

Securitas Investor Day in London, September 7, 2011



The Only Pan-European Security Service Provider



Bart Adam
Divisional President
Security Services Europe

Leading the Security Industry in Europe



The security market 2010

- Real growth 0.4% 2010
- 60,000 MSEK still insourced (30%)

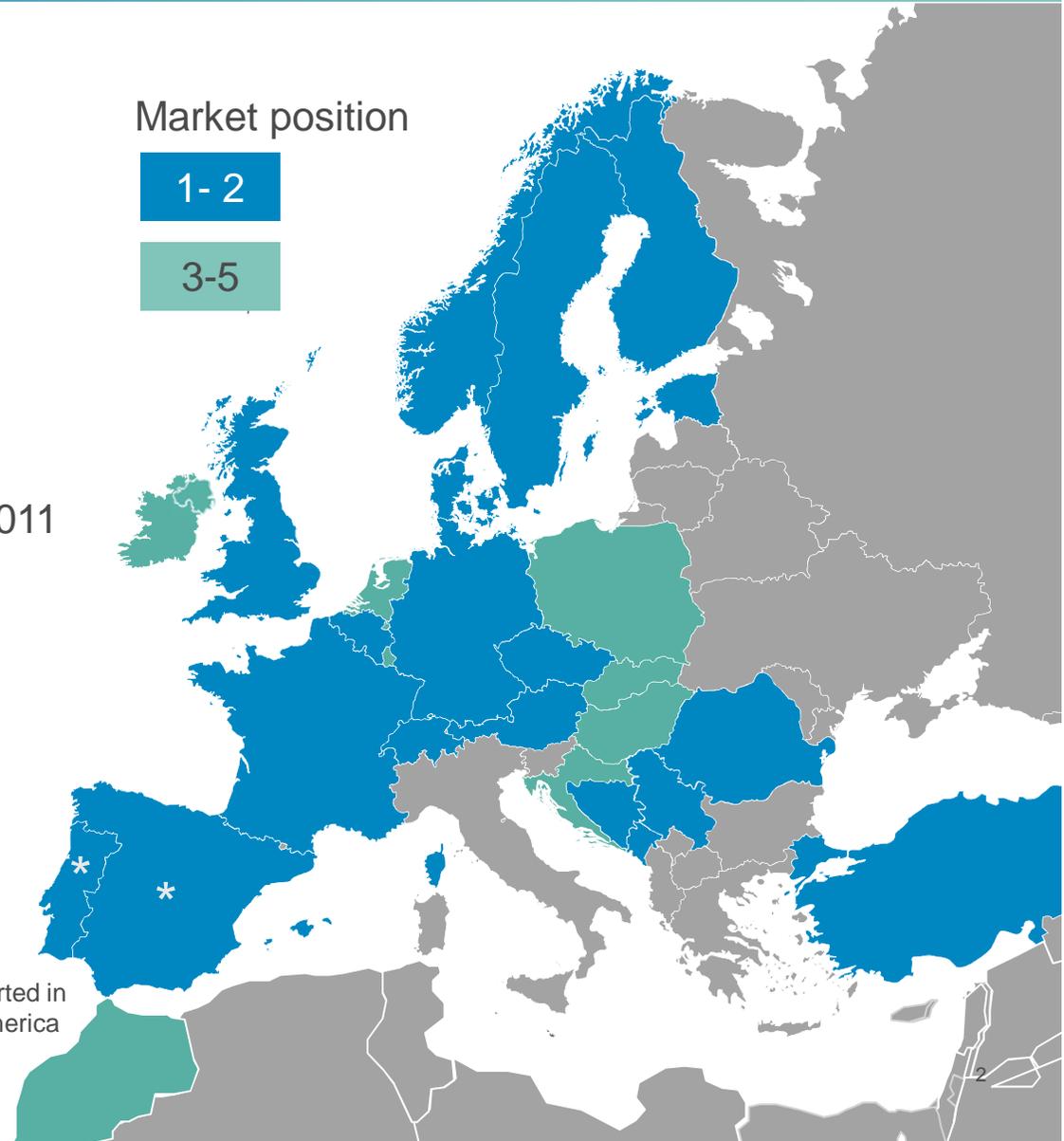
Securitas position 1 or 2

- 15 countries 2008 → 19 countries 2011

Market position

1-2

3-5



* Spain and Portugal is reported in Security Services Ibero-America

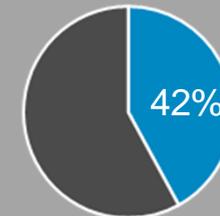
Security Services Europe



- Specialized security and safety services in 25 countries
- Airport security in 14 countries and operations at more than 120 airports
- 650 branch managers, more than 100,000 employees

