

Investor Day 2013



Building a Strong Ibero-American Platform

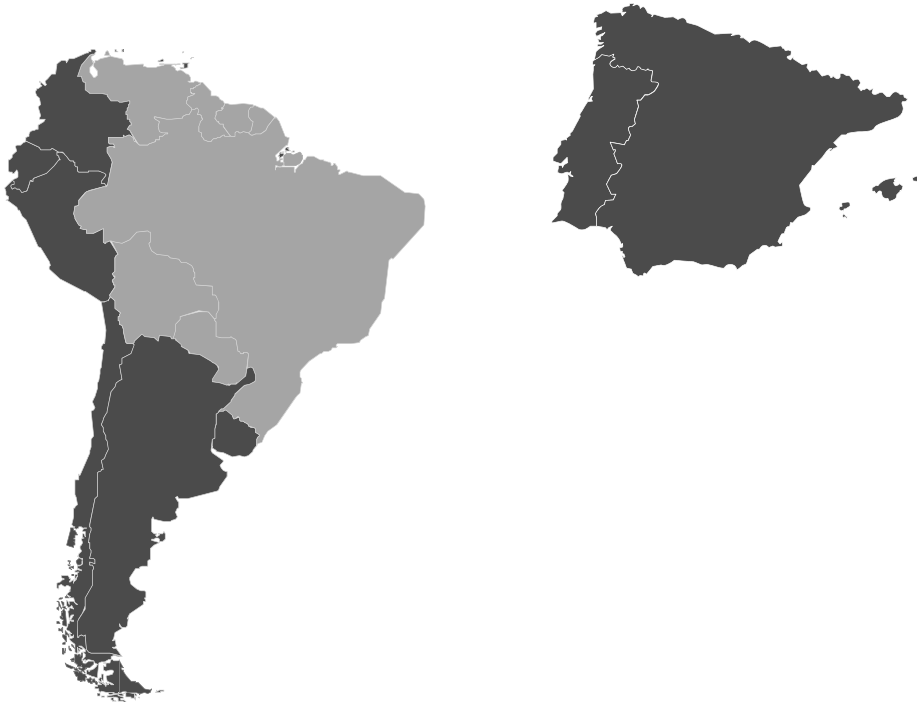


Luis Posadas
Divisional President
Security Services Ibero-America

Strong Position in Latin America and Iberia



- Specialized security services in Argentina, Chile, Colombia, Ecuador, Peru, Costa Rica, Portugal, Spain and Uruguay
- 58 000 employees
- Market share of 14 percent



