

# OUR STRATEGY

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# Our transformation firmly positions us to reinforce our leadership position

## LEADER IN INTELLIGENT SERVICES

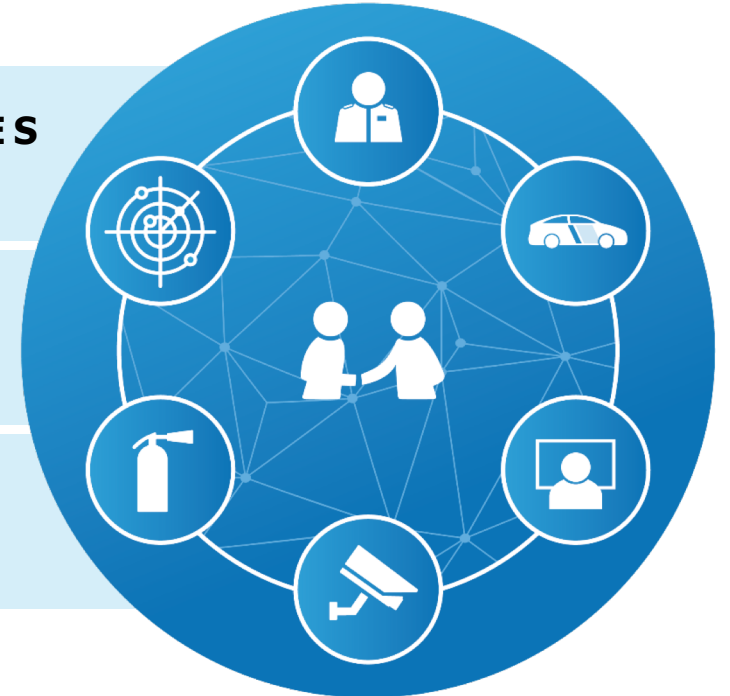
Adding data-driven innovation

## LEADER IN PROTECTIVE SERVICES

Enhancing our offering | Combining into solutions

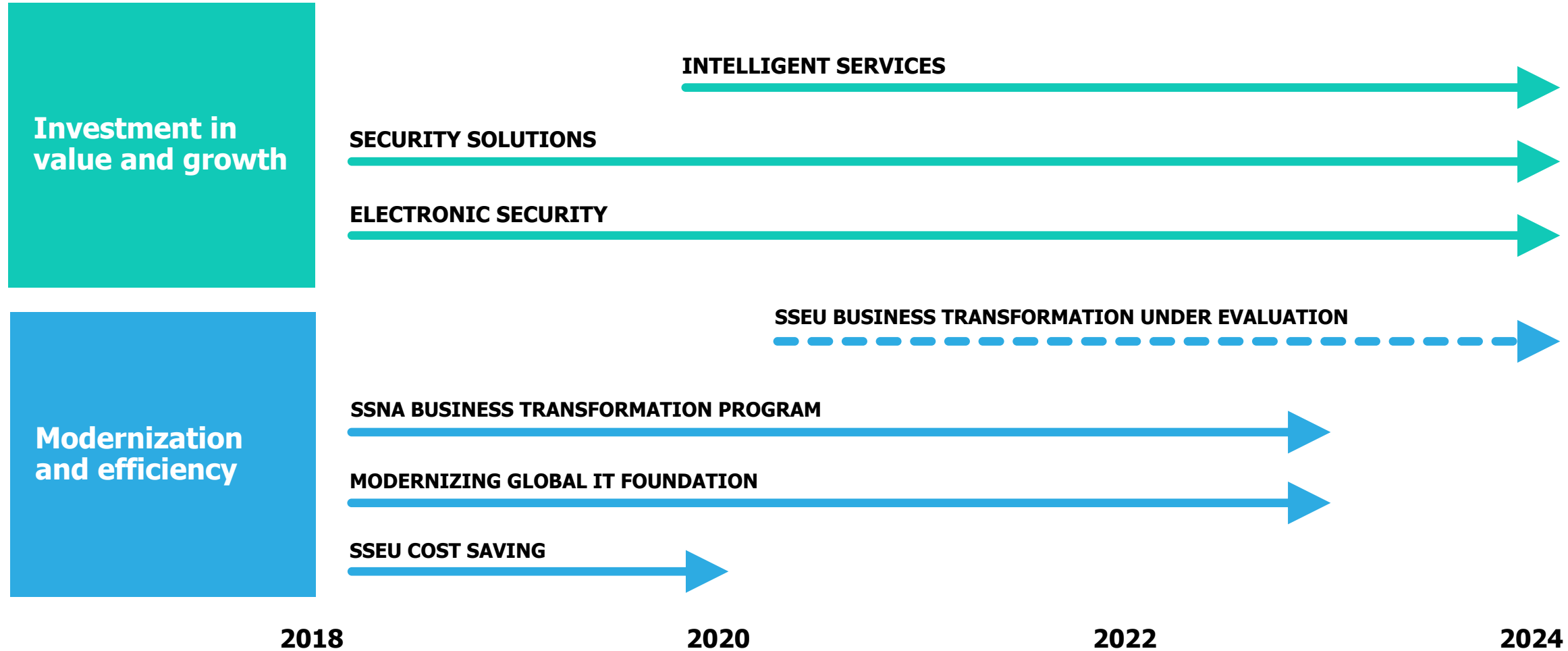
## LEADER IN GUARDING

Growing and expanding our presence | Strengthening guarding

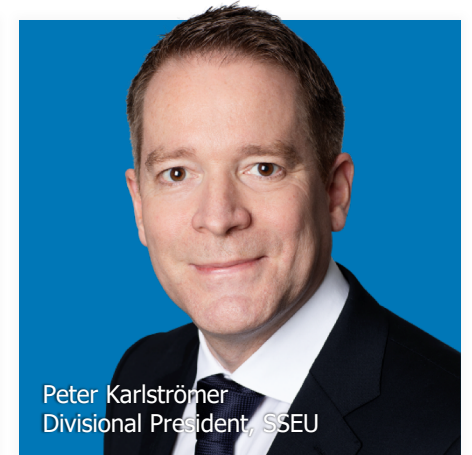


Winning with the best offering, people and client engagement

# We are in a period of accelerated transformation



# This is the team presenting today



# We are driving the transformation from a position of strength...

## Brand value, services and presence

No. 1 quality brand | Leading protective services offering | Leading global and local presence

### Growth & sales

- Growth faster than market
- North America & AMEA leading
- Europe recently slower than expected

### Margin

- Stable on Group level
- Security solutions and electronic security
- SSNA expanding. Guarding margin pressure SSEU and SSIA
- Group investments

### One-time effects

- Digitalization and modernization IS/IT
- SSNA business transformation
- SSEU cost savings program

### R&D

- Group investments intelligent products and services

# ...and have updated our financial targets as well as set a strategic transformation ambition

Income statement	<b>1. Financial performance target</b>	Annual average increase in EPS of 10% over a cycle
Balance sheet	<b>2. Financial stability target</b>	<p>Net debt to EBITDA on average 2.5</p> <hr/> <p>Operating cash flow of 70 to 80% of operating income</p>
Return to shareholders	<b>3. Dividend policy</b>	Dividend of 50 to 60% of net income
<b>Strategic transformation ambition</b>		Double our security solutions & electronic security business by 2023 compared to 2018

