

CEO's speech



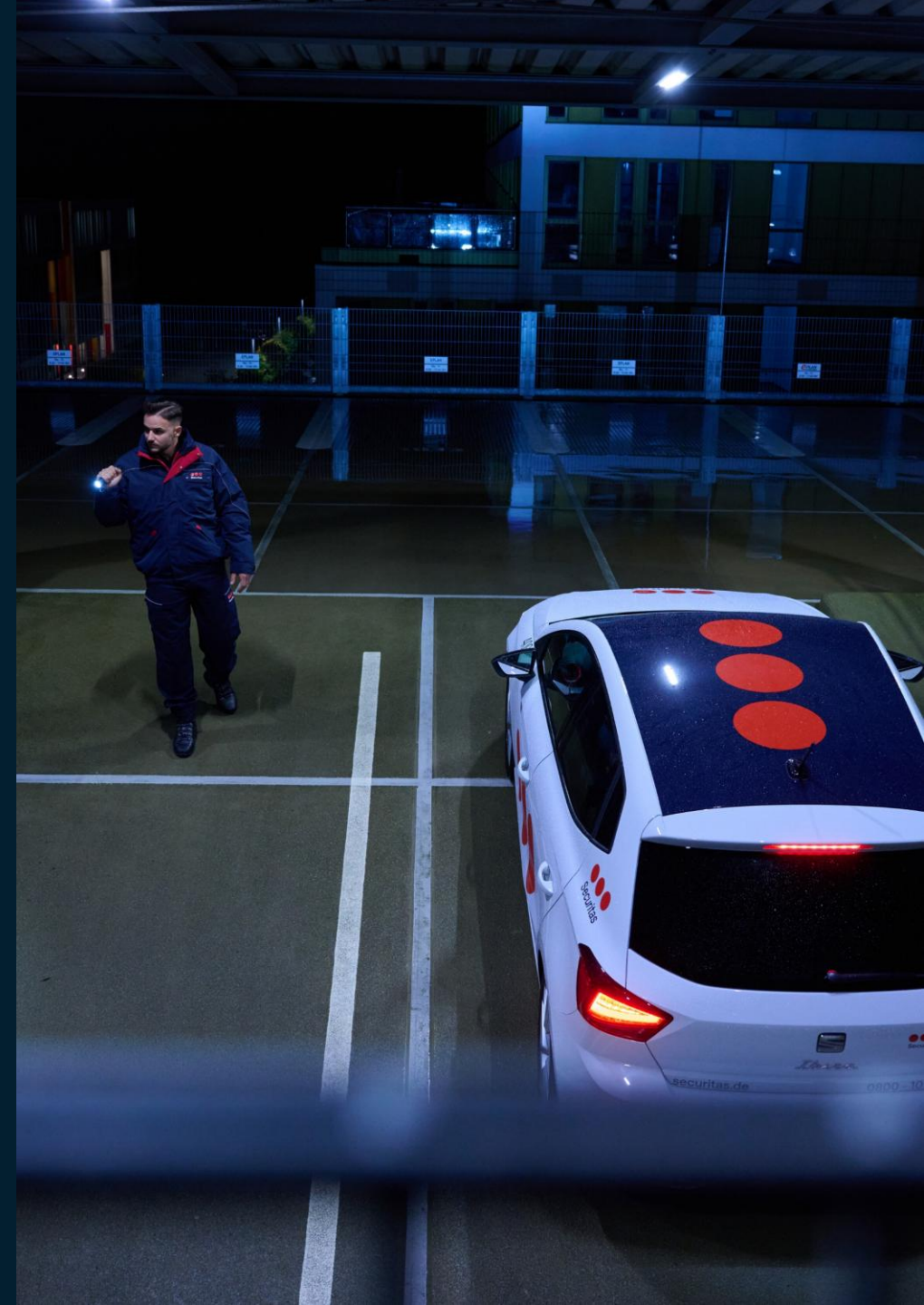
2025 – a year of strong execution

- The target of an operating margin of 8 percent was achieved in the second half of the year, marking an important milestone
- This should be compared to an operating margin level of 5 percent that have prevailed for more than a decade
- We achieved this through four prioritized focus areas:
 - Technology leadership
 - Deliver quality guarding services with profitability focus
 - Becoming a global partner for security solutions, combining technology and expertise for both global enterprises and small and medium-sized businesses
 - Building a global technology platform with scalable solutions, thereby future-proofing the business

