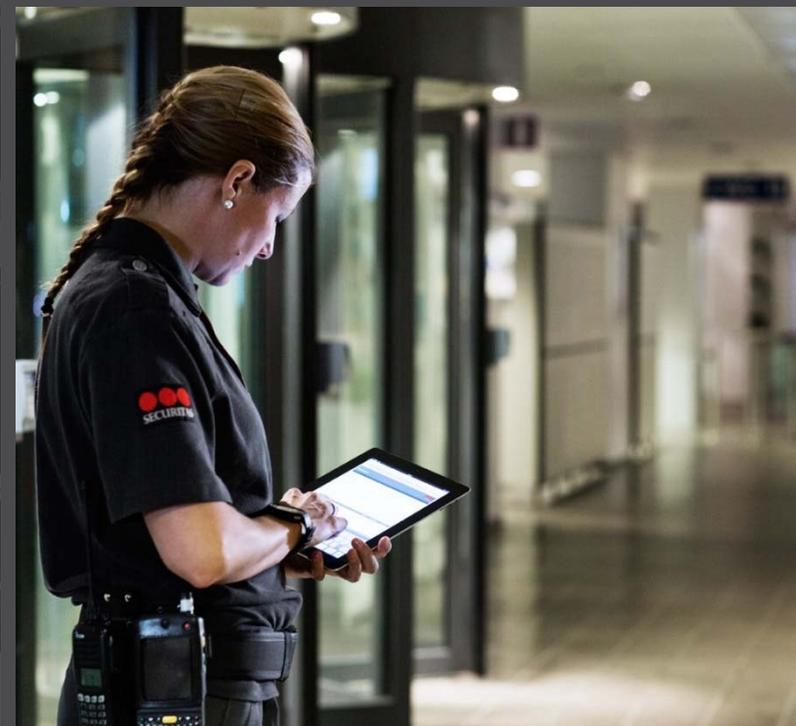


Investor Day 2013



Progressing the Strategy with One European Organization



Alf Göransson
CEO and Divisional President

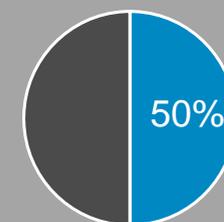
A pan European Organization – Market Share 19%