Share of Group
January-September 2013

Sales
14%



MSEK 6 932

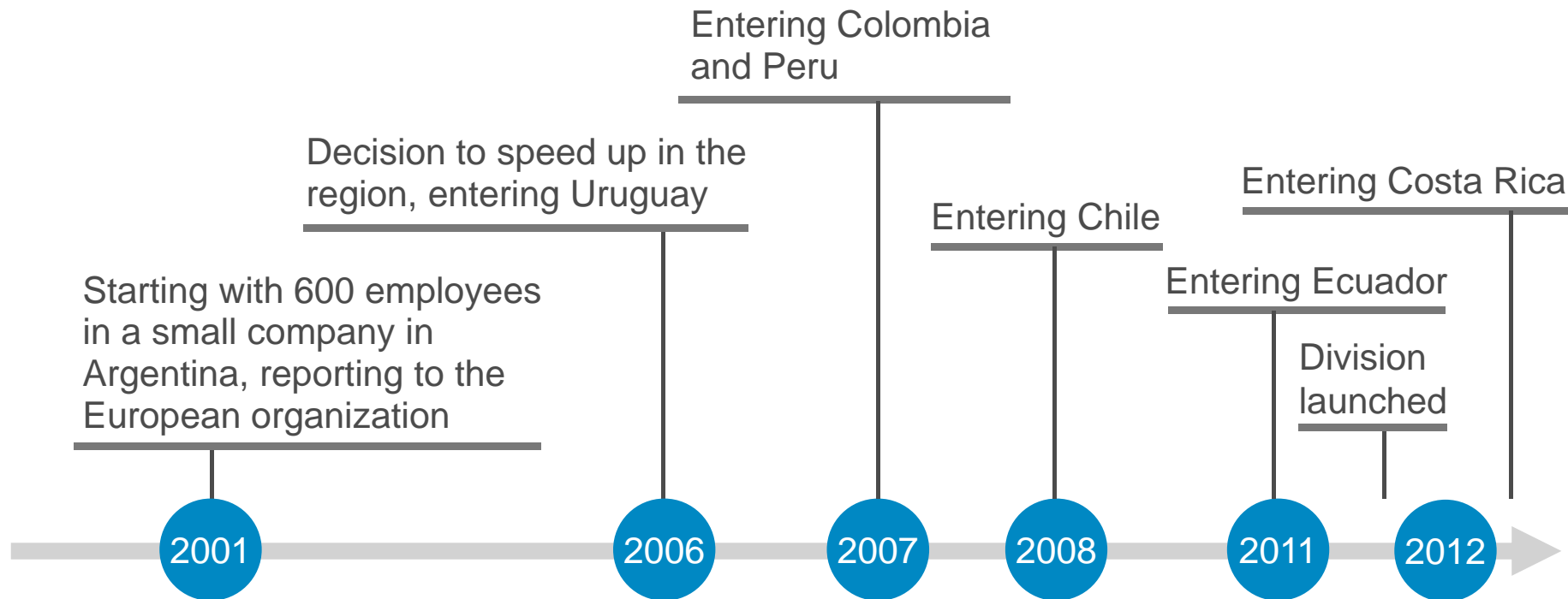
Operating income
15%



MSEK 371



Speed up Growth is Key in Our Model



Two Different Realities



Iberia

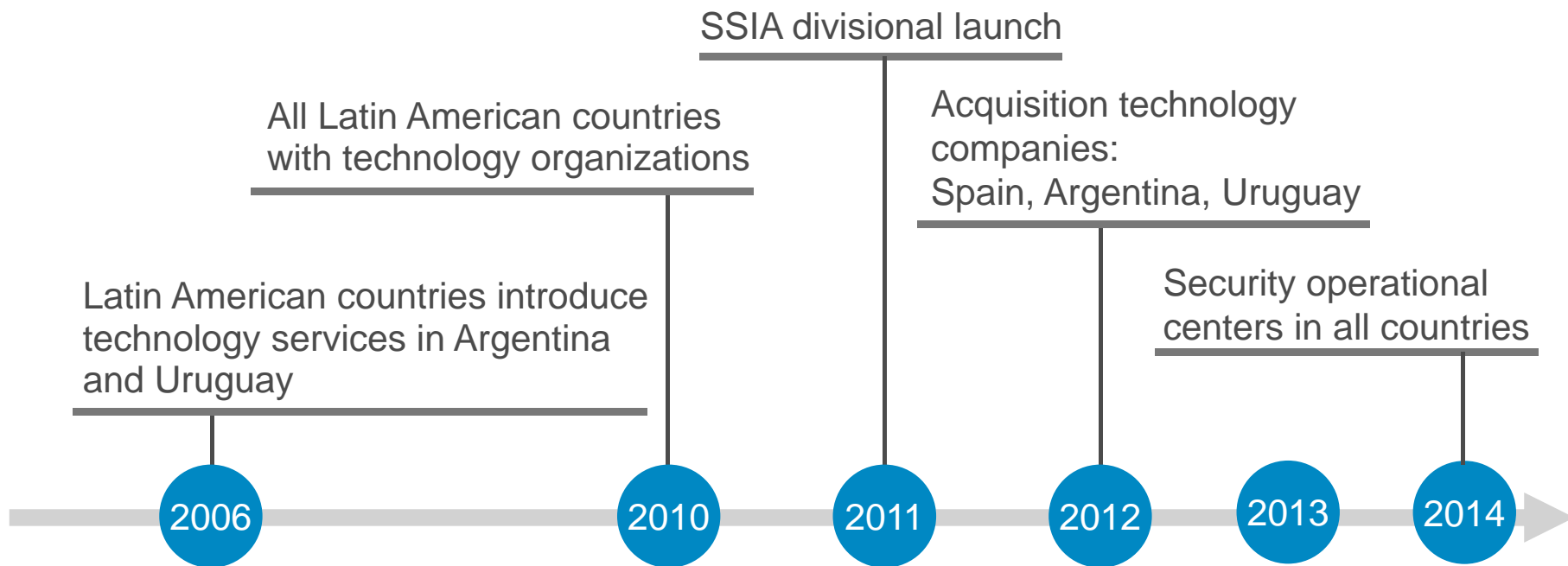
- Market share app. 18%
- Tough macroeconomic environment
- Mature market
- Price competition
- Differentiate the offering through security solutions

