

■ TREAT PEOPLE RIGHT • SERVE NEEDS • CREATE VALUE • DUTY, JOY AND PASSION • LEADERSHIP WITH INTEGRITY ■

The Loomis Pyramid





*Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world.*

-Joel Arthur Barker

Ours is a business with great risk. An appreciation of this fact and our responsibility to manage risk is central to all elements of our values.

The people who work at Loomis accept great challenge. It is a tough job whatever the role. They are special people who deserve respect. As managers and supervisors, we must never underestimate this. At Loomis, we are not management, we are not employees . . . we are all TEAMMATES

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TO THE MANAGERS AND SUPERVISORS OF LOOMIS

What a wonderful opportunity we have before us, to create a new company. United by a common identity and with a fresh look, we aspire not only to shape the world's finest cash handling company, but a company that is respected among the best in any line of business. When people hear the name Loomis, we want them to think quality and feel trust.

Though in one sense we are creating a new company, we are really building on a great foundation. Our heritage as Securitas in Europe and Loomis, Fargo & Co. in the US provides us with a fascinating history of which we should be very proud. In creating our new identity, we took great care to honor this history through both the name and logo design. Why? Because in our history can be found the roots of our corporate culture or values. We are not starting from scratch. The meaning of the pyramid, the symbol of

our values, is drawn from the values of our predecessor companies. Values that have guided those companies for many years. In the faces of some early Loomis teammates as far back as the 1852, we can see many of the qualities represented by our pyramid of today.

You might wonder why we need a book on our values, why they are important. Here's why. Every day our front line teammates face numerous "moments of decision" that greatly impact our Company and its success. Do I try to make that turn in front of traffic? Am I sure the environment outside the truck is safe? Do I draw my weapon? Is that invoice 100% accurate? Have I balanced before closing? Have I followed security procedures? Is that new teammate properly trained before putting them on the job? Is my attitude with customers positive? Do I look for a better way to do it? And many more. To the extent our



teammates understand our values and, more important believe them, those values serve as a guide to make the right decision every time.

As managers, you have no more important job than to provide a living example of our values, to breathe life into them, to prove to our teammates that those values are real. To prove that you understand your responsibility to manage risk – a central element embodied within each of the values; to create an environment where our Teammates truly care.

I direct your particular attention to the base of the pyramid which represents leadership, specifically, *leadership with integrity*. For you, this is the most important side of the pyramid as it requires that you sincerely believe the values represented by all the other sides - *treat people right, serve needs, create value*

and project an attitude of duty, joy and passion every day.

Only by *leading with integrity* can you truly teach and instill our values in our frontline teammates. And if our frontline teammates believe those values and act in accordance with them, then when anyone hears the name Loomis, they will think quality, think security and feel trust. And when our teammates say they work for Loomis, they will say it with great pride.

Cal Murri





In 2001, when Securitas Cash Handling Services and Loomis, Fargo & Co. joined forces, all of our Teammates were immediately linked to a heritage that stretched back to the great Gold Rush eras of the United States and to an international destiny that shines brilliantly into the future.

The culture and values of Loomis, Fargo & Co., with roots dating back to 1852, were forged in the attitudes that were necessary to overcome the obstacles of those “Wild West” days, especially in the California and Yukon gold mines. Those values were later distilled into

The Five Fundamentals, represented by a five pointed star.

Those Fundamentals were: *Treat People Right, Bring Solutions to Customers, Manage Risk Down,*

Do Business Right, and Be the Best.

While Securitas Cash Handling Services had its origins in more modern times, its values were no less meaningful to its development as the leading cash handling organization in Europe. As part of Securitas AB, the values of the organization were encapsulated in the three perfect circles in the Securitas logo, standing for Integrity, Vigilance and Helpfulness. Those values were then taught through the familiar symbols of the Securitas Toolbox.



A comparison of the Loomis, Fargo & Co.

