



# *Investor Day 2013*

Climbing the Value Chain with Security Solutions and Technology





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

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



Investor Day 2013

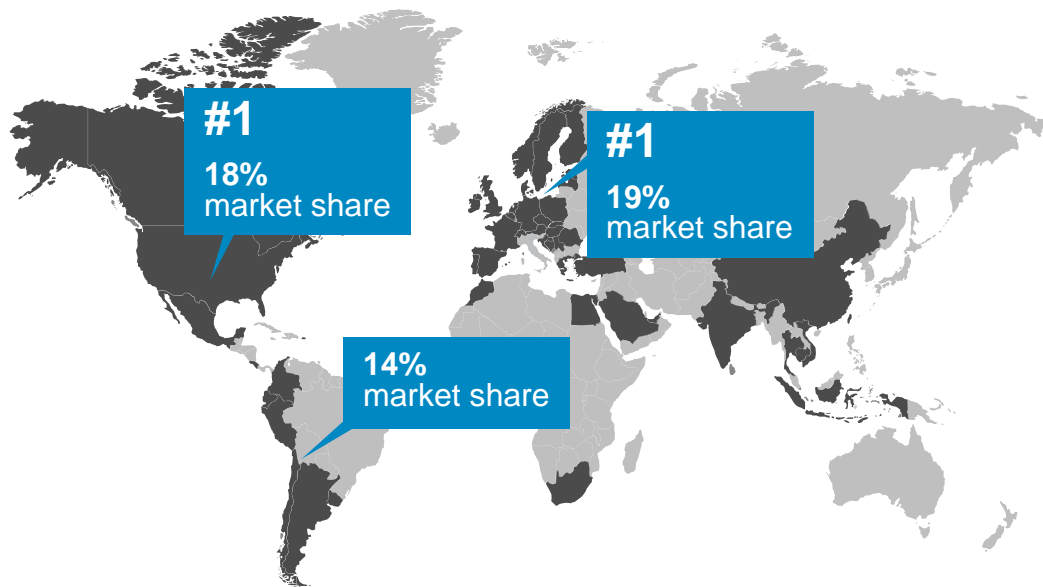


# Climbing the Value Chain with Security Solutions and Technology



Alf Göransson  