8%

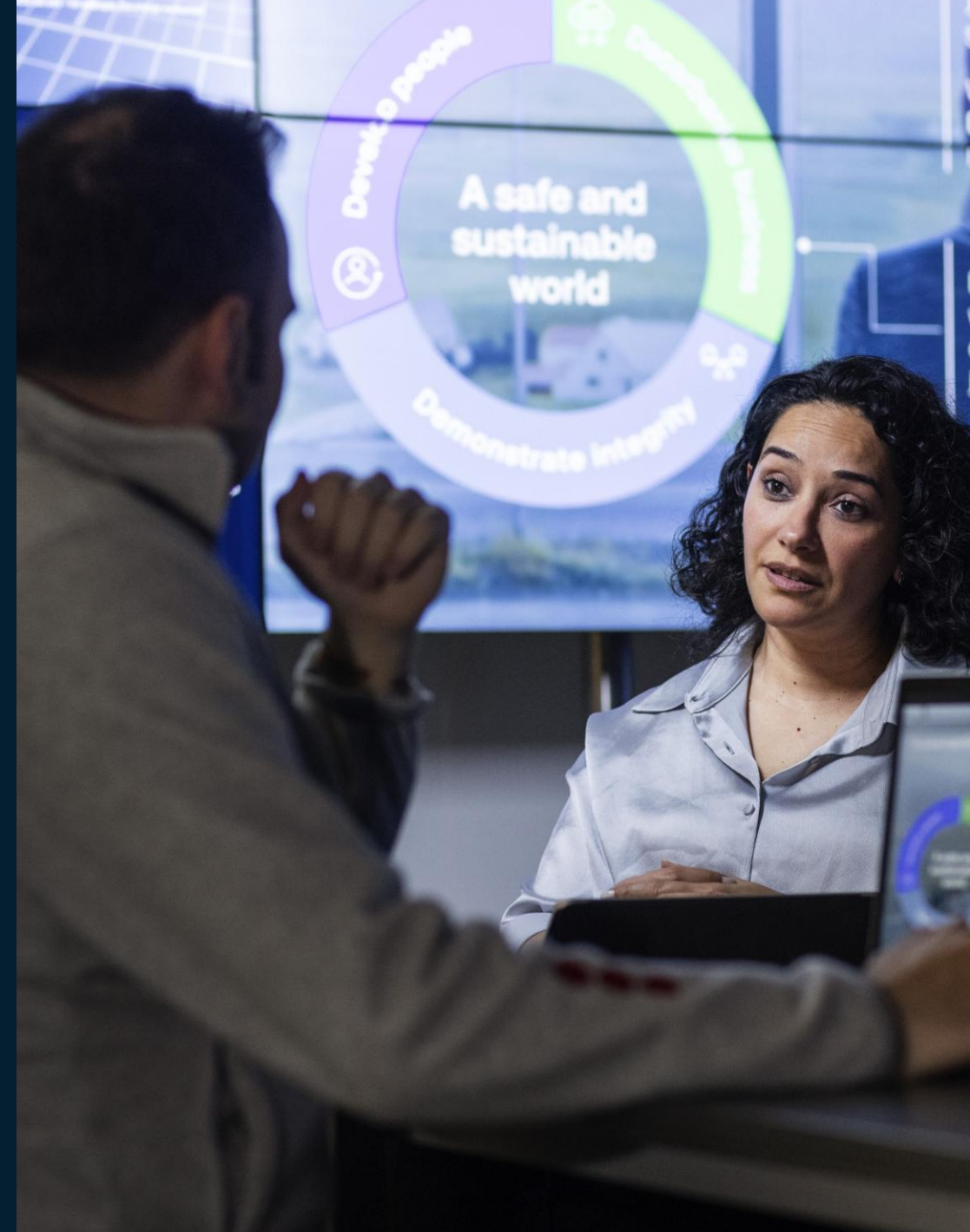
2025 was an eventful and strong year

- Organic sales growth was **4** percent for the full year
- Real earning per share increased **18** percent
- A strong operating cash flow of **88** percent enabled a leverage ratio of **2.1x**
- The business optimization program was concluded and delivered MSEK **200** in annual savings
- Proposed dividend of SEK **5.30** per share, an increase of **18** percent