Latin America

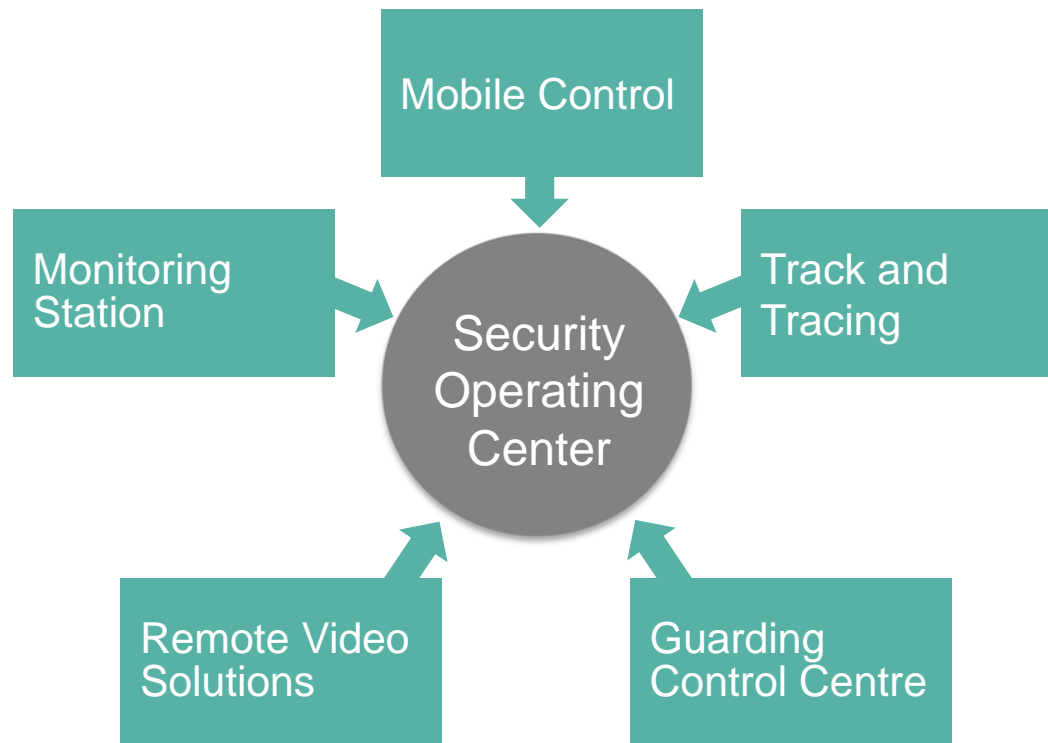
- Growth markets
- Increasing our market share
- Focus on innovation and technology
- Sharing of best practice
- Efficiency and high standards through common training platforms
- Footprint to provide services to local and global customers
- Selective acquisitions



Technology Evolution is Driving Our Offering



Single Point of Contact Adds Customer Value



Responding to a Challenging Market in Spain



Macroeconomic weak environment
Difficult labour conditions
Negative market growth
Customer cost savings and terminations

Our response

Differentiated offering in the market based on security solutions

Negotiations with the unions to manage the collective bargaining agreements

New organization in Innovation and Technology with over 300 professionals

New facilities: a new training center and Technical facilities in the Security Operational Center





Enhanced Solutions: Shopping center Bonaire



Current service:

Only Guarding. 47 000 hours/year = 27 FTE

Threats:

External and internal theft, intrusion

Customer needs:

Enhance security level, improving procedures, reduce cost

Security solution:

- Reduced guarding service (-5%)
- Technology installation: alarms, access controls, perimeter and video
- Technology maintenance and mobile
- Securitas Connect (client's portal)

Conclusion:

- The client pays 14% less than previous year
- Better service quality, including maintenance of technology
- Significantly improved operating margin in the contract
- Contract extended five years





Enhanced Solutions: Envases del Plata



Aluminum packaging and Aerosols

Current service:

Only Guarding. 3 posts 24/7. 1 post 12 hrs. Mon to Fri.