President and CEO

# A Knowledge Leader in Security



- 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

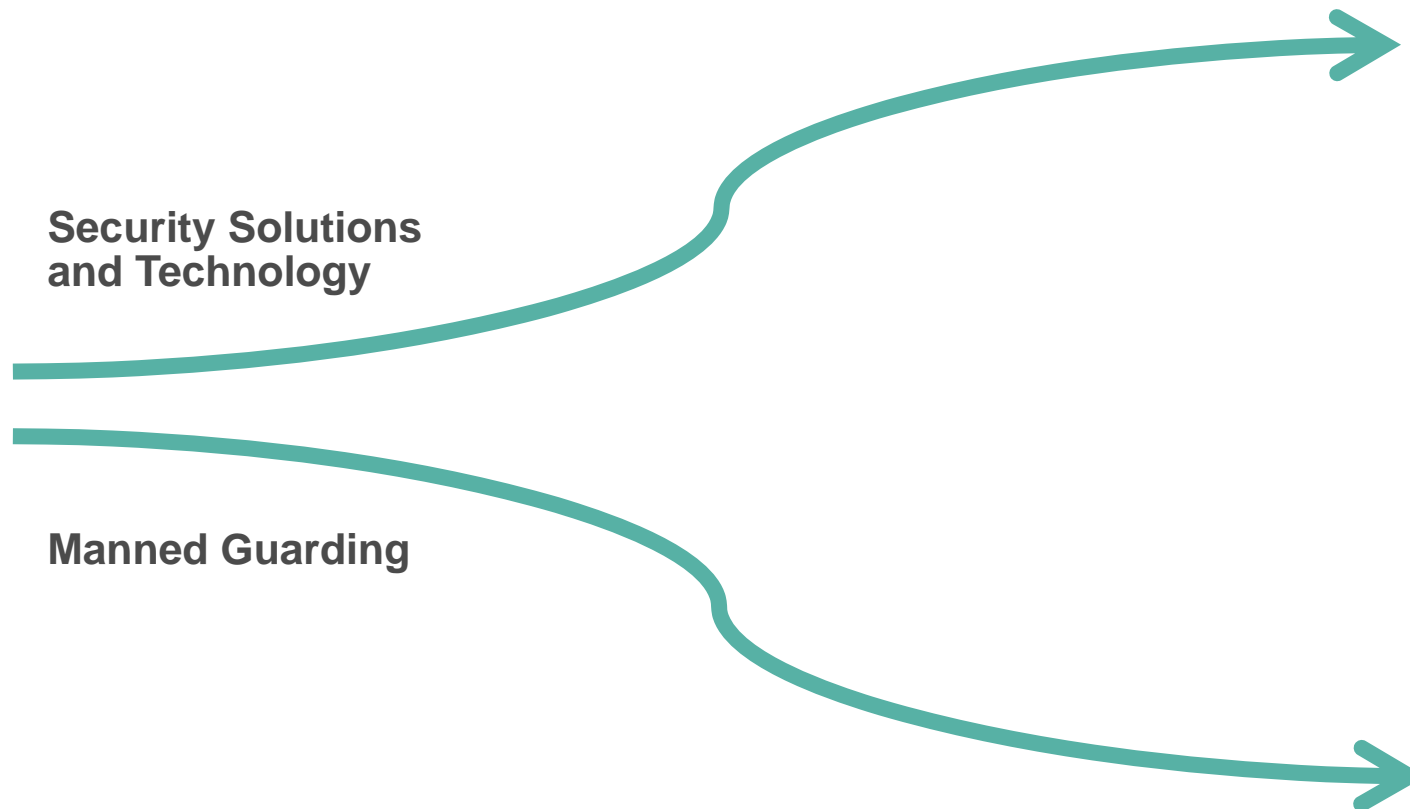
# Facing a New Security Market



Past

Present

Potential



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

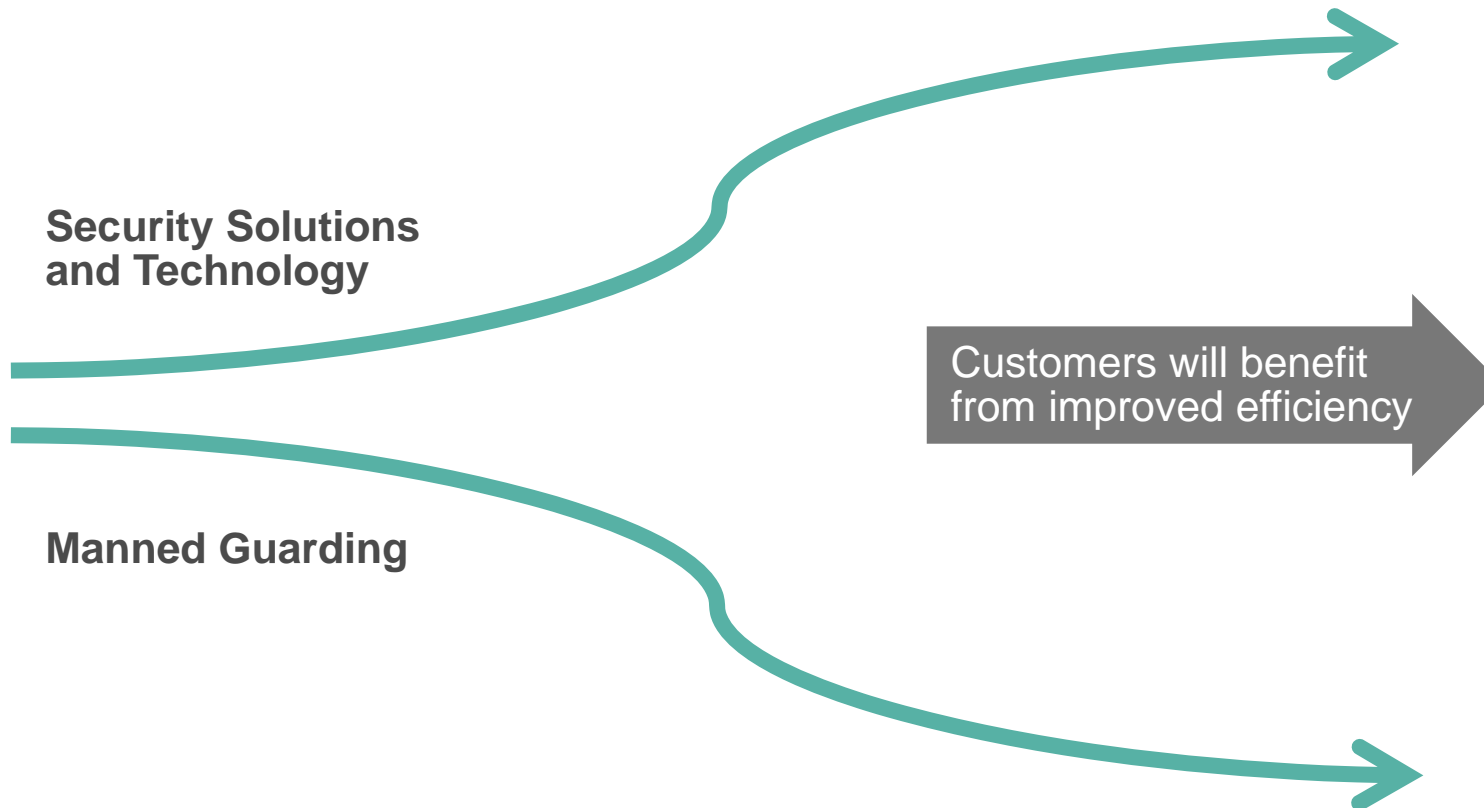
# The Paradigm Shift brings Opportunities



