

SSIA

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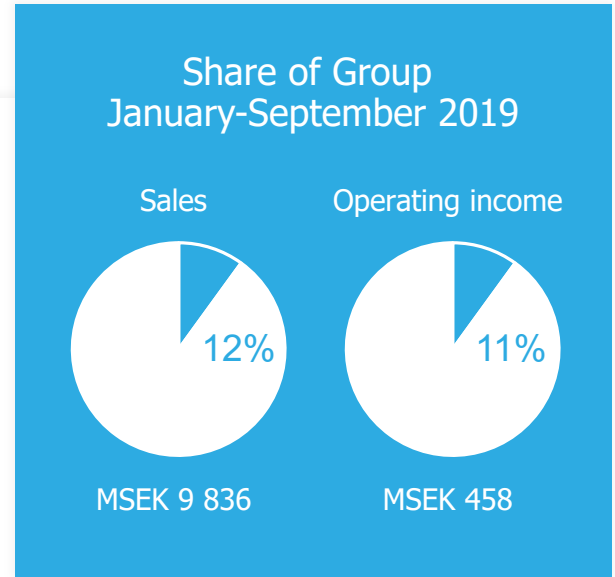


Strong position in Latin America and Iberia

- Security Services Ibero-America offers protective services in nine Latin American countries as well as in Portugal and Spain
- 63 000 employees
- 500 mobile cars
- 80 000 CCTV cameras connected
- Security solutions and electronic security sales was 27% of SSIA sales in 9M 2019



