Investor Day 2013

Climbing the Value Chain with Security
Solutions and Technology

SECURITAS

Agenda

13.00   Climbing the value chain with security solutions and technology
Alf Göransson, President and CEO

Implementing security solutions and technology throughout the Group
Antonio Villaseca, SVP, Technical Solutions

Creating alternatives in Security Services North America
Santiago Galaz, Divisional President, Security Services North America

Q&A with Alf Göransson, Antonio Villaseca and Santiago Galaz

14.20   Coffee break – meet the management

14.40   Progressing the strategy with one European organisation
Alf Göransson, President and CEO and Erik-Jan Jansen, COO, Security Services Europe

France – country case of strategy implementation
Michel Mathieu, Country President

Q&A with Alf Göransson, Erik-Jan Jansen and Michel Mathieu

Agenda

| 15.40 | Coffee break – meet the management |

| 16.00 | **Building a strong platform in Ibero America**
Luis Posadas, Divisional President, Security Services Ibero-America |

Argentina – country case of strategy implementation
Christian Faria, Country President

Reaching our financial targets
Bart Adam, CFO

Q&A with Alf Göransson, Luis Posadas, Christian Faria and Bart Adam
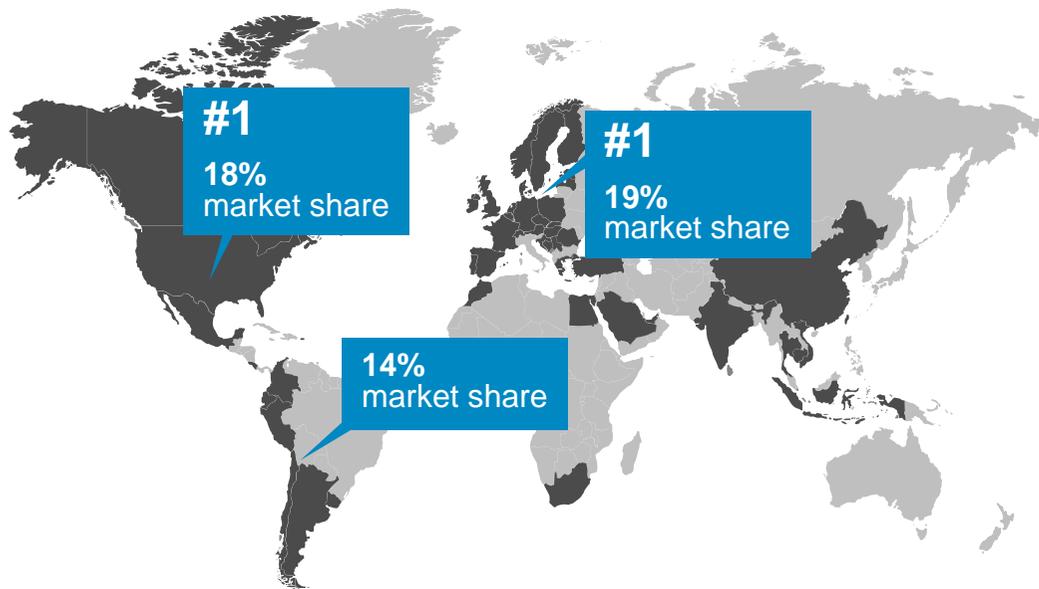
| 17.15 | Drinks and informal meetings |