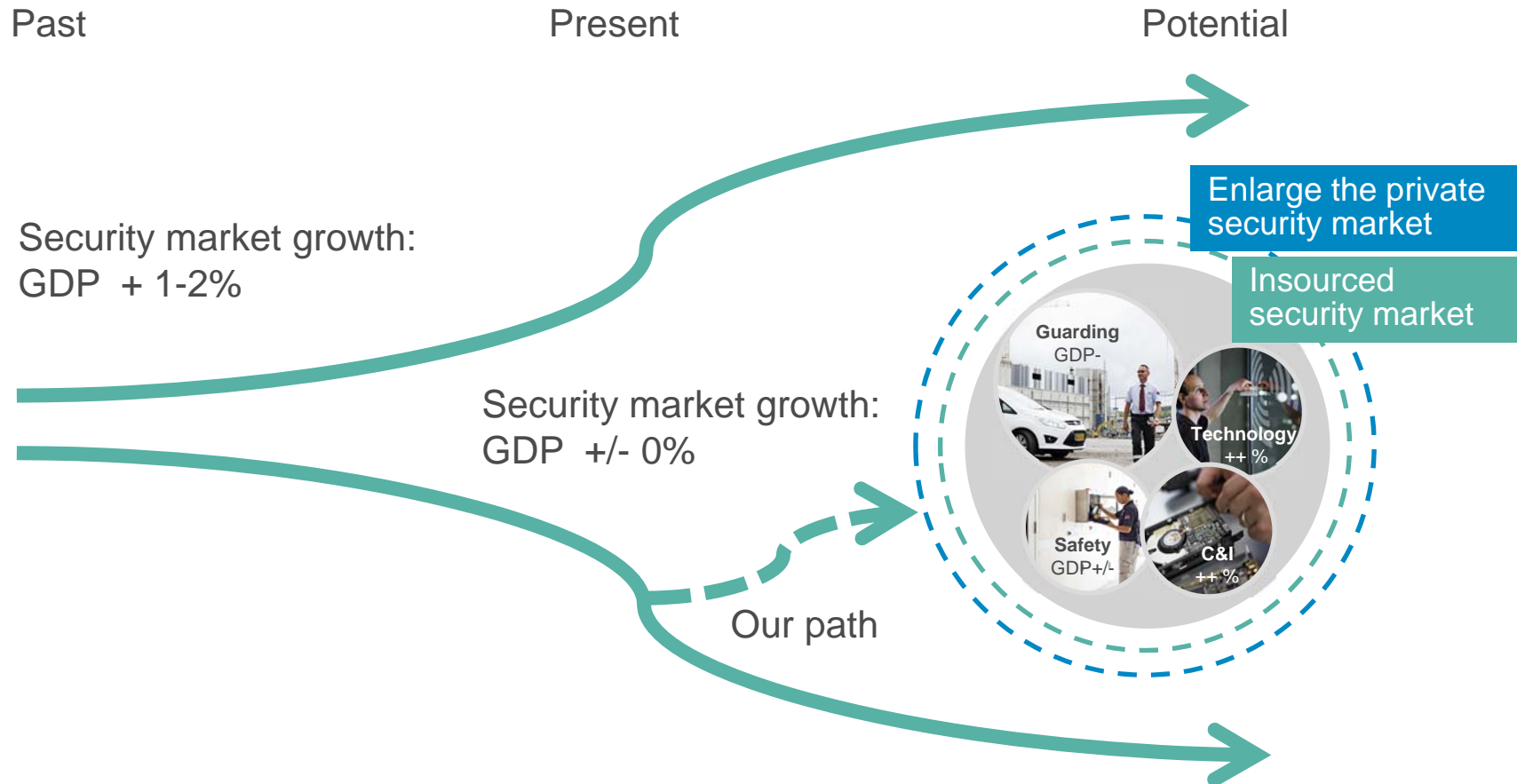
Past

Present

Potential

