



# SSNA

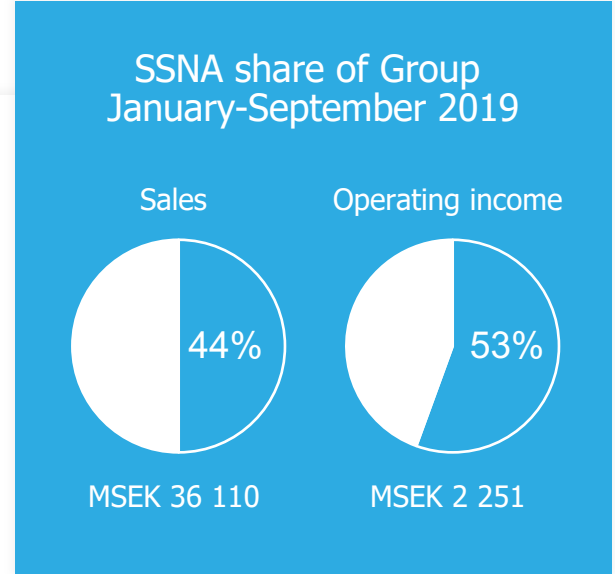
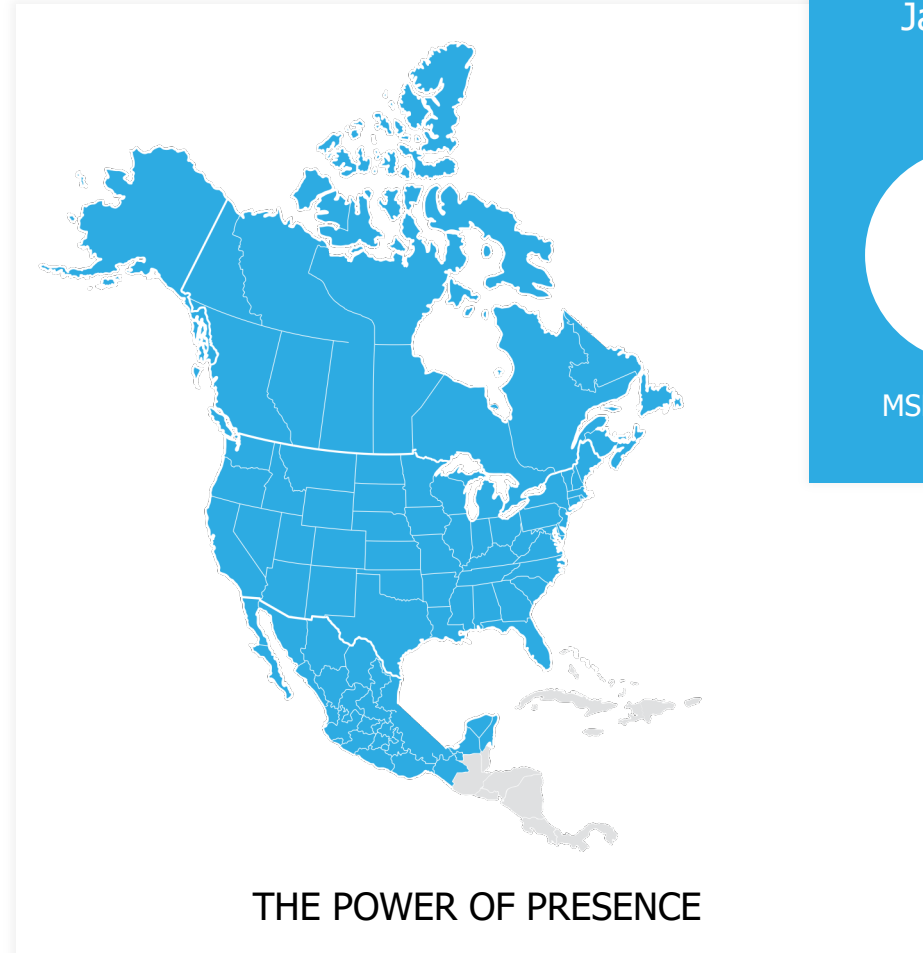
Magnus Ahlqvist  
CEO and President

Greg Anderson  
President,  
North America Guarding



# A solid development in Security Services North America

- Security Services North America offers protective services in the US, Canada and Mexico
- 122 000 employees, 720 branch managers
- Security solutions and electronic security sales were 18% of SSNA sales in 9M 2019