# Technology and data create growth and innovation opportunities...

## Growth prospects



Economic prosperity



Increasing emphasis on security and safety

## Innovation opportunity

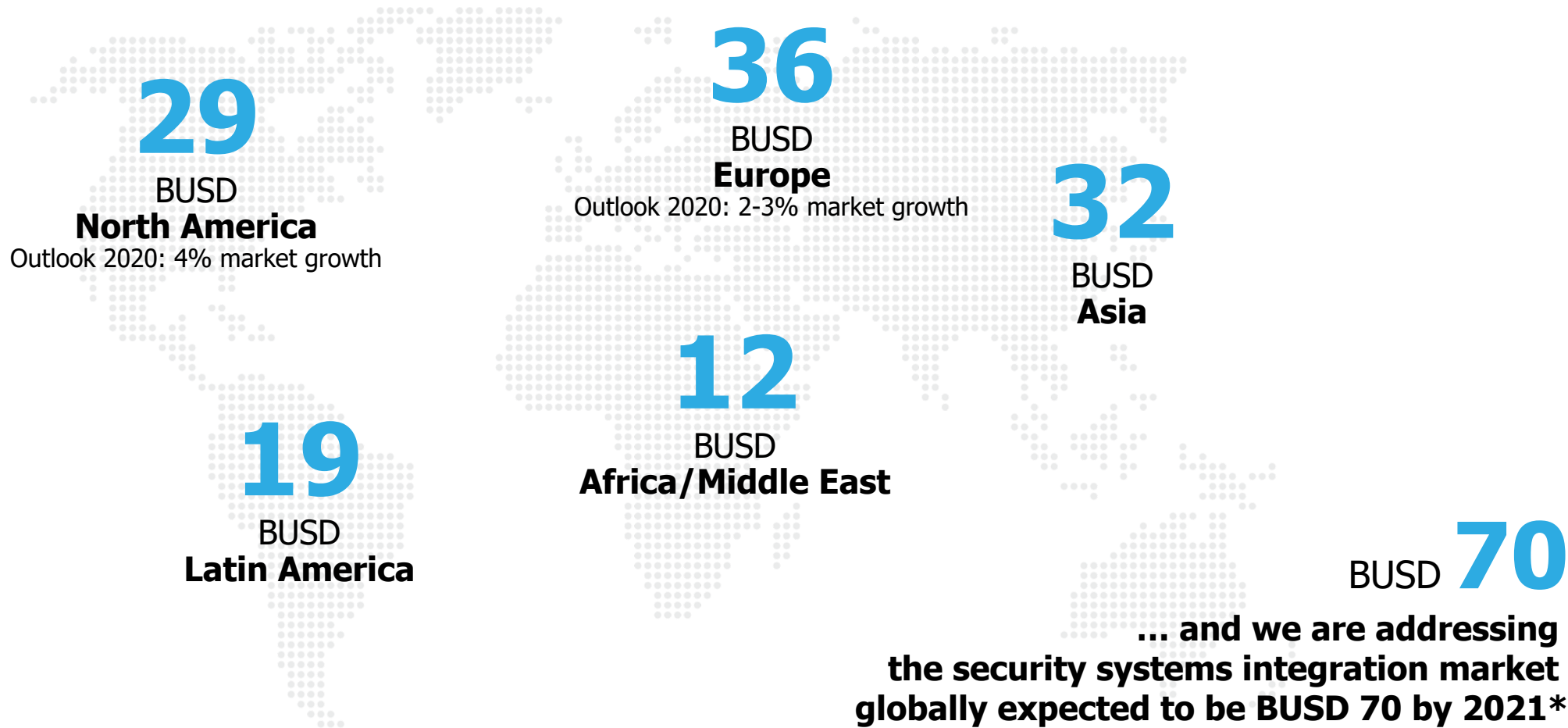


Technology



Data and information

# ... and the guarding market is large expected to grow 5-6 percent globally in the coming years





## Client needs are changing...

↓ Standalone needs  
**Integrated solutions and "as a service"**

↓ Protection of buildings and assets  
**Looking after people and supply chain**

↓ Pure security  
**Experience and service focused security**

↓ Static view of risk  
**Dynamic assessment of risk**

↓ Observe and report  
**Anticipate and respond**



# ...and Securitas has strong key competencies to meet those needs



Culture, values,  
purpose and  
leaders



The power of  
presence



Leading protective  
services offering



Leading with data-  
driven innovation



Strong brand

**We are putting  
purpose at the core of  
our strategy...**

# ...and have now articulated our purpose in a way which guides us every day

## WE

All the people in Securitas who share strong values

Integrity · Vigilance · Helpfulness

## HELP

All friendly, service-minded, together

## MAKE

Leveraging our presence, knowledge and service offering

## YOUR

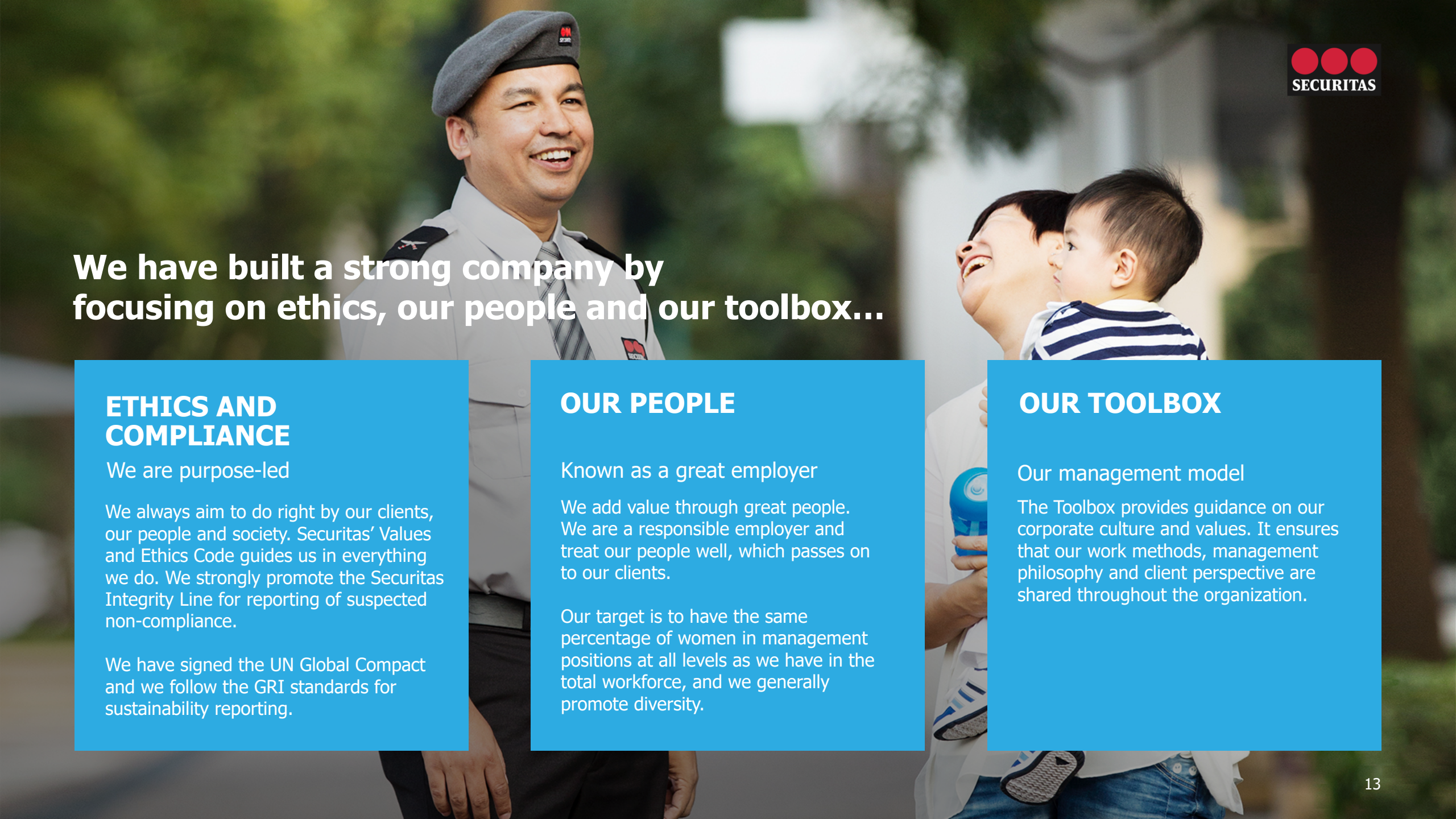
Personal, regardless of whether you are a private person or a large corporation

## WORLD

Society, wherever you are, the environment

## A SAFER PLACE

Peace of mind, business continuity, quality of life



## We have built a strong company by focusing on ethics, our people and our toolbox...

### ETHICS AND COMPLIANCE

We are purpose-led

We always aim to do right by our clients, our people and society. Securitas' Values and Ethics Code guides us in everything we do. We strongly promote the Securitas Integrity Line for reporting of suspected non-compliance.