Five Fundamentals with the Securitas values expressed in the three circles and Toolbox reveal striking similarities in the personalities of the two organizations. It is almost as if the two companies were twin sons of different mothers in terms of those fundamental





values. This fact is one of the central reasons that these enterprises were joined. That, and the common desire one day to split off and create a global leader in the cash handling services business.

Today, as Loomis, we represent our core values through The Loomis Pyramid. The pyramid consists of four sides and a base, each of which have a distinct meaning, but which together form a cohesive definition of our corporate values. It is important to understand that these values are drawn in spirit from those of our predecessor companies as expressed in the Five Fundamentals, three circles and Toolbox. Most important, we must recognize that the meaning of The Loomis Pyramid is not an abstraction or merely a symbol. It represents living, organic values that



we are obligated to embrace and use to guide our actions personally and collectively as a Company.

As a manager, it is your responsibility to breathe life into The Loomis Pyramid. All of our Teammates must clearly understand its meaning and how it applies to their everyday actions and decisions. The pyramid is the cornerstone of our rich corporate culture, the foundation of a proud heritage dating back over 150 years, and a guide to achieve our future vision.

This booklet is a guide to our culture. It is a reference book that you should fully understand and use. It is a critical resource to help you guide your Teammates in knowing what we stand for as a Company and how we should behave as individuals representing the Loomis Team.

OUR HERITAGE AND OUR VISION



OUR HERITAGE: WHO WE WERE

Our ancestry draws from three main branches: Wells Fargo and Loomis, Fargo & Co., in the US, and Securitas in Europe. Unlike most of history, where America looks to Europe for its roots, the Loomis story begins in the “new world”, where we played a central role in the westward expansion and economic development of the United States. In fact, our colorful history dates back to 1852 and the exciting days of the California Gold Rush when Pony Express riders helped build the American West, as well as the Alaska Gold Rush era, when armed mushers endured danger and hardship to provide safe transport into and out of the mines. The founding fathers of the US companies: Lee Loomis, William Fargo and Henry Wells met and tamed the challenges of their respective frontiers.

The Securitas story is more recent, beginning in 1934 when Erik Philip-Sörensen founded Hälsingborgs Nattvakt in Helsingborg, Sweden. Sörensen subsequently acquired a number of other companies and in 1972 gathered them under the collective name Securitas. The logo of three red dots soon became a familiar symbol. However for most of its history, the company was known primarily for its guarding business. It was not until the 1990s when the cash handling services unit really began to emerge. As the company undertook an international expansion over the following decade, it added such respected European CHS companies as Security Express Ltd./Armaguard in the UK, Protectas in central Europe, Esabe in Spain and more recently Valiance in France. As Securitas had grown to be a broad based security leader, its CHS unit had emerged as a leader in its own right in much of Europe. By 1999, Loomis, Fargo & Co. had become a national



armored transport leader in the US and began to set its sights on an international alliance. About the same time, Securitas was beginning its expansion west. Early meetings between the companies' respective leadership revealed a striking similarity of core values that led to a philosophical agreement to create an international CHS leader, first bringing Loomis, Fargo into the Securitas family with the intent that it would be combined with the European CHS unit and eventually spun-off as an independent company. Negotiations which began in a small hotel room in New York City led to a deal in 2001. Six years later, Loomis would formally be born.

Interestingly, a study of the history of the Alaskan Gold Rush period reveals that it drew adventurers from every country that we currently serve, including a Swedish expedition that was instrumental in developing the Klondike area of Alaska. Many credit that expedition with the actual discovery of gold there. In a very real sense, we are all united, physically and culturally, in a common heritage.

For a timeline illustrating the evolution of Loomis, see pages 10 and 11.



TODAY: WHO WE ARE

Although the cash handling business has much deeper roots in the US, it has developed much more fully in Europe. For most of the US history, and to a significant extent even today, the business primarily consisted of armored transport. Though ATM expansion in the 1990s has influenced change, the perception of the industry in the US remains more one of armored transport. In fact, though our business is clearly evolving, 80% of the revenue is armored transport. In Europe, on the other hand, central banks and even commercial banks in many countries have taken a much more open attitude toward outsourcing cash processing activities.

