

Investor Day 2013



# Creating Alternatives in Security Services North America



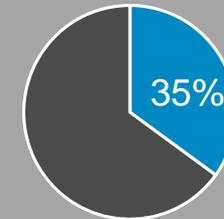
**Santiago Galaz**  
Divisional President  
Security Services North America

# Market Leader in the North America with 18% Market Share



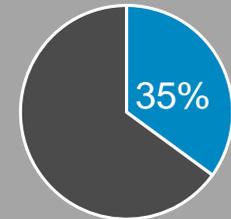
Share of Group  
January-September 2013

Sales



MSEK 17 117

Operating income



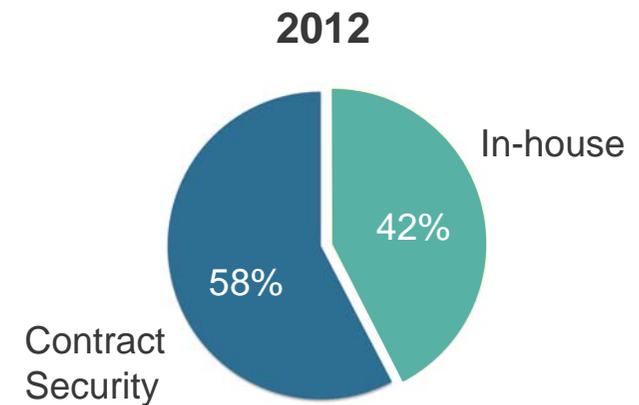
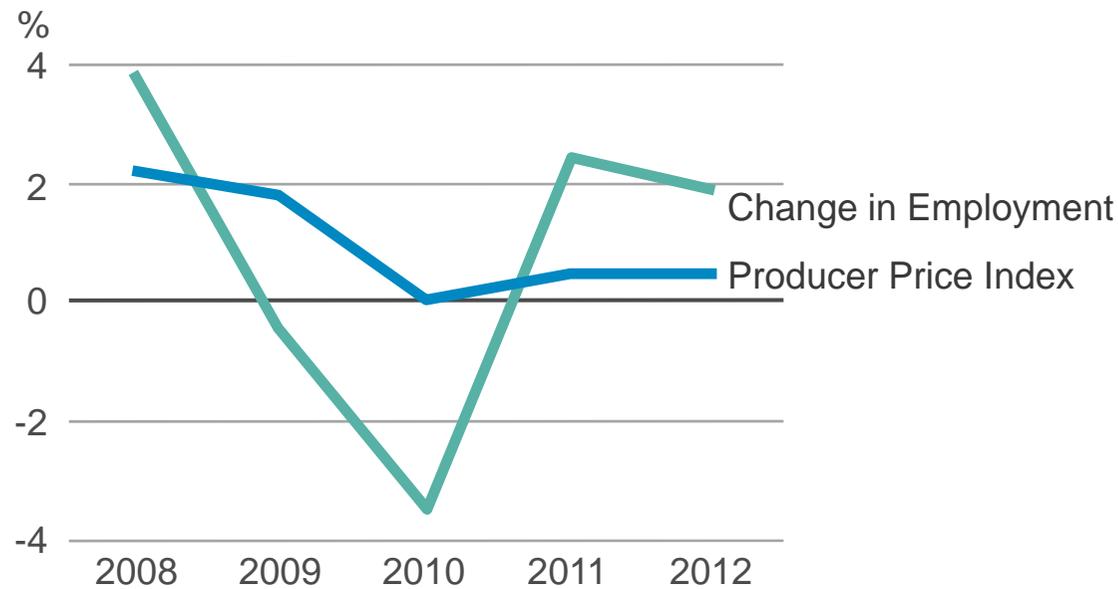
MSEK 869



# US Market Overview\*



Employment	2008	2009	2010	2011	2012
Total	1 046 760	1 028 830	1 006 880	1 032 940	1 046 420
In-house	445 160	430 040	428 550	440 390	442 680
Contract Security	601 600	598 790	578 330	592 550	603 740



