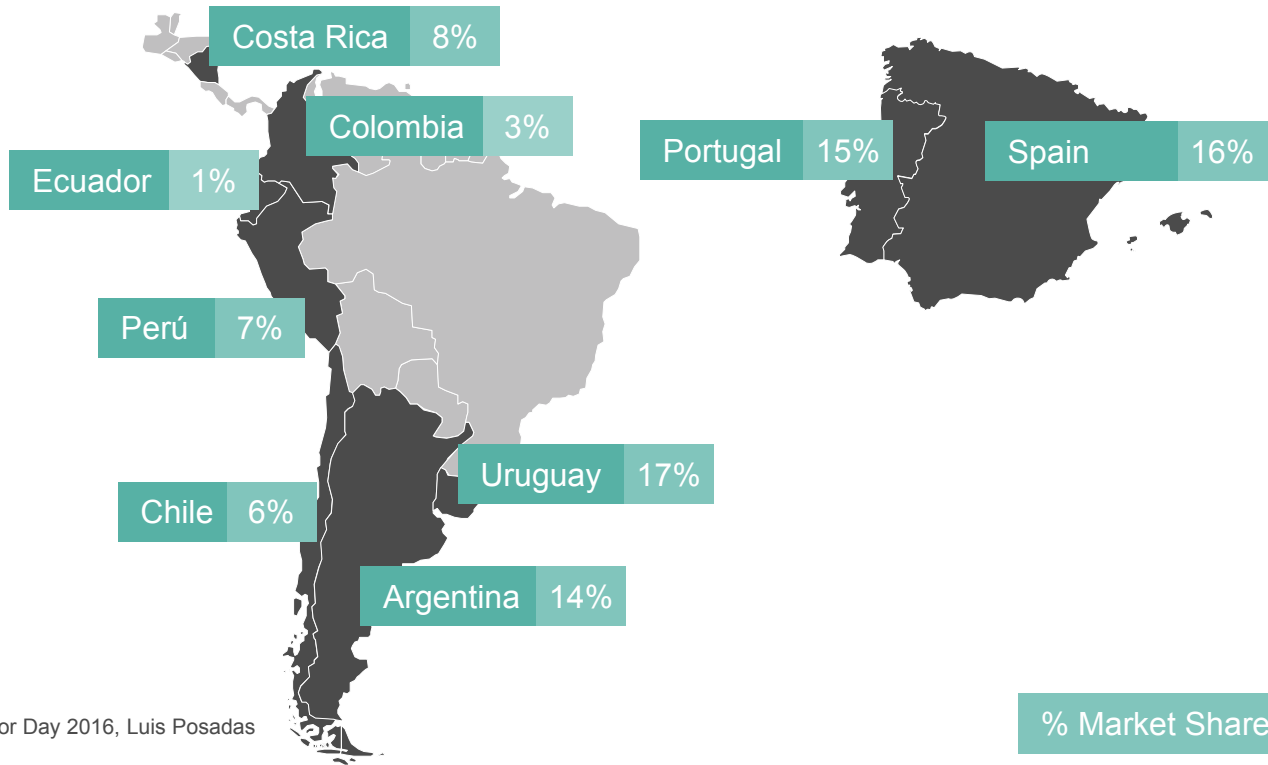
# One Strategy for Success in Different Markets



Luis Posadas  
Divisional President, Security Services Ibero-America

# Strong Position in Latin America and Iberia

- Security services in Argentina, Chile, Colombia, Ecuador, Peru, Costa Rica, Portugal, Spain and Uruguay
- 60,000 employees



## Two different realities

### IBERIA

- Mature market
- Prices for traditional manned guarding are still under severe pressure
- The economy is recovering in Spain

### LATIN AMERICA

- Macro economy is slowing down
- Security market growth between 10-12%
- Securitas continues to grow above 20%
- New economic situation in Argentina
  - Growth opportunities with new products



# From Personnel Intensive to more Capex and Knowledge Intensive



# The Spanish Market is Recovering



- Severely affected by the economic crisis
- In the last two years many traditional security companies disappeared – around 10,000 employees affected
- There are signs of economic recovery, the market is beginning to show a slight improvement