This is most apparent in the UK and in Sweden but also elsewhere in Europe where our cash processing activities account for a balanced percentage of our revenue as compared to armored transport. This trend continues to expand in Europe and is gaining momentum in the US as well.



Loomis provides secure transportation and cash management solutions to a variety of financial, commercial, industrial and retail establishments in Western Europe, the United States and Puerto Rico. The Company offers safe, expedited transportation and protection for valuable commodities, provides extensive automatic teller machine services, cash management and related services to financial institutions and other commercial customers. In addition, the company offers an increasing array of integrated solutions targeting specialized customer needs. This includes such innovative solutions as SafePoint, remote cash and coin depositories and many more.

As one of the largest cash handling services companies in the world, Loomis provides service from a network of over 400 locations in the US and western Europe, employs over 20,000 teammates and utilizes a fleet of approximately 5,000 armored and other vehicles to provide armored ground transport services, automated teller machine (ATM) services and cash management and related services to financial institutions and other commercial customers.

OUR HERITAGE AND OUR VISION

Securitas



Erik Philip-Sörensen

1934

Erik Philip-Sörensen founds Hälsingborgs Natföretag in Hälsingborg, Sweden. It quickly expands as Sörensen acquires a number of other security companies in southern Sweden. The amalgamated company is called Förenade Svenska Vakt AB.

1972

All companies owned by Erik Philip-Sörensen are gathered under the collective name Securitas. The logotype of three red dots – for Integrity, Vigilance and Helpfulness – quickly becomes a well-known symbol.



1981

Securitas is divided between Sörensen's two sons. The international operations later develop into today's Group 4 Securicor, while the Swedish business becomes Securitas.



1989

Securitas initiates its international expansion under Melker Schörling's leadership. Begins with acquisitions in Norway, Denmark and Portugal.

1992

Securitas acquires Protecitas with operations in northeast France, Switzerland, Austria and Germany.

1960

Security Express Ltd. founded in UK to provide CIT service to banks then owned by DeLaRue.

1960s

Banks begin to outsource cash processing in Spain.

1985

Investment AB Labour becomes Securitas' new owner. Focus on security – a new strategy is outlined and the concept of multi-service is left behind. Security Express UK sold to Armaguard.

1991

Securitas AB is listed on the Stockholm Stock Exchange.

1993

Securitas completes acquisition of Esabe in Spain. Thomas Berglund becomes President and CEO for Securitas AB.



Loomis Armored

1897

Lee Loomis sets out for the Alaska Gold Rush.



Lee Loomis

1905

Lee Loomis forms the Cleary Creek Commercial Company delivering supplies to Alaskan miners and returning with gold via dogsled.

1925

Loomis Armored Car Service founded in Portland, Oregon. "Old Number One" constructed at a cost of \$8,000 and placed in service.



1932

Loomis headquarters moved to Seattle, Washington where it remains for next half century.



1950-1970

Company expands in western US and Canada, adds other related lines of business.



1984

Mayne Nickless acquires armored car unit of Purcellor and merges it into Loomis Armored. By 1989, severe losses result as cultures poorly integrated and industry experiences severe pricing pressure.

1949

Lee Loomis dies while returning from National Armored Car convention. He is succeeded by his son, Walter.

1979

Loomis Corporation sold to Mayne Nickless ending a half century of Loomis family control.

1991

Wingate Partners acquire Loomis US operations. Jim Matty named President, leads dramatic turnaround over next five years based on 3-part strategy, sets "Ten Cubed" vision.

Wells Fargo

1852

Henry Wells and William Fargo establish Wells Fargo and Company during the California Gold Rush.



William Fargo

1860

Pony Express formed to carry parcels from East Coast of US to West Coast. By 1862, Pony Express fails and is sold at auction to Ben Holladay.



1878

Henry Wells dies after founding Wells Seminary. Prior to his death, Wells opened numerous schools to assist children and adults in treatment of speech impediments from which he also suffered.

1881

William Fargo dies during his tenure as President of the American Express Company.