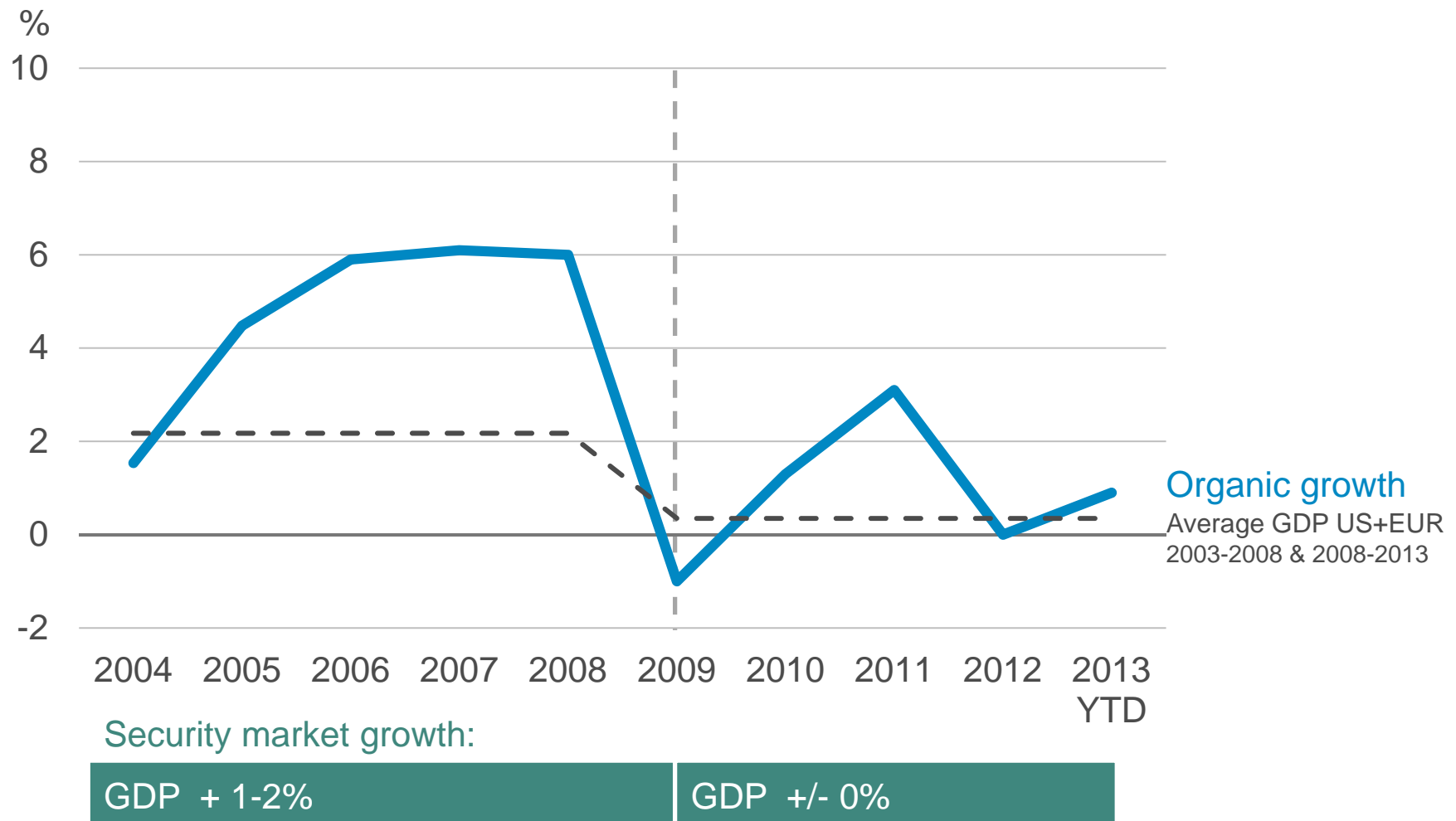


# Our Strategy for Future Growth