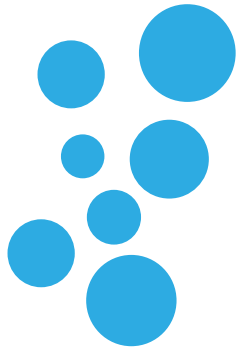


# #2

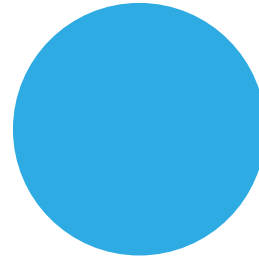
Market position

# We have successfully grown from a pure guarding company into a solutions-focused company with strong specialization

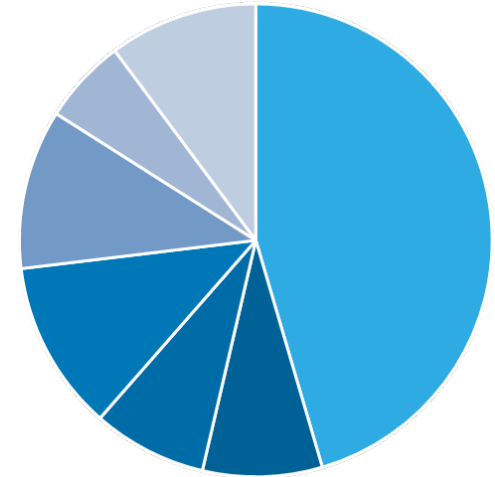
1999-2000



2005



2019



Since 2005: Sales  $\times 2$  and operating income  $\times 2.6$

# Security Services North America as of January 2020

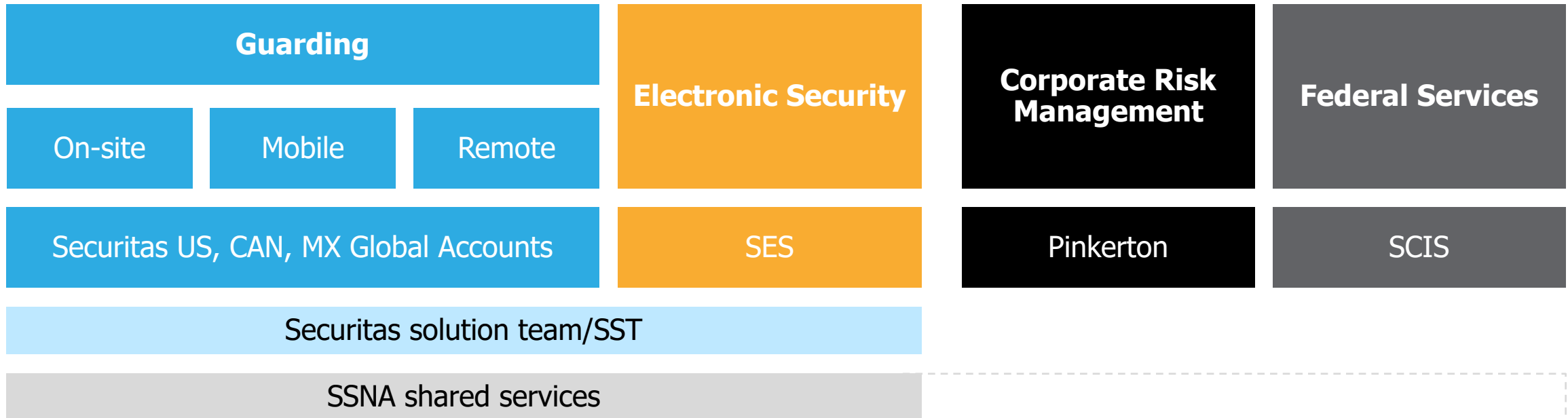
% of SSNA sales

**70%**

**10%**

**5%**

**15%**



**Greg Anderson**  
President



**José Castejon**  
COO



**Tony Byerly**  
President