Famous Teammates



Ned Hart



Will Gil Hibben



Wyatt Day



Buffalo Bill Cody



1994

Securitas acquires Finnish Abloy which is merged with the lock company Assa. Assa Abloy is distributed to the shareholders and becomes a world leading Lock Group.

1996

Securitas acquires SecurityExpress/Armiaguard from Mayne Nickless, an Australian company which previously also owned Loomis Armored.

2000

Securitas acquires Microroute in UK (originally established in 1968) and Ausysegur in Spain.

1995

National Bank of Sweden begins to outsource cash processing.

1997

CHS is established as a separate unit within Securitas country organizations.

2001

SCM established in UK. Securitas reorganizes from a country base to five specialized divisions including CHS.

2001

Loomis, Fargo & Co., a market leader in the US, joins Securitas Group.

2004

Securitas acquires Vallance to extend geographic coverage throughout France.

2006

Securitas AB announces intent to split into independent, specialized security companies. CHS unit takes Loomis name internationally and begins to establish new identity.

Loomis



Loomis, Fargo & Co.

1994

Santa Fe Plan developed, Strategic Service Vision unveiled.



1997

Loomis acquires Wells Fargo Armored, a company twice its size to create Loomis, Fargo & Co. Creates a nationwide service network.



1999

Loomis, Fargo & Co. develops strategy to create international CHS leader, later resulting in combination with Securitas and eventual spinoff of CHS division.



OUR HERITAGE AND OUR VISION



OUR VISION *MANAGING CASH IN SOCIETY: WHO WE ARE BECOMING*

Our vision to manage cash in society is not something we will achieve tomorrow, or next year. But it is something that we will achieve. It is a vision that many may not fully understand today. That is okay, because if the path or even the target were too easy to see, the vision would likely not be sufficiently compelling. It should be challenging. It should stimulate thought. And it should inspire us to be something more than we are.

An understanding of our vision starts with a basic belief that cash will continue to be a meaningful medium of payment far into the future. Though electronic means of payment certainly are expanding, so is the total volume of business being conducted.

Evidence continues to be very strong that cash is a popular choice in the public and won't be going away anytime soon, despite what some may want to preach. As long as we recognize our obligation to influence the cash distribution system so that it becomes as efficient as it can be, that reality will not change.

Our path then requires that we continue to expand our role in the system of cash distribution so that we can encourage efficiency. That includes secure transport, cash processing and recycling, ATM services and cash management. It also includes the application of technology to provide information electronically in a managerially useful way. The cash distribution cycle involves banks and other financial institutions, retail businesses and the public. Each has different needs and within each segment, the size of the customer may dictate even more specialized needs. When we refer to



managing cash in society, what we really mean is that we envision ourselves one day being able to integrate our services, perhaps expanding to others we do not yet offer and/or involving equipment to offer solutions to serve the needs of all these segments. SafePoint is one example of such a solution.

Today we have penetrated only a small portion of our potential market. To manage cash in society will require that we expand it substantially. In some markets, regulatory authorities have opened the door and we have made good progress. There, the vision may be easier to grasp. Elsewhere, we must strive to influence change that will allow us to do more, to prove that combining our services can create more efficiency in the cash distribution system. In some markets, we are further from the vision and it may be more difficult to comprehend. What is important is that as a single international company, now more than ever we have the

talent, the experience and the resources to pursue this vision. We can share solutions and be fully prepared to respond as the trend toward more open outsourcing of cash distribution continues. And we can influence that trend by proving we can handle the job.

It is a long-term vision. To the extent we can understand it in principle is enough for today. Our critical job is to take the next steps, after which the vision will increasingly become clear. With a great Team guided by the values of the Loomis Pyramid, we will get there.

OUR IDENTITY AND THE LOOMIS PYRAMID



Our Loomis logo is intended to honor our rich heritage and synthesize the Securitas and Loomis, Fargo & Co. legacies.