A Knowledge Leader in Security

#1
18%
market share

#1
19%
market share

14%
market share

- 300 000 employees in 52 countries
- A wide range of customer segments
- Market leading position in the US and Europe
- Specialized guarding, mobile services, monitoring, technical solutions and consulting and investigations
- Strategy to increase share of security solutions and technology to deliver sustainable shareholder value
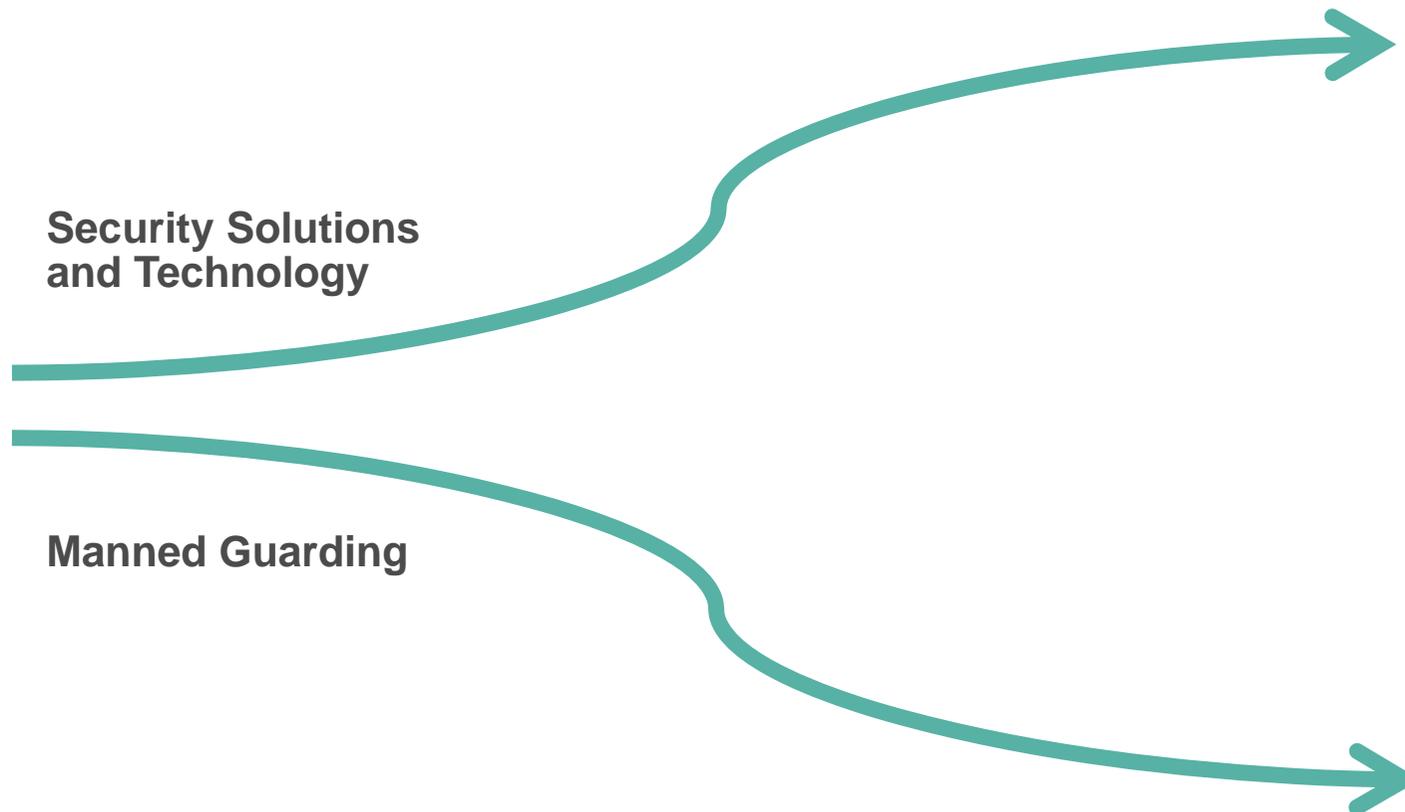
Facing a New Security Market

Past   Present   Potential

**Security Solutions
and Technology**

Manned Guarding

The speed of technology acceptance, implementation
and return varies from country to country