Threats:

External and internal theft, intrusion, sabotage, assault, accidents and strikes.

Customer needs:

Enhance security in perimeter, access as detect in risk analysis

Security solution:

- Reduce guarding service (-17%)
- Technology installation: alarms, access controls, perimeter and video
- Remote Service: monitoring with video verification, remote video Technology maintenance and mobile
- Securitas Connect (client's portal)

Conclusion:

- The client pays the same, but get a security solution
- Better service quality, including maintenance of technology and remote video
- Significantly improved operating margin in the contract



Building a Strong Ibero-American Platform



- Different realities in the different markets
- Mature markets under pressure is an opportunity to enhance our offering
- Strategy in place in all countries
- Investment in resources and training
- The Security Operational Center, the key to the future services
- Strong platform to grow in the new products and services
- Selective acquisitions in the markets where we operate, focus on companies with added value and technology





Integrity | Vigilance | Helpfulness

Investor Day 2013



Strategy Implementation in Argentina



Christian Faría
Country President

Economy and Market



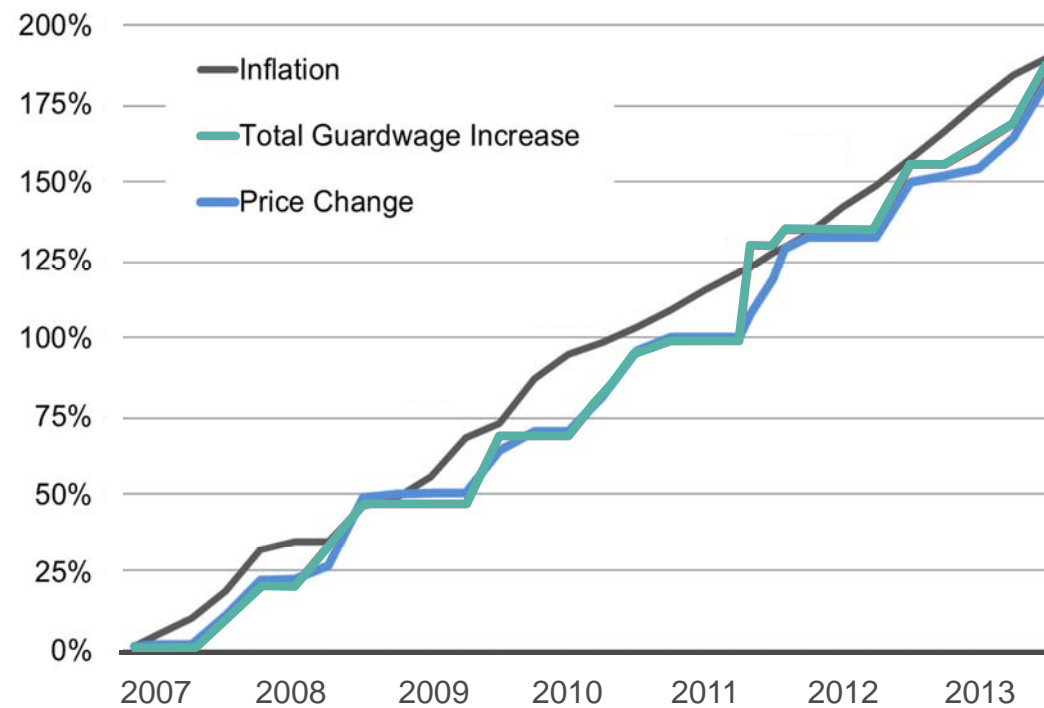
MSEK	2010	2011	2012	2013e
GDP growth	9% (off.) 8% (pr)	9% (off.) 7% (pr)	5% (off.) 1% (pr)	4% (off.) 3% (pr)
Security market size (MUSD)	1 550	1 920	2 200	2 330
Security market growth	29%	32%	24%	30%
Securitas' organic sales growth	25%	28%	30%	32%
Securitas' place in the market	1	1	1	1
Securitas' market share	11%	13%	15%	15%
Inflation rate	11% (off.) 25% (pr)	10% (off.) 24% (pr)	10% (off.) 26% (pr)	11% (off.) 27% (pr)
Unemployment rate	8%	7%	7%	8%

