

The Leader in Protective Services



Santiago Galaz
Divisional President Security Services North America

Market Leader in North America

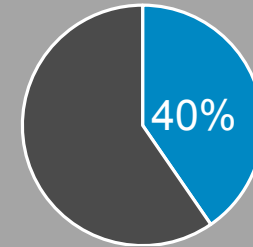


- Protective services in the US, Canada and Mexico comprising 13 business units
- 108,000 employees



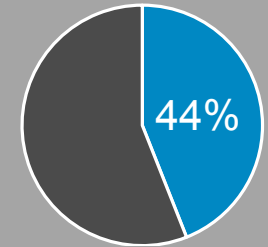
Share of Group
January-March 2016

Sales



MSEK 8 253

Operating
income



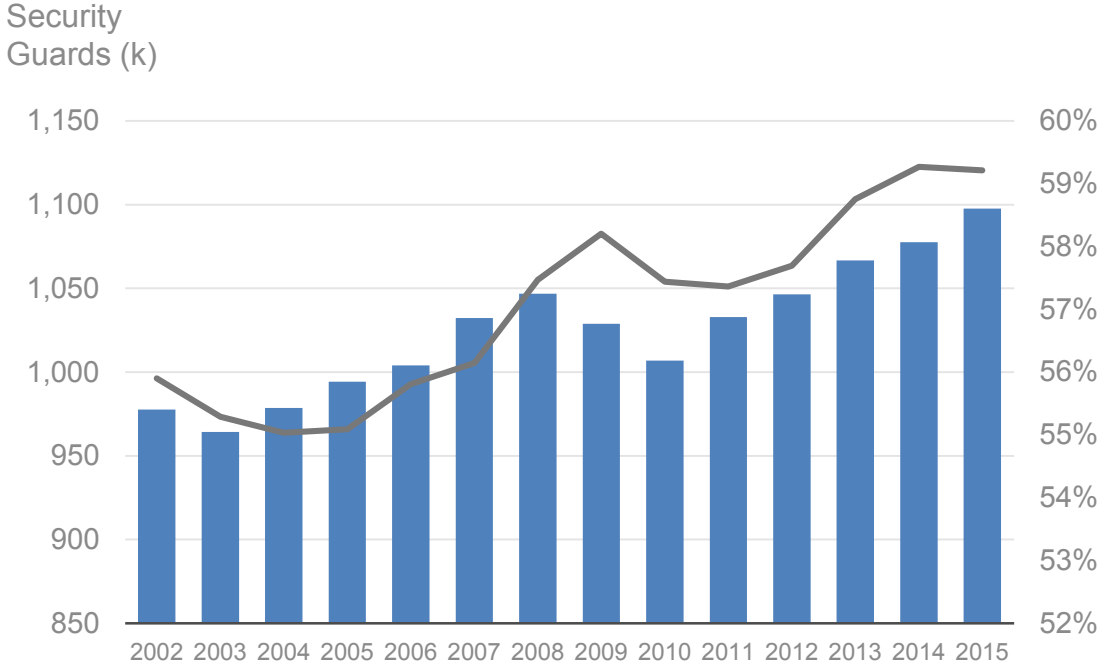
MSEK 435



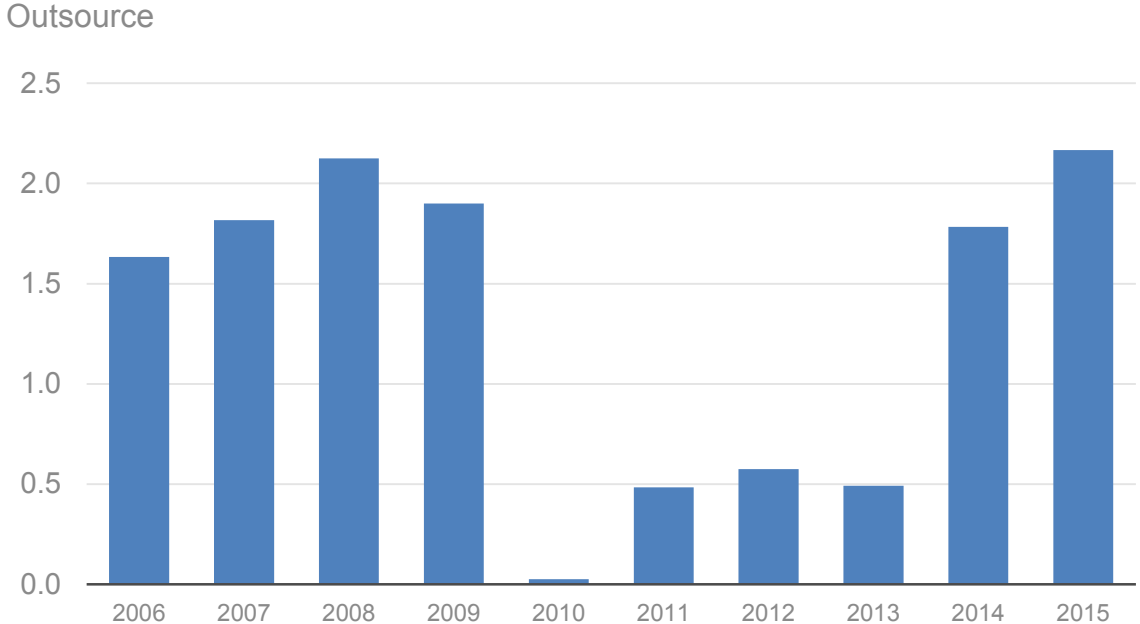
US Market Evolution



Total Number of Security Guards & Outsource Percentage



Producer Price Index Annual Change Percentage



A solid 3 to 4% market growth

Industry Consolidation Creating Opportunities



Guarding

- Universal acquired Guardsmark (2015)
- AlliedBarton will merge with Universal Services of America to create AlliedUniversal (2016)

Electronic Security

- Tyco IS being acquired by Johnson Controls (JCI) (2016)
- Apollo Investment acquired Protection One & ASG (2015) and ADT (2016)
- Stanley Security pending of Stanley Black & Decker decision

The Leader in Protective Services



On-site Guarding



Mobile Guarding



Remote Guarding



Electronic Security



Fire & Safety



Corporate Risk Management

Specialization in Each is Key



Electronic Security

Electronic Security Acquisition: A Necessary Step in our Journey



We found what we were looking for:

- US & Canada national coverage, coast-to-coast with high quality service levels
- Full spectrum of electronic security capabilities from design to build and integrate, install, monitoring and service delivery
- Strong service organization focusing on recurring and repeat revenue
- Solid brand reputation and a strong focus on long term customer relationships



- **Protect** Sales speed
- **Respect** Production processes
- **Improve** Back-office
- **Leverage** commercial synergies