The black rectangular box background with our name below our new symbol recalls the Securitas logo, while our name reminds us of our Loomis, Fargo & Co. heritage. The color red has been dominant in both the Securitas and Loomis, Fargo & Co. logos.

Our logo typeface – modified Weiss – suggests formality and strength with a modern look to accompany our vision of *Managing Cash in Society*.

Sitting above the name is a pyramid. The pyramid has four sides and is presented from a perspective where the viewer is looking up so as to reveal the base. Each of the four sides as well as the base have

a specific meaning, which together represent our values as a company. These values are the foundation on which our company is built, drawn in spirit from those of our predecessors.

THINK ABOUT:

Can you identify and explain to Loomis Teammates how the values in the Loomis Pyramid are similar to those represented in the Securitas Toolbox and three red dots?

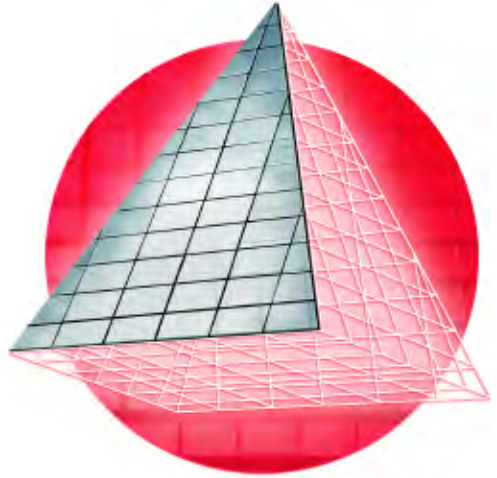
Can you identify and explain to Loomis Teammates how the values in the Loomis Pyramid are similar to those represented in the Loomis, Fargo & Co. Five Fundamentals?

This side of The Loomis Pyramid defines our commitment to our Loomis Teammates.

Treating people right means we believe in respect for the individual and that we owe our teammates a clean, safe work environment. We strive to provide our teammates an opportunity to develop a career in our industry. And because we operate in many countries and different cultures, we recognize that our cultural diversity gives us strength.

We believe that each and every Loomis Teammate can make a difference. Each can contribute to our success. That happens only if we give them a fair chance. It happens only if we create an environment on the job where they feel motivated, where they know we sincerely care about their safety. We have an obligation as managers to recognize the importance of each individual's work and help them understand how they are contributing to the company's success. We have an obligation to offer guidance, training and performance evaluation to help our Teammates grow according to their abilities. We have an obligation to provide progressive opportunities for advancement to those who earn it. We have the obligation to respect cultural differences and offer equal opportunity.

And we should understand that the manner in which we treat our Loomis Teammates will directly impact the manner in which they treat our customers.



THINK ABOUT:

Have you ever put a new Teammate on the job without proper training? What message might this send to that Teammate? What might be the ramifications of that decision in terms of risk, both to that Teammate personally and to the company's business?

Do the supervisory Teammates who report to you treat people right? Do they practice this value the way you want them to?

Select at random five Teammates who work in your operation. When was the last time you spoke to them about something other than work? What have you done to help them grow in their career?

If any one of the Teammates who work for you thought they had a great idea, would they tell you or another supervisor about it? How do you know?

If asked, would the Teammates who work for you say that you treat people right?

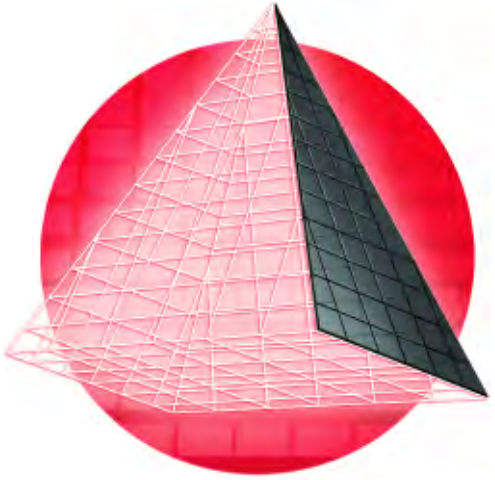


This side of The Loomis Pyramid defines our commitment to our customers.

