



ACCELERATING TRANSFORMATION

Investor update

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TODAY'S AGENDA

A strong foundation

Driving long term value through
our transformation strategy

Break

Delivering 2020 and shaping
the future strategy

Accelerating transformation
through Intelligent Security

Q&A and conclusion

This is a good industry to be in...

Economic
prosperity



Good growth prospects

Increasing emphasis on
security and safety



Technology



Innovation opportunity

Data and
information



...and we are the leading player

The background of the slide is a photograph of a hand holding a smartphone. The phone's screen displays the "listacam" app interface. In the background, there is a blue sign with the Securitas logo and text including "WARNING", "Digital CCTV", and a phone number "Call 0861 100 900".

Customers

Our current
offering and
position

People and
teams

We have a strong, loyal customer base with significant growth opportunities



150,000^{*}
customers

140
Global
customers

92%
retention rate

* Excluding monitoring only customers

We have leading market positions

NORTH AMERICA
#2 position

EUROPE
#1 position

LATIN AMERICA
#2 position

We are the
no 1
security services
provider

AMEA
Growing presence

58
markets

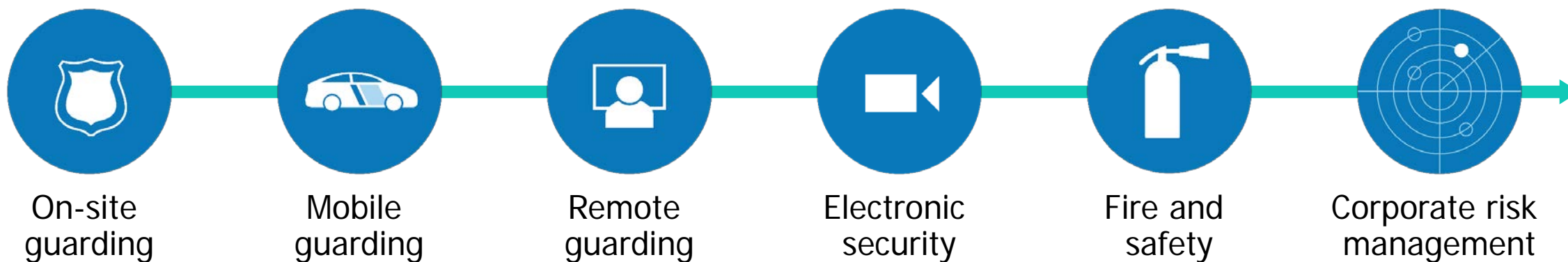
345,000
employees

THE POWER OF PRESENCE

Since 2013, we have extended our offering from on-site guarding to protective services...

