

The image shows two flags, the Spanish national flag and the European Union flag, flying on poles in front of a classical building facade. The Spanish flag is on the left, and the EU flag is on the right. The building features large columns and a decorative stone relief of a lion's head. The right side of the image is partially obscured by a dark grey overlay containing text.

# Reorganize Europe and **move up** the **value chain**

Georges López  
*Regional President Southern Europe*

Managing **cash** in society.



# Increased **efficiency** and a leap in **growth** initiatives

**Reorganize Europe**

Increased efficiency and stronger co-ordination

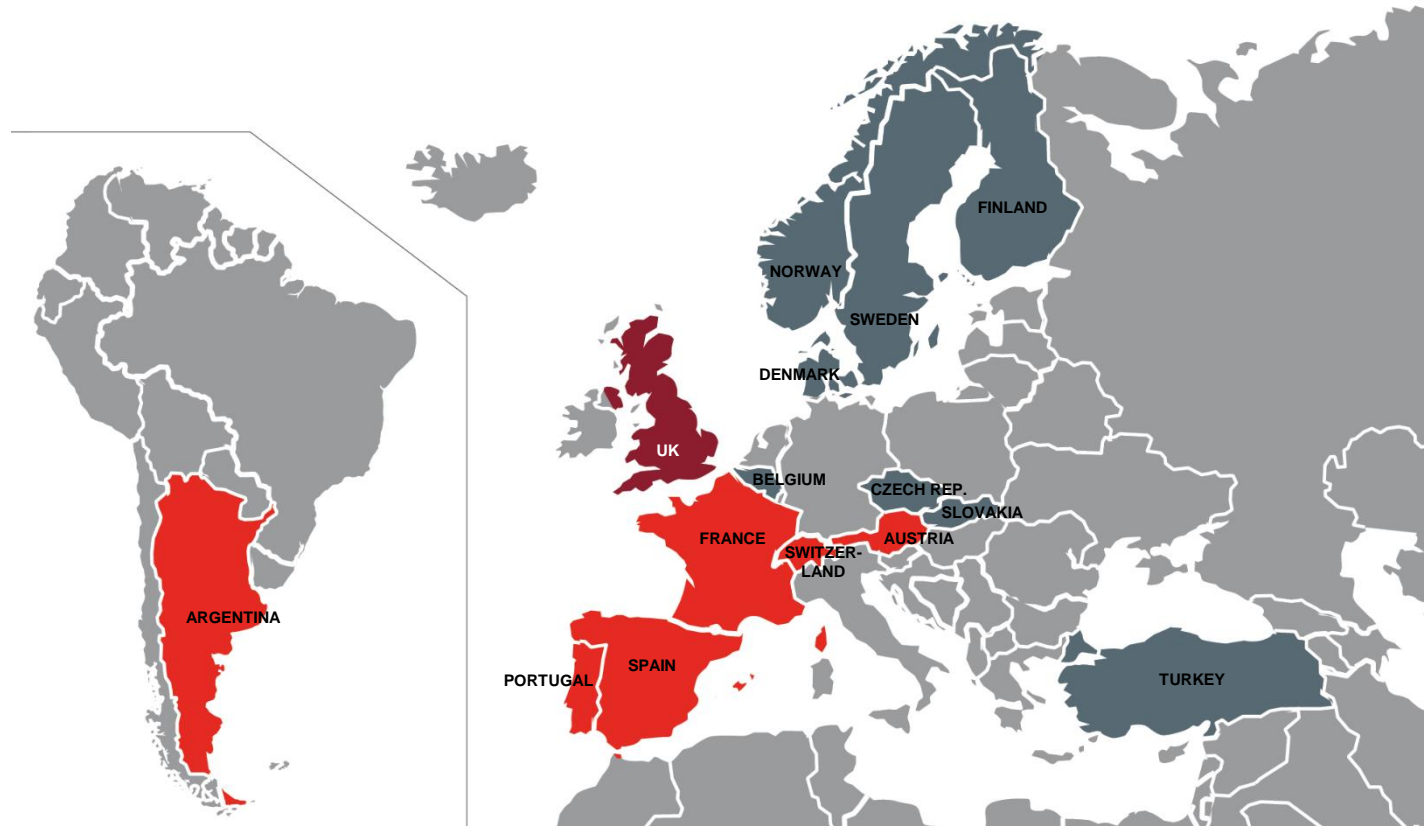
**Move up the value chain**

Increasing pace in automation and development of new services and technologies

**Establish a Center of Excellence**

Sharing competences and best practice

# Successful Europe prepares for next step



- SE
- UK
- NEE

- Europe consists of three regions
- Southern Europe (incl. Argentina)
  - Northern and Eastern Europe
  - UK