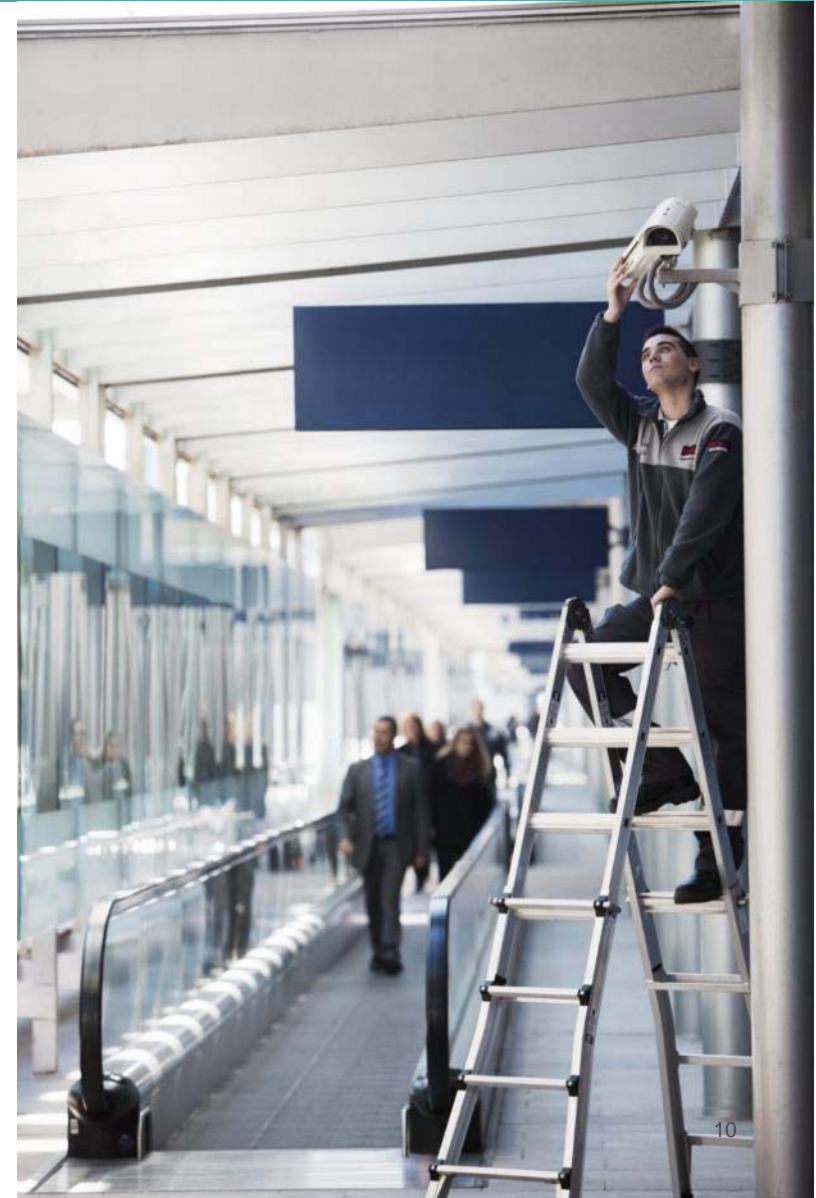
# Today Securitas' Growth Equals GDP Growth