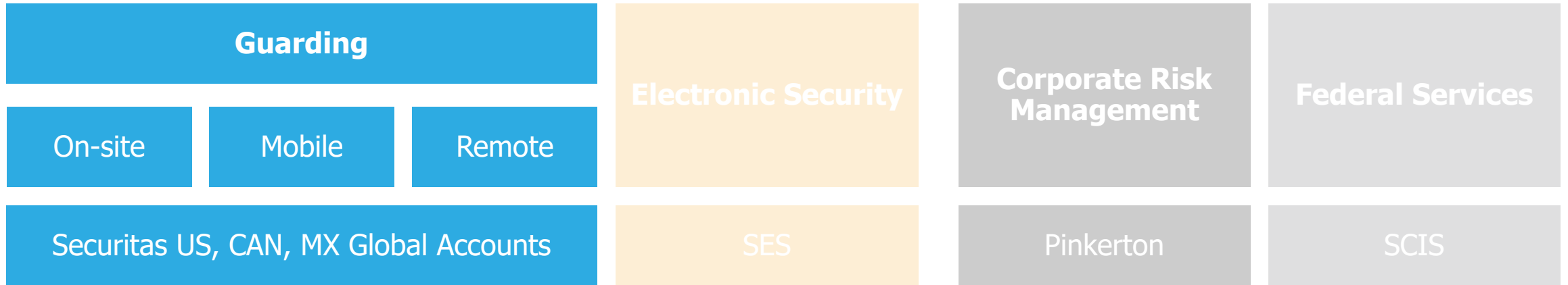


**Jack Zahran**  
President

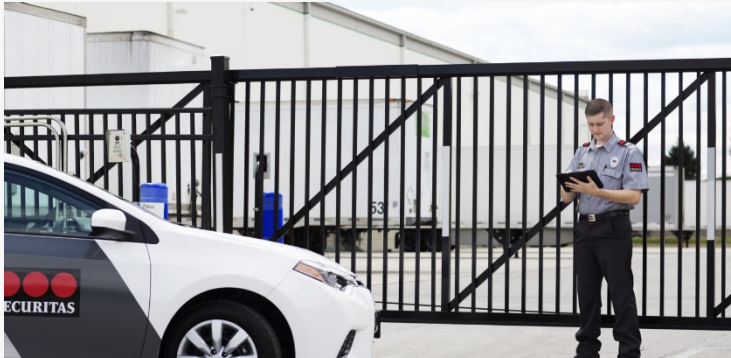


**Tony Sabatino**  
President

# Strengthening our core

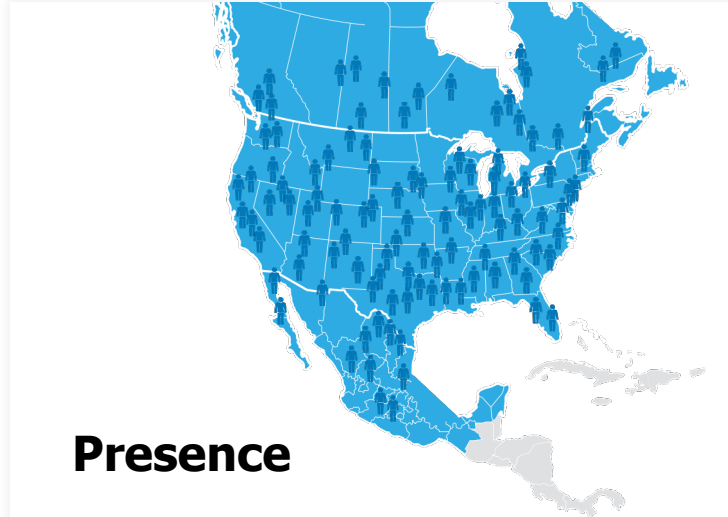


# Our North American foundation is strong



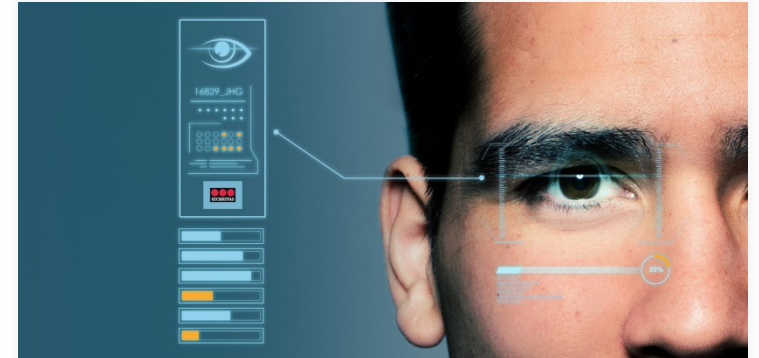
## Specialization

- Markets/Clients
- Protective services
- Security solutions



## Presence

- 600+ branch managers
- 370 branch offices
- 88 markets; 3M patrol hits
- 100 000+ security officers
- Employer of choice



## Innovation

- Client Centric
- Complimentary to core
- Focused investment
- Specialized leadership