Spain and Portugal included
in Ibero-America division

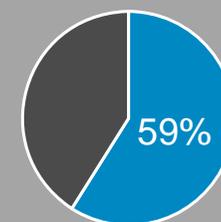
Share of Group
January-September 2013

Sales



MSEK 24 273

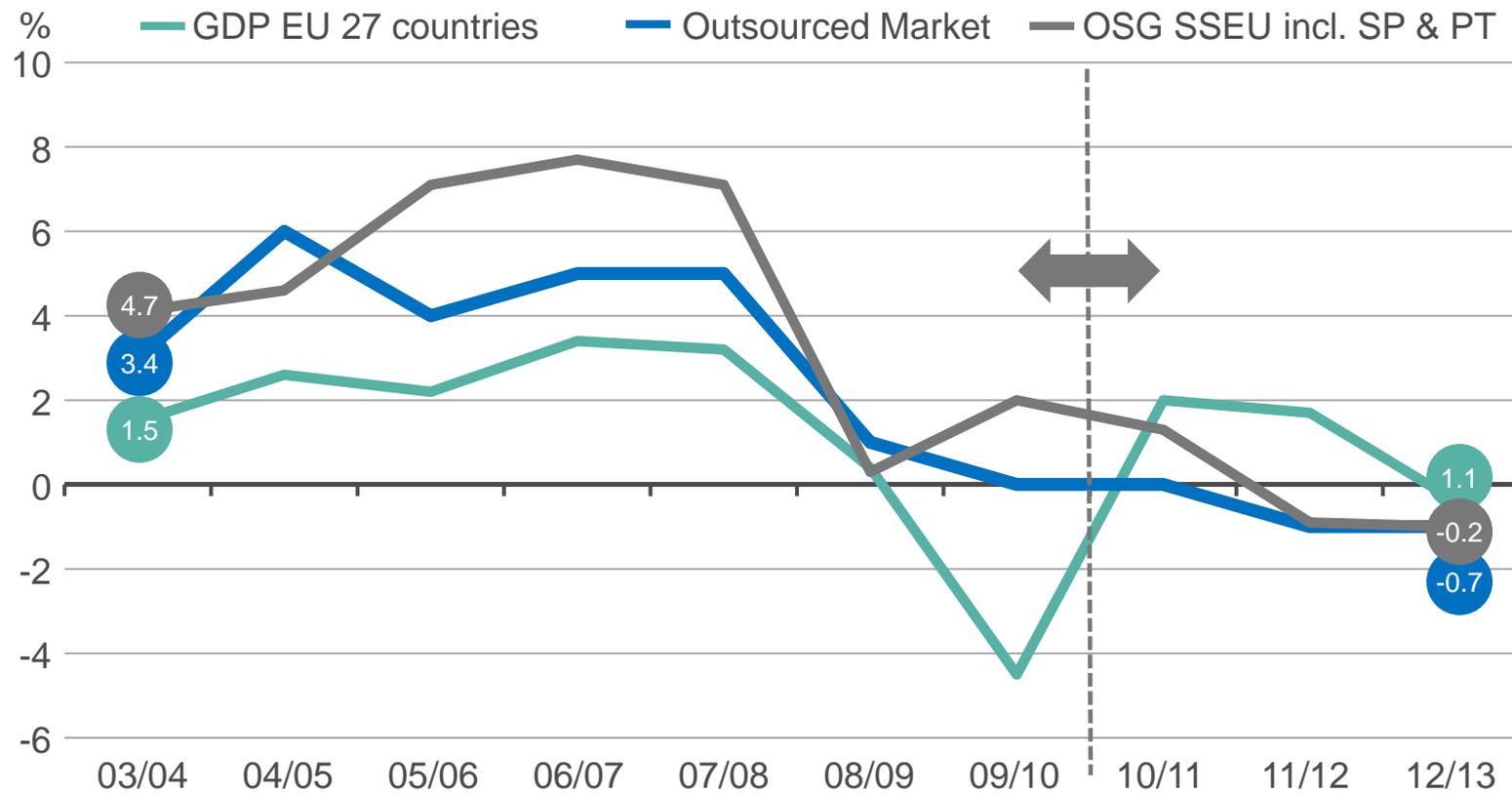
Operating income



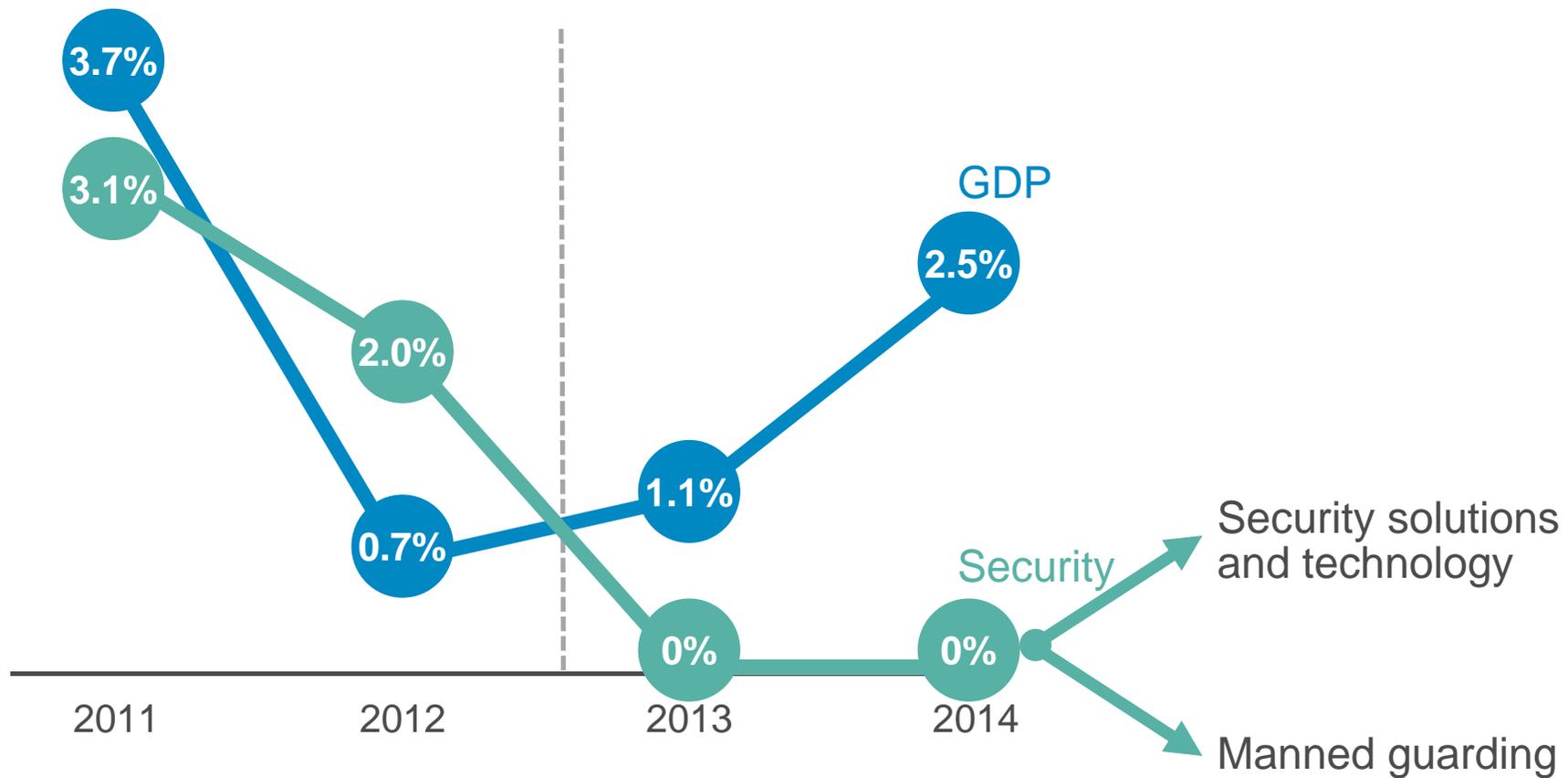
MSEK 1 441



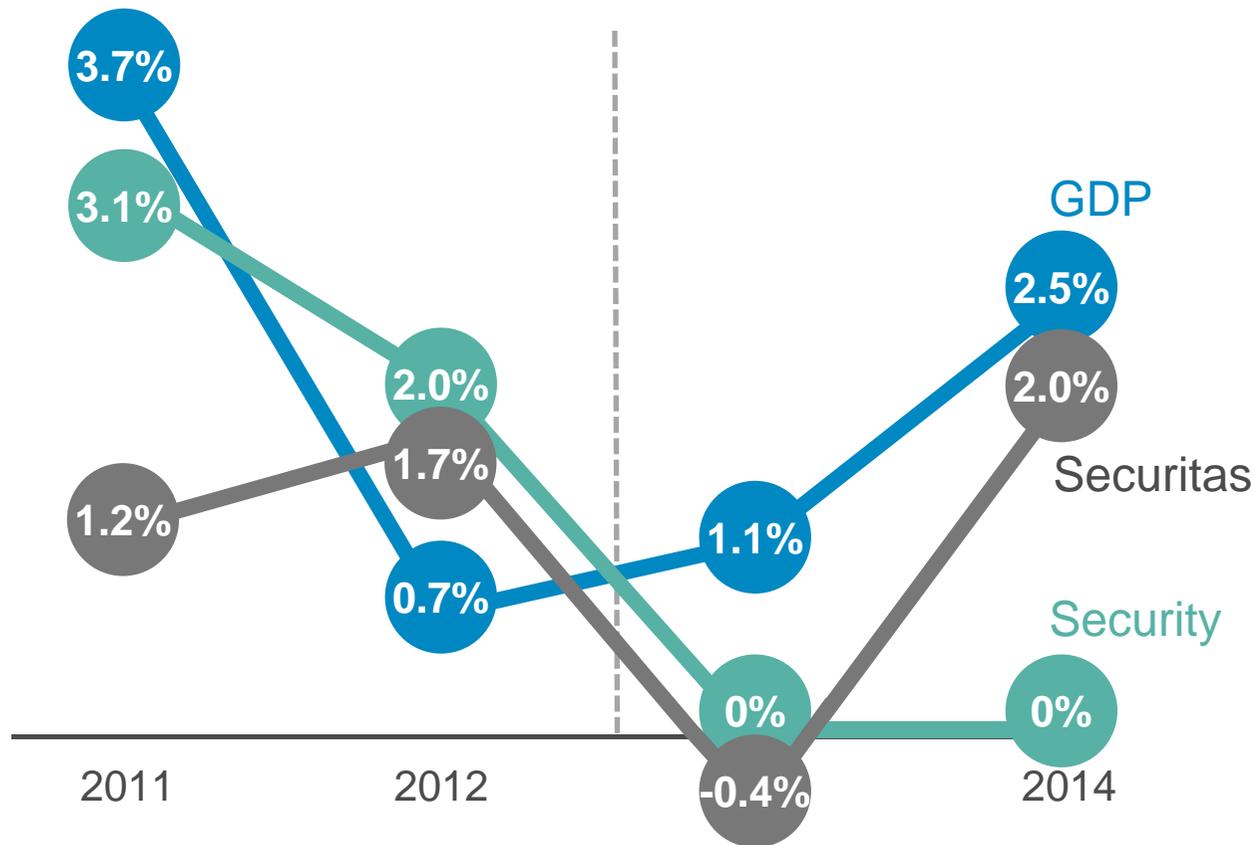
10 Year Performance of Security Market vs. GDP



