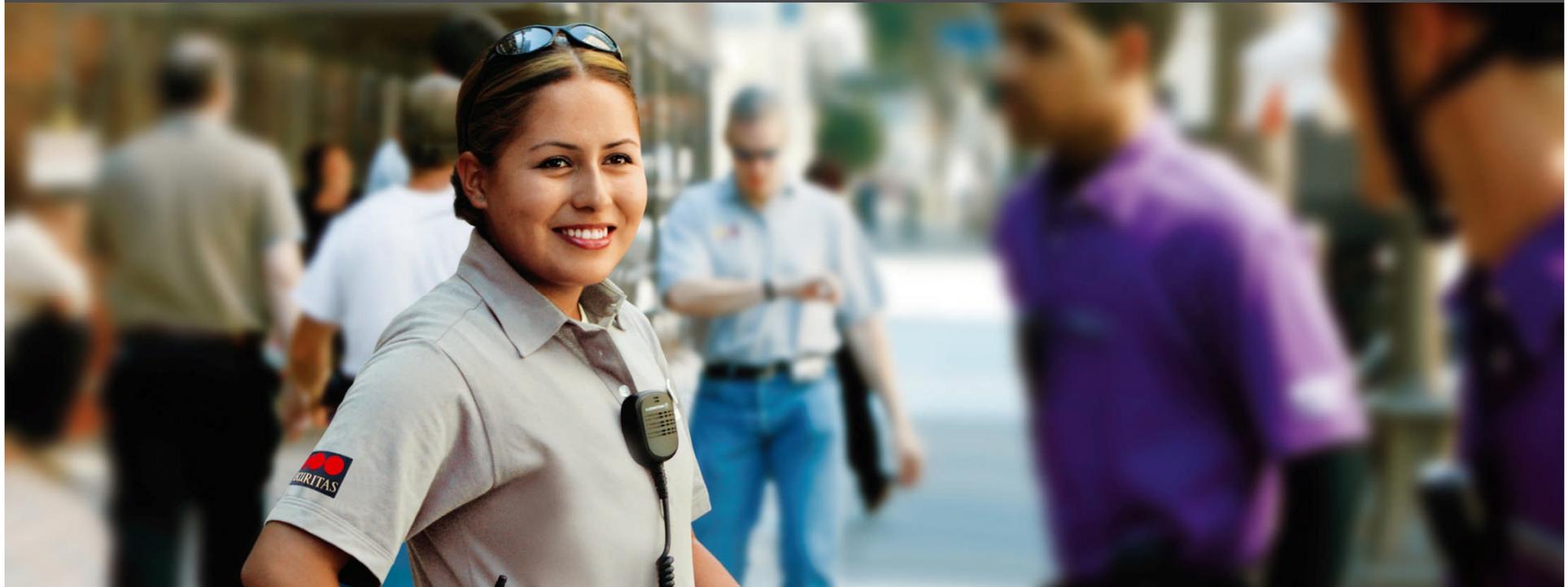


Securitas Investor Day in London, September 7, 2011



Leading the Market in North America



Santiago Galaz
Divisional President
Security Services North America

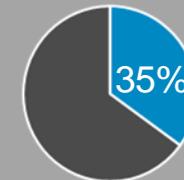
Value-added Services in North America



- Specialized guarding in the USA, Canada and Mexico
- 19 business units:
 - National and global accounts
 - 12 geographical regions
 - 5 specialty customer segments
 - Pinkerton Consulting & Investigations (C&I)
- 97 area managers
- 600 branch managers
- About 100,000 employees