\* BLS, OES May'12

# Strong, Stable and Specialized Organization



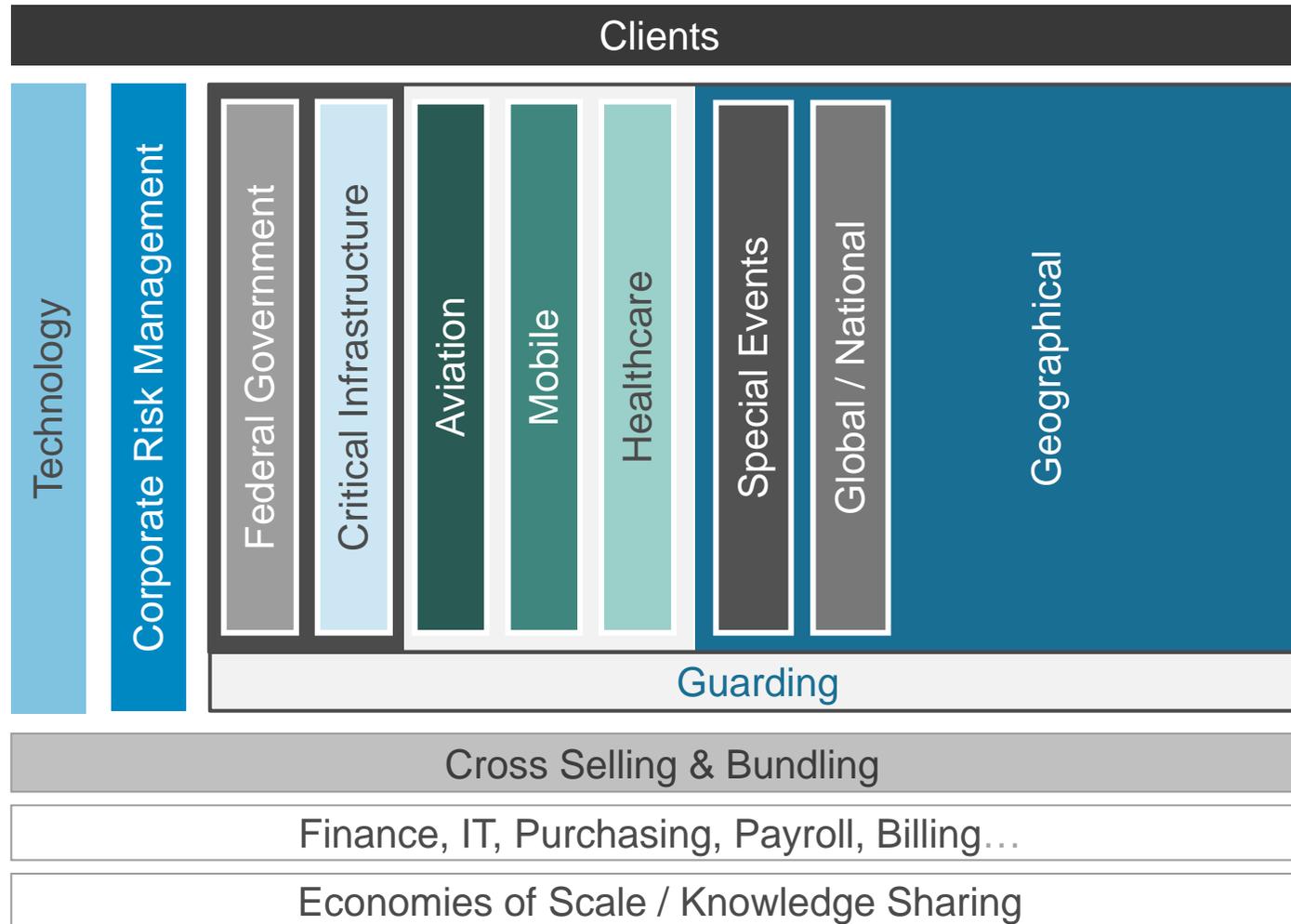
Business Units	
US-North Central	Kelly Stone
US-Mid-Atlantic	Terence McGrath
US-North East	Rick Avery
US-South	Ty Stafford
US-Pacific	Tony Sabatino
National/Global Accounts	Brad Van Hazel
Critical Infrastructure	Kevin Sandkuhler
Healthcare	Pete Niles
Pinkerton CRM	Jack Zahran
Mobile	Tim Keller
Technology	Chris Hammond
Canada	Dwayne Gulsby
Mexico	Adrian Dominguez