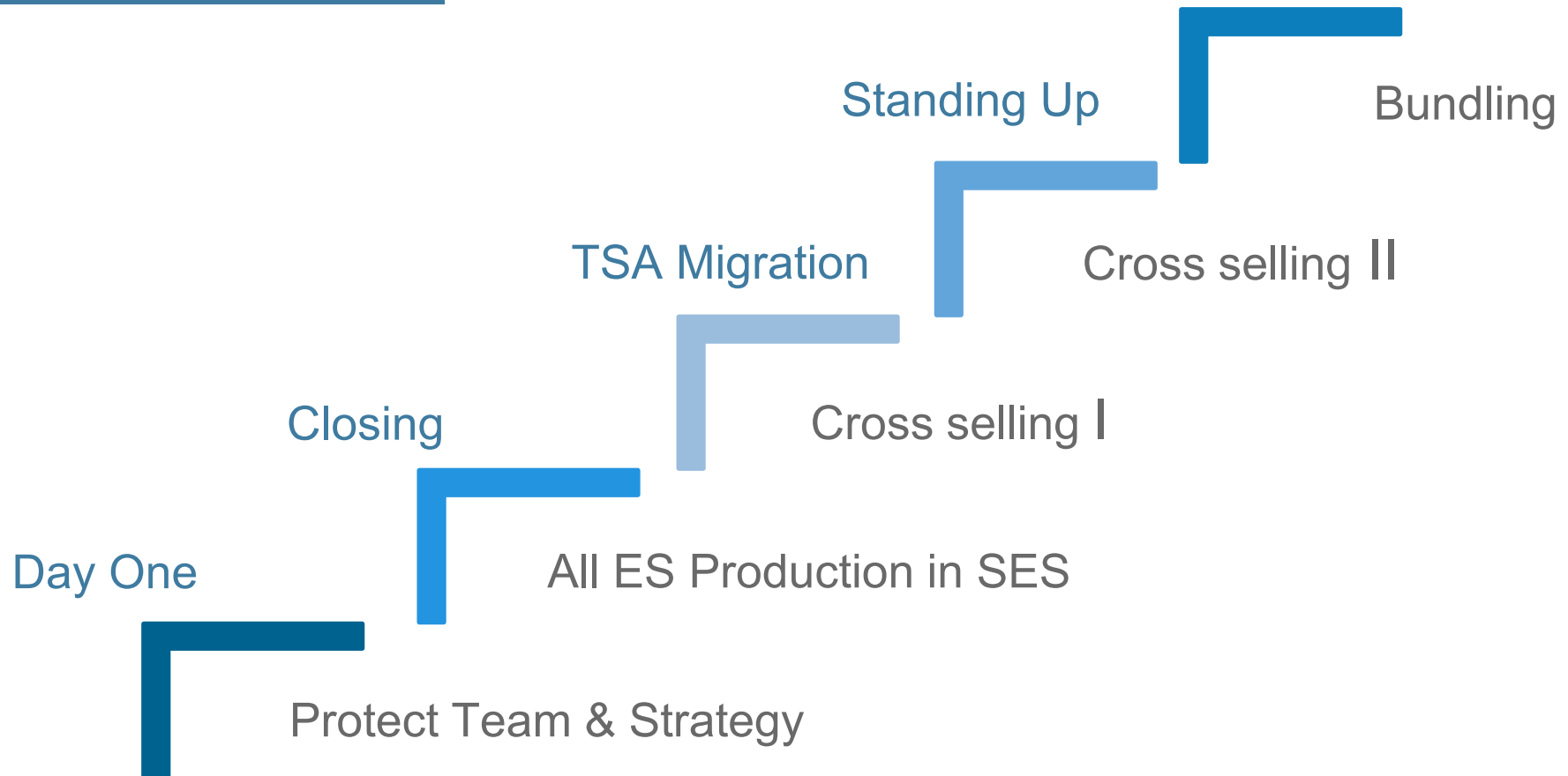


Not a cost synergy acquisition

Two Simultaneous Processes



Separating from Diebold



Electronic Security Executive Management Team

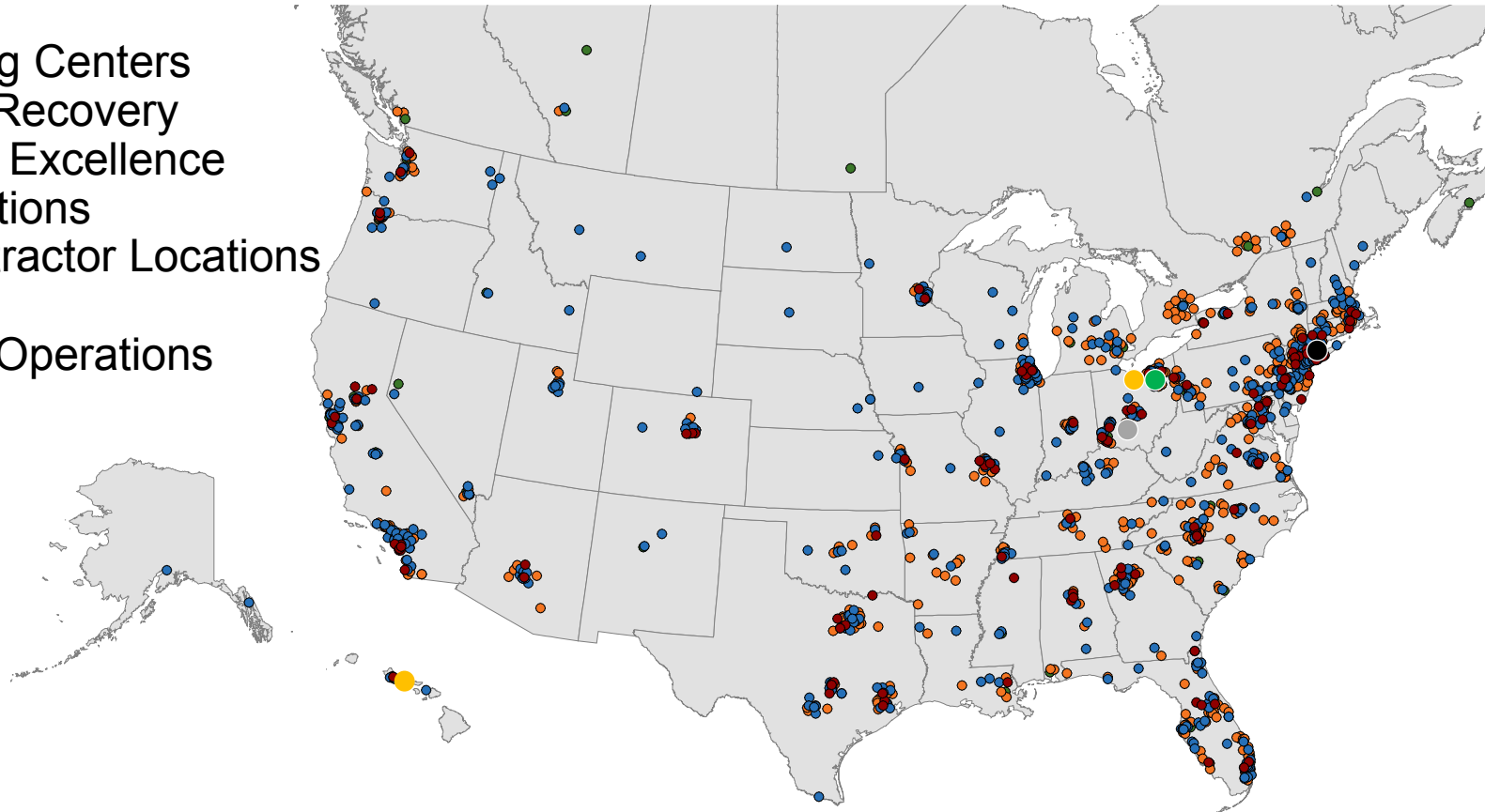


A Senior Team with ES industry expertise and strong team dynamics

Coast to Coast Coverage



- ESHQ
- Monitoring Centers
- Disaster Recovery
- Center of Excellence
- ADI Locations
- Sub-Contractor Locations
- ES Sales
- ES Field Operations