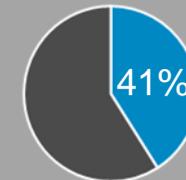
Share of Group January-June 2011

Sales



MSEK 10,563

Operating income



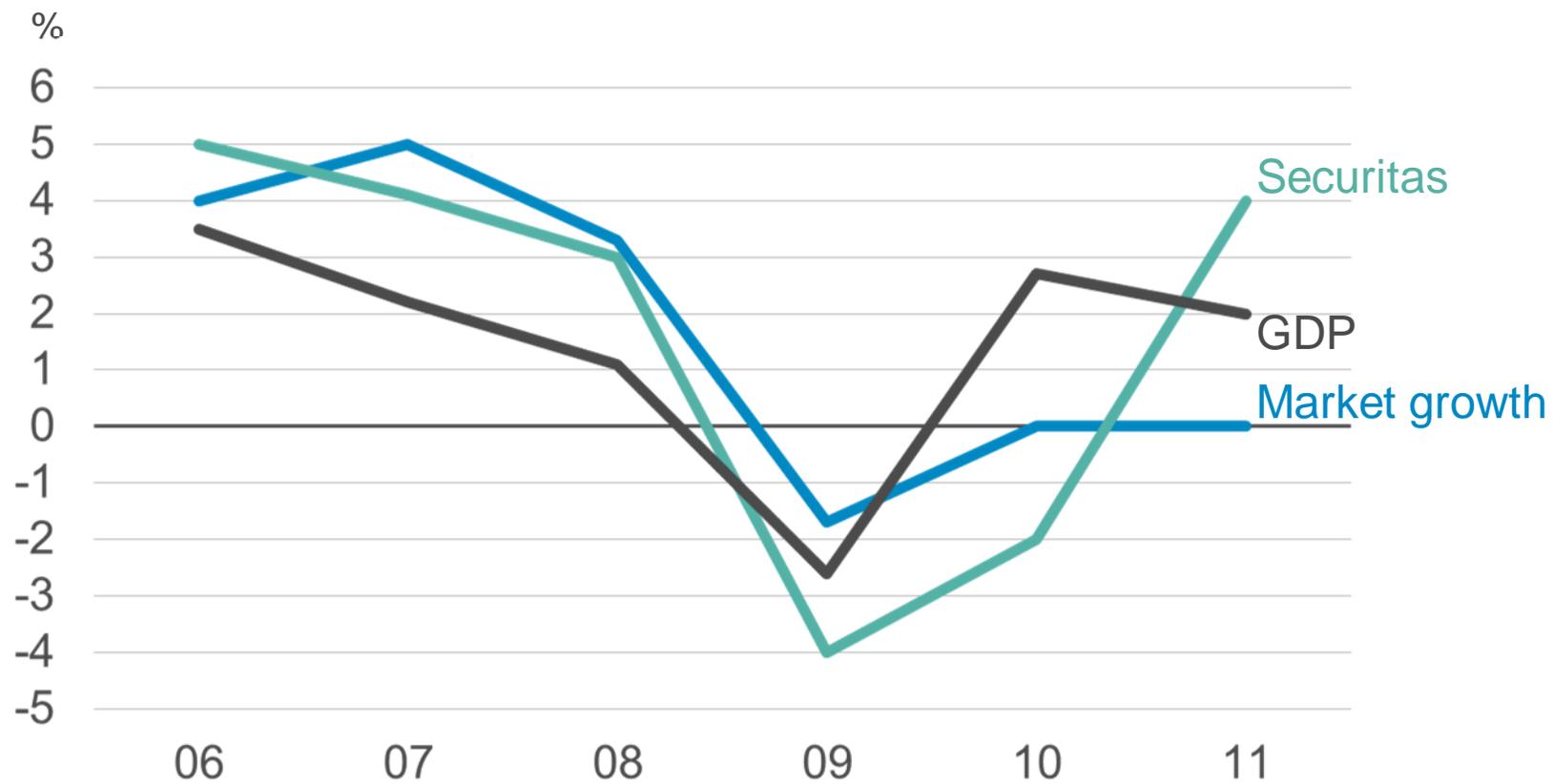
MSEK 597



The Security Market Growth exceeds GDP



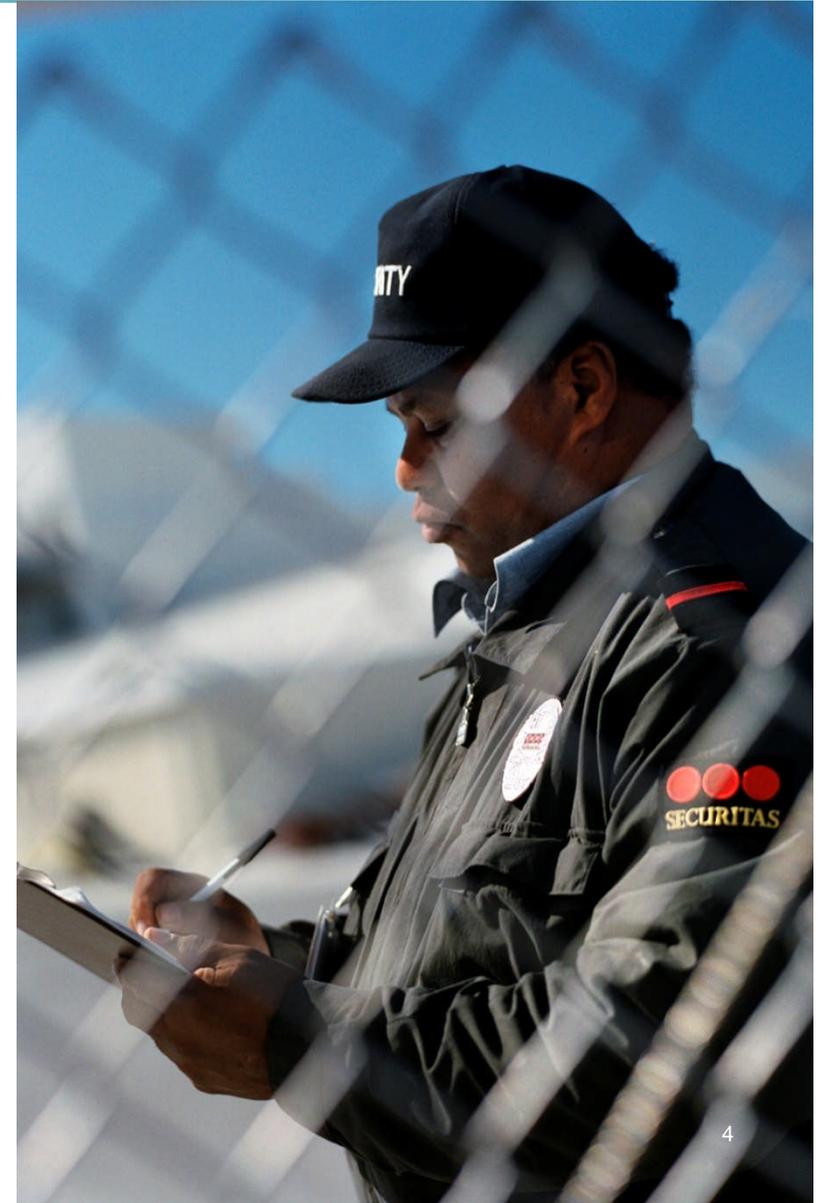