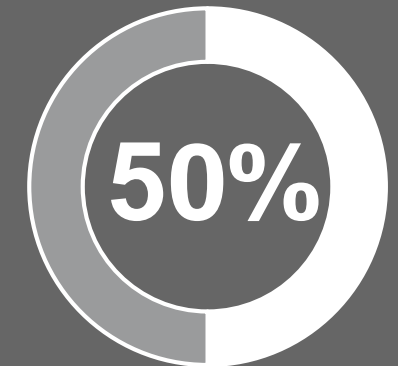
# Creating a strong platform for next step – One Europe



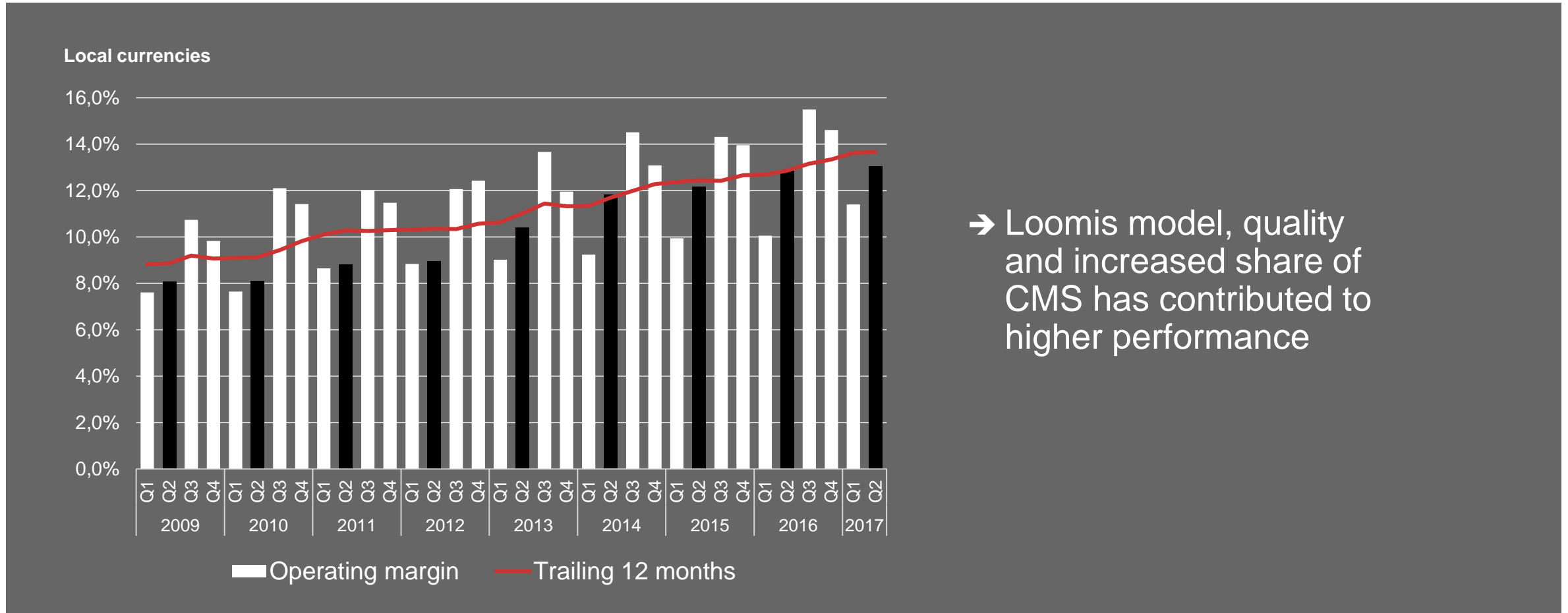
## Key ratios

Europe	2016	2015
Revenue, SEK million	8,384	8,332
Operating income (EBITA), SEK million	1,119	1,055
Operating margin, %	13.4	12.7