Addressing Inflationary Pressure



- We have been able to handle the inflation and the collective bargaining agreements
- We are offering value added services and defending margins

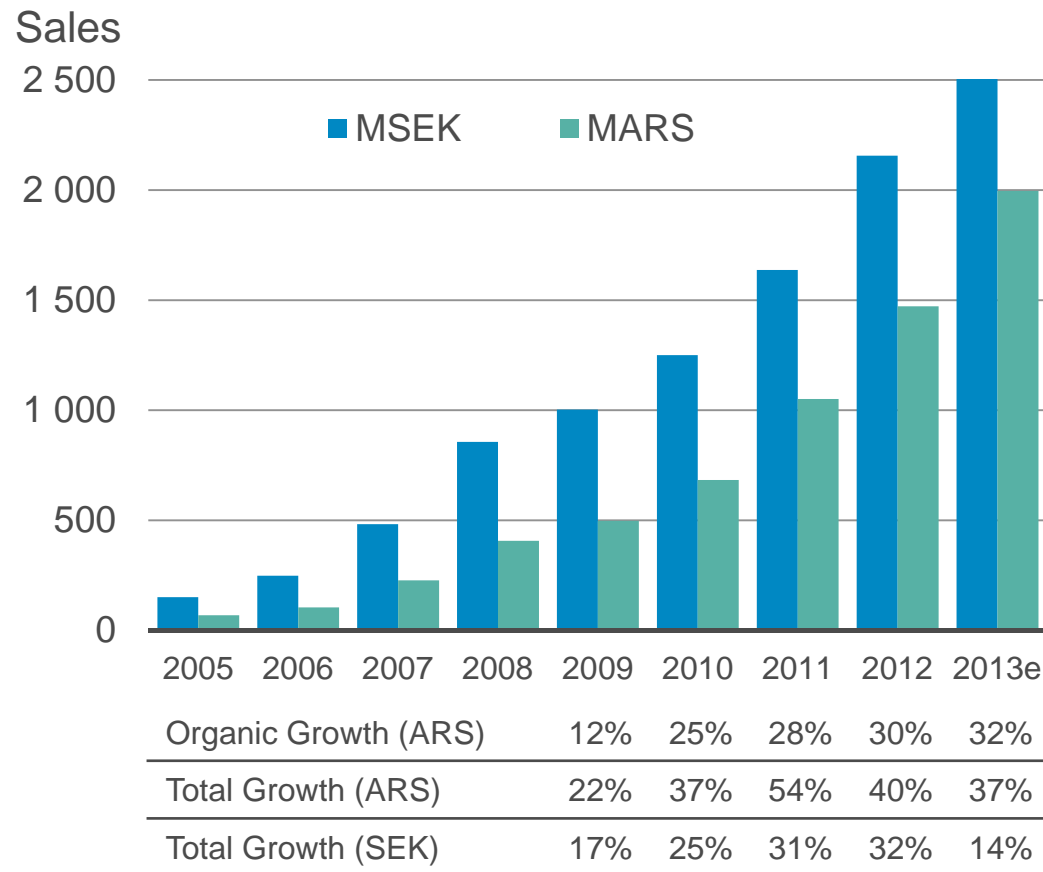
Accumulated monthly increase



#1 Market Leader



- Securitas started operations in Argentina through an acquisition of a guarding company with 600 employees in 2001
- 9 guarding acquisitions
- 2 technology acquisitions
- #1 in the market since 2007
- Average operating margin of 8% over the last five years