# Investing for Increased Value

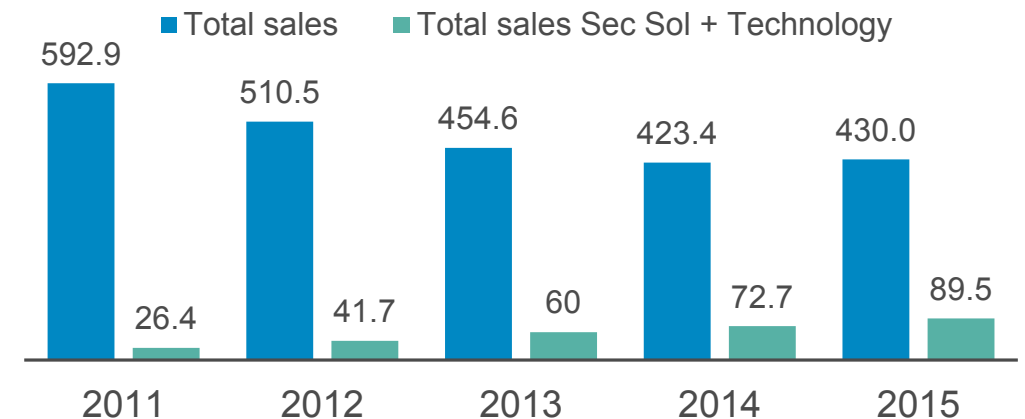


## Securitas Spain began to change strategy

2011	2012	2013	2014	2015	2016
<ul style="list-style-type: none"> <li>• Creating structure electronic security</li> <li>• FTE = 22,000</li> <li>• Technology 48</li> </ul>	<ul style="list-style-type: none"> <li>• Chillida acquisition (technology company)</li> <li>• FTE = 16,900</li> <li>• Technology 288</li> </ul>	<ul style="list-style-type: none"> <li>• Technology growth</li> <li>• FTE = 15,100</li> <li>• Technology 335</li> </ul>	<ul style="list-style-type: none"> <li>• Technology growth</li> <li>• FTE = 15,400</li> <li>• Technology 379</li> </ul>	<ul style="list-style-type: none"> <li>• Technology growth</li> <li>• FTE = 15,800</li> <li>• Technology 411</li> </ul>	<p><b>Protective services</b></p> <ul style="list-style-type: none"> <li>+ Fire and safety</li> </ul>



Sales evolution Spain, MEUR



# Customer Case in Spain: From Guarding ...



- COSENTINO GROUP: Spanish company world leader in surfaces for kitchens and bathrooms
- High technology company
- Growing company with changing needs
- Starting point: traditional guarding
- Pressure on security prices



imagine & anticipate





# Customer Case in Spain: ... to Security Solutions and Electronic Security



Step by step process:



- Risk analysis
- Implement guarding services

Development services according to customer growth:



- Mobile services



- Technology

Upgrade operational analysis:



- SOC services
- Remote services

New opportunities in protective services:



- Fire and prevention

- Optimizing the security budget for the customer
- Creates value for the customer and for Securitas