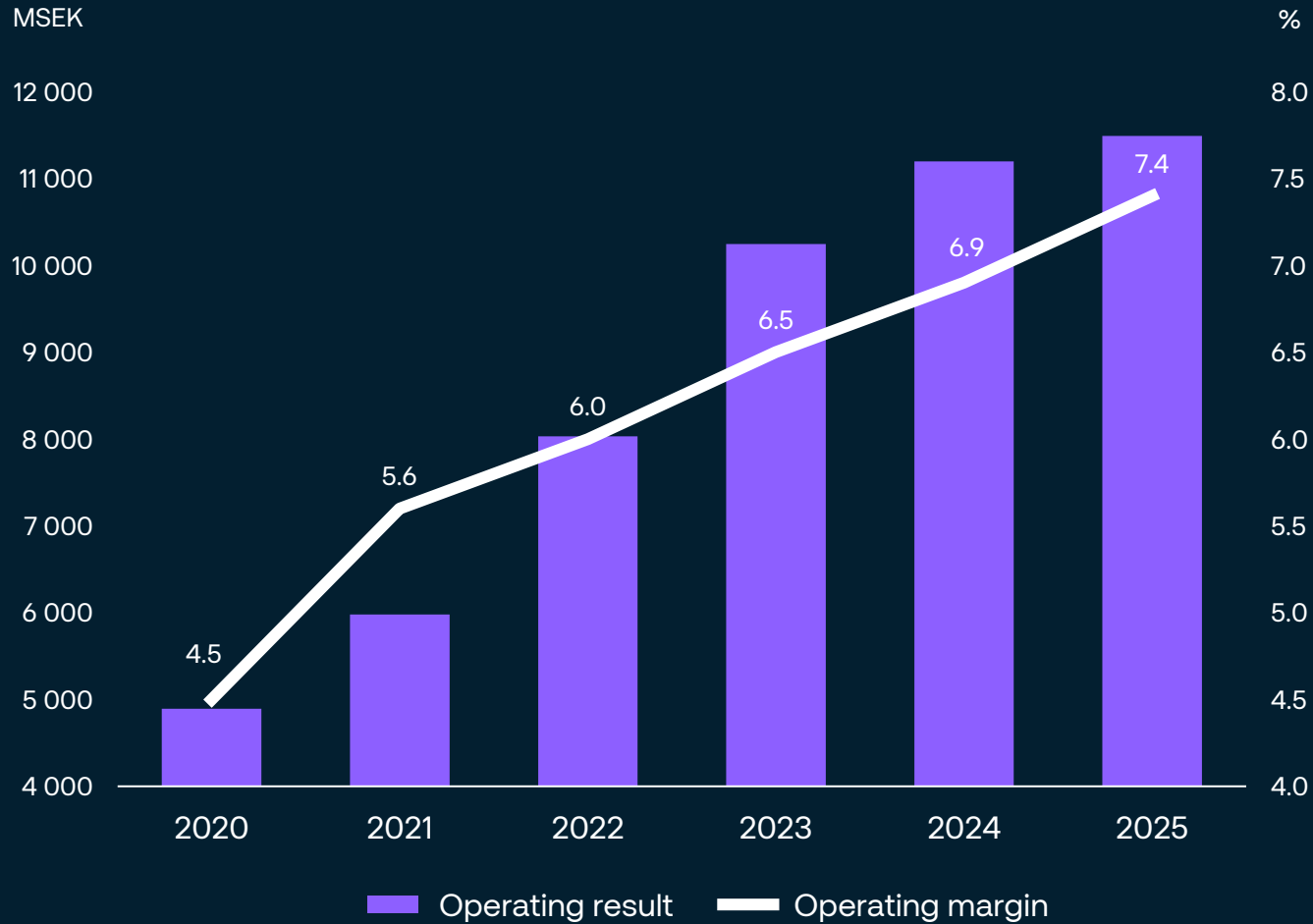


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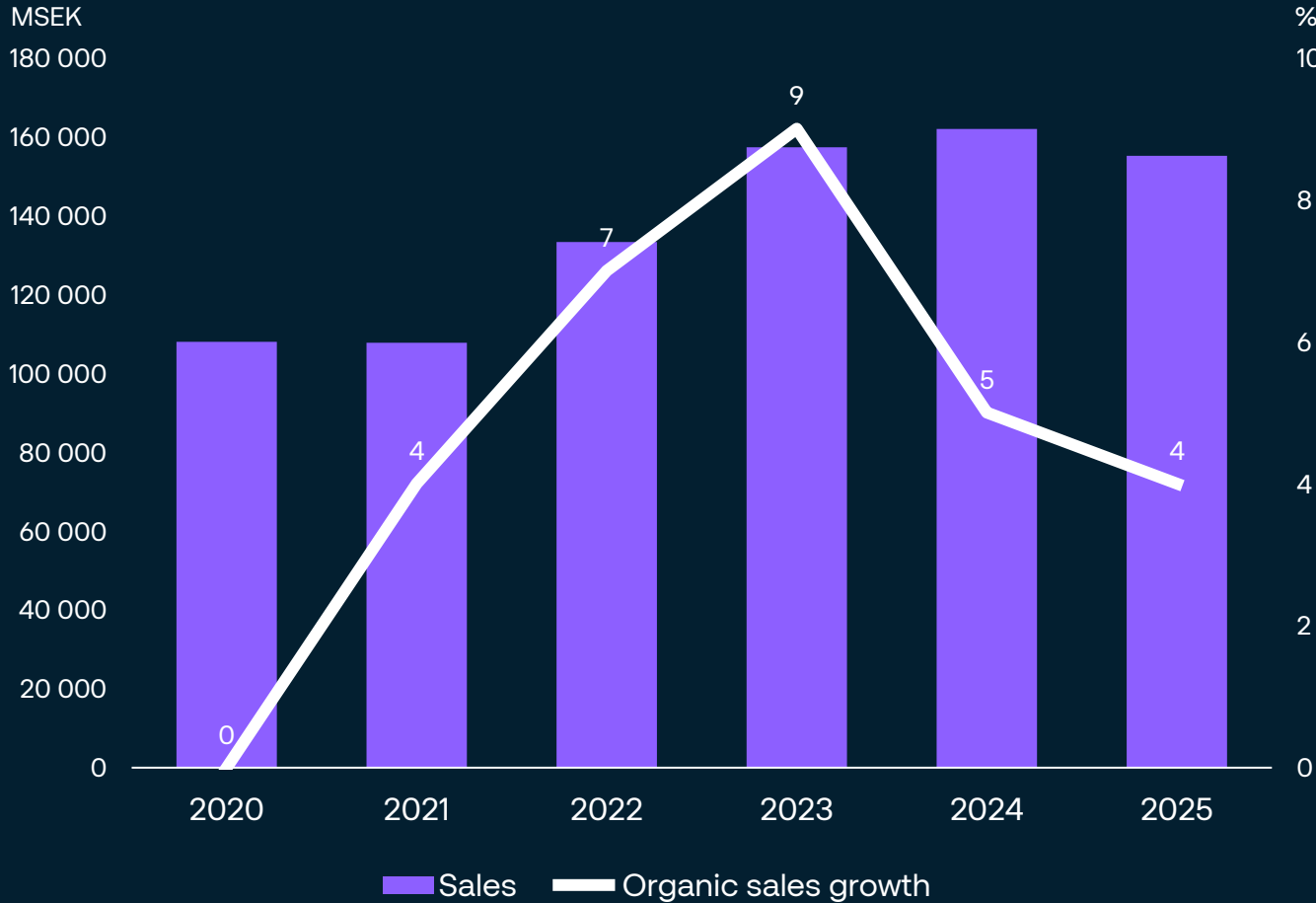
- We launched a new and ambitious sustainability strategy during the fall, designed to create client value and deliver measurable value for the business. The strategy is built around three core focus areas:
 - Developing our people
 - Decarbonize business
 - Demonstrate integrity
- We promote diversity, recruit strong leaders, and invest significantly in leadership development and our employee value proposition