By treating our Teammates right, we believe they will be more motivated to serve our customers' needs. Much management research has proven that employee satisfaction directly influences customer satisfaction.

We commit first to understand our customers' needs, then develop innovative solutions to serve them. We commit to deliver service which is efficient, reliable and minimizes risk to people and property. And we commit to strive always for continuous improvement in our solutions. From a global standpoint, this implies an obligation to share best practices and provide meaningful applications of technology. From a local standpoint, this means listening to customers – all Teammates, not just managers – and consistent execution every single day, never forgetting that in seeking efficiency, we must never take inappropriate risk.

From a broader perspective, we take responsibility to serve society's need for an effective cash distribution system. This commitment is at the heart of our vision to *manage cash in society*. Especially when we consider electronic alternative forms of payment, our success rests on our ability to influence efficiency in the cash distribution system to keep it competitive with or preferable to alternative means of payment.



THINK ABOUT:

Do your customers think you are delivering great service? How do you know? Do you have measurements?

Are the Teammates who work for you concerned with overall efficiency of the operation? How are they motivated to seek and implement improvements? How do you measure efficiency in your operation? Do you share that information with the entire team?

Look around your branch. What do you see that emphasizes safety and risk management? Are all security procedures being observed diligently? Do your Teammates understand clearly that efficiency must never sacrifice safety or security?

How do you listen to customers? Select at random ten customers. When was the last time you talked to them? Do you know what their most important business needs are?



This side of The Loomis Pyramid defines our commitment to our owners and other stakeholders.

By serving needs, we believe we will create value not only for our customers, but also for our shareholders and our teammates. That value may take various forms, but benefits all our stakeholders.

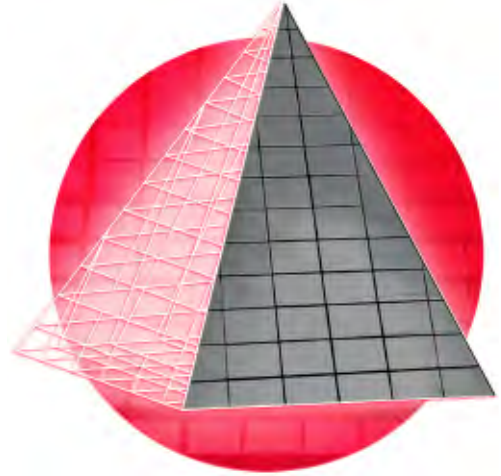
In simplest terms, creating value for owners means increasing the share price. This generally results from achieving or exceeding forecasted operating results. As the company will be independently listed on the Stockholm Exchange, that means any of us may become shareholders, or owners, and benefit directly from this value creation.

Who else is a stakeholder? The term “stakeholders” refers to any one or any group who have an interest in our success. Customers are stakeholders. By understanding and serving their needs, we effectively help them run their businesses better, thus creating value for them. As they perceive the value we create for them, we earn loyalty from those customers.

And management research has proven that customer loyalty leads to growth and profitability.

All our Teammates are stakeholders. When we grow and achieve forecasted operating results, we earn access to the capital we need to expand, invest in new technology and operating equipment, or pursue acquisitions. As we grow in this manner, we create more good job opportunities which help qualified teammates to advance their careers.

Other examples of stakeholders for whom we create value include vendors from whom we buy supplies and equipment, the general public who have convenient access to cash and safer streets, and many more.



THINK ABOUT:

*How do we create value for our owners?
In creating value for our owners, how does this also create opportunity for our Teammates?*

Consider several of your customers. Can you quantify the value we create for them? If not, what information would you need to do so?

Other than wages and related benefits, what forms of value do your Teammates perceive from working at Loomis?

At the end of each day, ask yourself what value did I create today in my work?

How much charitable work do members of your team contribute to the community?



This side of The Loomis Pyramid defines the commitment of Loomis Teammates to Loomis.

We believe that every Teammate – including you - has the capacity to make a difference. By treating people right, we strive to create an environment where each Teammate has the opportunity to fulfill their potential.