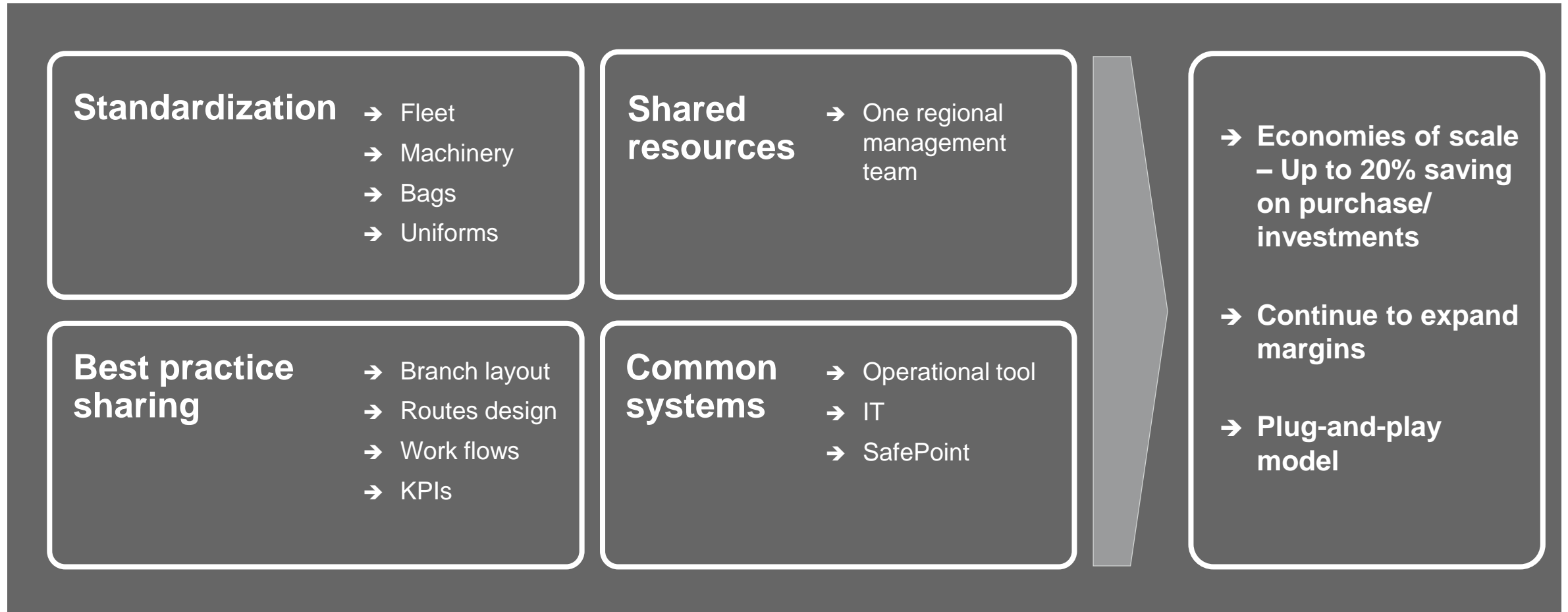
Segment Europe's share of Group total revenue in 2016