Sweden Customer Opportunities in a Changing Market



Sweden Front Runner



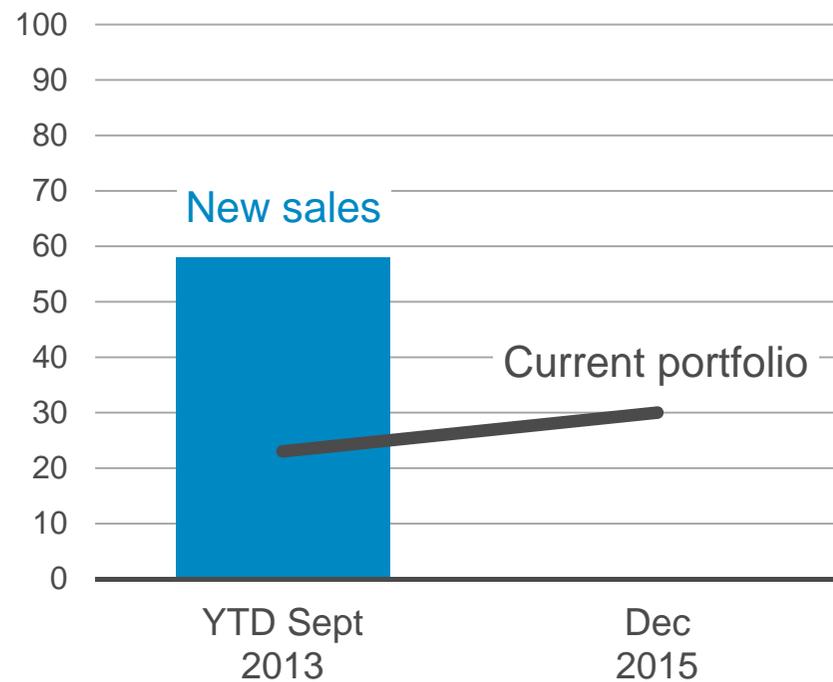
Market dynamics, high cost level and high technology acceptance make Sweden a front runner

Conversion of existing customer portfolio, gaining market shares from small and medium-sized companies and enlarging the market