Security market growth, guarding



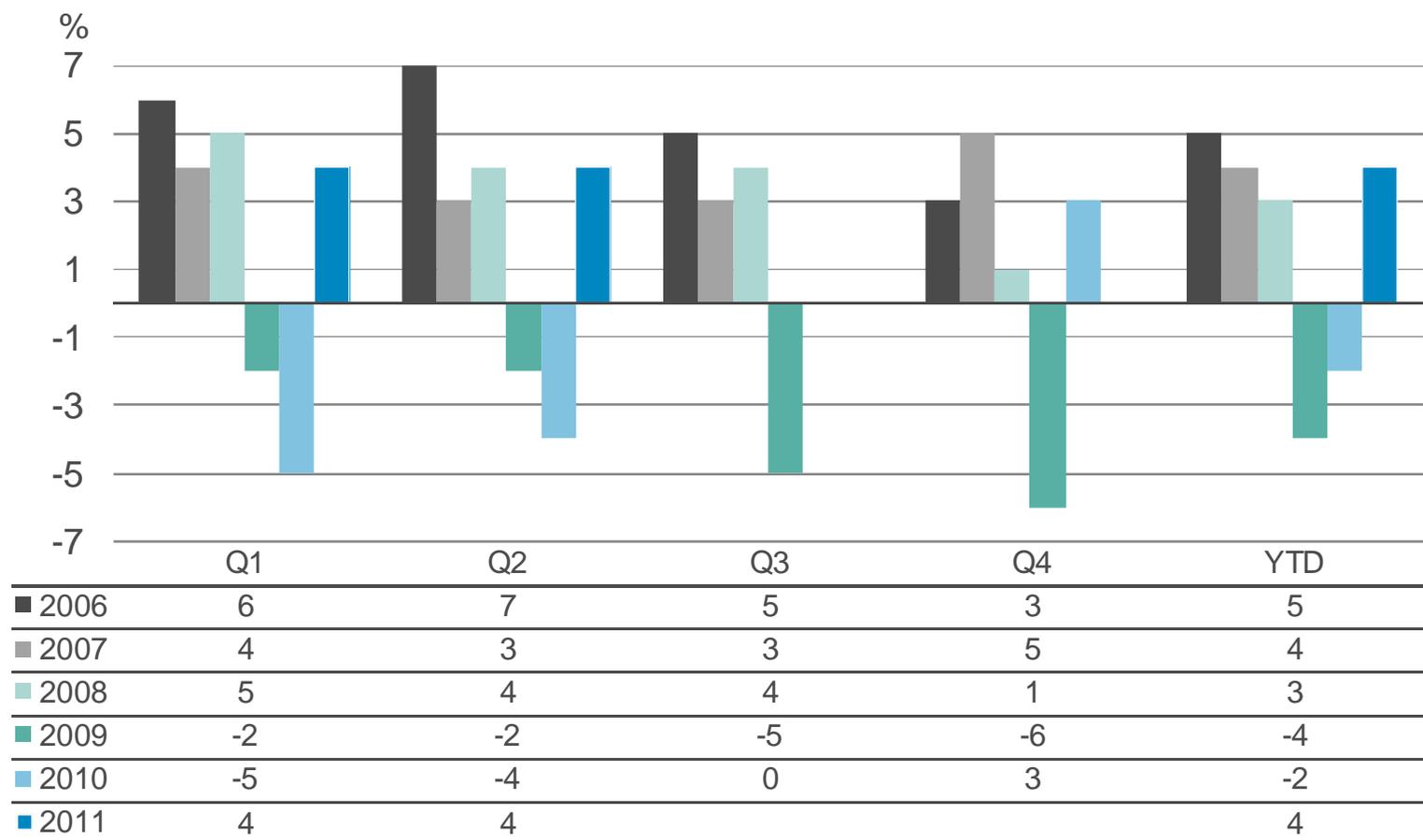
US Market characteristics*



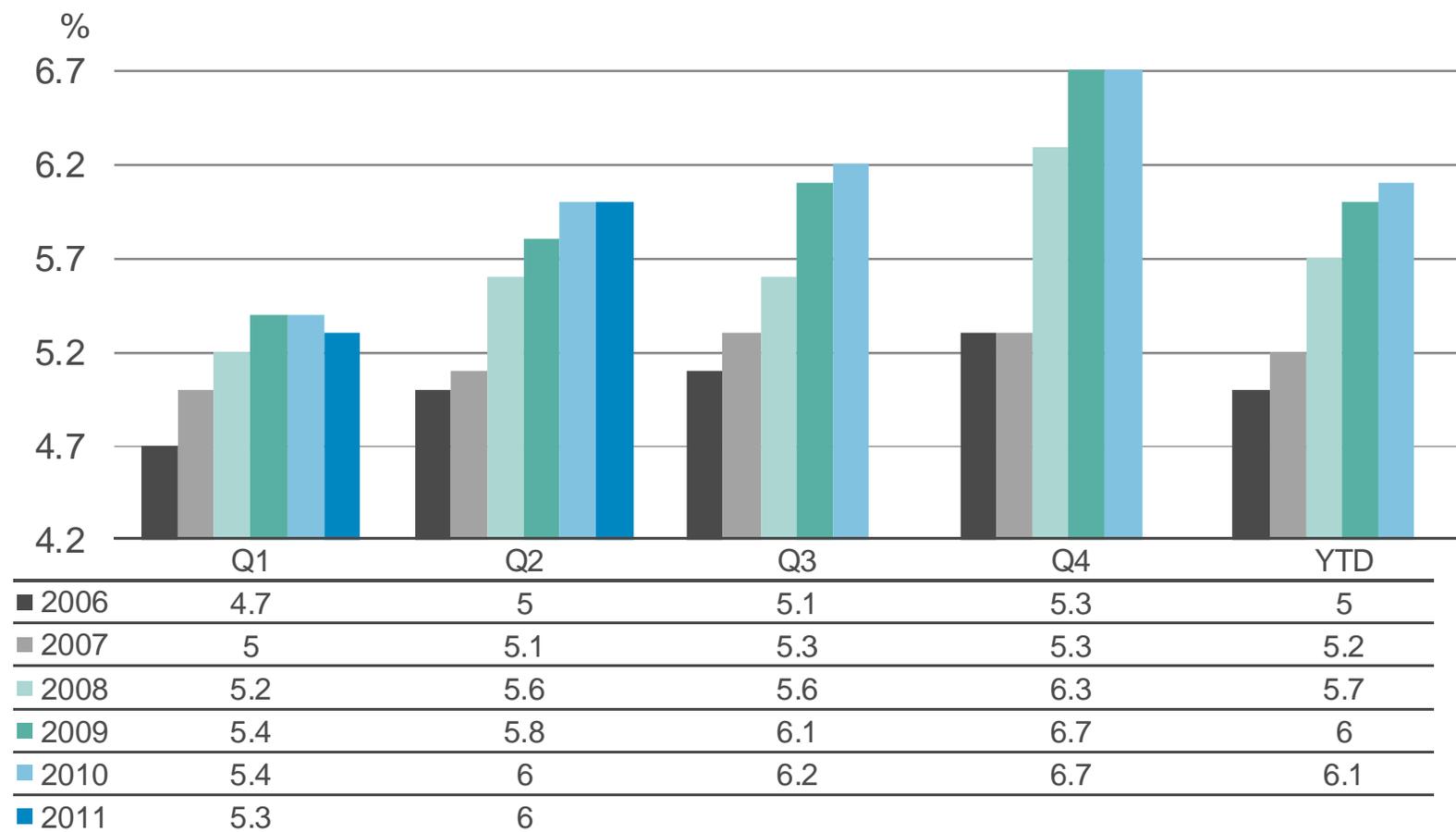
- Fragmented: top five players in 2009 have 33% of market
- 43% In-house
- Growth Estimates next 5 years: 4.6%