# Strong European history of **continuously improving** margins

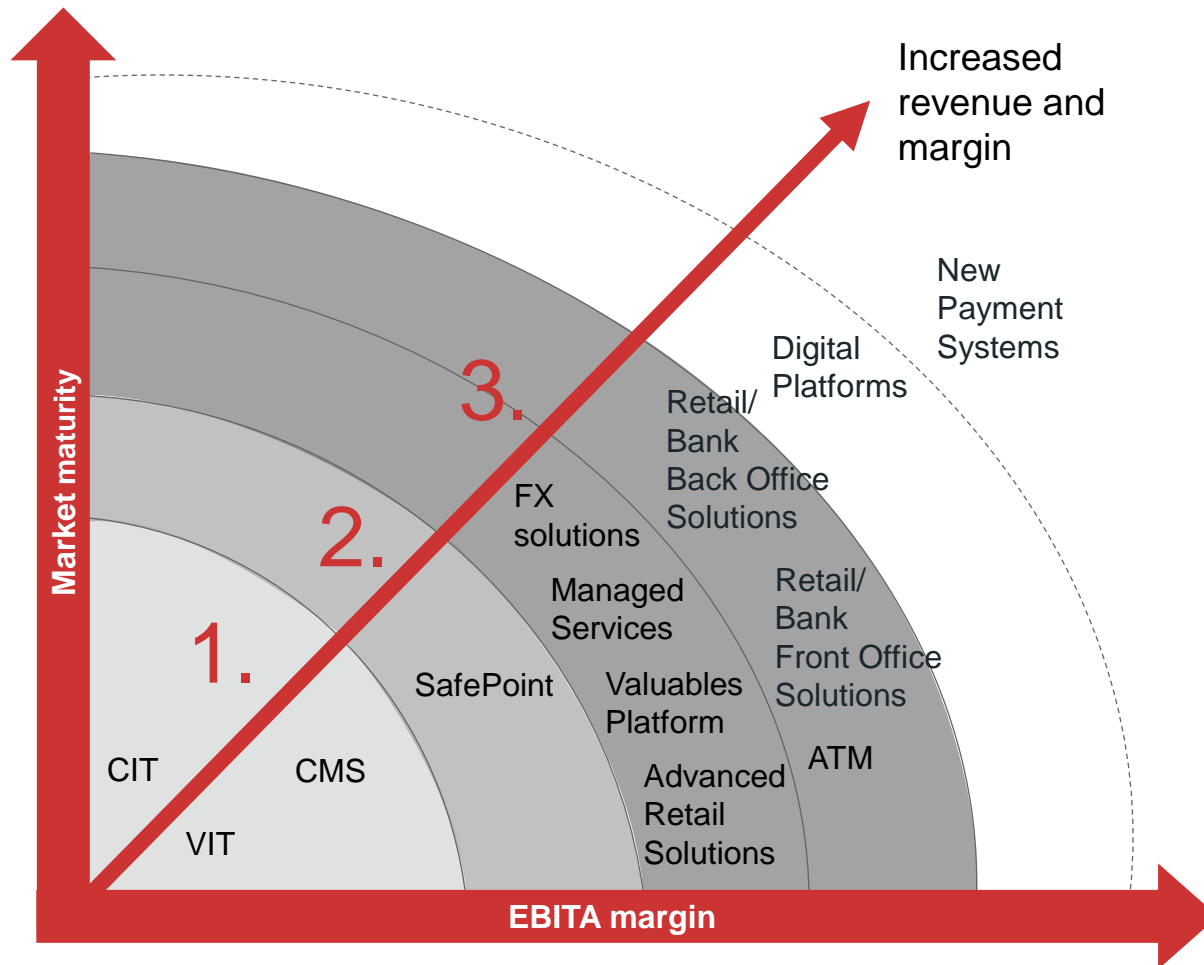


# One Europe – taking advantage of our **scale and expertise**



# Developing the market – **New opportunities** for profitable growth

Annual growth between 1–3% during 2018-2021



## 1. Best practice

- Transfer best practice CIT/CMS to less mature markets

## 2. Continued roll out of SafePoint

## 3. Moving up the value chain

### • Banks

- Loomis branded ATMs
- Stock management
- Managed services/Forecasting

### • Retail

- Back office outsourcing
- Cashiers

### • FX solutions

# SafePoint potential approx. 200,000 in existing European markets



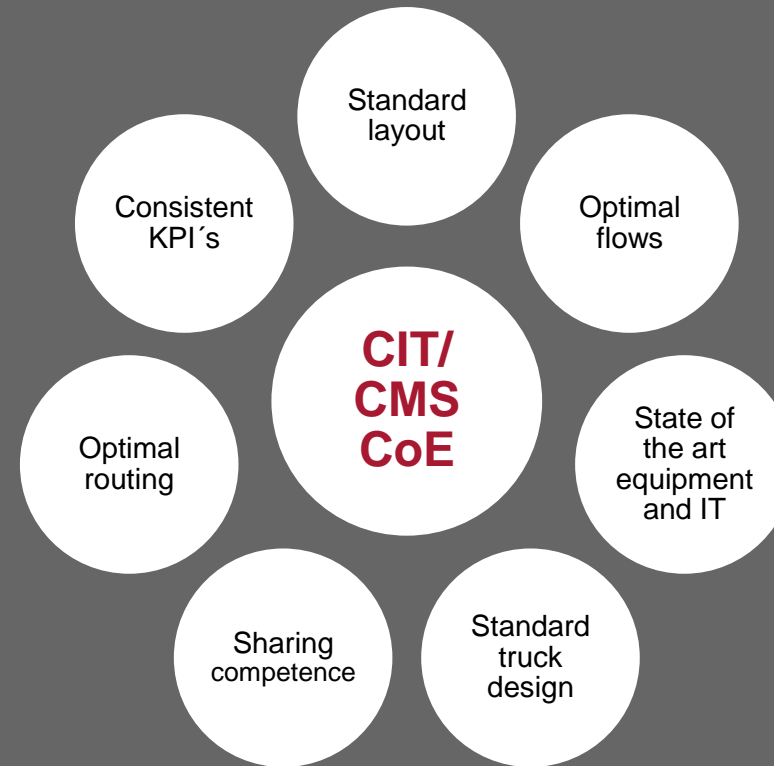
- Best practice sharing from US
- Provisional credit issue solved
- Ramping up resources in Europe
- ~3,000 SafePoint installed to date



# Establish a **Center of Excellence** for (CIT/CMS) in Madrid

→ Leveraging competence throughout the Group

→ Increase pace in innovation and implementation



# Increased **efficiency** and a leap in **growth** initiatives

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**Move up the value chain**

Increasing pace in automation and development of new services and technologies

**Establish a Center of Excellence**

Sharing competences and best practice