The Paradigm Shift brings Opportunities

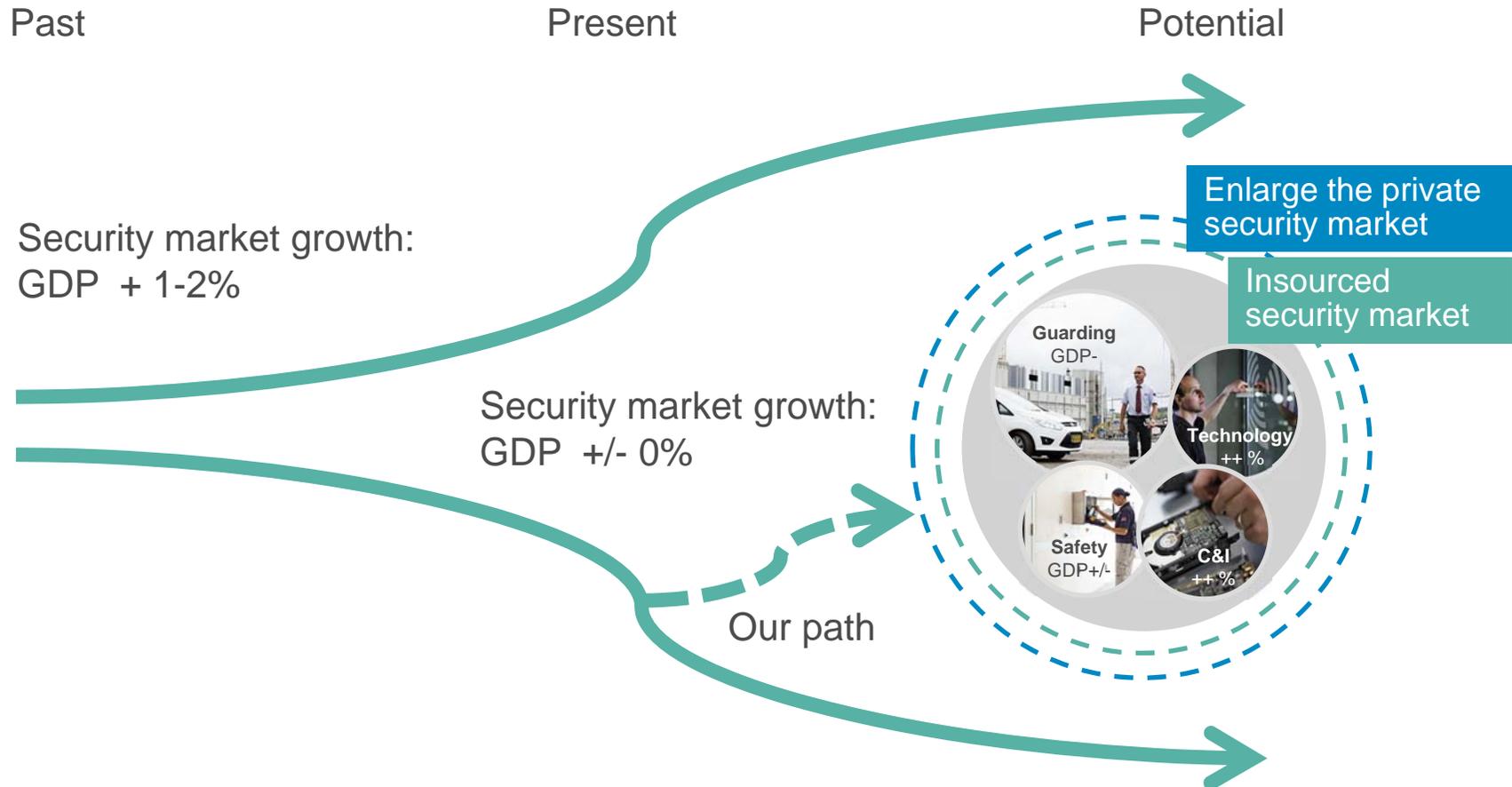