

Securitas Investor Day in London, September 7, 2011



A Stronger Culture of Innovation and Technology



Alf Göransson
President and CEO

Program



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- 13:00** The Investor Day begins
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- 13:05** A Stronger Culture of Innovation and Technology
Alf Göransson, *President and CEO*
-
- 13:45** Security Services Ibero-America
Luis Posadas, *Divisional President*
-
- 14:30** Break
-
- 15:00** Security Services North America
Santiago Galaz, *Divisional President*
-
- 15:45** Security Services Europe
Bart Adam, *Divisional President*
-
- 16:30** Financial Update
Alf Göransson, *President and CEO*
-
- 16:45** Q&A
-
- 17:00** Drinks and canapés



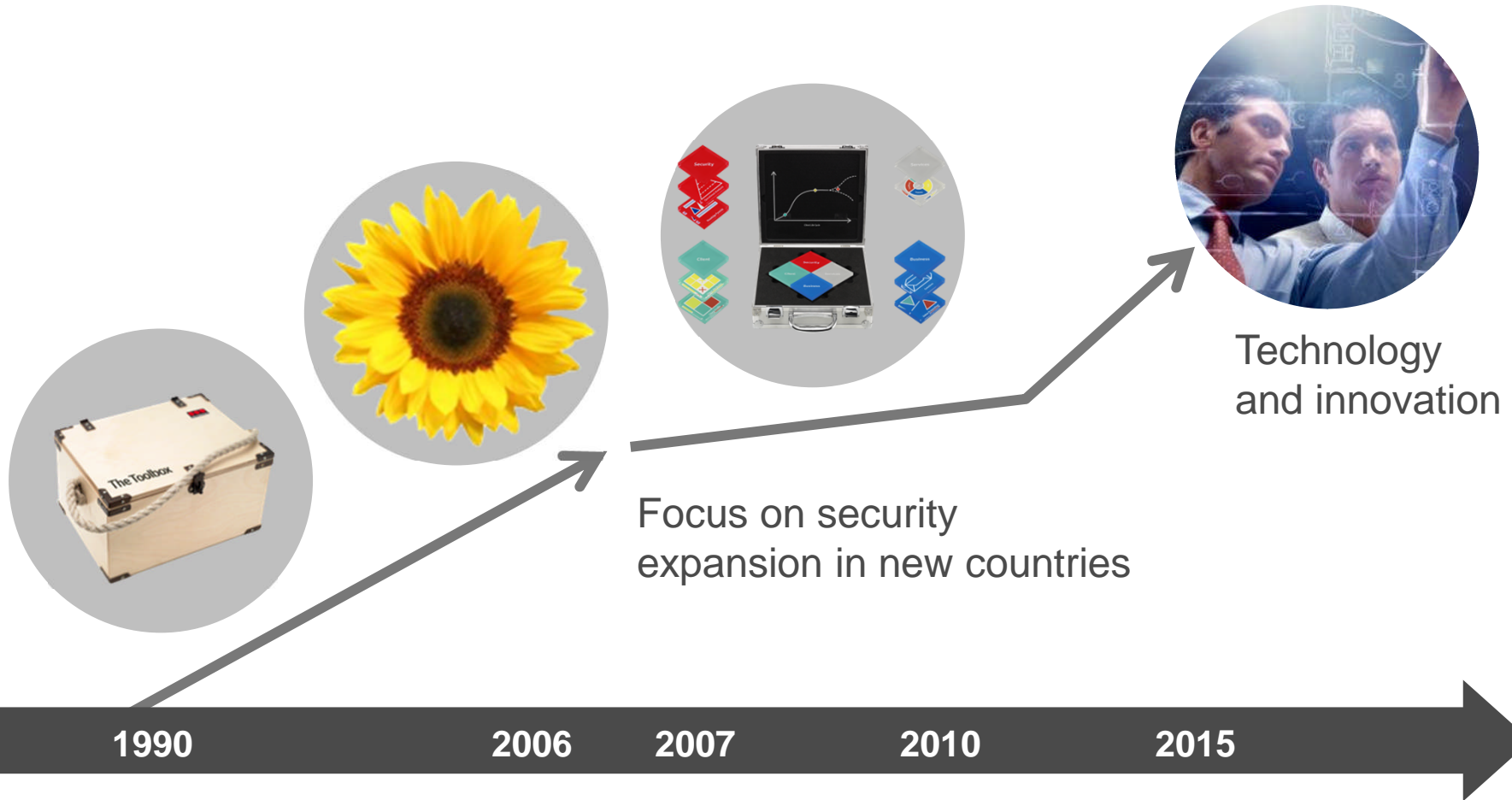
Securitas Development 2007-2011



- We have executed our strategy of increased specialization, expansion of the Mobile and Monitoring business and increased our global presence
- 1/3 of sales in the US and Europe is organized in specialized customer segments
- Tools for knowledge sharing, new training and education initiatives implemented in the Group
- In 2007 we had presence in 30 countries. Today we are in 49 countries with 295,000 employees
- Profitability focus – operating margin increased from 5.6% in 2007 to 6.1% in 2010
- Innovation and technology next