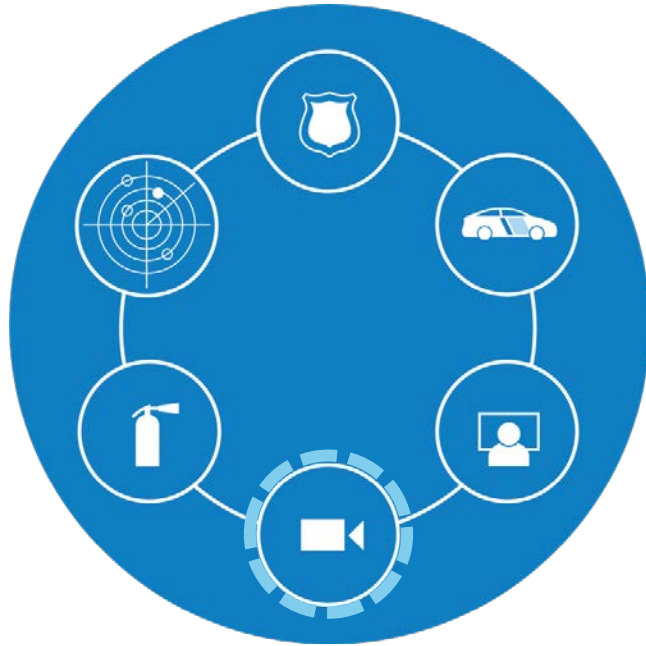


PROTECTIVE SERVICES



8% solutions 2013 → 20% solutions 2018

**...with a special focus on developing
electronic security**



Combining protective services in
a packaged offering = security solutions



...and state of the art operations centers



44

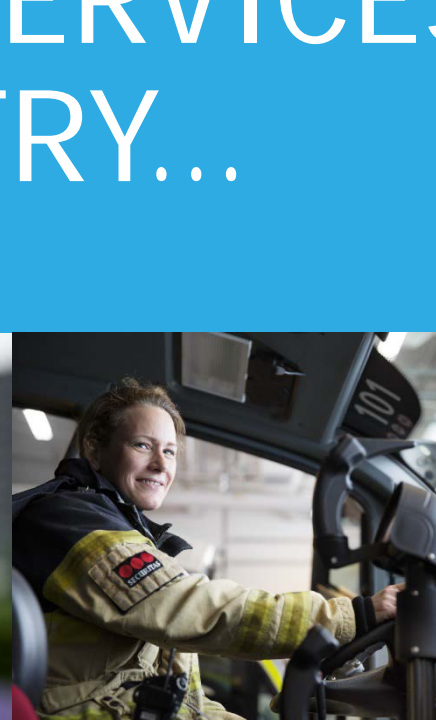
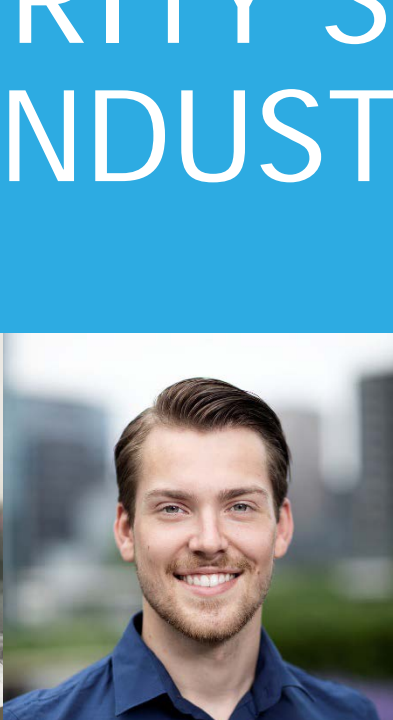
OPERATION CENTERS

738,000

CUSTOMER CONNECTIONS



THE BEST TEAM IN THE SECURITY SERVICES INDUSTRY...



Our strength is built on our guarding people and culture



OUR VALUES

Integrity | Vigilance | Helpfulness

SECURITAS WAY OF WORKING

Securitas
Toolbox



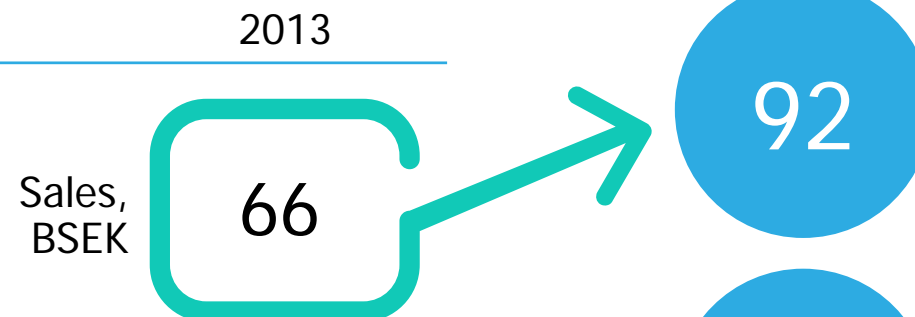
ETHICS AND COMPLIANCE

- Values and Ethics code
- Integrity line
- Sustainability reporting, GRI
- UN Global compact

We have a good track record of delivering value creation



Growth of top-line



Growth of operating income



Growth of EPS



Company target: Annual increase of 10%

....and we have a strong platform for future growth