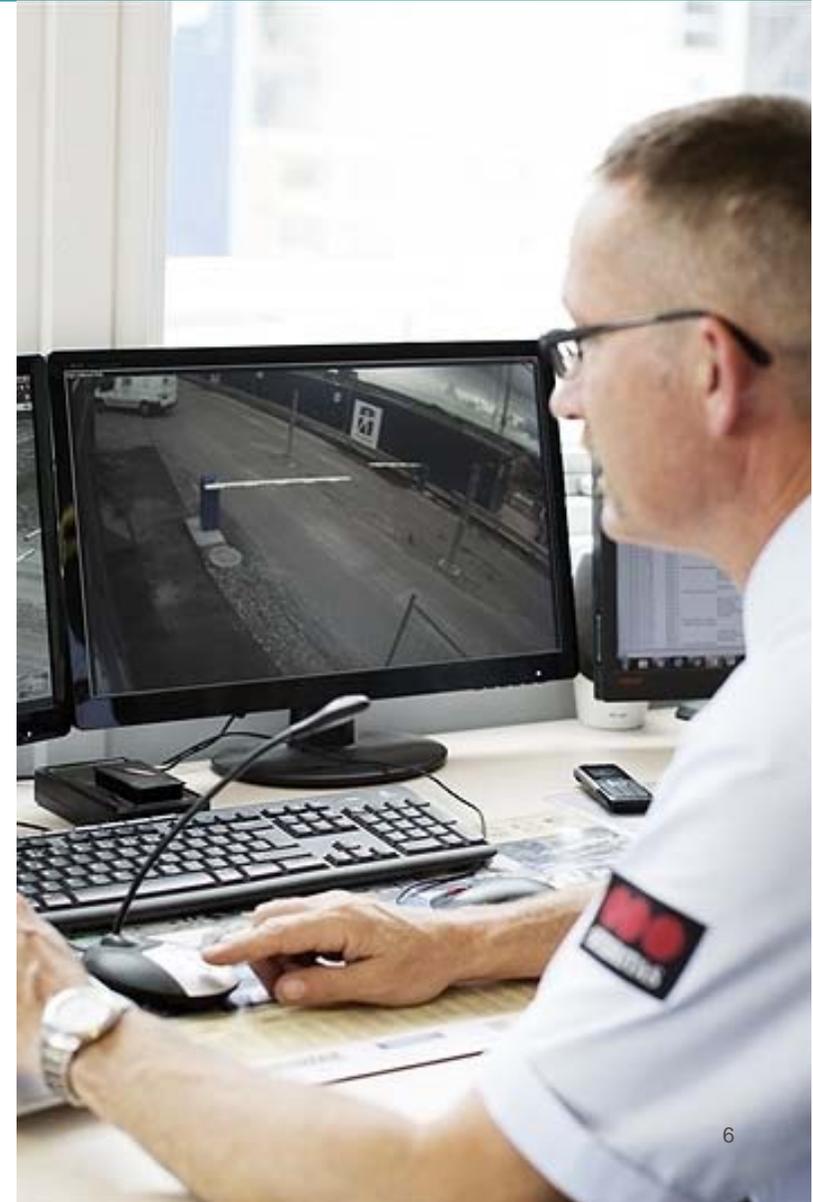
The Strategy Works in Sweden



Security solutions and technology,
share of total sales, %



1/3 of new remote video solutions sales
are taken from competitors





Enhanced Solutions: ARLA Sweden



Before 2012

Customer shared with Stanley

- Beat patrol and call out services on multiple sites
- In-house security officers 24/7 on 4 sites
- Securitas security officer 24/7 in one site (Götene)
- Technology, monitoring and full service agreement with Stanley Security Solutions (no operating income for Securitas)

2013

Full security solution by Securitas

- Beat patrol and call out services on multiple sites
- One security officer in Götene 07:00-16:30
- Access Control system
- Intrusion detection system
- CCTV system
- Visit control system
- Intercom system
- Remote security officers 16:30-07:00
- Maintenance and repairs
- Beat patrol and Call Outs
- Tamarond Teknik





CASE

Enhanced Solutions: Scan



2012

- 3-year contract with old Niscayah technology
- 3 security officers Mon-Fri office hours
- Call-outs and beat patrol in 5 locations

2013

New 5-year full solution contract:

- 2 security officers Mon-Fri office hours
- Call-outs and beat patrol in 5 locations
- New access control and intrusion alarm from Securitas Teknik
- Remote video solutions to make guarding more efficient and fewer manned guarding officers
- Tamarond Teknik for access control and intrusion alarm





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Progressing the Strategy with Technology Capabilities and Tools