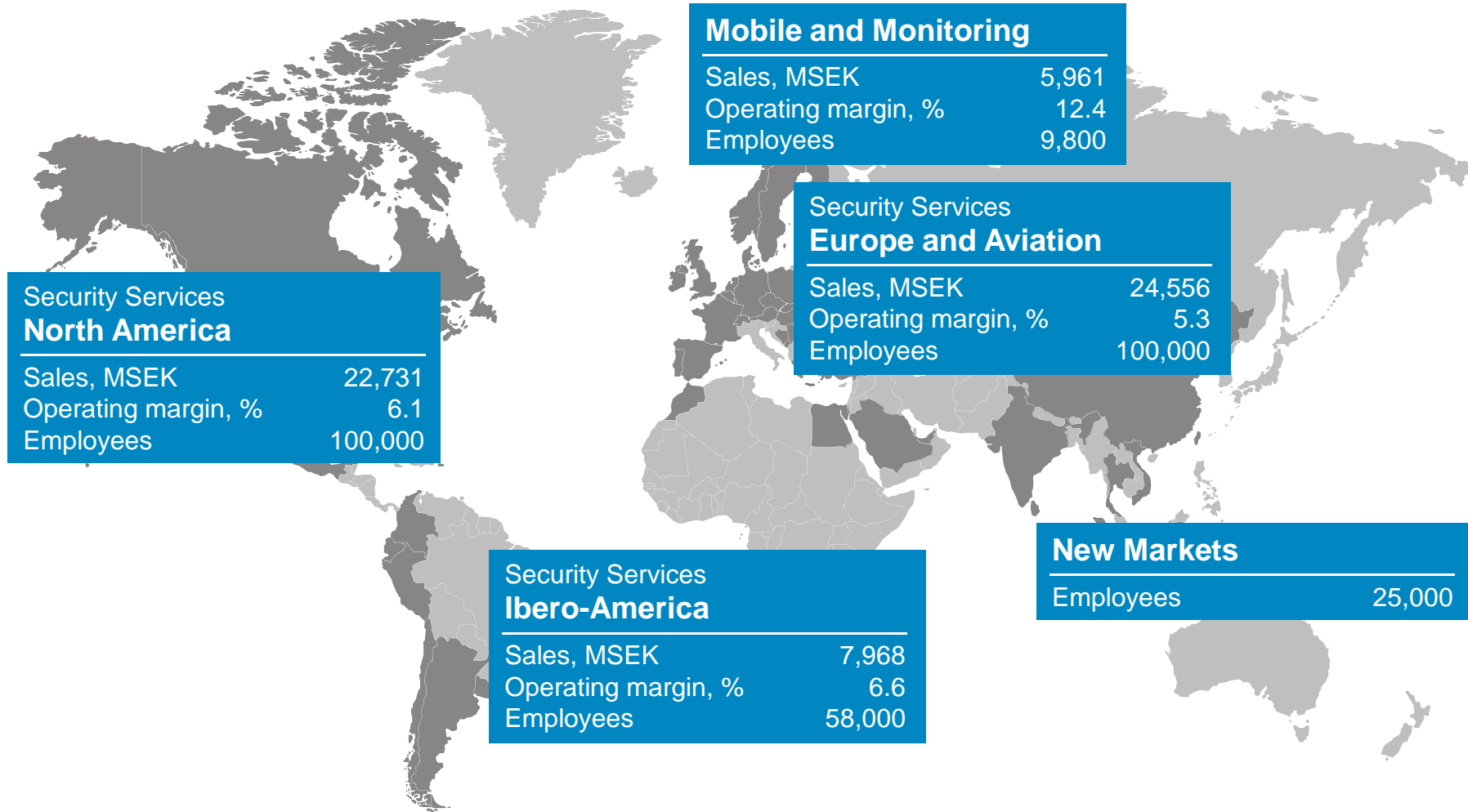


Next Era: Technology and a Culture of Innovation – a Part of the Securitas Model



No revolution, but evolution

49 Countries and 295,000 Employees

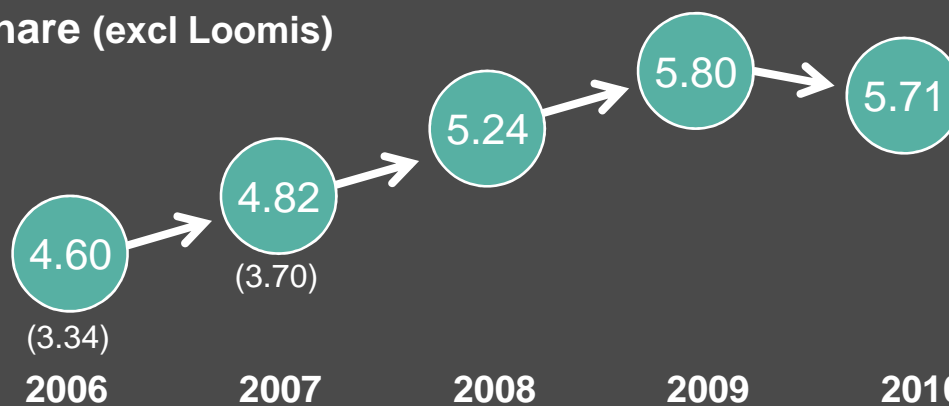


Securitas Financial Target



Improving earnings per share in average by 10% annually and a dividend of 50% of the free cash flow

**Earnings per share (excl Loomis)
SEK**



EPS +6 % p.a
(SEK and real change)

Average annual
yield 4%

	2006	2007	2008	2009	2010
Share (Dec)	88	75	64	70	78
Dividend (SEK)	3.10	3.10	2.90	3.00	3.00
P/E	19	16	12	12	14