To realize that potential, it is the responsibility of each Teammate to bring an attitude each day marked by:

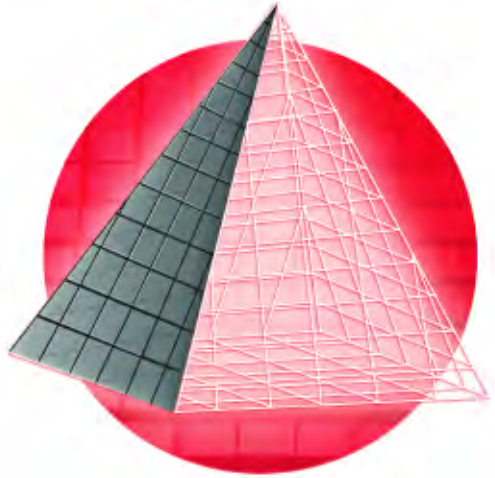
Duty – to use your talents to be the best you can be and encourage the best in your teammates. Don't underestimate what you can do or how you can influence a Teammate positively.

Joy – take the time to feel good about a job well done, every day, consistently. Celebrate successes. Learn from mistakes and recognize improvement in yourself. Appreciate the journey, not only the destination.

Passion – to take on a challenge to strive to do the impossible, to be brave in the face of adversity. All problems have solutions, enthusiasm often seeds those solutions. Don't be dull.

The key to this value is attitude. The foundation of success, of all choice, lies in attitude. Each individual can always choose their attitude. The attitude each chooses leads to behaviors. A positive attitude likely leads to energetic behavior, concentration on task, commitment and productive actions. And behavior leads to consequences or results. Behaviors generated from a positive attitude generally produce positive consequences in the form of solved problems, greater efficiency and innovation. In other words, success. And that success builds confidence which in turn fortifies a positive attitude and reinforces the cycle.

Attitude – Behavior – Consequences.
It's as easy as **ABC**.



THINK ABOUT:

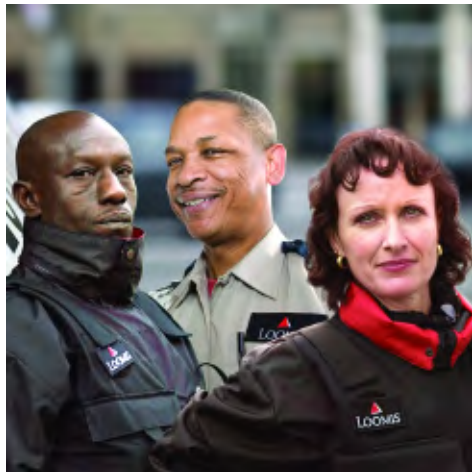
At the end of the day, give yourself credit for something you did well that day. What personal quality made that success happen?

Do you ever find yourself bored on the job? What could you change to make it more interesting?

Think of one Teammate with a bad attitude. What can you do to change it?

Consider three Teammates in your operation who best exemplify the attitude of duty, joy and passion. What makes you think that?

Do your Teammates see an attitude of duty, joy and passion in you?



The base of the pyramid represents leadership.

We believe that our values have meaning only if proven by leaders with integrity, whose actions create an environment of trust. Leadership then, breathes life into the values which are the essential foundation of our success.

These are not just words. The most important message you can take from this book is this - for you, our managers, leadership is your most important responsibility.

How our frontline Teammates view Loomis, depends on you and your supervisory team who represent you. To them, you are Loomis. If you do not demonstrate the values embodied in the Loomis Pyramid, neither will those who work for you and those values will become a source of cynicism. Absent vibrant values as demonstrated by strong leaders, the best strategy will fail.

Leadership is a complex topic. In the space of this book we cannot cover what makes a great leader. Following are a few tips:

Be knowledgeable about the job. This is necessary to earn respect.

Communicate our vision. Help our Teammates understand that we are striving to achieve something meaningful and how they contribute.

Know your team. They are people, not units of production. Spend time with them.

