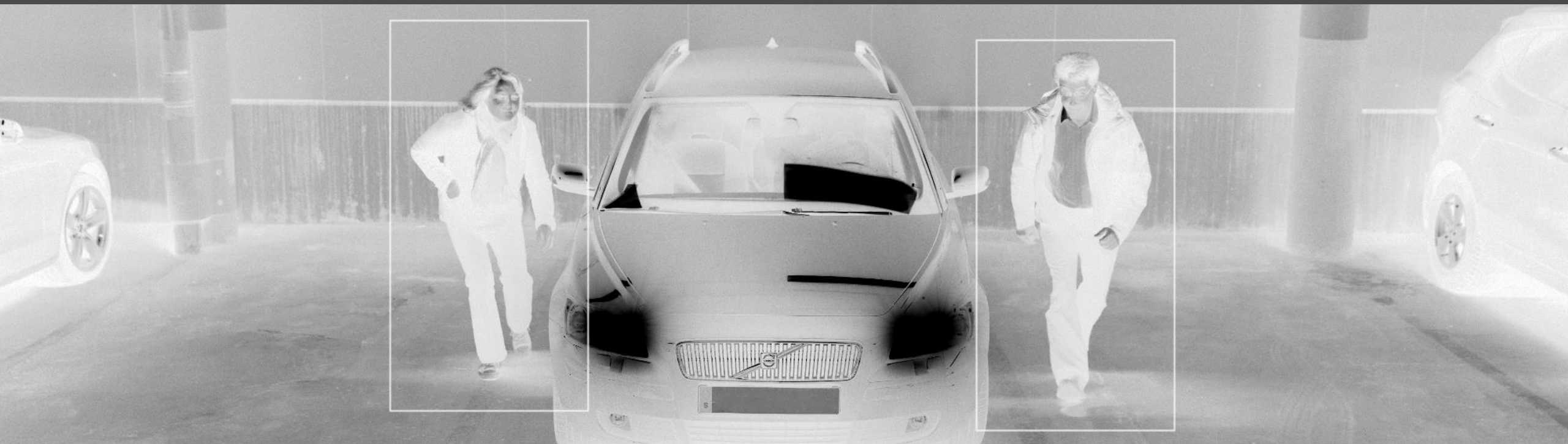


Investor Day 2016



Leading the Transformation



Alf Göransson
President and CEO

Market Drivers



Global tension



Digitalization



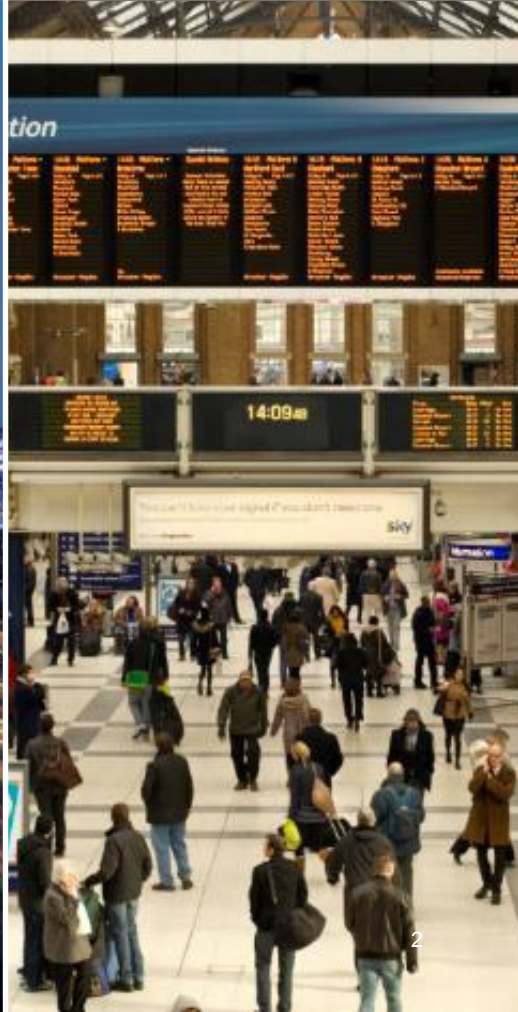
Sectors sensitive to disturbances



Urbanization