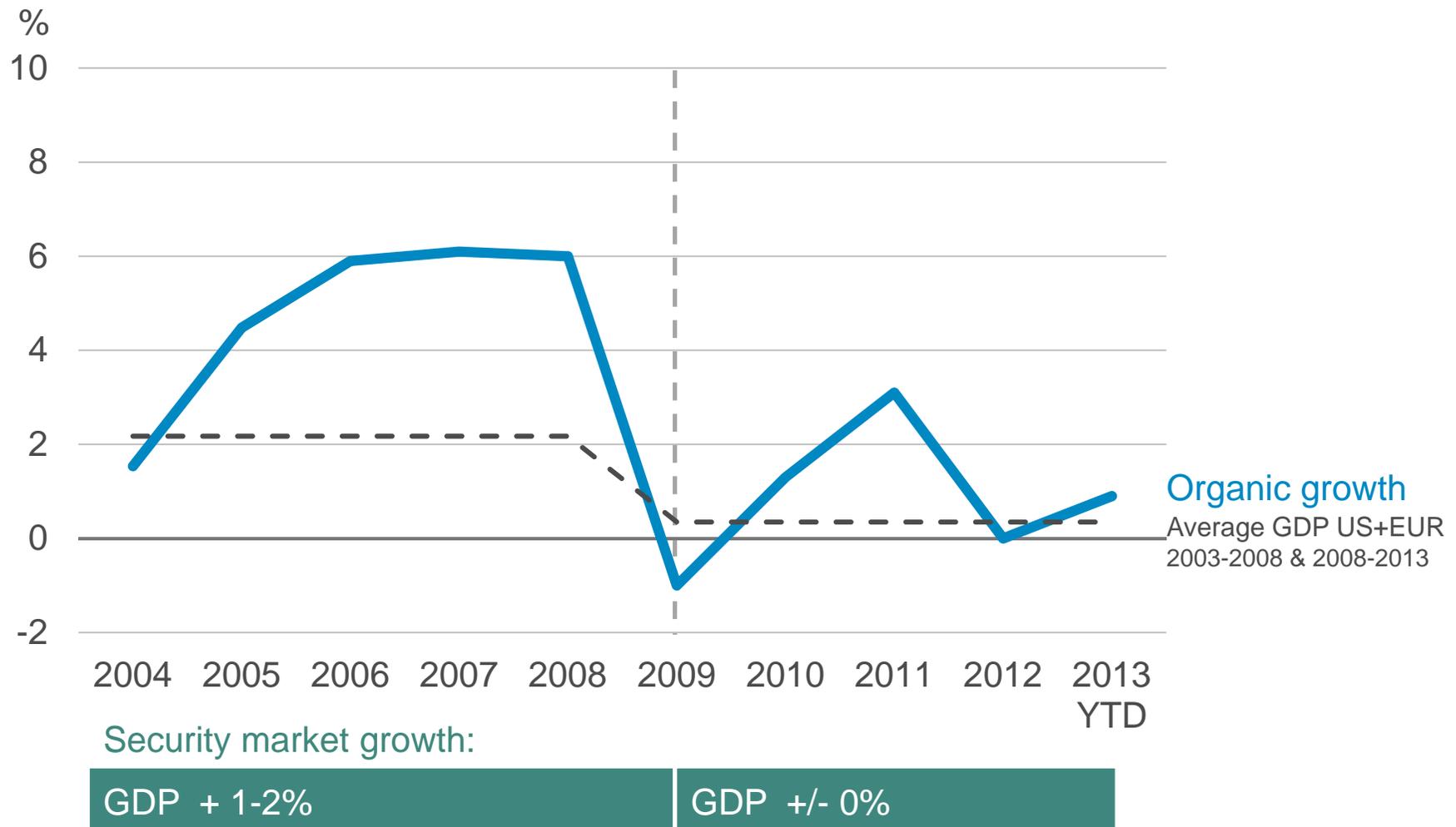Past   Present   Potential