How to Improve EPS 10% in Average Annually



Organic sales growth



Acquisitions



Improving the operating margin



How to Improve EPS 10% in Average Annually



Organic sales growth



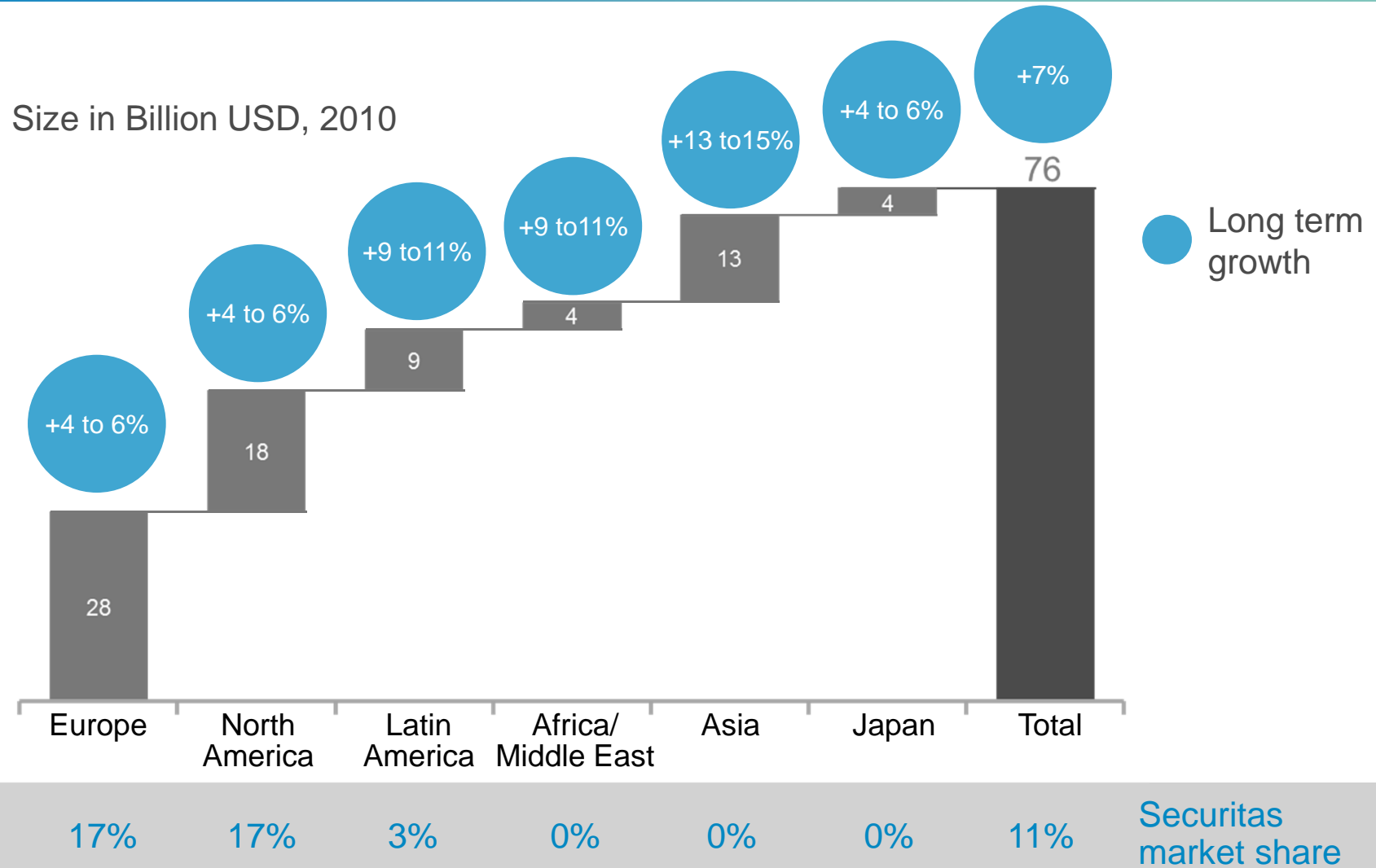
Acquisitions



Improving the operating margin



Steady Long Term Growth expected in the Security Market



...by Organic Sales Growth



- Organic sales growth in pace with the growth of the security market
- Investing in Mobile and Monitoring for higher organic sales growth

	2006	2007	2008	2009	2010	H1 2011
Sales, MSEK	49,085	51,536	56,572	62,667	61,340	30,403
Organic sales growth, %	6	6	6	-1	1	3
Security market growth (US and Europe) %	4	5	5	-1	1	4

How to Improve EPS 10% in Average Annually



Organic sales growth



Acquisitions



Improving the operating margin



...by Acquisitions



	Companies	Sales, MSEK	Employees
2007	12	1,100	17,000
2008	15	1,600	15,000
2009	15	1,300	14,000
2010	15	4,100	19,500
2011 Jan-June	9	2,660	15,300



	2006	2007	2008	2009	2010	H1 2011
Sales, MSEK	49,085	51,536	56,572	62,667	61,340	30,403
Organic sales growth, %	6	6	6	-1	1	3
Acquired market growth	2	2	3	3	4	8
= Real sales growth, %	8	8	9	2	5	11

Aiming at 60 Countries within 3 Years



Corporate Social Responsibility in Securitas



- Being a solid, trustworthy and stable employer for 295,000 people is our most important responsibility
- Development of our Code of Ethics during 2011. The entrance into new, under-developed markets drives the importance of the Code
- New training initiatives for the Code
- Development of Internal compliance system during 2011
- Whistleblower system implementation
- Environmental issues/climate change
- Participation in Carbon Disclosure Project in 2011



We believe you make a difference.
Do you?

The knowledge and experience of our people is the foundation of Securitas. The Melker Schörfling Scholarship offers our people the opportunity to develop professional knowledge and experience in an international setting. The scholarship is offered annually to four front line employees who consistently make a difference for our customers by acting as everyday heroes in their work.

Established in 1992, the Melker Schörfling Scholarship was created when Melker Schörfling left his position as President and CEO to become Chairman of the Board.

The purpose of the scholarship is to offer international training opportunities within a specific area/topic in another country where Securitas operates.

Who can apply?
Applicants should be part of the "the front line" workforce who, through actions big and small, demonstrate how they make a difference for our customers.

Qualification?