We have signed the UN Global Compact and we follow the GRI standards for sustainability reporting.

### OUR PEOPLE

Known as a great employer

We add value through great people. We are a responsible employer and treat our people well, which passes on to our clients.

Our target is to have the same percentage of women in management positions at all levels as we have in the total workforce, and we generally promote diversity.

### OUR TOOLBOX

Our management model

The Toolbox provides guidance on our corporate culture and values. It ensures that our work methods, management philosophy and client perspective are shared throughout the organization.

# ...and we address specific sustainability goals

## Our main focus areas:

- Working conditions, including health and safety
- Development of our employees
- Diversity
- Anti-corruption and compliance
- Reducing emissions

Securitas supports the UN's Sustainable Development Goals and we focus on those where we can have the greatest impact



## Our wanted position

# The Intelligent Protective Services Partner



**To reach this wanted position  
we are focusing on three areas...**



- ▶ **Client engagement**
- ▶ **Protective services leadership and innovation**
- ▶ **Efficiency**



## ...which will reinforce our leadership position in the security industry

- Building on a position of strength
- Seizing new opportunities within a large, growing and changing market
- Focusing on three areas to reach our wanted position
  
- Clear targets to drive long term value creation
- Organization, leaders and people ready to execute



**Winning with the best offering, people and client engagement**



# **POSITIONING SECURITAS AS THE INTELLIGENT PROTECTIVE SERVICES PARTNER**

Investor Day, 5 December 2019