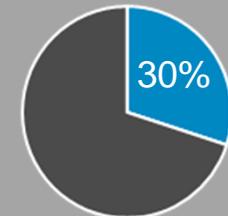
Share of Group January-June 2011

Sales

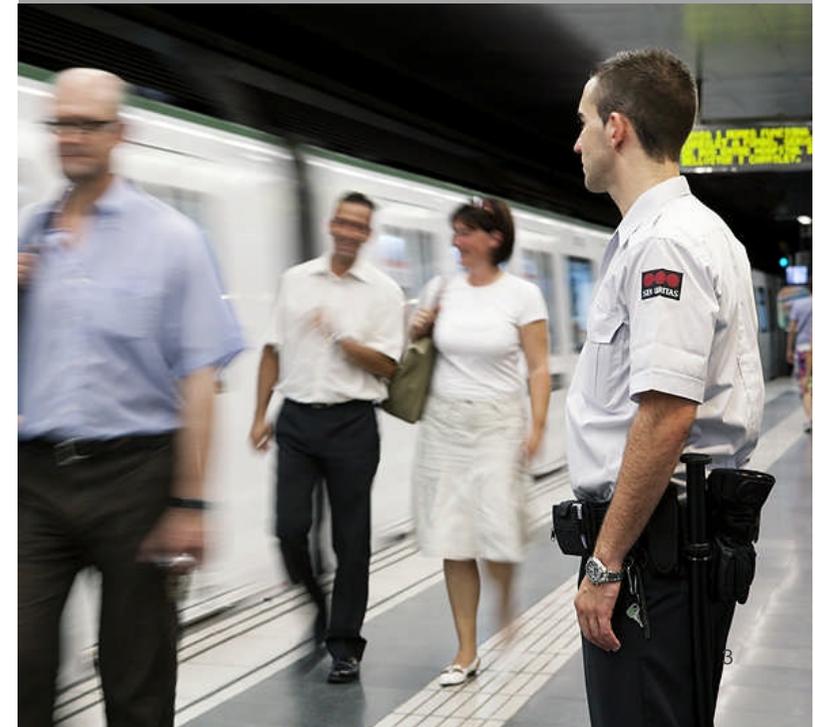


MSEK 12,625

Operating income



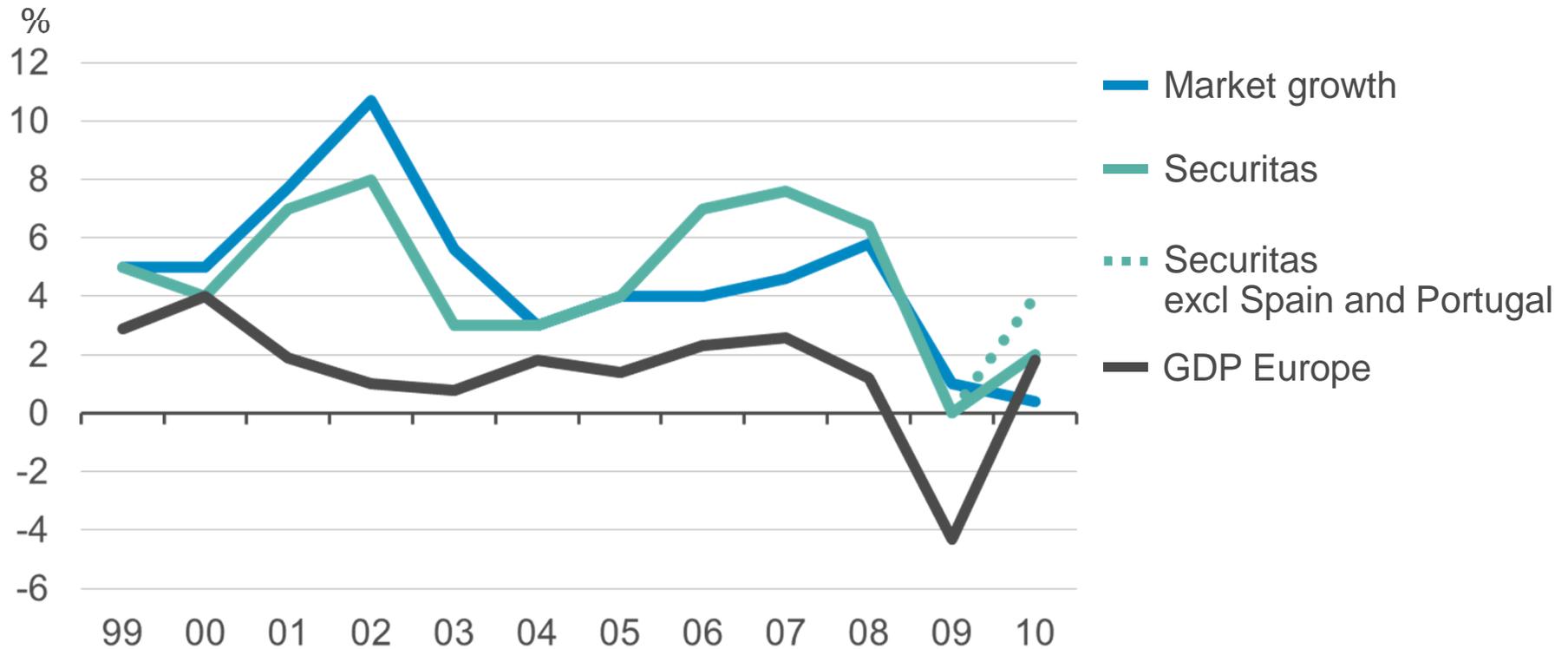
MSEK 437