Erik-Jan Jansen
COO
Security Services Europe

Improving the Sales Process with Modern Tools



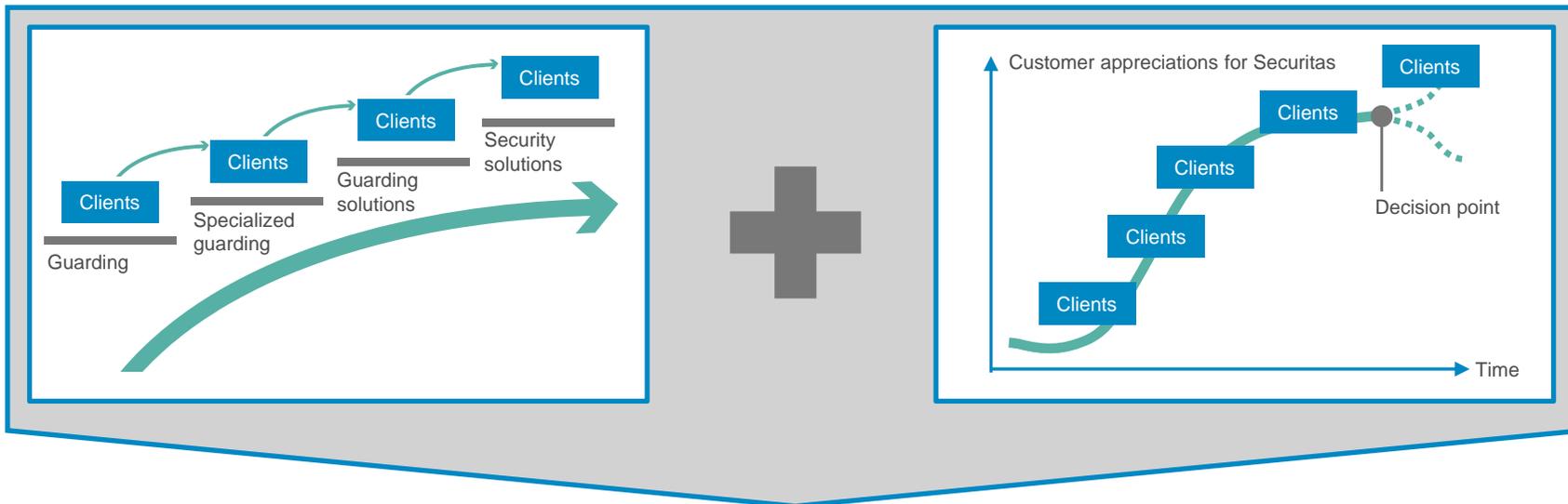
MADE TO  INCREASE ACTIVITY	MADE TO  INCREASE HIT-RATE
MADE TO  INCREASE VALUE	MADE TO  DO RISK MAPPING
MADE TO  BUILD CREDIBILITY	MADE TO  MAKE PRESENTATIONS EASY
MADE TO  WALK & USE	



From **0** to **9** countries in 2013

519 users

Process in Place to Transition Customers



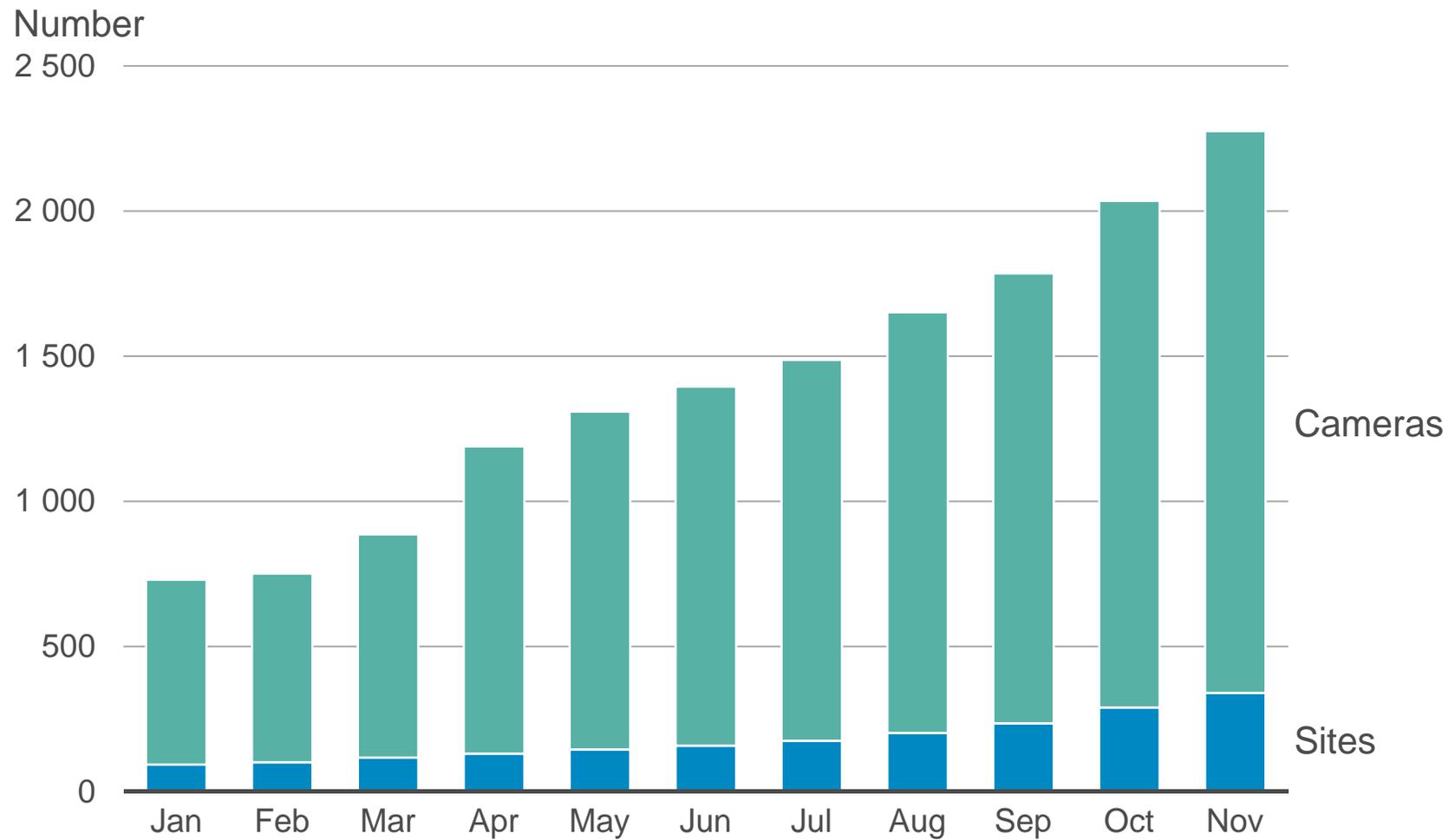
Each Branch/Area/Country has produced their action list by priorities.