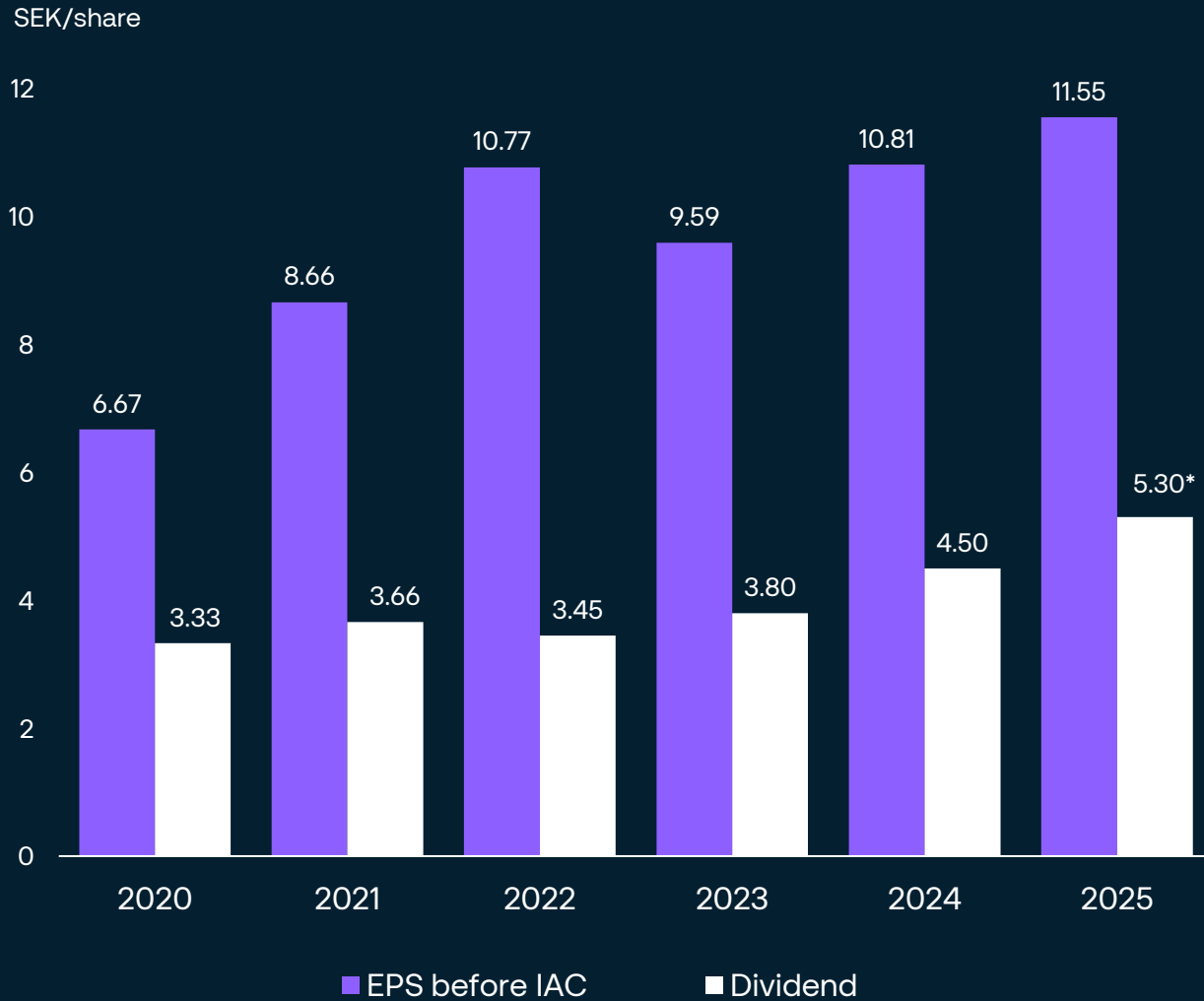
Continued strong profitability development – driven by all segments