To qualify, a candidate should prepare a brief statement describing an event or experience where they prevented loss, damage or harm in their role. This short statement should describe what happened, when it occurred, who was involved and why their actions were important. The applicant should also describe how they would benefit from international experience.

For practical purposes, the applicant must be able to communicate in the language spoken in the country they wish to study in.

Area/Topic to study?
Successful candidates are invited to choose subjects within the security

Quick Facts

- Application deadline: December 1
- Application passed on to the Country Manager: December 7
- One selected application from each country passed on to the CEO: December 17
- Candidates will be informed: February 14, 2011
- Scholarship activities: April-June 2011

How to Improve EPS 10% in Average Annually



Organic sales growth



Acquisitions



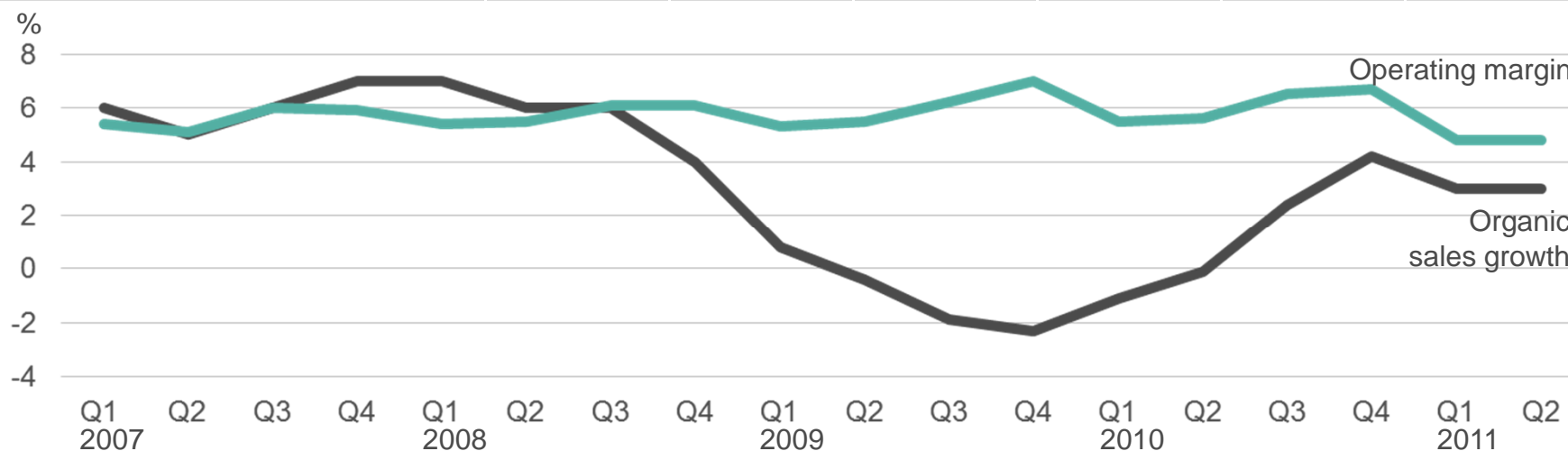
Improving the operating margin



Increased Profitability over the Past Years



	2006	2007	2008	2009	2010	H1 2011
Sales, MSEK	49,085	51,536	56,572	62,667	61,340	30,403
Organic sales growth, %	6	6	6	-1	1	3
Acquired market growth	2	2	3	3	4	8
= Real sales growth, %	8	8	9	2	5	11
Operating income	2,753	2,889	3,271	3,757	3,724	1,460
Operating margin, %	5.6	5.6	5.8	6.0	6.1	4.8



... by Improving the Operating Margin



Manage the machine

Booming

- + Leverage
- Unbilled
- + Pricing
- Recruitment
- + Inflation

Recession

- + Cut costs
- + Unbilled
- Volume chase
- Bad debt
- + Acquisitions



Improve the operating margin year on year



Develop the core business

- Focus on security / specialization and segmentation
- Solutions, technology and innovations
- Add customer value



... by Improving the Operating Margin



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Developing the Core Business



Manned guarding

Security Solutions, Specialization, Segmentation



*Customizing
a solution that
meets Client's
needs*

*Consulting
& Investigation*
Solutions,
Risk management

Technology Solutions

Concept,
Installation,
Monitoring,
Maintenance



Higher Degree of Specialization



Specialization through investments in segmentation, education, training and competence