Significantly Improved Margins when Transitioning Customers – German example



Customer	Life Cycle	Sales '13	Opm%	Current	Goal	Action Plan	Sales '14	Opm%
P..	Happy Zone	1 500	5%	Specialized	Security Solution	Security Scan, Design Solution Concept	1 500	9%
A..	Start-up Zone	1 100	1%	Guarding	Specialized	Security Scans done, New concept required	1 100	3%
O..	Flat Zone	1 020	19%	Solution	Security Solution	Expansion of Solution	1 100	21%
V..	Flat Zone	482	6%	Specialized	Security Solution	Service, Technical Solution	530	8%
F..	Flat Zone	450	4%	Specialized	Security Solution	RVS concept	450	7%
M..	Flat Zone	417	6%	Specialized	Security Solution	Design Solution concept	410	13%
T..	Flat Zone	351	5%	Guarding	Specialized	Security Scan, Design Solution concept	400	8%
S..	Start-up Zone	170	4%	Specialized	Security Solution	Securing school grounds RVS Solution	210	9%
R..	Flat Zone	164	1%	Specialized	Security Solution	Integrated Solution concept	180	11%
S..	Flat Zone	150	0%	Guarding	Security Solution	Integrated Solution concept	180	10%

A Steady Monthly Growth in Cameras and Sites in Europe





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Strategy Implementation in France