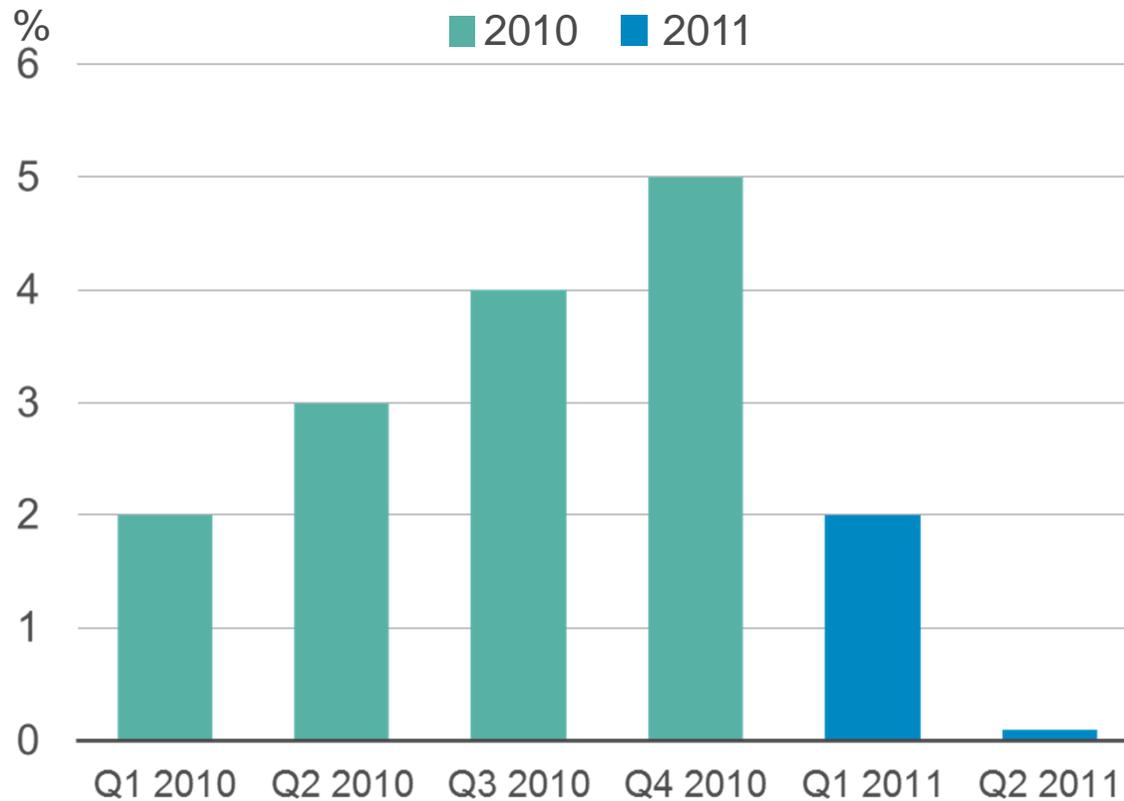
Growth Exceeding GDP



Security market growth, guarding

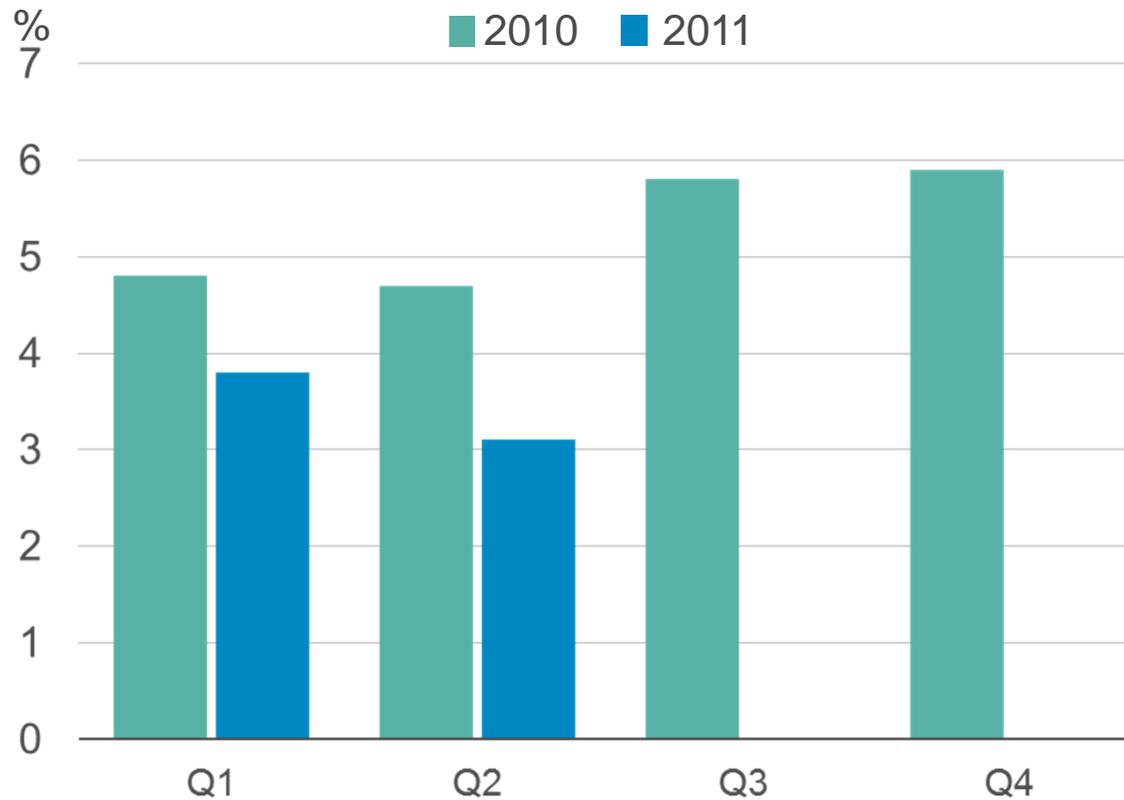


Organic Sales Growth Development



Organic sales growth	
FY 2010	4%
H1 2011	1%

Operating Margin Development



Operating margin

H1 2010 4.8%
H1 2011 3.5%

Drop margin due to, appr.

- 1/3 = contract losses
- 1/3 = price vs wage
- 1/3 = dilution due to the UK acquisitions (conscious decision)