Over 1,100 dedicated ES associates and extensive partner network

Four Direct Sales Channels Plus Securitas



- National Financial
- Regional Financial
- Commercial National Accounts
- Commercial Enterprise
- Securitas



SES Value Proposition Plays well to Multi-site, Large Businesses



North America Market Size & Segmentation

Size (\$ Billions)	Customer Markets	Security Providers
~6.4	Enterprise Integration	1,000 local integrators
~3.7	National and Regional Accounts	Handful of competitors
~6.4	Local Commercial	10,000 local providers
~2	Custom Residential	10,000 local providers
~1.8	Mass Market Small Business	10,000 local providers
~5	Mass Market Residential	10,000 local providers

**~\$9B
Total Addressable
Market**

Securitas ES – Target Customer Profiles



Enterprise Customer

Iconic site with complex integrated security

- Sophisticated solutions including video analytics, biometrics, mobile access & situational awareness intelligence



National Enterprise & Alarm Customer

Telecom company with corporate campus, regional centers & 1000+ retail stores

- Networked security solutions including video, access, intrusion alarm & embedded personnel



National Customer

Financial company with 3000+ branches

- Programmatic security program with video refresh plan, security management platform & embedded alarm monitoring personnel

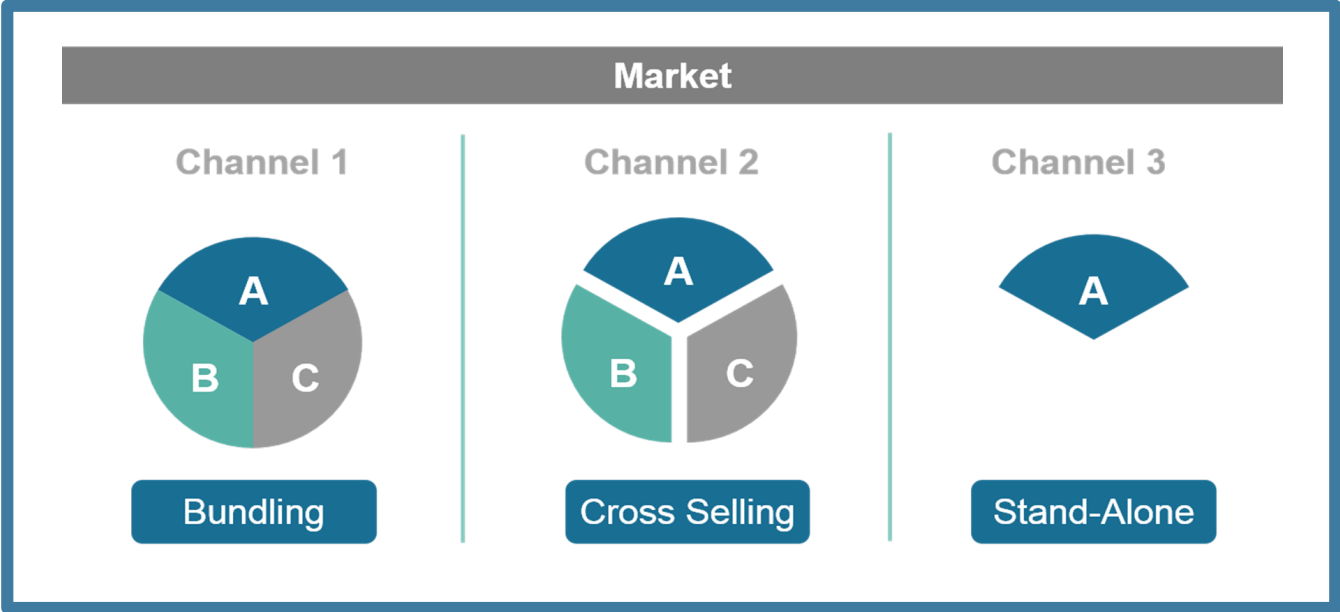


Regional Customer

Specialty retail company with 500+ stores

- Comprehensive security solutions including intrusion, fire, video, alarm monitoring & online security management services

Realizing the Commercial Synergies





**Taking
the next step
of our journey**