A Proven Strategy



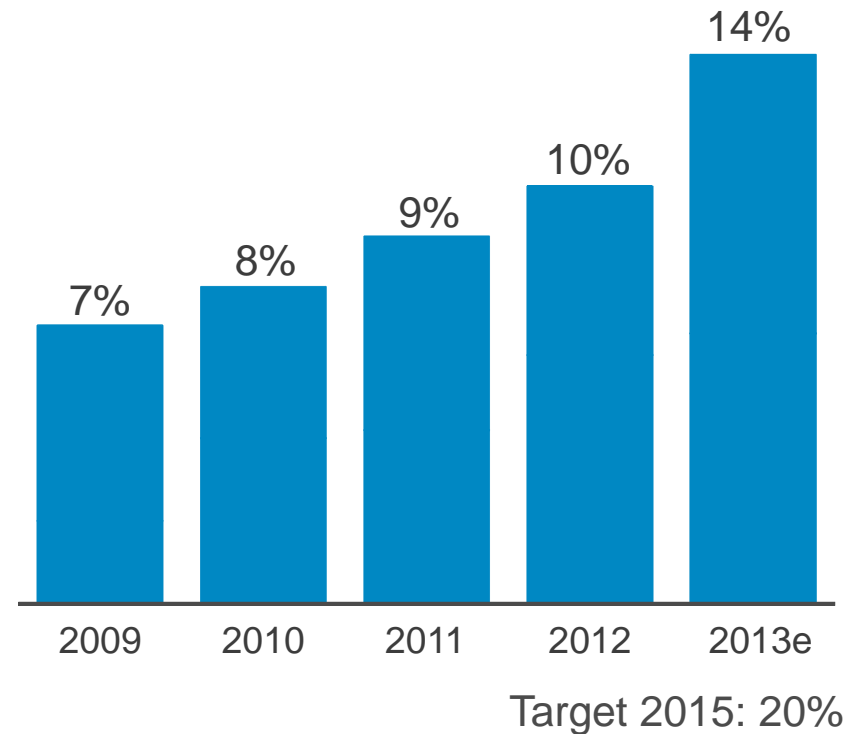
Continued Growth of Security Solutions and Technology



Transform existing manned guarding contracts into Solutions contracts:

- Provide solutions to the current portfolio
- Speed up the transformation process
- Investments in technology
- Managing solutions as a service
- Dedicated team to support transformation

Approach new customers with security solutions



Knowledge Sharing is a Success Factor



- Training program for security officers
 - Initial
 - Updates
 - Specialization
- Training program for middle management
- E-learning
- Workshops with branches and areas of the same market segment to share experiences, best practices and develop knowledge
- Specialized customer competence centers to develop, expand and share knowledge





Enhanced Solutions: Manufacturing Facility



The customer:

Acrylic emulsions manufacturing facility involved in the preparation of adhesives, leather, paints, paper, and textiles.

Current Service:

Only guarding. 2 posts 24/7 and 1 supervisor 9 hrs Monday to Friday

Threats:

External and Internal theft, intrusion, sabotage

Customer needs:

Enhance security in perimeter, access and interior Space.

Security solution:

- Reduced guarding hours (-40%).
- Technology installation: alarms, access controls, video and perimeter barriers
- Technology maintenance and remote services: monitoring and video mobile & Securitas Connect (client's portal)

Conclusion:

- The client pays the same, but the security solution is enhanced
- Better service quality, including maintenance of technology
- Improved operating margin in the contract, from app. 8% to app. 27%
- Three years extension of the contract





Enhanced Solutions: Storage Facility



The customer:

The facility serves reception, storage, PDI (Pre-delivery inspection), shipping and transportation of vehicles from manufacture plants to dealerships. It has a capacity to store 20 000 vehicles

Current service:

Only Guarding. 6 posts 24/7 and 1 head of service 24/7

Threats:

External and internal theft, intrusion, sabotage, assault, accidents and strikes

Customer needs:

Enhanced security in perimeter, access and indoor/outdoor spaces

Security solution:

- Reduced guarding service (-35%.)
- Technology installation: thermal video, video analytics, alarms, access controls and control room.
- Remote service: monitoring with video verification, remote video
- Technology maintenance, mobile and Securitas Connect (client's portal)

Conclusion:

- The customer pays 12% more, but for a enhanced security solution
- Better service quality, including maintenance of technology and remote video
- Improved operating margin, from app. 5% to app. 20%
- Three years extension of the contract



Key Take-aways



- Managing a tough environment (inflation, restrictions etc.)
- Strong organization with a clear strategy to improve margins through security solutions
- Knowledge sharing with other Latin American countries in order to speed up strategy implementation





Integrity | Vigilance | Helpfulness