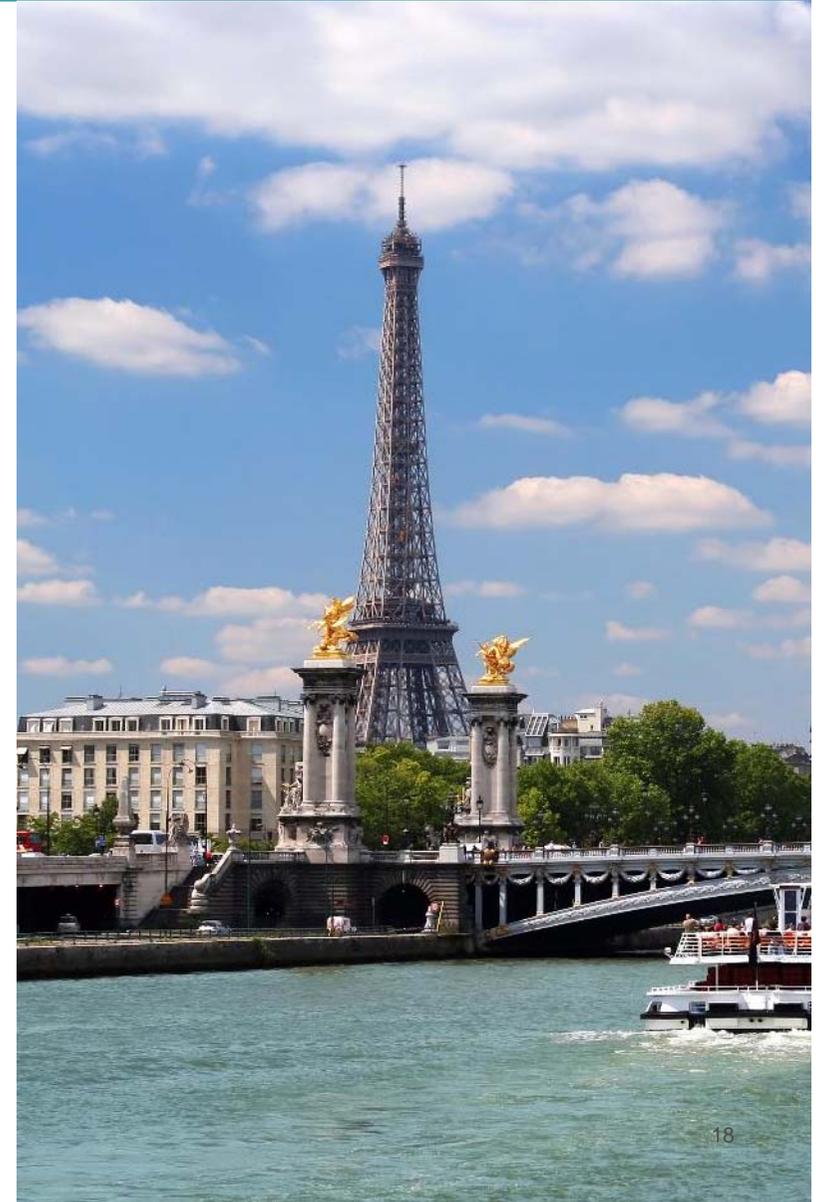
Michel Mathieu
Country President

General Environment

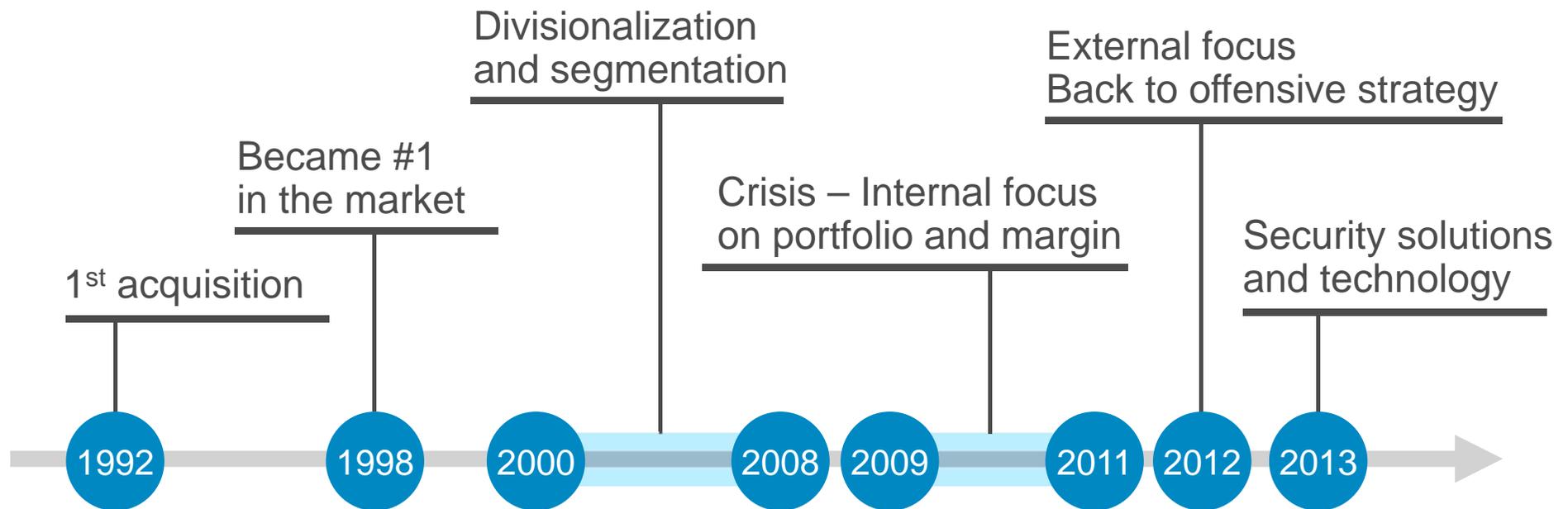


” We believe the French government's reforms to taxation, as well as to product, services, and labor markets, will not substantially raise France's medium-term growth prospects, and that ongoing high unemployment is weakening support for further significant fiscal and structural policy measures.

Standard & Poor's. Nov 8, 2013



Securitas Development in France



Market and Competition



MEUR	2012
Securitas	651
Seris	209
Atalian	150
Prosegur	134
Fiducial	158
Onet	113
Samsic	90
Others	1 782
3 300	

2008-2012 The crisis inside the crisis

- G4S, #2 left French market, Neo Security took over and later went bankrupt
- Fiducial bought Neo

2009-2013 New market structure

- Securitas #1 in the market
- Booming of the FM companies in the low price market. 3 of them are in top 7
- Low cost vs. added value strategy
- New control authority launched, CNAPS
- 2013-16: Flat market expected. Optimization and price pressure decrease volume. A struggling economic equation.

4 000 companies
150 000 guards

Our Focus on Efficiency and Cost Savings



Pricing power:

- 2011: Negative balance price/wage
- Emergency 2012: Pay or leave
 - Cost 2.8% / Price increase 4.1% (core business)
 - Collateral damages in volume and social cost
- Energy 2013: more subtle approach
 - Less damages
 - Negative growth decreases

Savings and transformation:

- Cost savings achieved
- Proximity plan
 - Closer to the customers as well as to the security officers: A new organization for more flexibility
 - More sales and customers oriented

Positive Growth Plan in Place



Pricing power: Focus 2014

A new road to growth

Remote video solutions
to large customers



Pricing Power: Focus 2014



	Day & week	Night & WE	24 Hours	24 Hours +++	Extra sales
Loss making, non repairable	Cancellation 25 MEUR				
Loss making, repairable	Price increase 11 MEUR	Optimisation or price increase 69 MEUR		Price increase 36 MEUR	
Breakeven					
Low operating margin	Contract duration or cover cost 214 MEUR				
Acceptable operating margin					

Remote Video Solutions Alternative

2013 - 2016: A New Road to Growth



Innovation

- New services e.g.
One guard in one hour
- Risk management business
- Innovation process in place

Effects from tax credit CICE

- Investment in training:
+50% in 2013 and 2014
- Increased market communication e.g.
customer events to support growth strategy and RVS launching