Stable total sales and positive organic sales growth



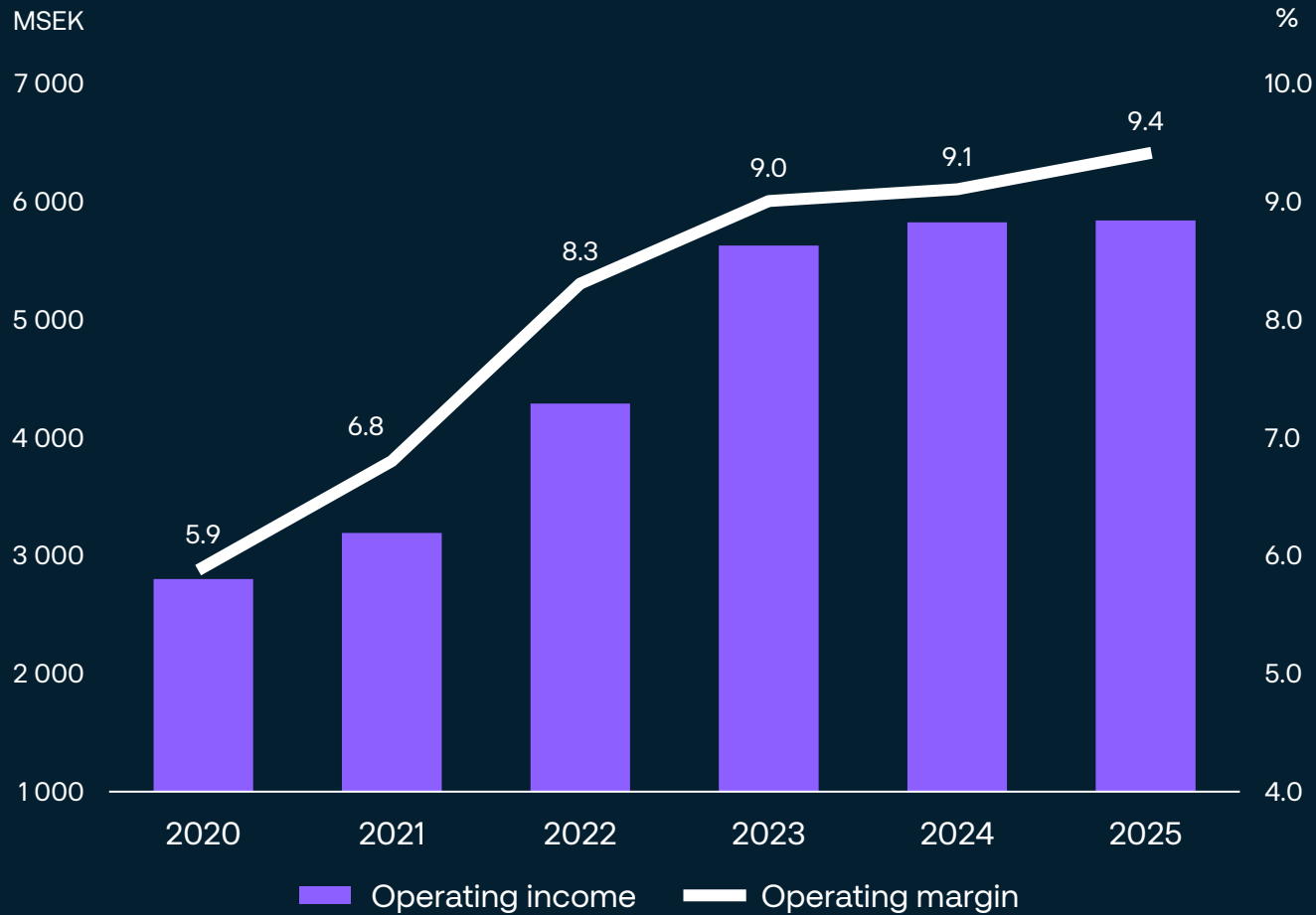
Earnings per share increased 18 percent