- Increase demand for value added services and specialization
- Rising barriers of entry
- Rapid changes in the market – no business as usual



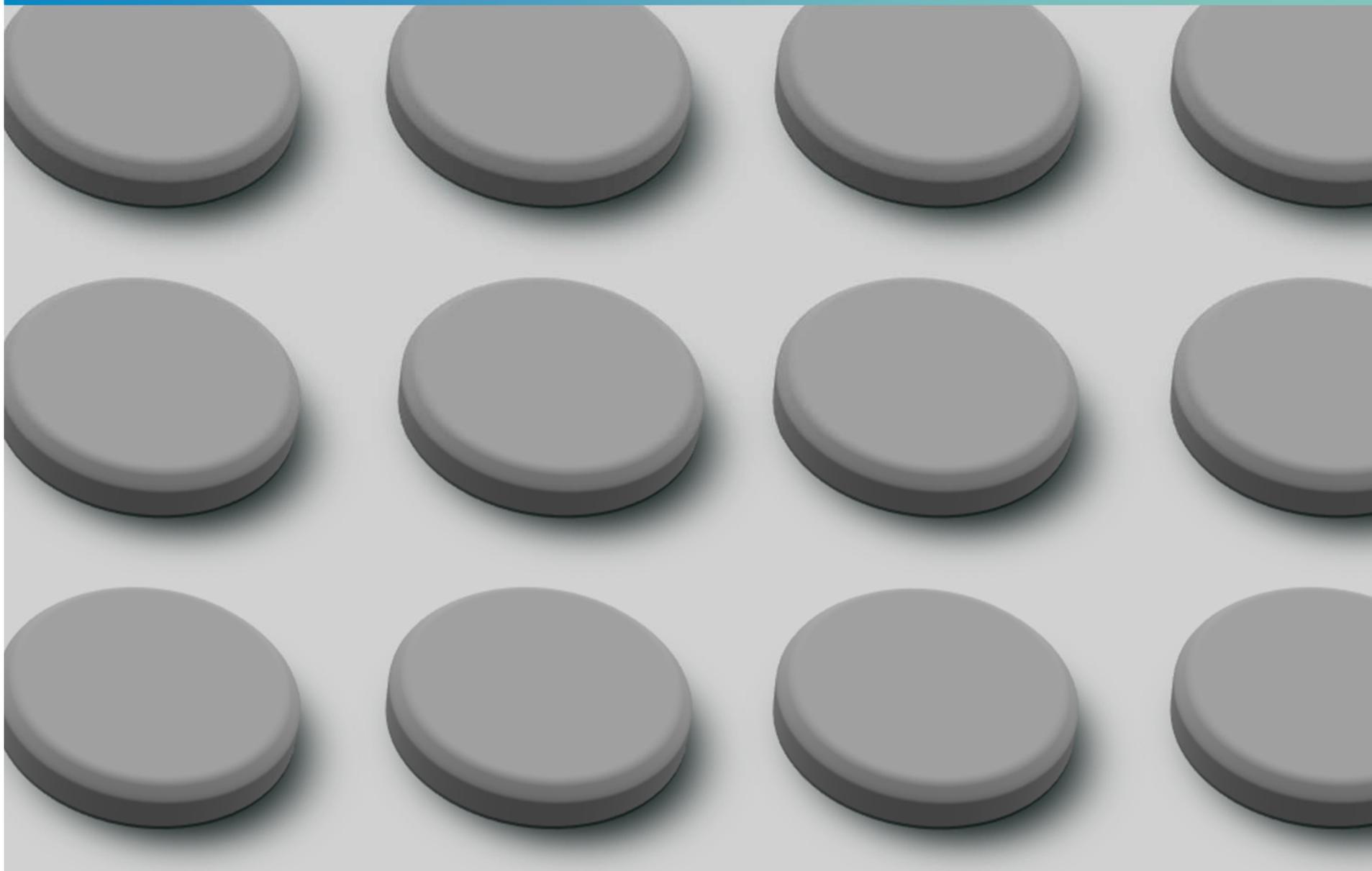
Quarterly Performance – Organic Sales Growth