# We are transforming our business – through technology

Business transformation

Workforce management

Human capital management

Finance and reporting

**30%**

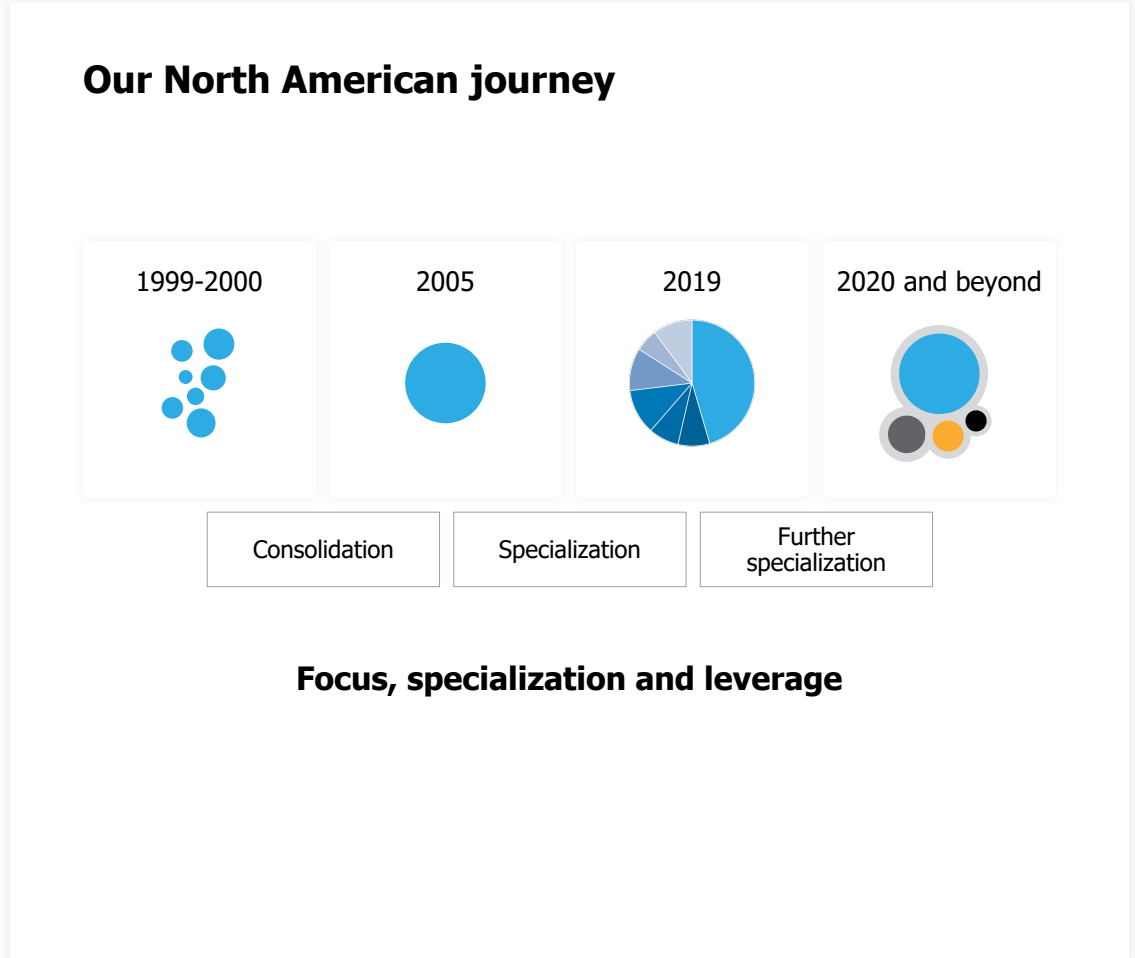
Productivity improvement

- Process automation
- Client engagement
- Dynamic capabilities
- Analytics and predictive insights

# We are strengthening our core – through further specialization

## Specialization

- North American leadership
- Business units
  - Mobile
  - Aviation
  - Healthcare
  - Manufacturing
  - Oil & Gas
- Global & National Accounts
- Security solutions and remote guarding





# We are strengthening our core – through increased presence

## Increased presence

- 150 new branch managers
- Smaller portfolios
- Increasing client and officer engagement
- Focused service delivery
- Improving client retention



# We are strengthening our core – through being data driven

## Data driven

- Sales growth
- Portfolio management
- Margin development
- Client retention
- Remote guarding



# We are strengthening our core – through advancing solutions

## Advancing solutions

- Product/service innovation
- Further specialization
- Scale solutions support
- Leverage Client Alignment



# We are transforming to drive continued growth and value



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