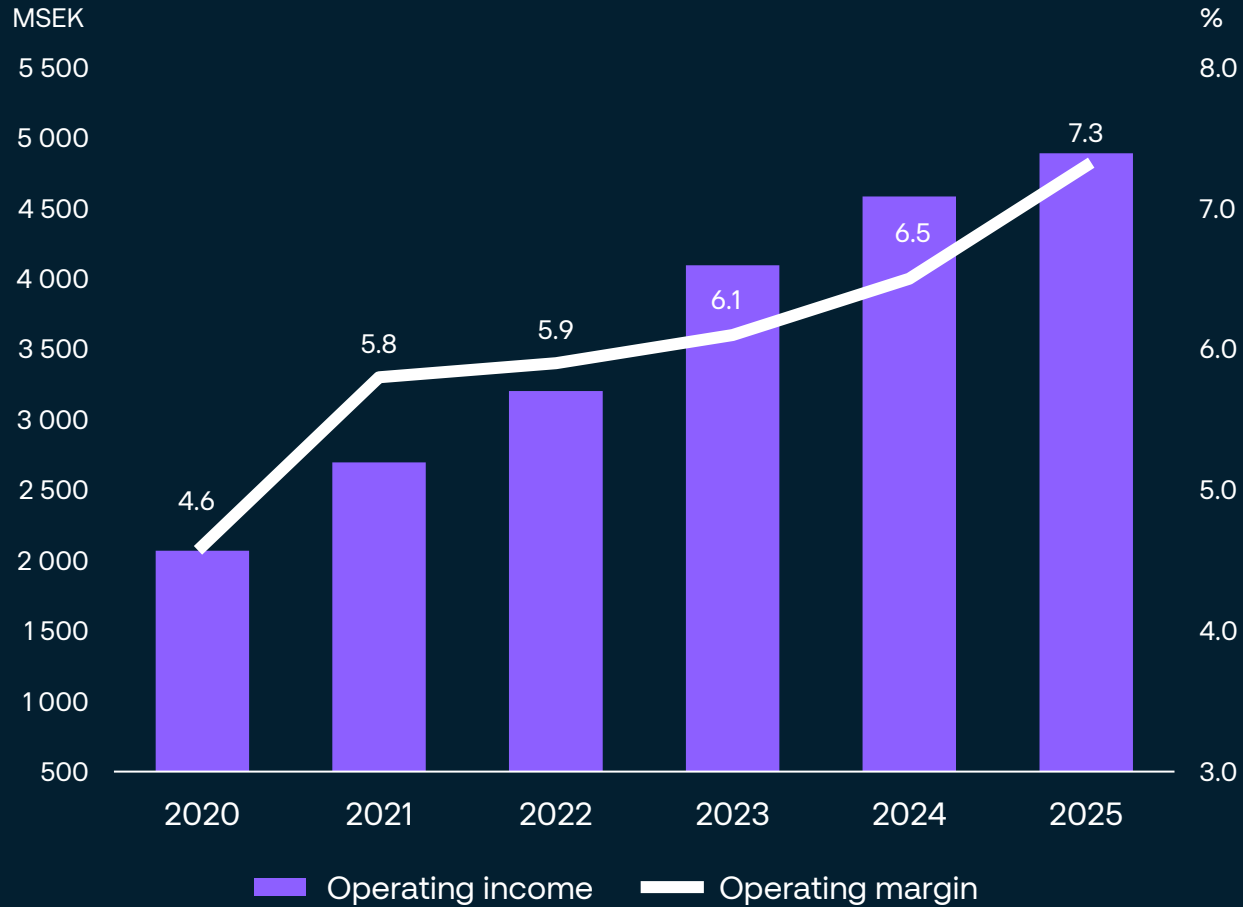
*Proposed
 All numbers 2020-2021 have been restated following the rights issue