Growth and higher profitability



Higher quality and service to our customers



1/3 of Sales in Specialized Customer Segments



Aviation Security



Construction



Cultural



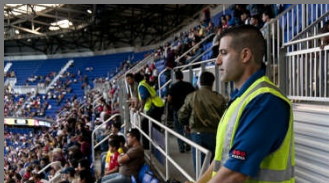
Education



Energy



Entertainment



Events



Financial



Healthcare



High Tech



Hotels and Tourism



Industry and Manufacturing



Logistics



Maritime



Offices and Properties



Public



Public Transport



Residential



Retail



Small and Medium-Sized Enterprises

Consulting and Investigation: The Green House



- Risk assessment and analysis forms the basis for a customized security solution
- Acquisitions of highly specialized security companies add important competence in this field



Rationale for Developing more Technology and Solutions



- Increased customer demand for more solution-based security services
- Growing importance of the latest technology as part of these solutions
- Optimal management of combined contracts, solutions and integration of technology require in-house competence
- Being the single point of contact for the customer increases retention and thereby margins
- Cost-efficient solutions mean better operating margins, but lower cost for the customer
- Better control over the entire service chain



Building a Strong and Competitive Competence in Technology



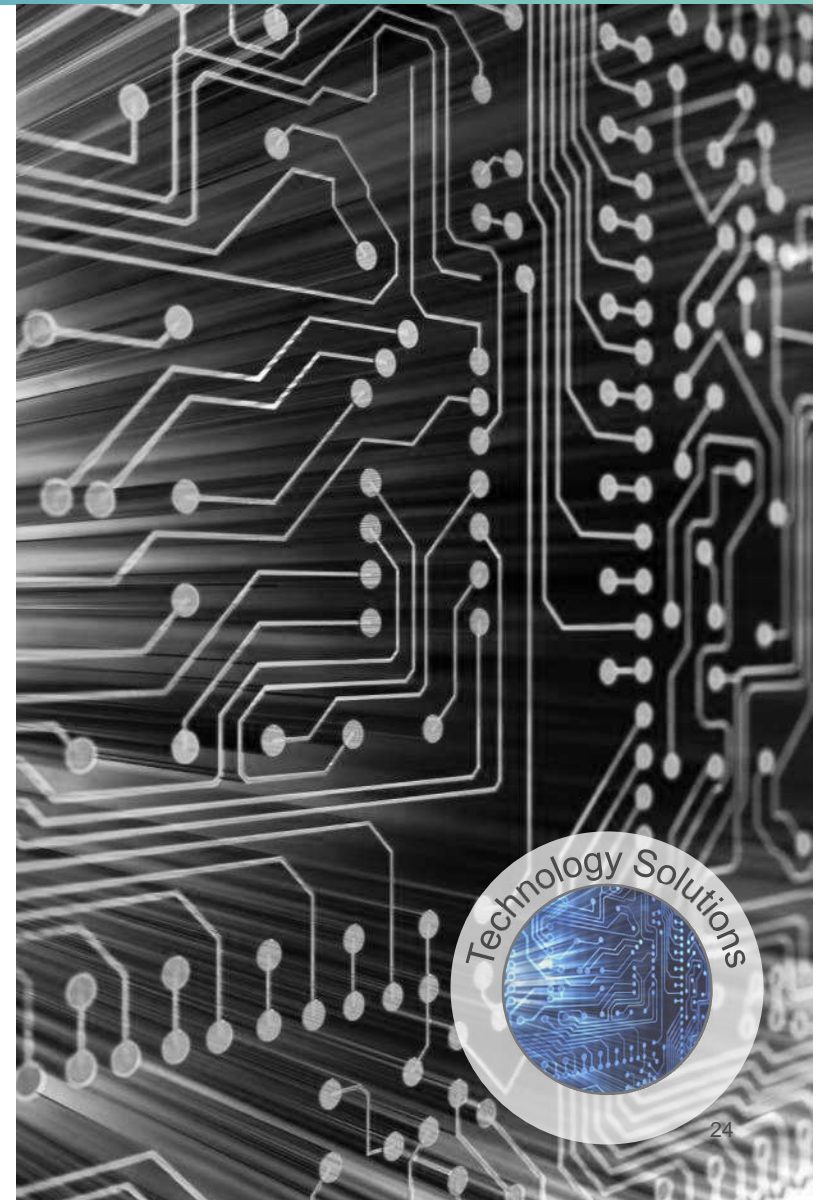
Three options:

100%
confidence
in partners

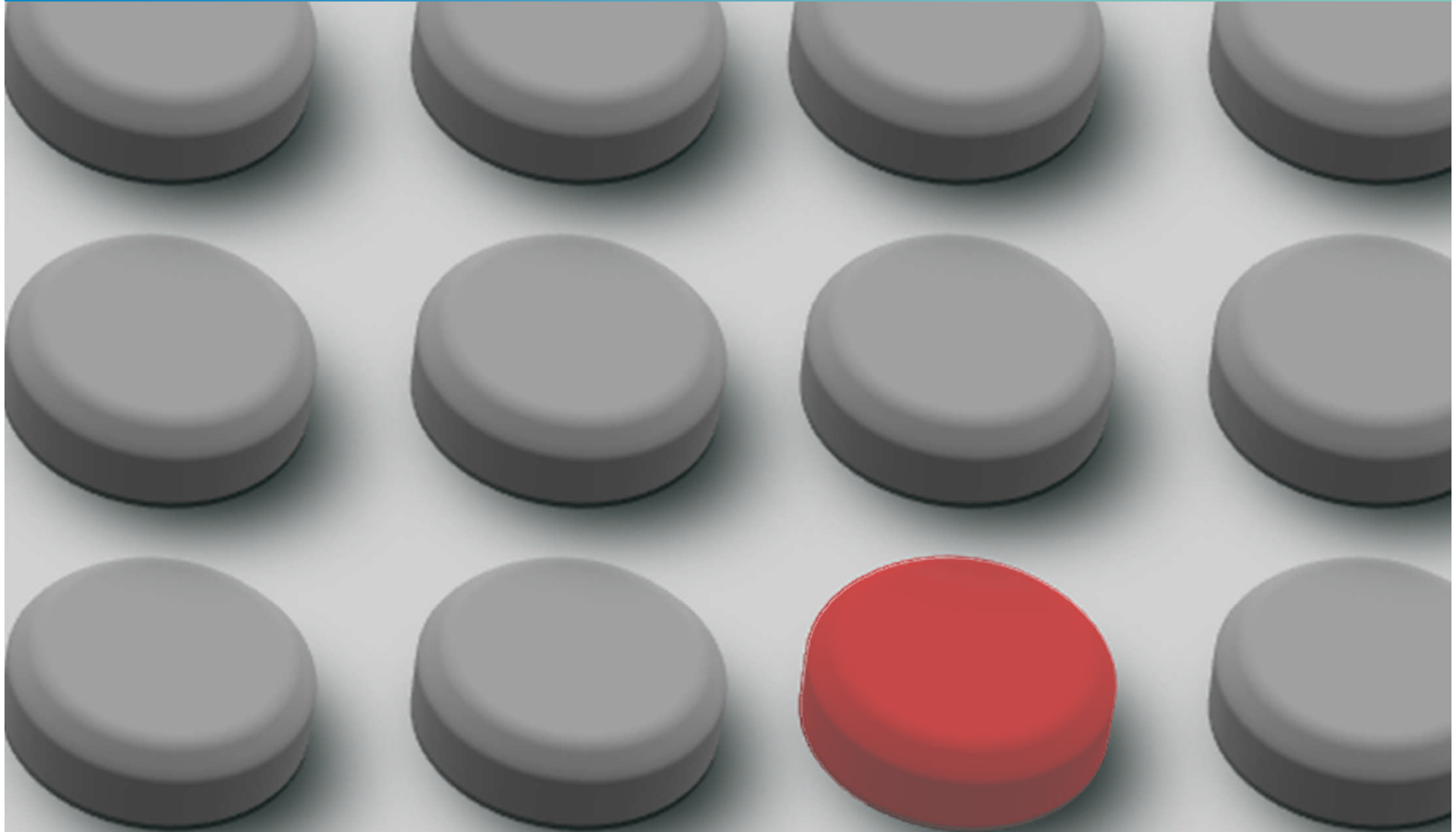
All in house

Our choice

*Mixed approach
– in house
and partners*



Prove the Difference





Integrity | Vigilance | Helpfulness

securitas.com