The Security Market is Late Cyclical



Customer

“Still-in-crisis” attitude:
negotiate on price

Tempted to re-tender

Purchaser's
decision-power

Seeks efficiencies, combine
guarding and technology

Security industry

Social pressure for wage
increases

Competitors hunting for
volume at low prices

Increased contract moves

Many technology providers

Securitas

Focus on customer
and segment

Added value
and innovation

Pro-active
cost management

Technology partnerships

The Way Forward – Our 2 Highway Strategy

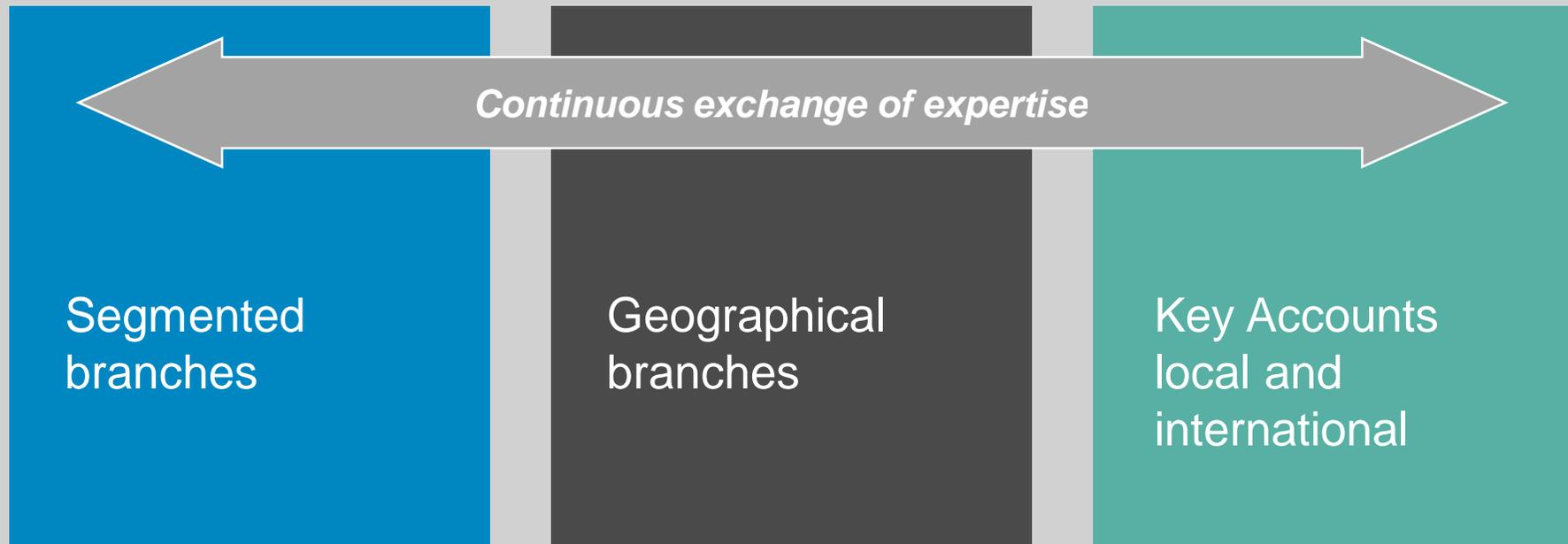


1 Full focus on the customer to specialize our solutions

2 Leadership to strengthen our strong basics

Provide cost efficient, excellent quality solutions

Our Organization From Geographical towards Specialized



An organization focused on being close to the customer

Our Organization Example Germany



Operating entities

Country Management

Segmented branches

Automotive	Fairs
Chemical	Financial
Culture/Science	National Security
Document Solutions	Public Transport
Energy	

Geographical branches

Berlin/BRB	Rhein/Main/Neckar
BavariaWest	Southwest
East	West
North	

Key Accounts/Sales

Product development	Key Customers	Sales
Hotels	Inter-national	Combined contracts
Retail	National	Partners
Healthcare	Protection services	Sales coordination
Vision		

One shared back-office

Controlling Legal/Risk HR Communication IT Purchase Admin Training

Leverage

We Bring Added Value – Chemical, Germany



9 branches
1,100 guards

Operates like
one specialized
company

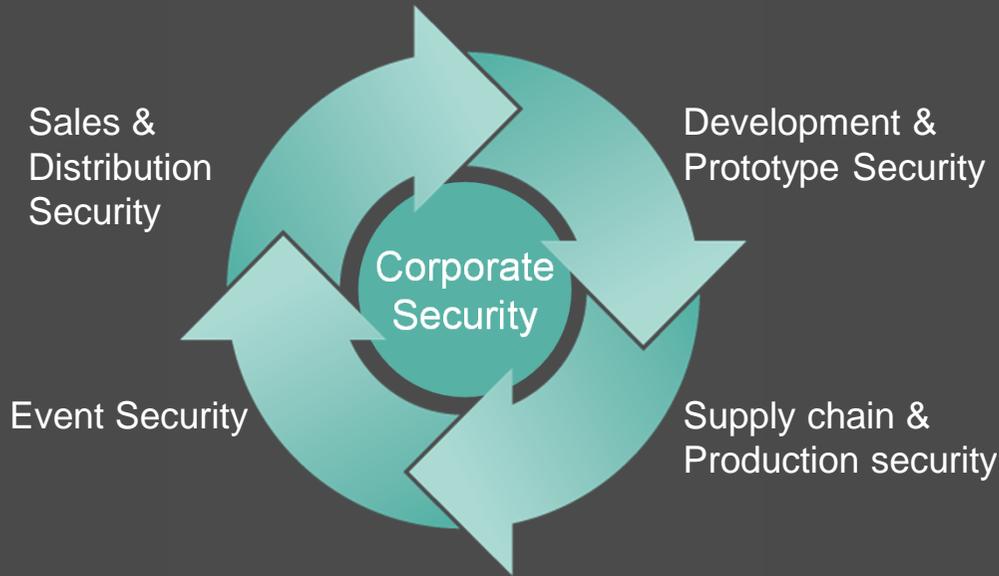
Key values delivered to the customer

- Specific profiles according to site type
- Integrated solutions
- Specialized services for safety at work, risk & emergency management, turnaround checks, advice in contingency plans