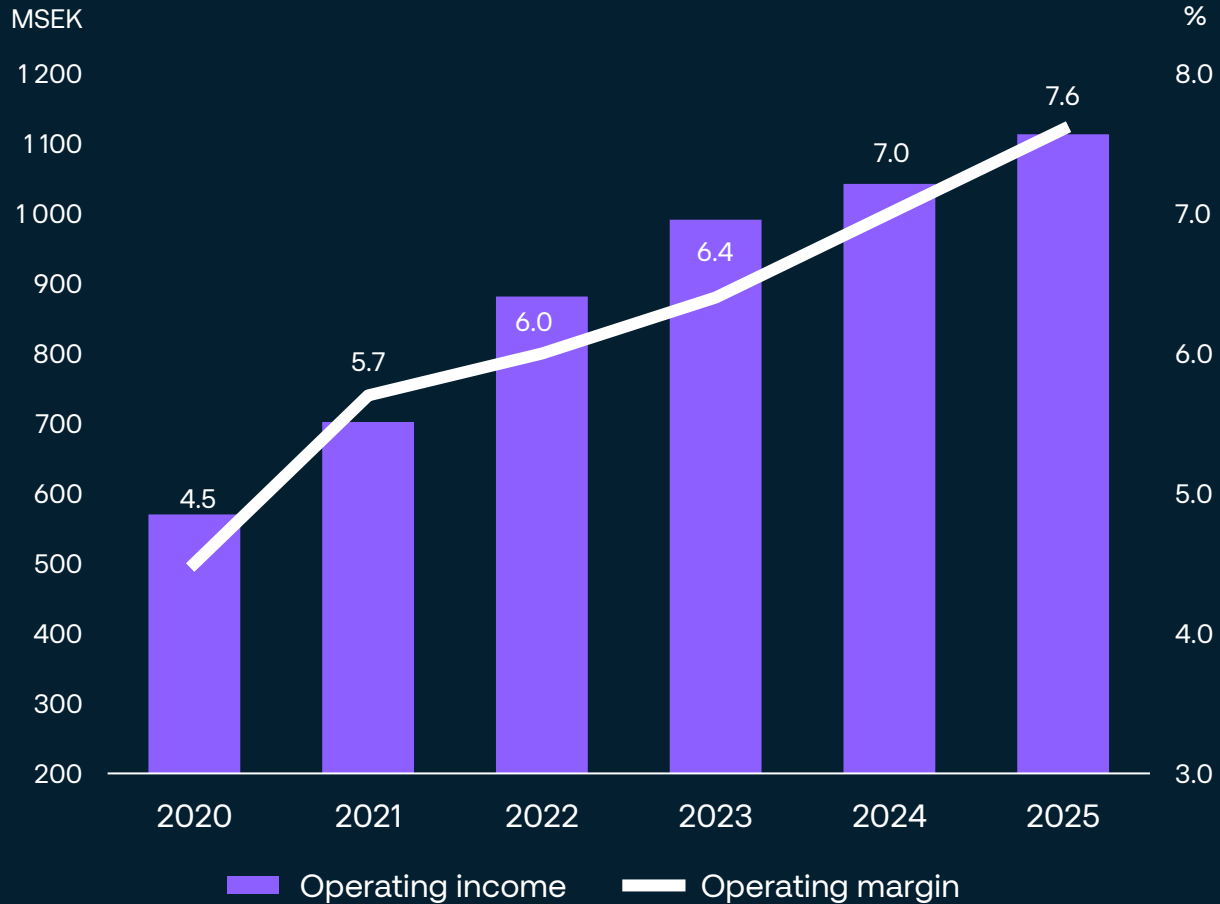
North America – The margin improvement was driven by the guarding business and Technology



Europe – The improvement was driven by both business lines



Ibero-America – The improvement was driven by security services and by active portfolio management



First quarter 2026 – Continued operating margin improvement

- Adjusted operating margin was 7.0 percent (6.7) supported by all business segments and business lines
- Operating income increased 8 percent and EPS real change excluding IAC 16 percent
- Organic sales growth was 2 percent adjusted for the ongoing close-down activities within SCIS
- Operating cash flow was 40 percent (1) and net debt to EBITDA 2.2 (2.5)
- We acquired Liferaft – a leading risk intelligence company with operations in North America
- Global Elite Group, part of the airport security business in the US, was divested as well as a small non-core part of our technology business in Canada
- We established a new business unit – Security Risk Management – bringing together Liferaft, Pinkerton, and the existing risk intelligence unit. This enables proactive security, faster crisis response and serves as a key growth engine





Well positioned for continued profitable growth

We operate in attractive and growing markets

Increasing global uncertainty and dynamic threat landscape with heightened risk awareness

We have transformed our client portfolio

Improving profitability and focus on high-growth segments with strong security needs

We partner with our clients to provide outstanding services

- Integrated solutions enabled by technology, digital, innovation and people
- 90 percent client retention creating resilient business model

We have strengthened cash generation and balance sheet

>80 percent operating cash flow has enabled us to deleverage

Building a more scalable Securitas

- We have more than BSEK 1 in recurring monthly revenue (RMR)
- Strengthening our position in high-growth risk intelligence market through the acquisition of Liferaft and the launch of Security Risk Management business unit





The trusted partner in intelligence-led security

Further information on the next steps in our strategic
journey will be provided in connection with our
[Capital Markets Day](#) on June 16 in London