**13**  
Business  
Units

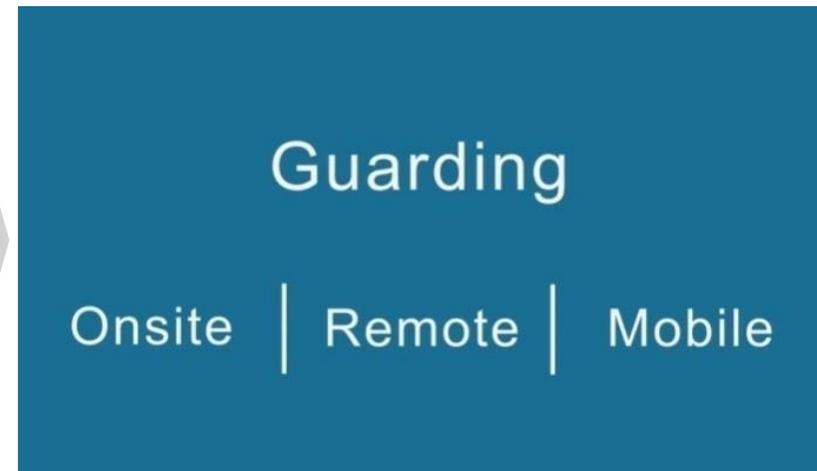
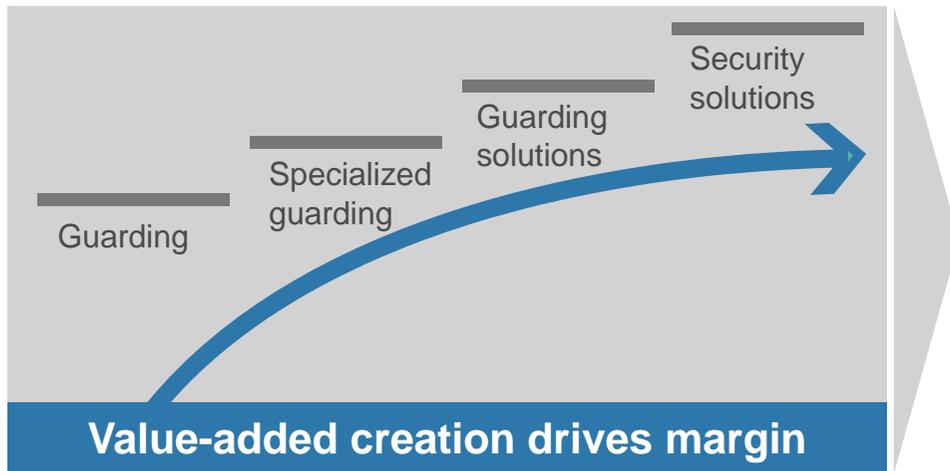
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**640**  
Branch  
Managers

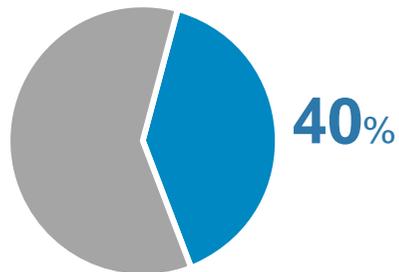
# Specialization and Leverage



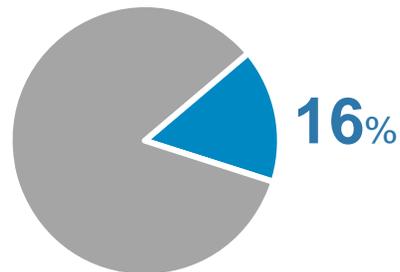
# A Step by Step Journey



Specialized



Guarding solutions



## Current Revenue Mix

# Integrated Guarding Pillars



Guarding

Onsite | Remote | Mobile



keep it simple

Creating Alternatives

**Efficiencies without compromise**

# Integrated Guarding Components



Guarding

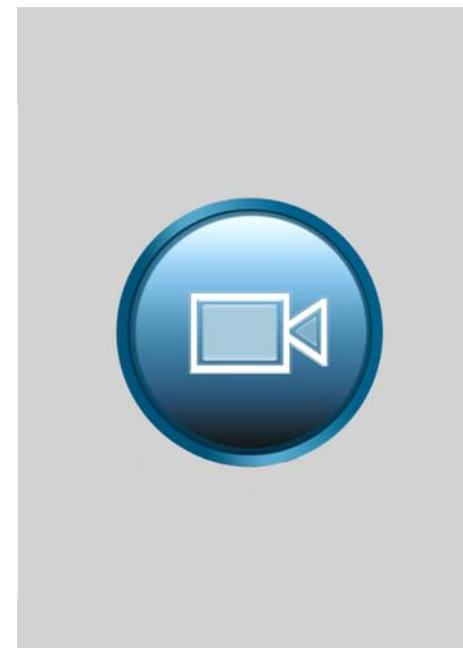
Onsite | Remote | Mobile

Integrated Guarding

Service



Connectivity



Onsite Systems  
(optional)