Quarterly Performance – Operating Margin



When everything looks the same,
Price is the only difference



Differentiation



Design a set of meaningful differences to distinguish Securitas' offering from competitors' offering

Flat Organization

Specialization

Expertise

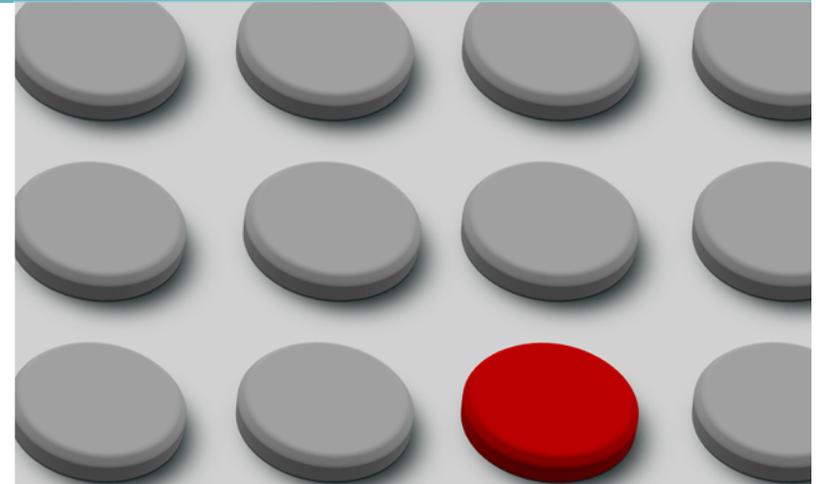
Innovation

Flat Organization



- Branch is the foundation of Securitas
- Specialized or Geographical
- Flexibility to react, respond and implement
- Entrepreneurship and Ownership
- Structure for innovation and knowledge development

***Close to the Clients and Security Officers,
managing by name not by number***



Strong, Stable and Specialized Organization



USA – Guarding Regions	
North Central	Tony Majka
East Central	Kevin Maloney
South Central	Jack Serpas
Mid-Atlantic	Terence McGrath
New England	Rick Avery
New York/New Jersey	Thomas Hauck
South East	Ty Stafford
Rocky Mountain	Kelly Stone
Northern California	Pete Niles
Southern California	Tony Sabatino
National Accounts	Brad Van Hazel

USA – Specialties	
Manufacturing	Jack Zahran
Energy	Ron Hickie
Defense - Aerospace	Kevin Sandkuhler
Federal Government	Tim Frank
Healthcare	Terry Brady

Canada	Dwayne Gulsby
Mexico	Roberto Reyes
Consulting & Investigation	Ron Long

19 Business Units and 600 Branch Managers

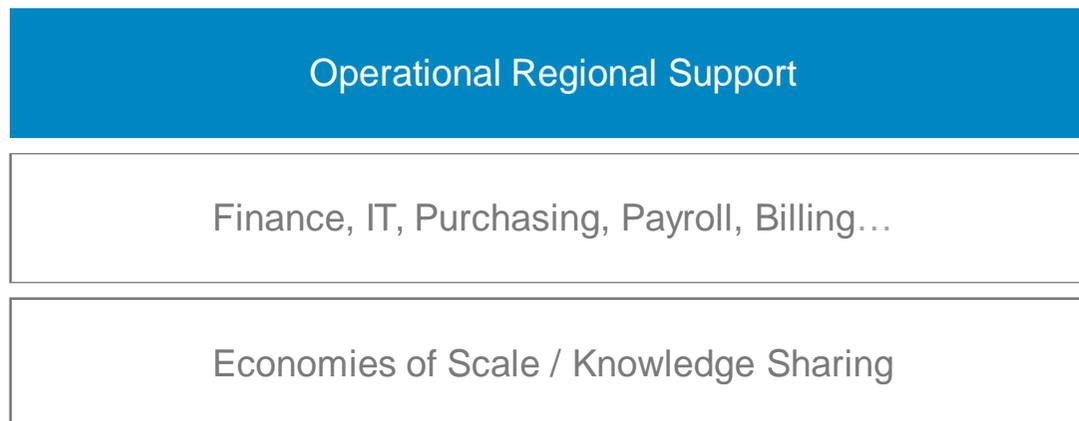
The Right Organization - *“Foundation of success”*