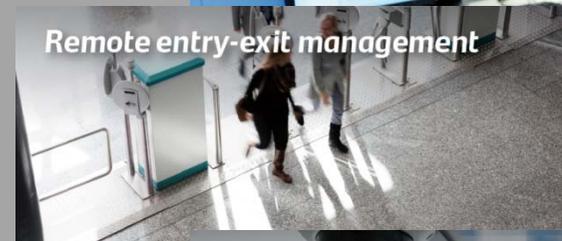
Remote Video Solutions Strategy



1st step: Large customer offering for Industry / Offices / Retail launched Sept 2013

- Portfolio: decrease terminations. Two targets by branch + all corporate accounts
- New sales: gain market share by targeting low cost competitors

2nd step: Smaller customer offering to be launched Sept 2014





CASE

Enhanced Solutions: FNAC



FNAC

- 170 shops in France
- Sales of technical products, books, CD-DVD and gaming

Commercial context

- Securitas provides security in 25 stores and 1 warehouse. Average turnover/site: 250 000 EUR
- Services provided: reception, access control, shrinkage prevention
- FNAC needs 25% of cost saving without weakening the security level in the stores





FNAC: Securitas recommendations

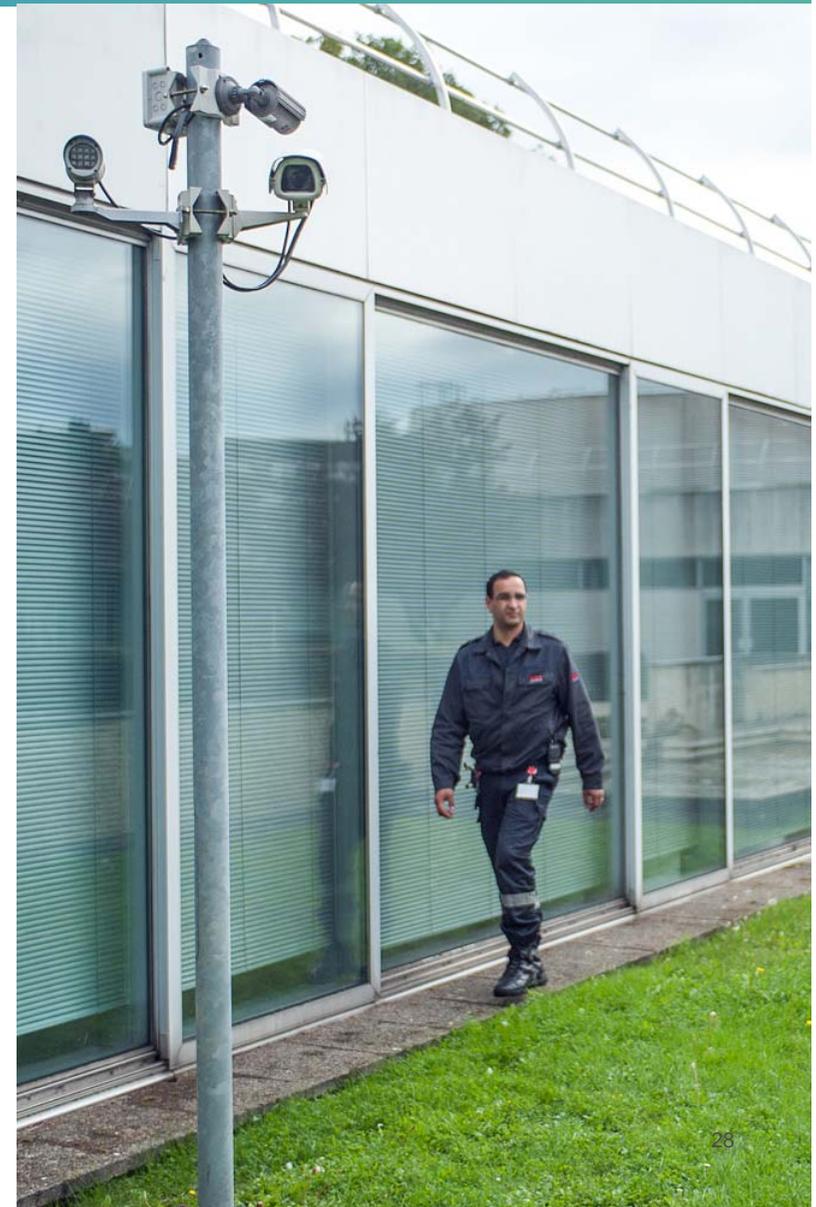


Vulnerabilities	Recommendations
 <p data-bbox="461 603 667 692">Shrinkage and theft</p>	<ul data-bbox="965 549 1749 740" style="list-style-type: none">• Burglar alarms reported to the video PC for multimedia devices• Moving video games and multimedia department from the exit
 <p data-bbox="461 932 712 1021">Visitors flow surveillance</p>	<ul data-bbox="965 791 1715 1155" style="list-style-type: none">• People counting by analytic video, including alarm (4 cameras / 2 levels)• Detection of suspicious behavior by video – 1 camera per floor• Entry-exit video management reduces the average staff of 1 security officer• Visitors statistics
 <p data-bbox="461 1254 663 1343">Employee safety</p>	<ul data-bbox="965 1225 1487 1369" style="list-style-type: none">• Video escort• 1 camera installed in front of the cash desks

A new Road to Growth



- Difficult macro economic environment prevails
- Market leading position
- A new, more flexible organization
- With our security solutions and technology strategy, we will continue to be competitive and find new growth opportunities





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