# Preparing for the Paradigm Shift



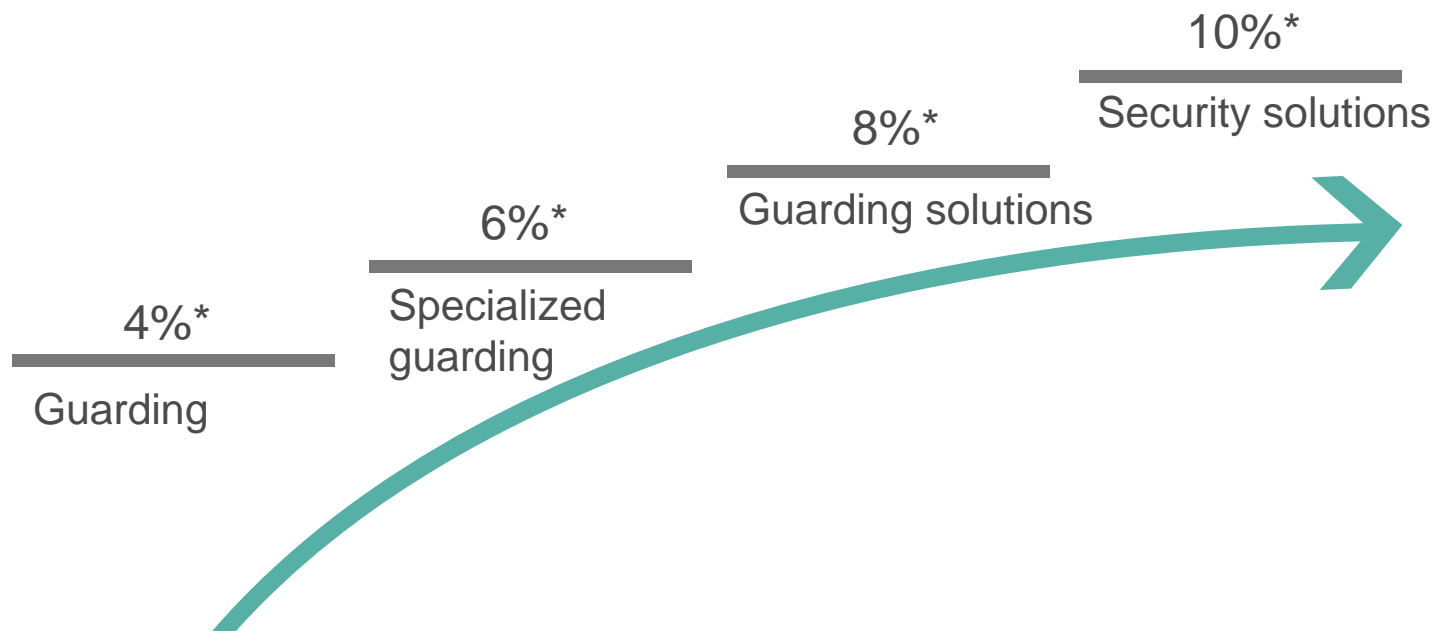
- After bid on Niscayah in 2011, we have rebuilt the technology competence and know-how organically
- Restructuring and cost savings program in 2012 to align the organization and free up resources for further technology investments
- Target to triple security solutions and technology sales, from 6% of 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



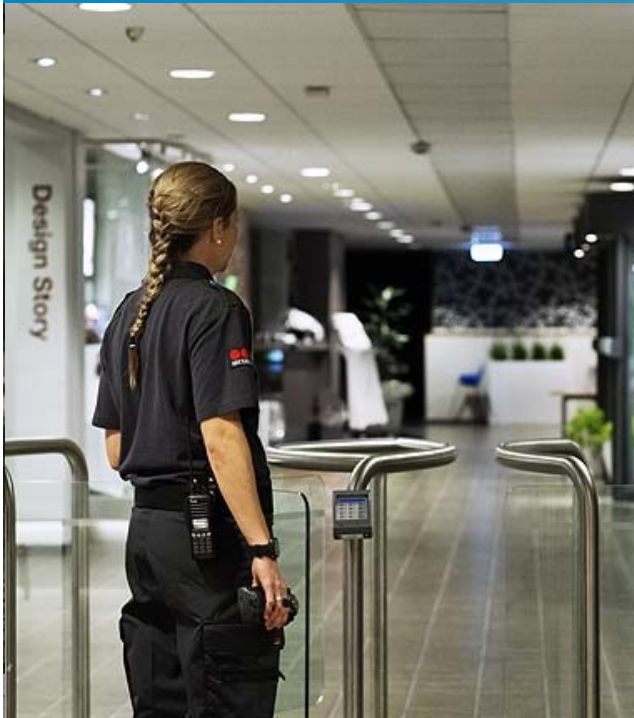
# New Strategic Direction – Climbing the Value Chain with Security Solutions and Technology



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



# 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



## 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