# Integrated Guarding Alternative

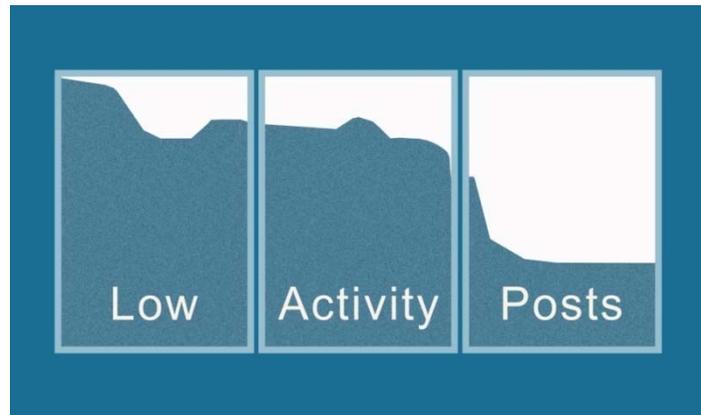


Standard 24/7	
Security Coverage	24/7
Annual Revenue (k\$)	150
On-Site Guarding (HPW)	168
Not ACA Compliant	

Integrated Guarding Alternative	
Security Coverage	24/7
Annual Revenue (k\$)	142
On-Site Guarding (HPW)	112
Remote Guarding & Mobile (HPW)	56
Upgraded Guarding Tools	
ACA Compliant Plan	

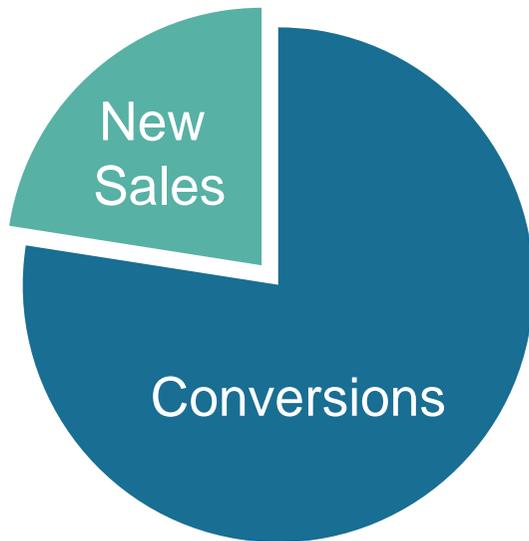
**Comply with ACA, reduce the price and increase margin**

# Integrated Guarding Alternative



<b>\$50 000 Allocation</b>	<b>K\$</b>
Remote Guarding, Mobile and Upgraded Guarding Tools	28
ACA Impact (Plan & Wages)	8
Margin Improvement	6
Revenue Reduction	8

# Introducing Integrated Guarding



## Conversion Process

00	Portfolio
0	Target List: Goal
1	Target List: Identified
2	Engagement
3	Operational Analysis
4	Redesign
5	Proposal
6	Contract
7	Implementation

**4 % higher margin**



# Enhanced Solutions: Product Distribution Center, IN



## Current Client

Security Coverage (HPW)	46
Annual Revenue (k\$)	33.5
On-Site Guarding (HPW)	46
Operating Result (k\$)	1.3
Operating Margin (%)	4.0

## Integrated Guarding Alternative

Security Coverage	24/7
Annual Revenue (k\$)	36.7
On-Site Guarding (HPW)	—
12 Cameras with speakers	
Mobile Guarding 2 night weekly Patrols	
Remote Guarding 1 night daily tour	
Operating Result (k\$)	3.5
Operating Margin (%)	9.5



# Enhanced Solutions: Food Manufacture, NC



## Current Client

Security Coverage	24/7
Annual Revenue (k\$)	252
On-Site Guarding (HPW)	336
Operating Result (k\$)	13.9
Operating Margin (%)	5.5