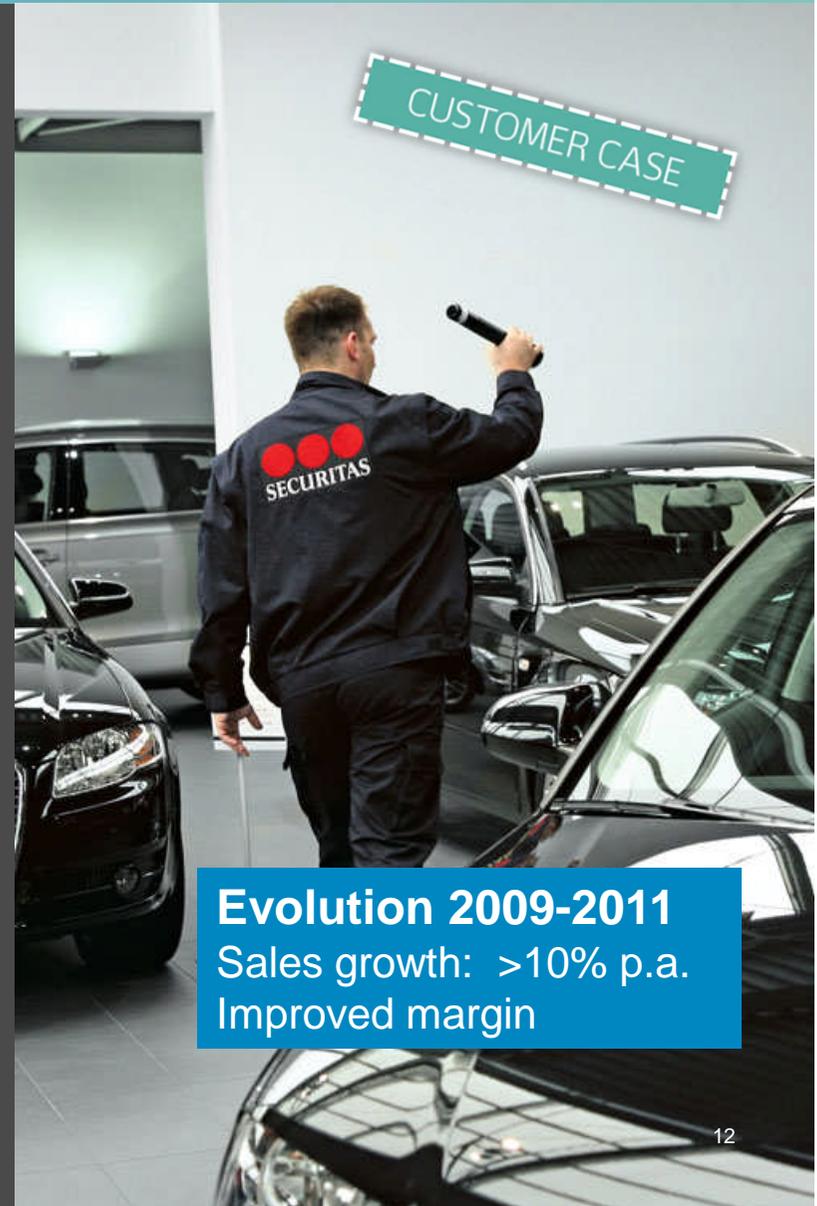
Evolution 2009-2011
Sales growth: >10% p.a.
Stable margin

We Bring Added Value – Automotive, Germany



Key values delivered to the customer

- Know-how adapted to the automotive process chain
- Development of global solutions
- Trust in absolute confidentiality for new product development



Evolution 2009-2011
Sales growth: >10% p.a.
Improved margin

The New Service Mix



Traditional



- Manpower guarding
- Organization and Processes
- Structural and technical security
- Safety
- Investments

Extended



Our Growth Strategy



Recent contract wins

ENERGY Nuon Energy - Netherlands Statoil Refinery Kalundborg - Denmark OMV Srbija DOO - Serbia	PRODUCTION ThyssenKrupp - Germany Coca Cola - Turkey Fokker Aerostructures - Netherlands
RETAIL Casino Sudeco Group - France Migros - France Ikea - UK Auchan Polska - Poland	PUBLIC Public Transport: Ruter AS - Norway City of Göteborg - Sweden
FINANCE BNP Paribas - Switzerland European Central Bank, new construction site - Germany Uniqa Insurances - Austria	DEFENSE: US Army - Belgium AUTOMOTIVE: Mercedes - Turkey HIGH TECH: IBM - Belgium HEALTHCARE: Helsinki city Health Ctr - Finland PHARMA: Laboratoires MSD - France ...

- Sales approach with focus on added value for the customer
- Proposals based on
 - security scan and risk assessments
 - service mix

New sales: stable and good gross margin for last 18 months
 Average contract: 1.8 MEUR sales p.a.