THE POWER OF PRESENCE

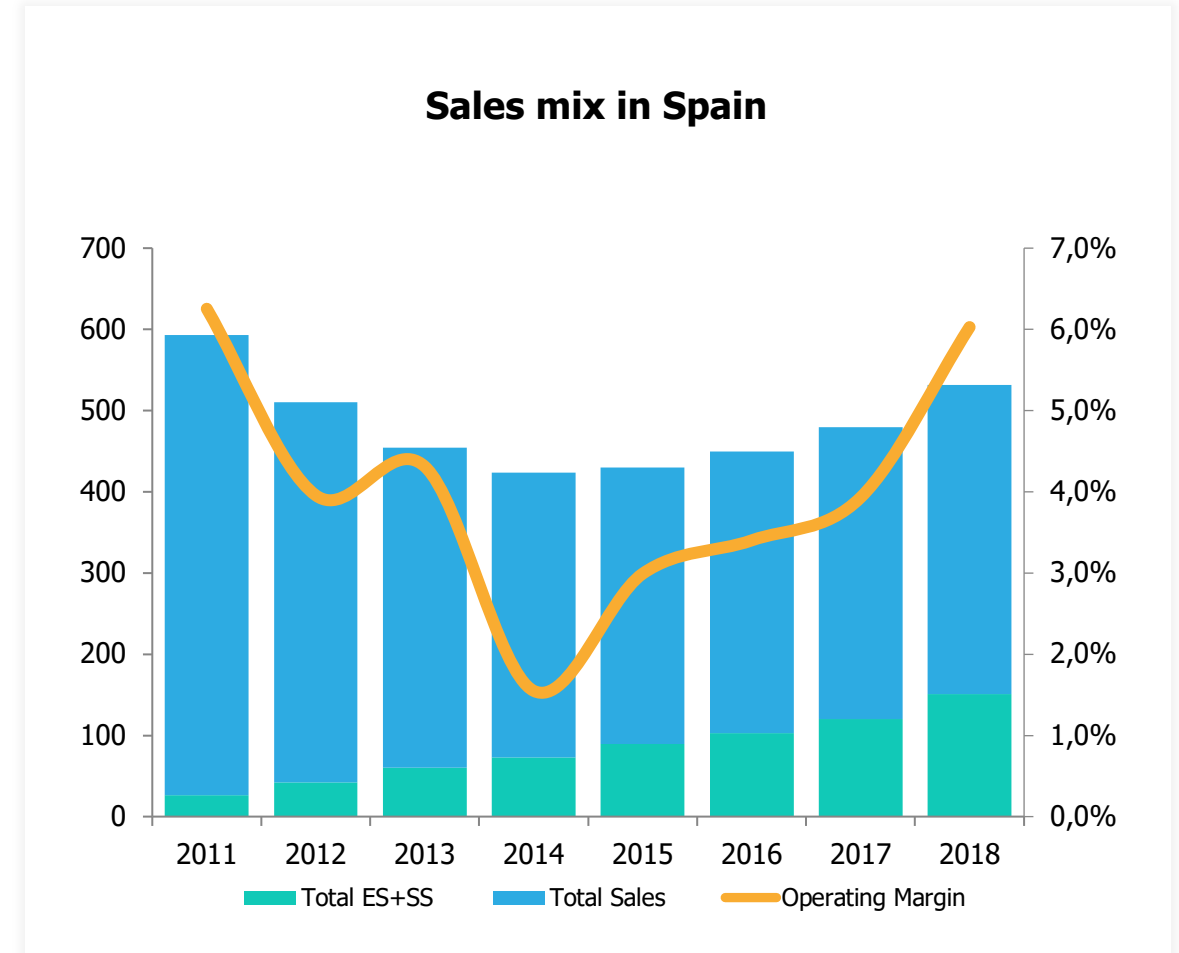


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Market position

Iberia is at the forefront of Securitas' development

- **Iberia represents 55% of sales within the segment**

- **Best practice – Spain. Security solutions and electronic security sales increased from 5% in 2011 to 30% in 2018**
 - Transformed business model since 2011, after a deep crisis
 - Leadership; strategy commitment and engagement
 - People; restructuring and changed HR policies
 - Branch manager model
 - Implementation of due processes; measuring, following and benchmark within the organization
 - Continuous focus on improvement



Latin America is a growth opportunity

- Strengthen the existing footprint
- Organizational adjustment according to each local market; strong leadership
- Employee engagement around our purpose
- Branch management model and client centrality to support the strategy execution
- Leverage many best practices within the segment (e.g. Spain, Portugal, Colombia, Uruguay)
- Improve technical platforms (ERP) and production tools



Some challenges in Latin America, but our position to take advantage of the market development is strong

Challenges

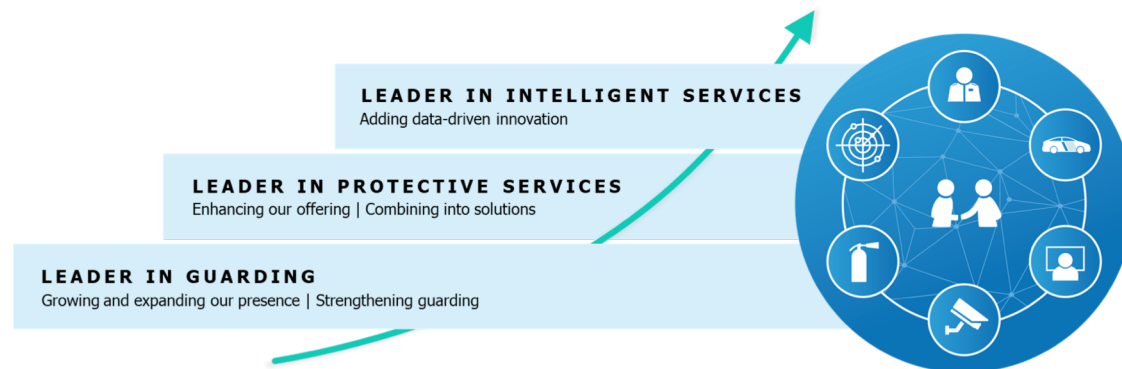
- Political, economic, social...
- Differences in market maturity

Opportunities

- Very good client portfolio with huge potential; private sector strong
- Excited and engaged people to support the future
- Several competitive advantages for Securitas
- Positive trends, within the sector and externally, in some markets



What success looks like in Ibero-America



Growth

- Organic growth
- Strategic acquisitions
- Sales organization
- Client engagement program
- Create multipliers

Healthy gross margin

- Business mix
- On-site guarding efficiency and competitiveness
- Security solutions and electronic security
- Mobile solutions

Indirect cost leverage

- Efficient organization adjusted to business lines
- Talent development
- Synergies: country, region, division

A close-up photograph of a woman's face, split vertically. The left side shows her natural features, including her green eyes and dark hair. The right side is overlaid with a white fingerprint pattern on a blue background. The text is centered across the middle of the image.

POSITIONING SECURITAS AS THE INTELLIGENT PROTECTIVE SERVICES PARTNER

Investor Day, 5 December 2019