## Integrated Guarding Alternative

Security Coverage	24/7
Annual Revenue (k\$)	228
On-Site Guarding (HPW)	224
Mobile Guarding 4 Daily Patrols	
41 IP Cameras	
Upgraded Guarding Tools	
Operating Result (k\$)	28.5
Operating Margin (%)	12.5



# Enhanced Solutions: Gated Community, FL



## Current Client

Security Coverage	24/7
Annual Revenue (k\$)	135
On-Site Guarding (HPW)	168
Operating Result (k\$)	6.3
Operating Margin (%)	4.7

## Integrated Guarding Alternative

Security Coverage	24/7
Annual Revenue (k\$)	107
On-Site Guarding (HPW)	112
Visitor management system	
5 IP Cameras, gate access and a visitor kiosk	
Upgraded Guarding Tools and Wages	
Operating Result (k\$)	10.9
Operating Margin (%)	10.2



# Enhanced Solutions: Healthcare Products Manufacture, GA

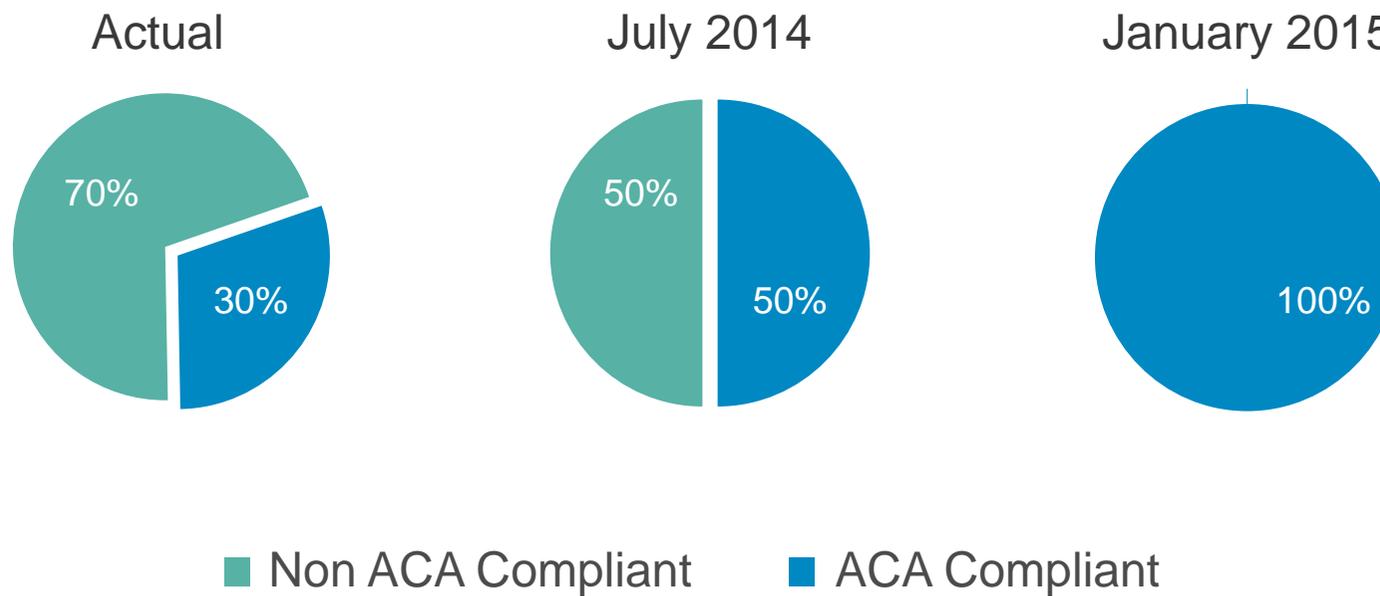


## Competitor

Security Coverage	24/7
Annual Revenue (k\$)	262
On-Site Guarding (HPW)	336
Operating Result (k\$)	
Operating Margin (%)	

## Integrated Guarding Alternative

Security Coverage	24/7
Annual Revenue (k\$)	135
On-Site Guarding (HPW)	168
4IP Cameras, intercom station	
8 video encoders (analog to digital)	
Upgraded Guarding Tools and Wages	
Operating Result (k\$)	11.1
Operating Margin (%)	8.2



**Simplicity, Certainty and Alternatives**



Creating Alternatives



Integrity | Vigilance | Helpfulness