**Security Solutions
and Technology**

Customers will benefit
from improved efficiency

Manned Guarding

Past

Present

Potential

Security market growth:
GDP + 1-2%

Security market growth:
GDP +/- 0%

Enlarge the private
security market

Insourced
security market

Guarding
GDP-

Technology
++ %

Safety
GDP+/-

C&I
++ %
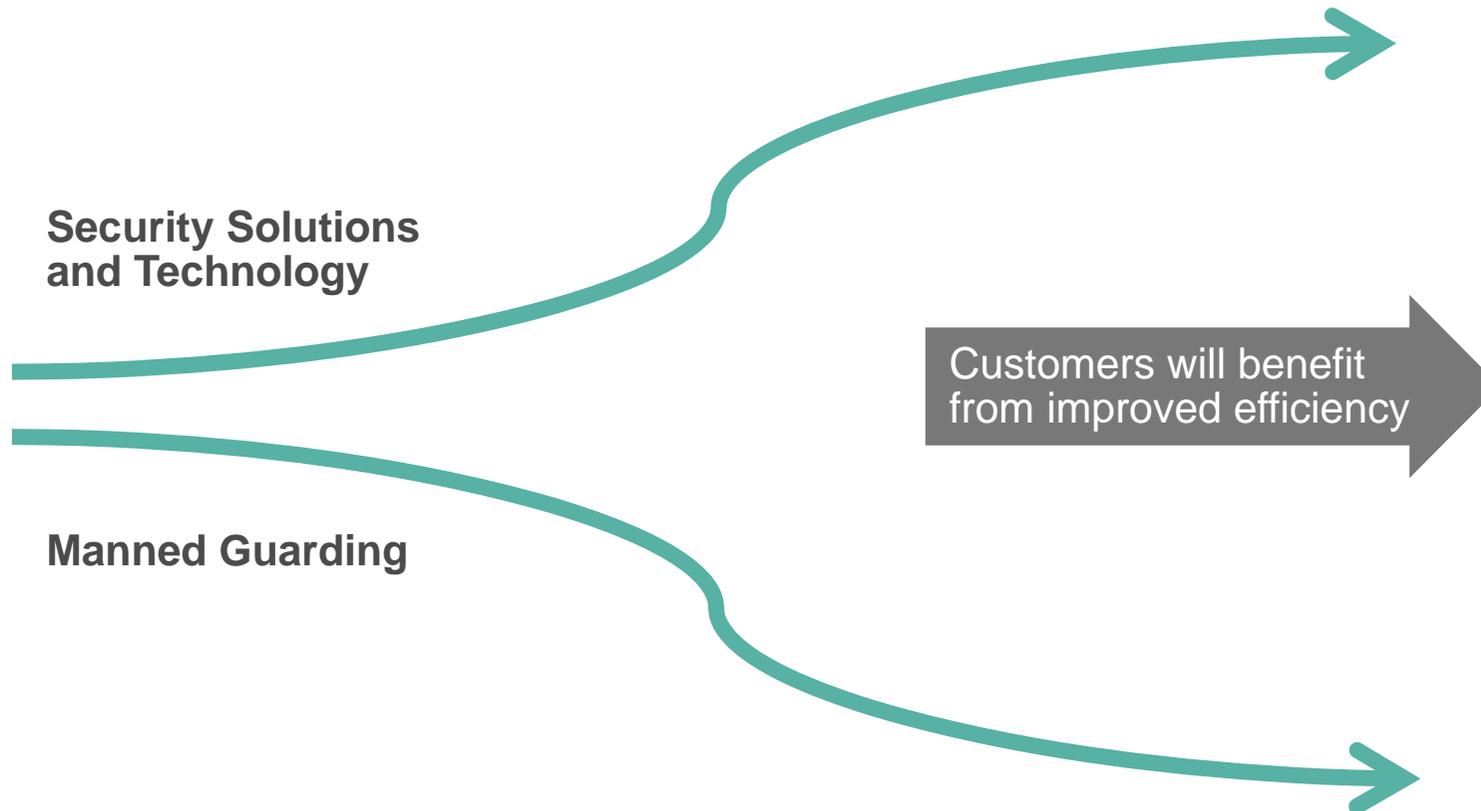
Our path

Today Securitas' Growth Equals GDP Growth

Organic growth

Average GDP US+EUR
2003-2008 & 2008-2013

Security market growth:

| GDP + 1-2% | GDP +/- 0% |

Preparing for the Paradigm Shift

- After bid on Niscayah in 2011, we have rebuilt the technology competence and know-how organically

- Restructuring and cost savings program in 2012 to align the organization and free up resources for further technology investments

- Target to triple security solutions and technology sales, from 6% of Group sales in 2012 to 18% by end of 2015