Infrastructure development



Our Vision for the Security Industry



Technology changes faster and faster

Technology becomes a commodity

Everything becomes digital

Perception makes the difference

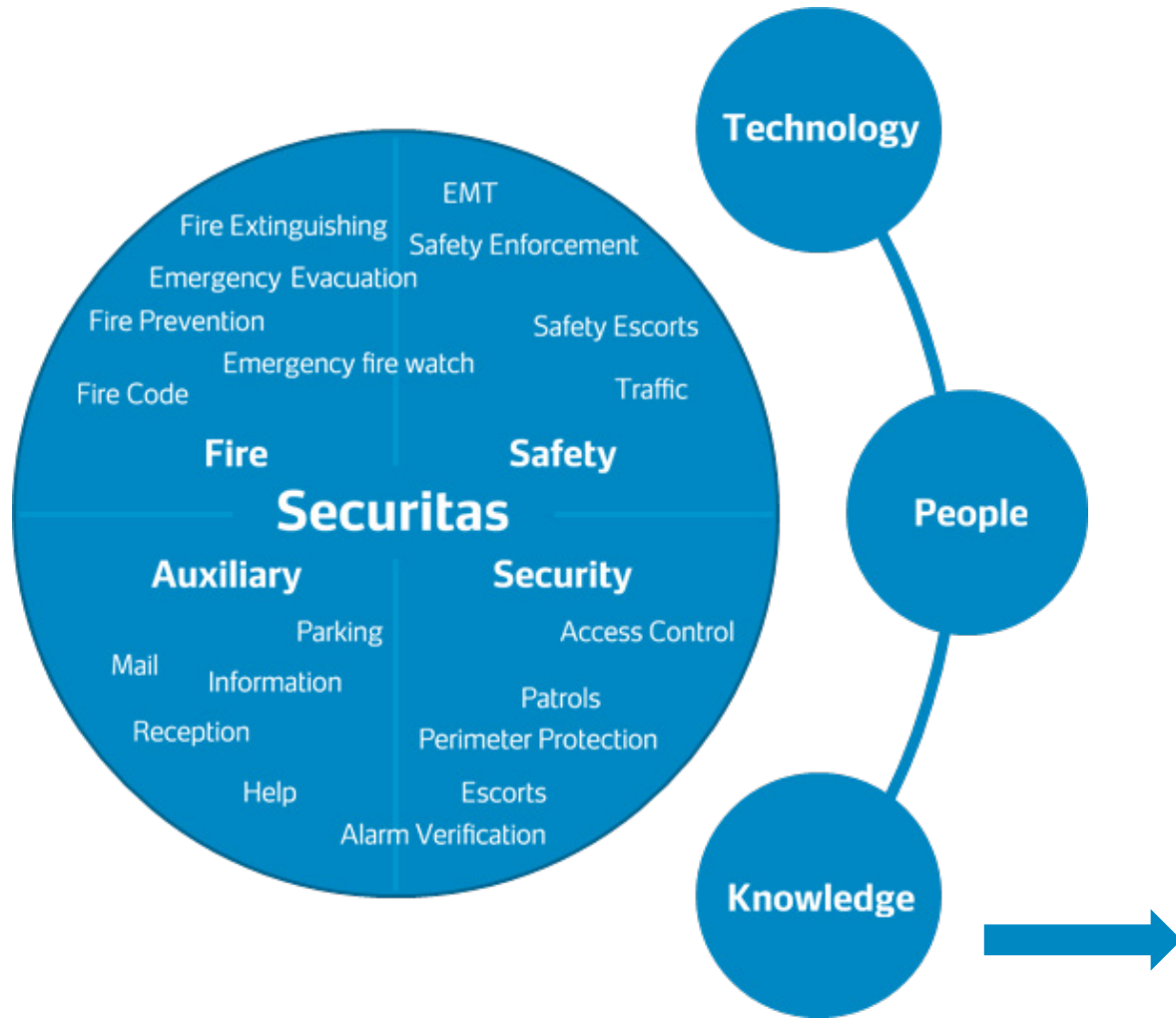
Creativity, speed and agility are the new differentiators