# Customer Case in Peru: Security in a Sustainable Way



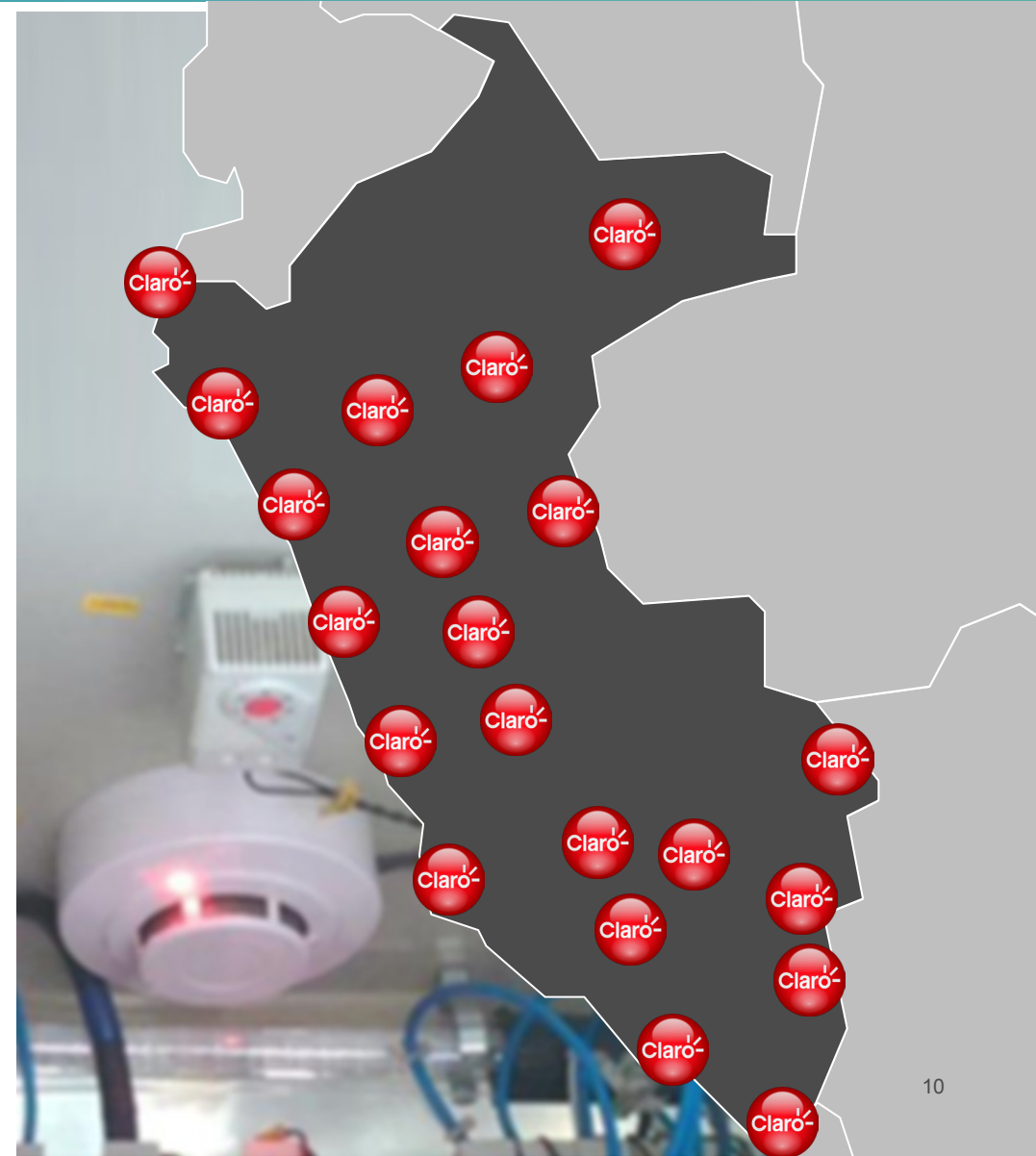
- CLARO: A telecom company
- Need to cover remote installations throughout the country
- In the beginning only protected by guards
- Hard working conditions
- High risk and isolated locations
- Price competition
- No added value



# Customer Care in Peru: Greater Value Creation for the Customer



- Installation of alarm systems in shops and city sites (85)
- Installation of alarm systems and video verification in remote sites (247 telecommunication antennas all across the country)
- All connected to the Securitas SOC
- Intervention by mobile services
- Specialized services by guards when they are required
- A single point of contact for the customer
- Greater value creation for the customer



# Sustainability is an Integrated Part of our Business



Investor Day 2016, Luis Posadas

- We offer services that contribute to society
- Securitas is a big employer and we create many jobs
- We move up in the value chain and offer security solutions
- We are actively working to improve the status for the guards and the security business
- We strive to be responsible, honest and transparent





**Taking  
the next step  
of our journey**