- A lower pace of acquisitions in general, but selective acquisitions of technology companies in line with the strategy
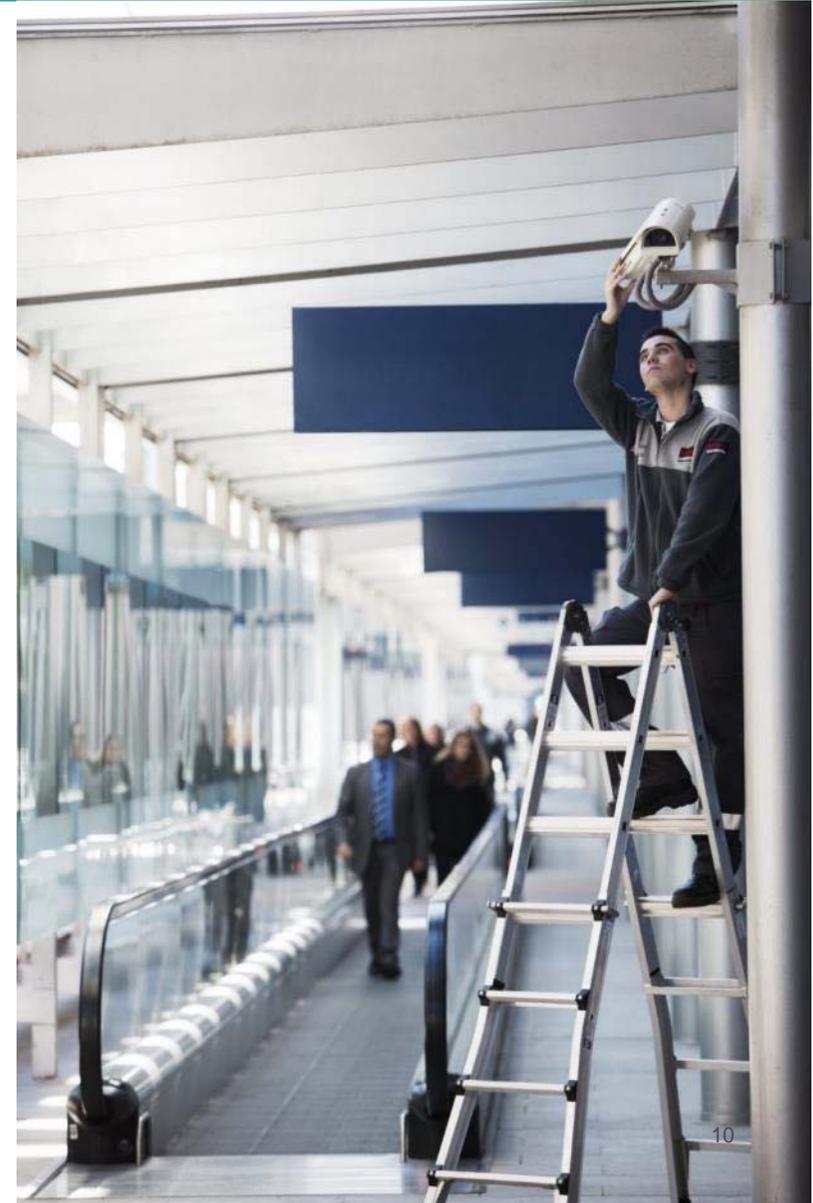
New Strategic Direction – Climbing the Value Chain with Security Solutions and Technology

The conversion of existing customer portfolios, enlarging the market and gaining market share is driven locally by the business segments adapting to local market conditions