It's less and less about technology and more and more about how we apply it and monetize innovation

"Detect the Crime Before it Happens"



We Differentiate Ourselves through Knowledge



Corporate risk management



Securitas Operation Center

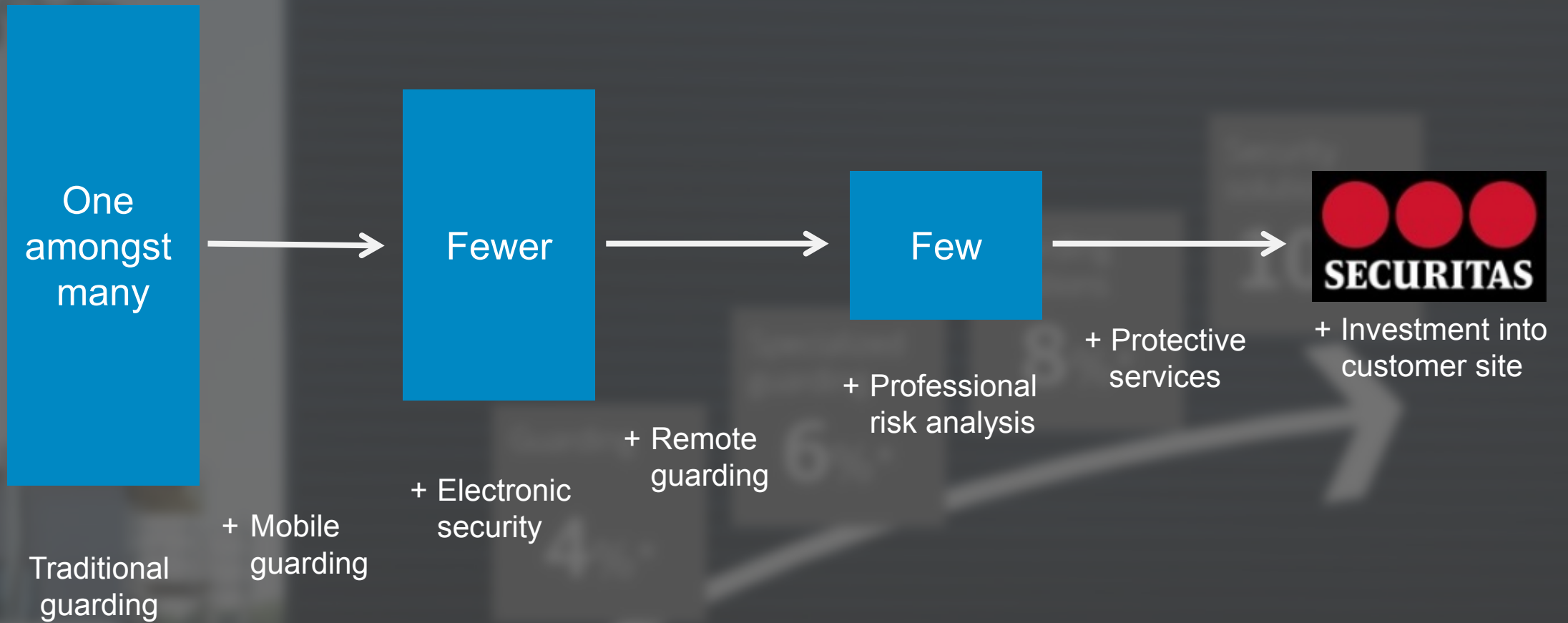


Risk assessment

We Improve Customer Value