Specialization



Leverage

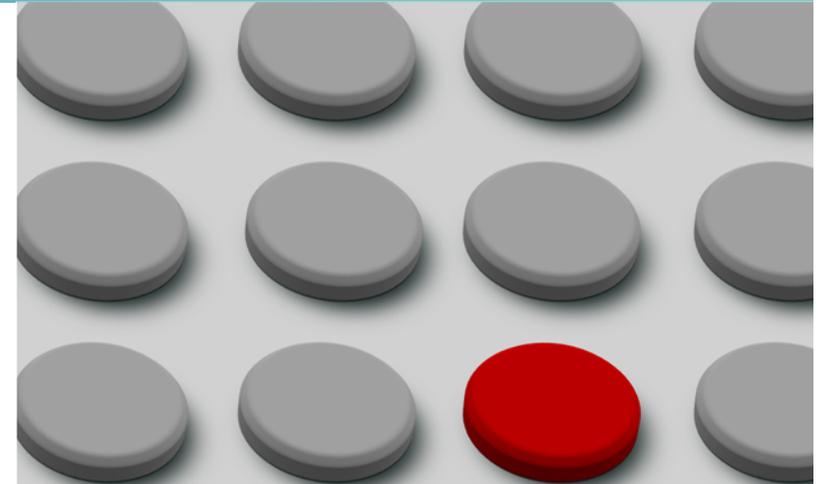


Specialization



- Rapid change in the market demands specialization
- Enable stronger integration with Clients
- Increase Knowledge (trusted advisor)
- Service offering more efficient and effective
- Establishes longer relationships

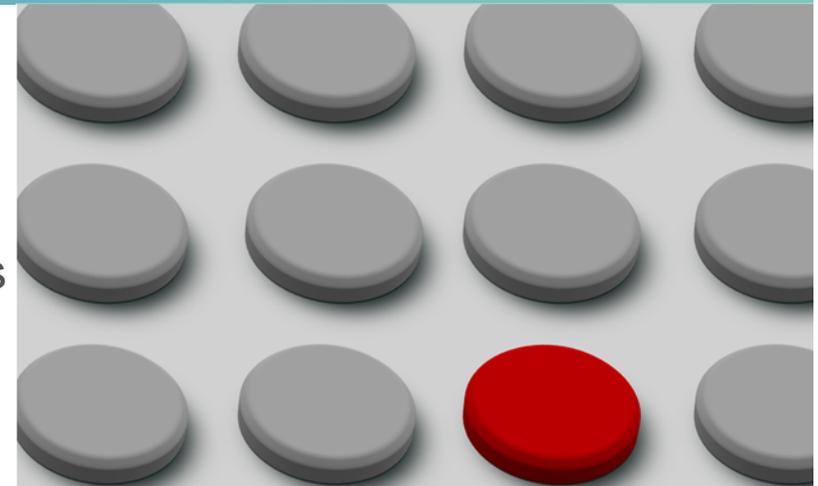
Key to expertise



Expertise



- Security - Be a Security Professional
- Clients - Understand Clients' Security Needs
- Services - Provide Optimal Service
- Business - Build Profitable Partnerships