New sales are at normal margins – sell the value

Global Customers We Serve as a Pan-European Provider



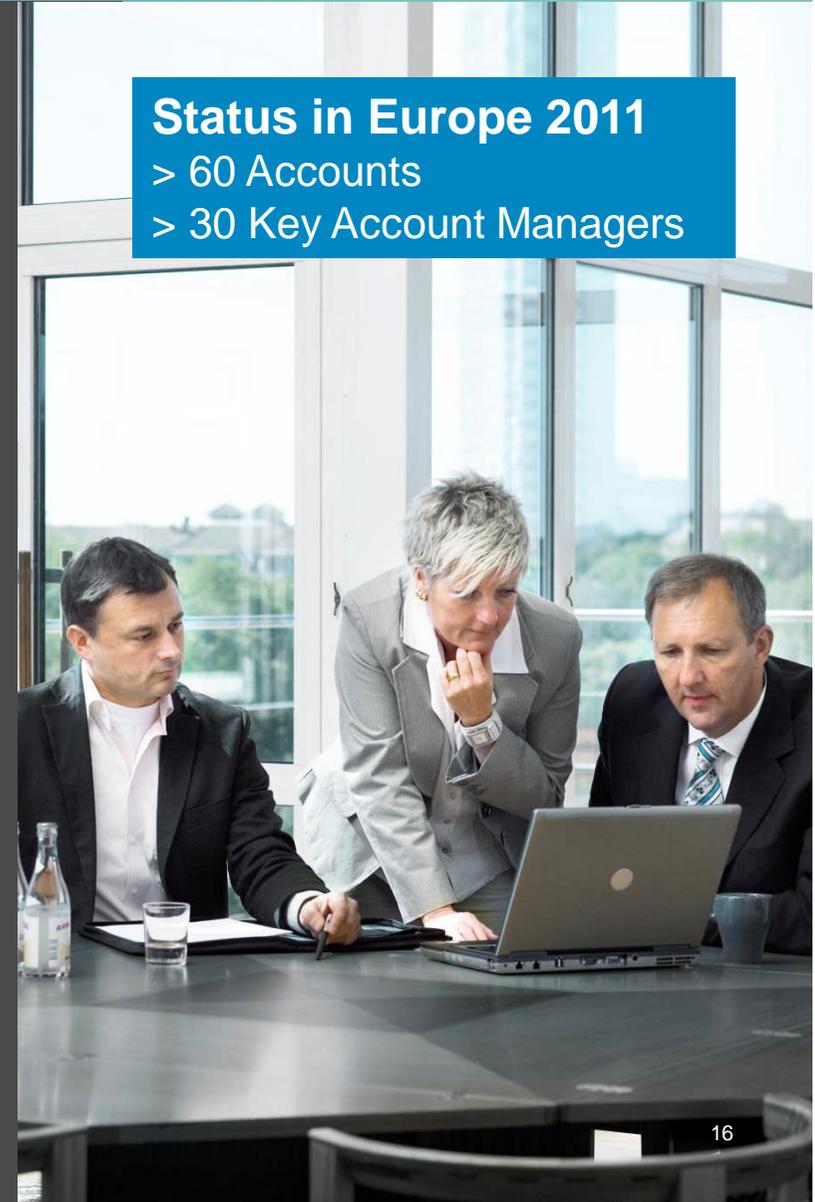
Securitas
European & Global
Accounts Department
(SEGAD)

Key values delivered to the customer

- Works closely with all Securitas' operations around the globe
- Consolidation of suppliers
- Customer benefits from synergies and exchange of best practices
- International quality monitoring

Status in Europe 2011

- > 60 Accounts
- > 30 Key Account Managers



Global Customers – Maritime



Key values delivered to the customer

- Combined solution guarding and technology
- Central information system
- Cost optimization thanks to concept and flexibility in delivering manpower

CUSTOMER CASE

Coverage Securitas 2011
22 ports – 7 countries
Technology and 180 guards



Aviation



- Specialized division in Europe since 2006
- Providing expertise in sales, operations, risk management, legal affairs and insurance
- **New step: Aviation Global Business Center**
 - First success: CATSA, Eastern region of Canada
 - 32 airports, MCAD 481 over 5 years period

Global growth through focus on delivery of customer demands



Evolution 2006-2010

Sales growth: >10% p.a.

Contract losses in Helsinki and Brussels Airport.

Wins in Madrid, Arlanda, Schiphol, Paris, Antalya, Hamburg, Porto, Rotterdam, Stuttgart, Liverpool,...