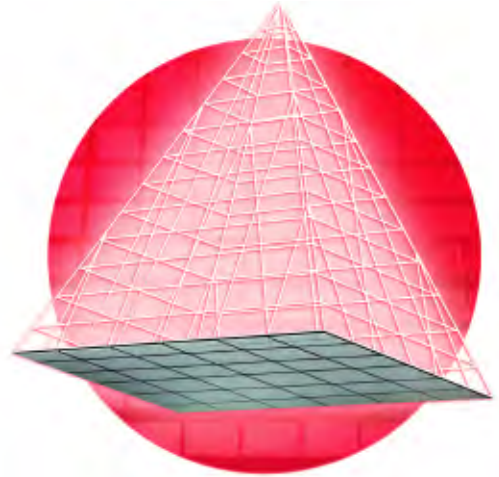
Let your Teammates know how they are doing informally as well as formally. Tell them when they have done something well, even something small.

Empower. Offer challenging work, set clear expectations, guide without controlling and hold those assigned accountable. Review results and lessons to be learned.

Exercise discipline fairly.

Live the Loomis Pyramid values.

Understand that managers are appointed from above. Leadership is earned from those who are willing to be led.



THINK ABOUT:

Why should anyone want to be led by you?

Assuming you were promoted to a new role, who would be the candidates to take your place?

What can you do to help them develop the necessary leadership skills?





Leadership breathes life into values, as represented in the Loomis Pyramid. This is the foundation of our business. Upon this foundation, we have a vision to *manage cash in society*. This is a long-term vision. This vision is supported by a strategy which leads to actions that we take day-to-day.

In developing our strategy, and in conducting our day-to-day business, we operate with a business philosophy based on the concept of balance. This balance concept is represented by the scales, a tool drawn from the Securitas Toolbox, but whose origins are from the cash handling services group.

Few words better describe the secret behind efficient CHS. We have to make sure the right amount of cash is where it's needed in society at the right time. A balance of outflow and inflow, a balance of handling cost vs. interest cost. Wherever we look at the physical flow of cash in society, balance is the key to success.

Our business philosophy demands balance in:

Opportunity and risk. We must always balance new business opportunity against the risk we choose to accept. Some business is

too risky for us ever to accept. We commit never to place our people or our customers in situations that bear unacceptable risk.

Flow of cash. We balance the in and outflows of cash by recycling efficiently. This recognizes our obligation to continuously improve the efficiency of the cash distribution system so that it remains a viable means of payment.

Accounts. We take responsibility to keep our customers' and our own accounts reconciled or in balance with physical quantities. This is perhaps the most fundamental and obvious example of the balance concept.

Services. We offer a cash distribution system, not just transportation. Our integrated solutions offer a balance of secure transport, processing and information services. This is the essence of achieving our vision to *manage cash in society*.

Value. We bring solutions to our customers that strike a fair balance between what we earn and the value perceived by the customer. We create value for the customer, but at the same time, we must be fairly compensated for the value we create.

CONCLUSION



The new Loomis is born in 2007. But we have a rich history on which to build. Throughout our history we have been blessed with visionary leadership. Leaders like Lee Loomis, William Fargo and Erik Philip-Sörensen. In more recent years, our launch into an international leadership role has been led by outstanding leaders like Jim Mattly and Thomas Berglund. These are leaders who saw needs, accepted challenges and took bold action that led to solutions. Within our group today are the leaders whose names will be some day be etched with those greats.

Though great leadership is necessary to achieve what we have and will achieve, let us never forget that each of our Loomis Teammates has a responsibility for and makes a meaningful contribution to our success. It takes great leaders and a great team. As we think back to the pioneers who forged what we were to become as Loomis Armored, Wells Fargo and Securitas, let us recognize our opportunity and accept with an attitude of duty, joy and passion our responsibility to be the pioneers in the building of the new Loomis into a global leader.



LOOMIS

The vehicle is equipped with
armor and is designed to
provide protection for
cash and valuables.
It is not intended for
passenger transport.

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