Essence of differentiation

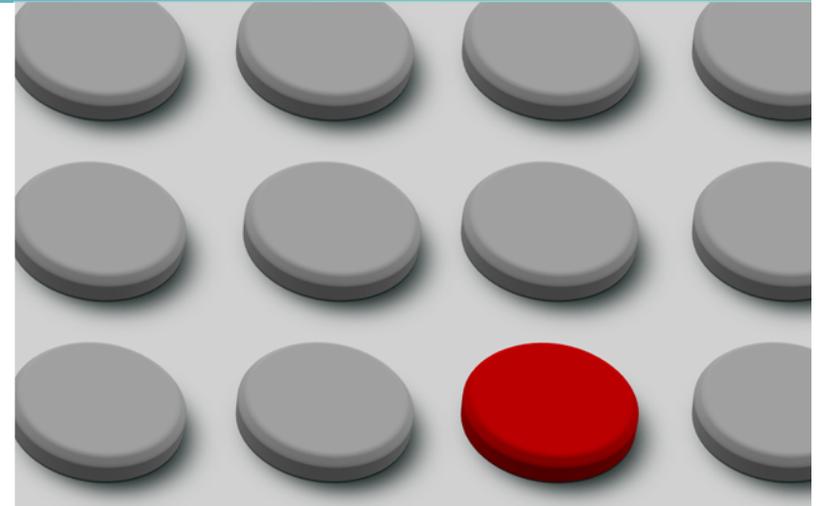


Innovation

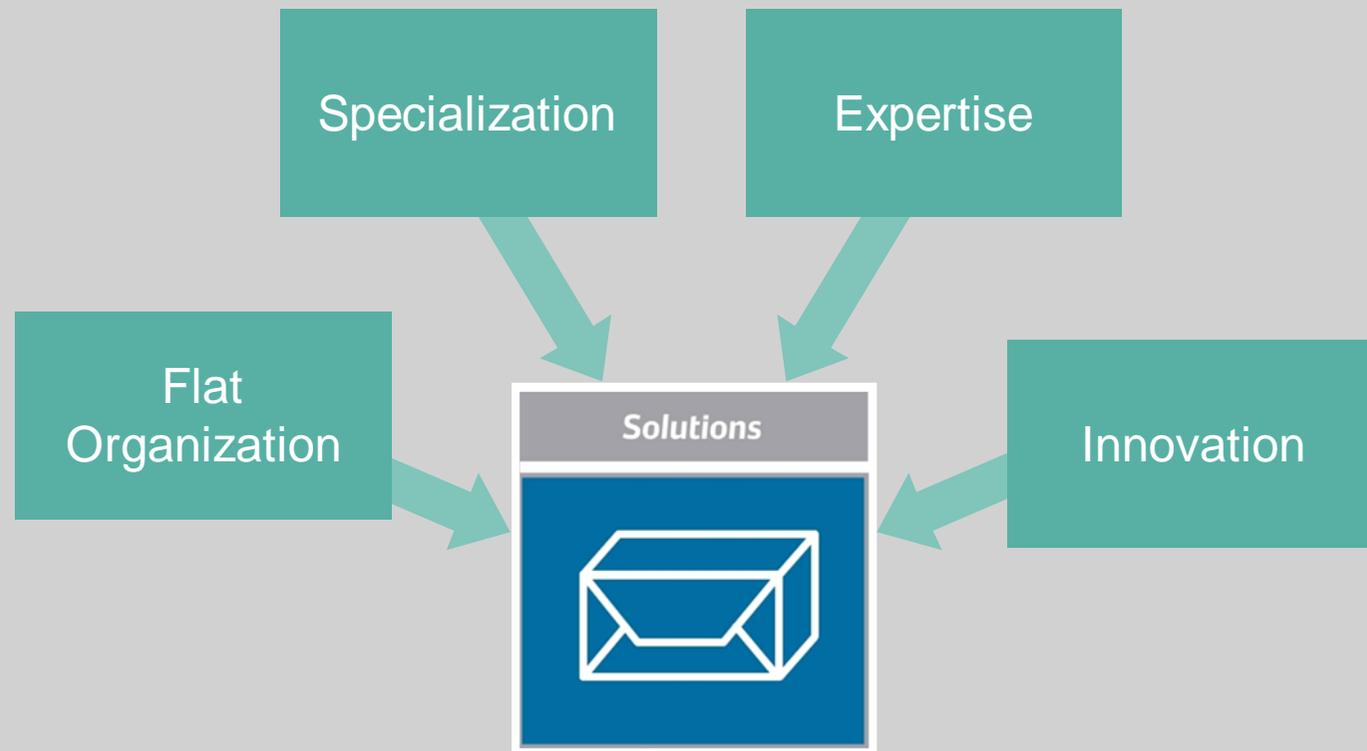


- Client Portal (2.0)
 - Single point of entry for Clients
- Intel^elert
 - Intelligence Alerting System
- Pinkerton Vigilance
 - Enterprise Intelligence Tool
- Securitas Vision
 - Site security management system
- Securitas SOS
 - Security App

A continuous improvement process



Solutions



Solutions



- A value proposition for our clients with a flat monthly fee and three year contract
- Brings added value, creates a long term partnership and provides better margins
- More the 600 solutions contracts sold in North America



Mechanical Contractor Facility (Mississippi)



Contract / Year

- New Location of existing Client / 2011

Situation

- Requested an operational analysis of facility to provide security in a difficult neighborhood

Solution

- Provide technology to improve officer communication, documentation and safety. 118 HPW of officer coverage, 4 HD cameras, one standalone card reader, one video remote patrol per shift. Client also given access to client portal for access to reporting as well as video coverage

Financials

- 3 year contract with automatic yearly increases
- Annual revenue \$124k
- After 5 months the contract is currently running at 14% operating margin



Oil Refinery (Texas)



Contract/Year

- New Client/2010

Situation

- Requested RFP as result of unsatisfactory level of service by incumbent. Prospect indicated concerns over training, billing and poor reporting as factors

Solution

- In addition to security officers, 4006 HPW, included PCs with Vision and SAFES, and client portal access. Officers now complete training through LMS while on duty resulting in cost saving to client. Training, billing and reporting all improved due to on site technology. Incident tracking and alerting system.

Financials

- 3 year contract with automatic yearly increases
- Annual revenue \$5.33M
- 2010 5% operating margin, 2011 YTD 7%



Petro-chemical Storage Facility (Florida)



Contract/Year

- Existing client since 2007 converted to Solutions in 2009

Situation

- 88 HPW low pay low rate unhappy client. Renewal period conducted Operational Analysis. The analysis found that current hours of coverage were insufficient, CCTV system inoperable, and lack of visitor management

Solution

- Proposed an increase of security coverage to 256hpw, with the addition of 15 IP Cameras, replacing existing system, and introduced a visitor management system to control pedestrian traffic in the facility