10%*
Security solutions

8%*
Guarding solutions

6%*
Specialized guarding

4%*
Guarding

* Operating margin
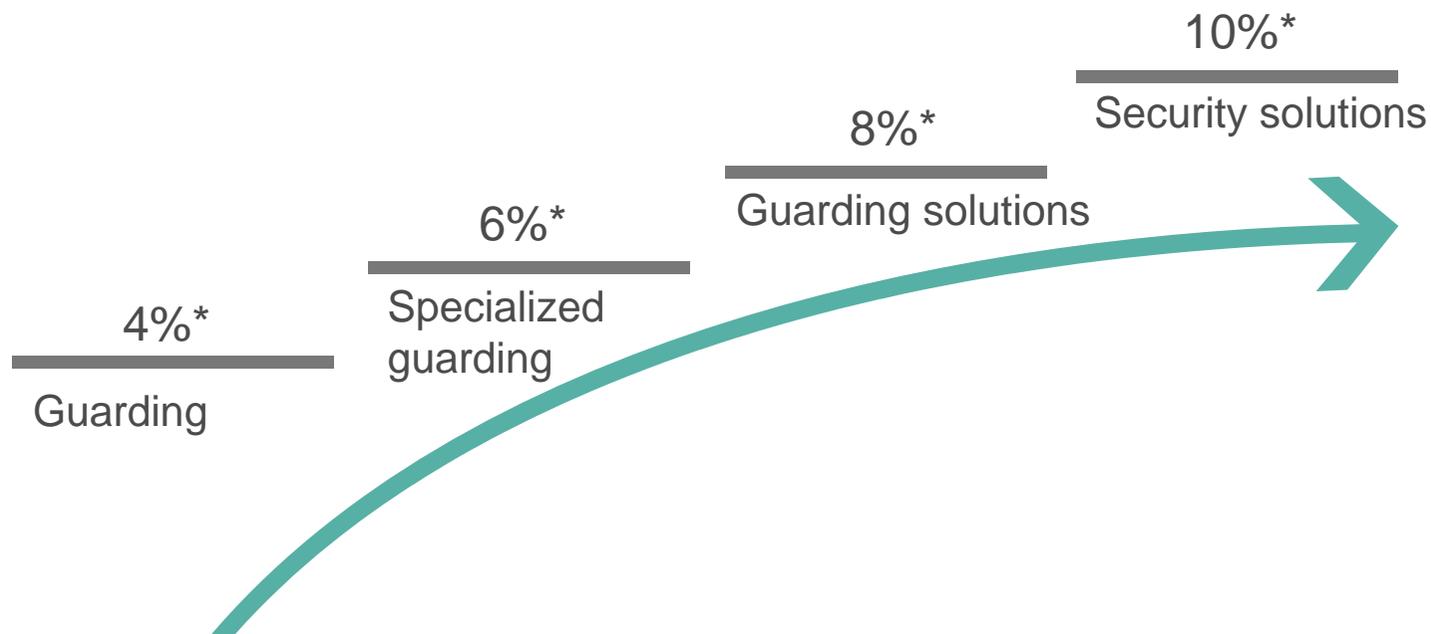
Progressing on our Strategic Journey
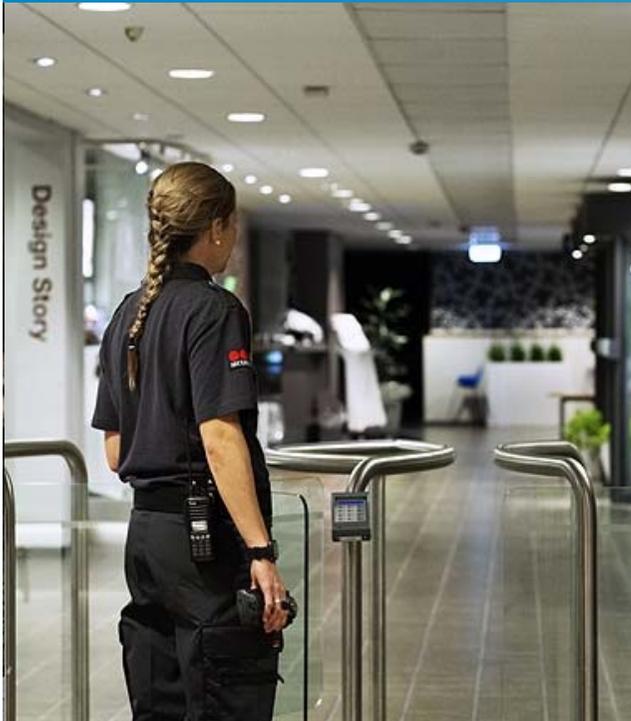
- Clear strategy implemented
- Continue to invest in security solutions/integrated guarding and technology
- Sense of urgency

- Develop services such as Fire and Safety
- Re-prioritize indirect resources
- Improve marketing and sales activities

- Transition takes time and investment
- Simultaneously generating good profitability and cash flow

The Strategy for Reaching our EPS Growth Target

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Conversion of existing customer portfolio

Organic sales growth	→
Gross margin, %	↗
Indirect cost, %	→
Operating margin	→

EPS improvement y-o-y
< 10%

Conversion of existing customer portfolio, enlarge the market and gain market share

Organic sales growth	↗
Gross margin, %	↗
Indirect cost, %	→
Operating margin	↗

EPS improvement y-o-y
10%

We are Ready for the Paradigm Shift

- The security market growth – manned guarding – is under pressure

- The use of technology is growing

- Combining manned guarding with remote and mobile services gives cost-efficient, value added services for the customers, longer customer relationships and improved earnings

- Building a more profitable Securitas to deliver sustainable shareholder value

Integrity | Vigilance | Helpfulness