Acquisitions

Building a Strong Platform in the UK



			
Market share	4%	10%	5%
Market position	7 th	3 rd	5 th
Locations	32	34	19

Nationwide presence
15,000 employees
215 mobile teams

Market position: 2
Market share: 19%

***Integration process on track - Restructuring budget respected -
 Scale to improve service and margins - Results to come as of 2012***

Acquisitions Expansion and Development



Recent acquisitions in

- Poland – Czech Republic – Romania
 - Serbia – Montenegro – Bosnia & Herzegovina
 - Croatia – Morocco

Goal is to develop, example: Turkey

- From 1,500 employees in 2006 to 9,500 in 2011
- Added consulting capability
- Important technology development
 - Customer portal to track service performance on line
 - Tracking tool for guards “Smart” (apps for PDA, blackberry, iPhone and iPad)
 - Technology capability: will be added
- Recent contract wins:
 - Automotive: Mercedes
 - Food & Beverage: Coca-Cola
- **Number 1 in the market**

Evolution 2006-2011
Sales growth: > 20% p.a.
Improved margin



The Way Forward – Our 2 Highway Strategy

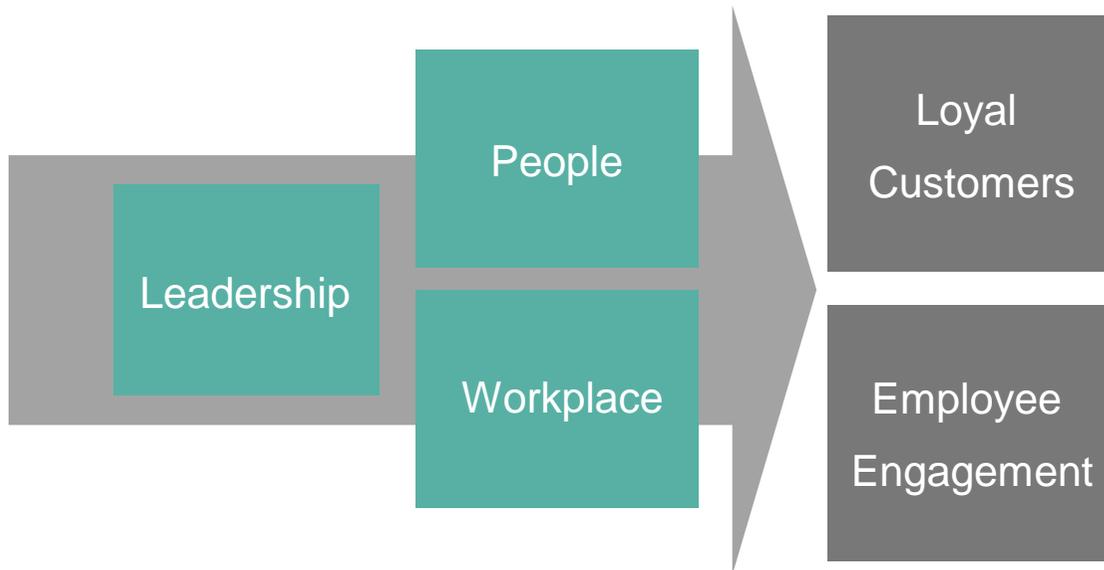


1 Full focus on the customer to specialize our solutions

2 Leadership to strengthen our strong basics

Provide cost efficient, excellent quality solutions

Our Global People Strategy Everyday Heroes. Every day.



The Melker Schörfling Scholarship 2011

We believe you make a difference. Do you?

The knowledge and experience of our people is the foundation of Securitas. The Melker Schörfling Scholarship offers our people the opportunity to develop professional knowledge and experience in an international setting. The scholarship is offered annually to four front line employees who consistently make a difference for our customers by acting as everyday heroes in their work.

Established in 1992, the Melker Schörfling Scholarship was created when Melker Schörfling left his position as President and CEO to become Chairman of the Board.

The purpose of the scholarship is to offer international training opportunities within a specific area/topic in another country where Securitas operates.

Who can apply?
Applicants should be part of the "the front line" workforce who, through actions big and small, demonstrate how they make a difference for our customers.

Qualification?
To qualify, a candidate should prepare a brief statement describing an event or experience where they prevented loss, damage or harm in their role. This short statement should describe what happened, when it occurred, who was involved and why their actions were important. The applicant should also describe how they would benefit from international experience. For practical purposes, the applicant must be able to communicate in the language spoken in the country they wish to study in.

Area /topic to study?
Successful candidates are invited to choose subjects within the security

Quick Facts

- Application deadline: December 1
- Application passed on to the Country Manager: December 7
- One selected application from each country passed on to the CEO: December 17
- Candidates will be informed: February 14, 2011
- Scholarship activities: April-June 2011

Our Global People Strategy Everyday Heroes. Every day.



- Fully web based
- 2nd employee survey
- 110,000 people invited
- Response rate: 54%
- 21 countries

- committed: 95%
- satisfied: 92%
- right training: 89%
- strongly recommend to work with Securitas: 83%



We believe you make a difference.
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Loyal customers
Engaged employees



Provide cost efficient,
excellent quality solutions

Full focus on the customer
to specialize our solutions

Leadership: to strengthen
our strong basics



Integrity | Vigilance | Helpfulness

[securitas.com](https://www.securitas.com)