Financials

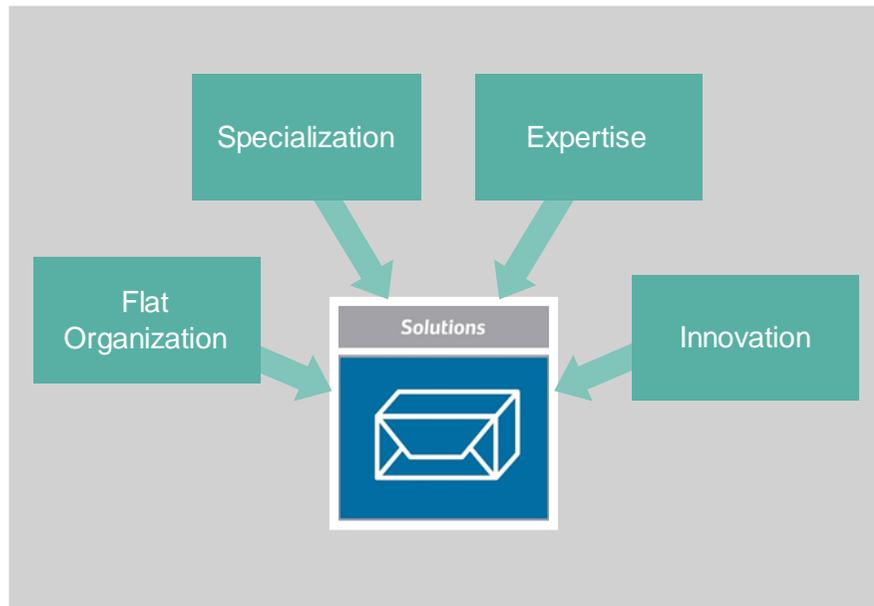
- Annual revenue \$280k
- 3 Year contract with automatic yearly increases, bringing the operating margin to 21%



Refinement and Acquisitions



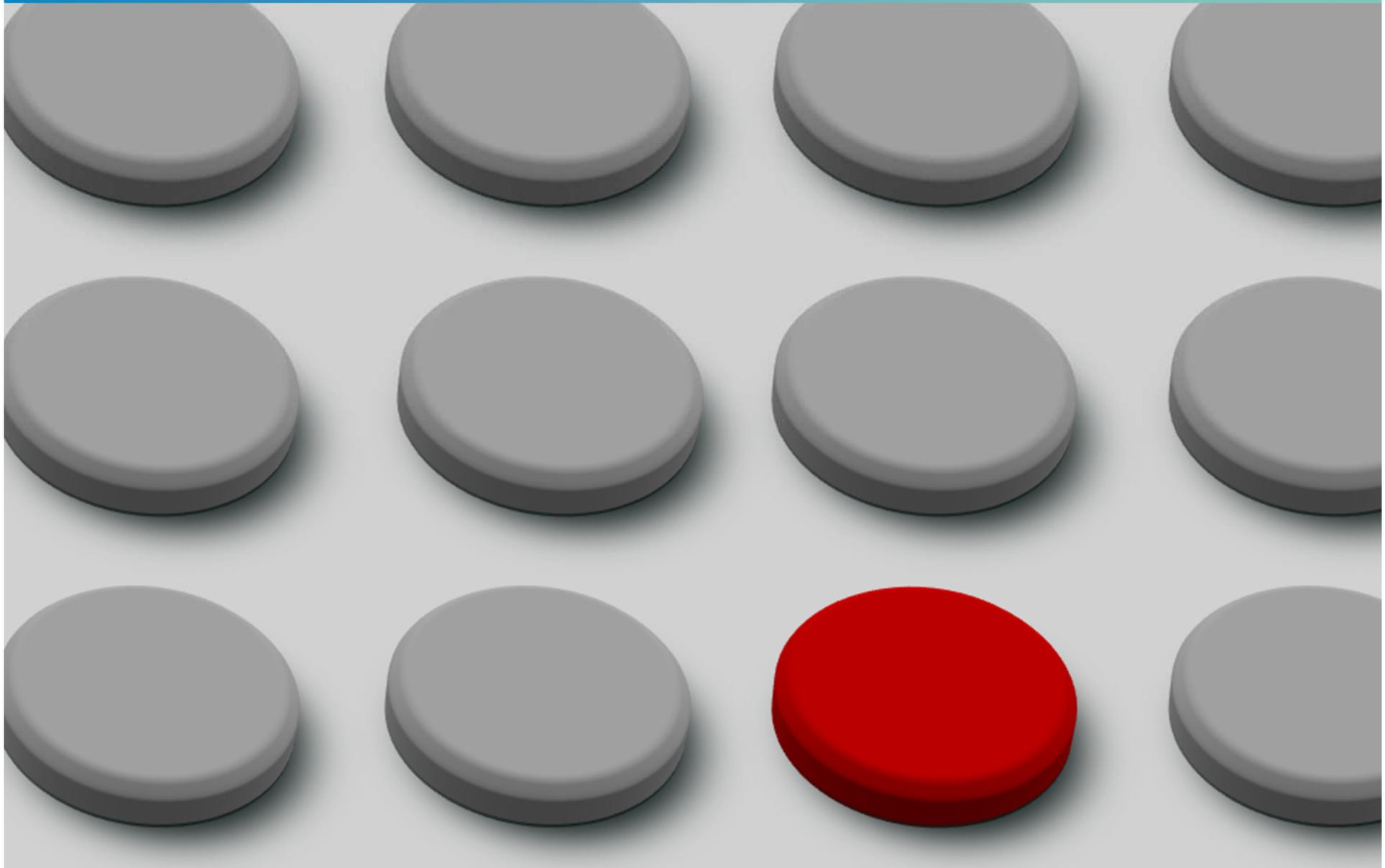
Refinement



Acquisitions

- High Synergy Targets
- Niche Targets

Prove the Difference





Integrity | Vigilance | Helpfulness

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