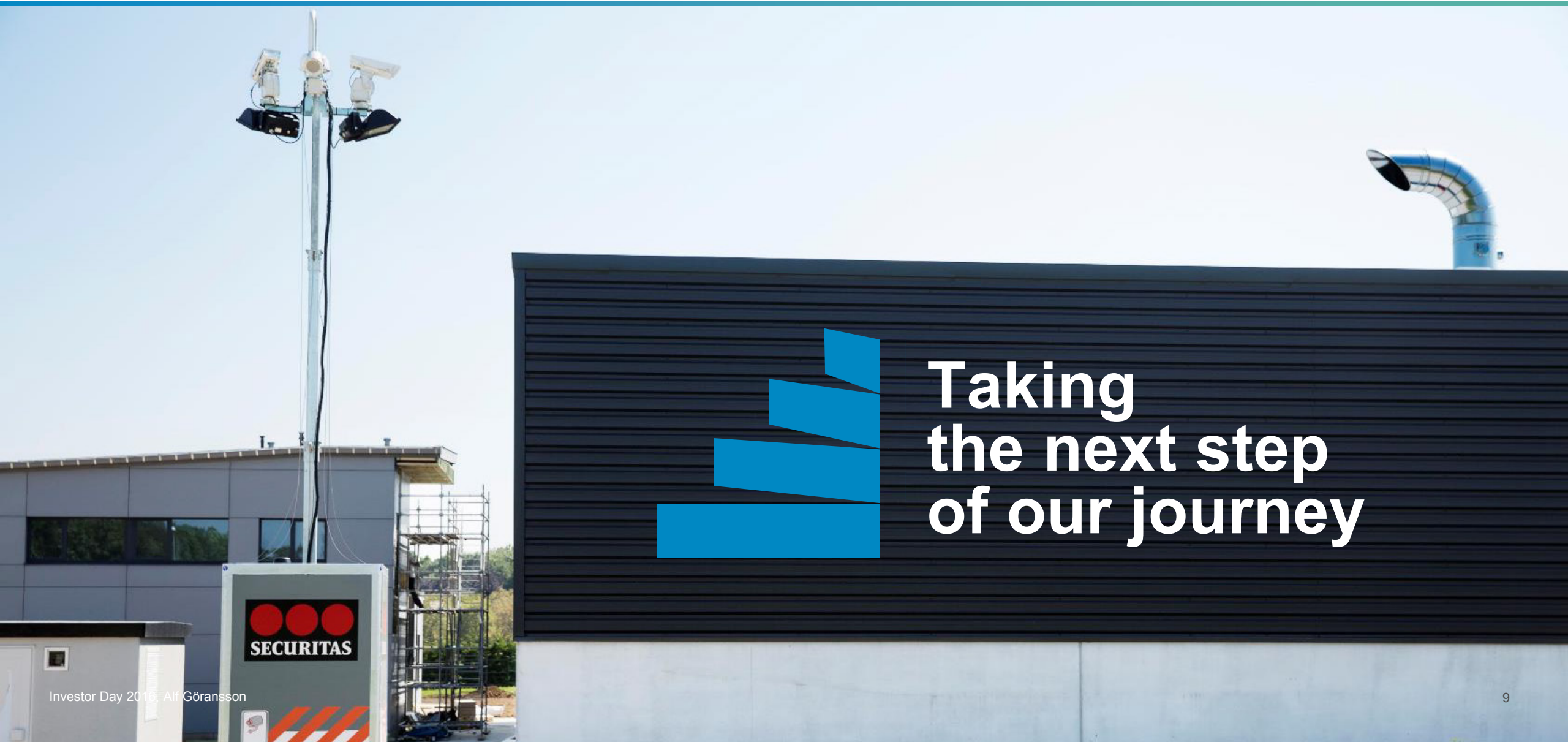
Security Solutions Reduces the # of Competitors and Creates Customer Value at the Same Time





There are Three Kinds of Companies

- Those who **make** things happen
- Those who **watch** things happen
- Those who **wonder** what happened



**Taking
the next step
of our journey**