

CEO's speech

Continued progress and strong performance in 2023

- + Improvements across all segments
- + Continued strong progress in the integration of STANLEY Security
- + Attractive client offering
- + Digitalization: 130 000 client sites, 60 000 officers
- + Sharpening the business – exiting low-performing, non-core markets
- + Promoting and adding high performing and more diverse leaders
- + SBTi - first major company in our industry





Strong performance in 2023 - on track to achieve our financial targets

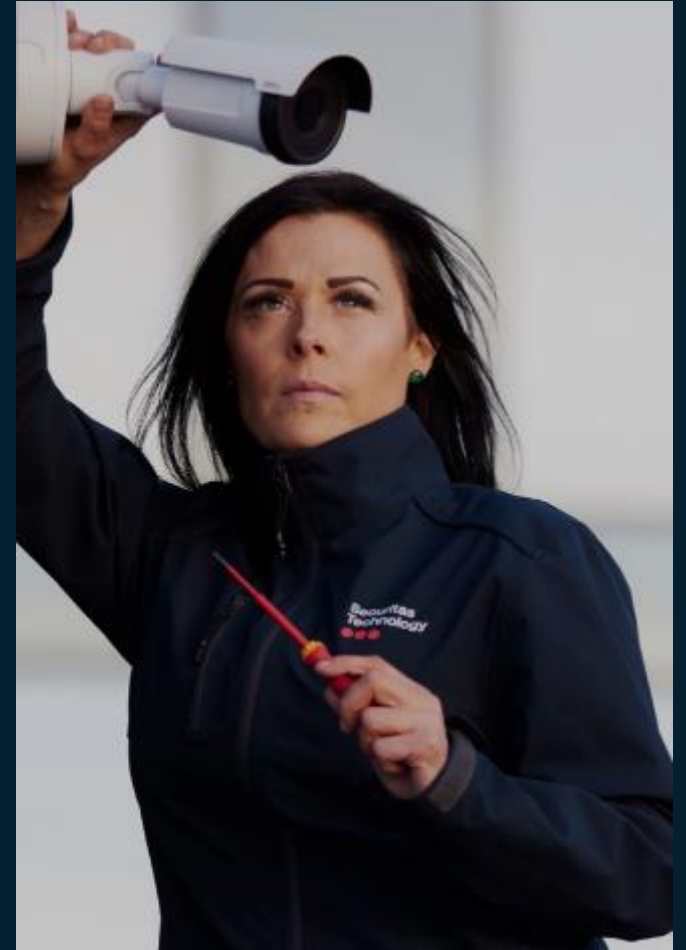
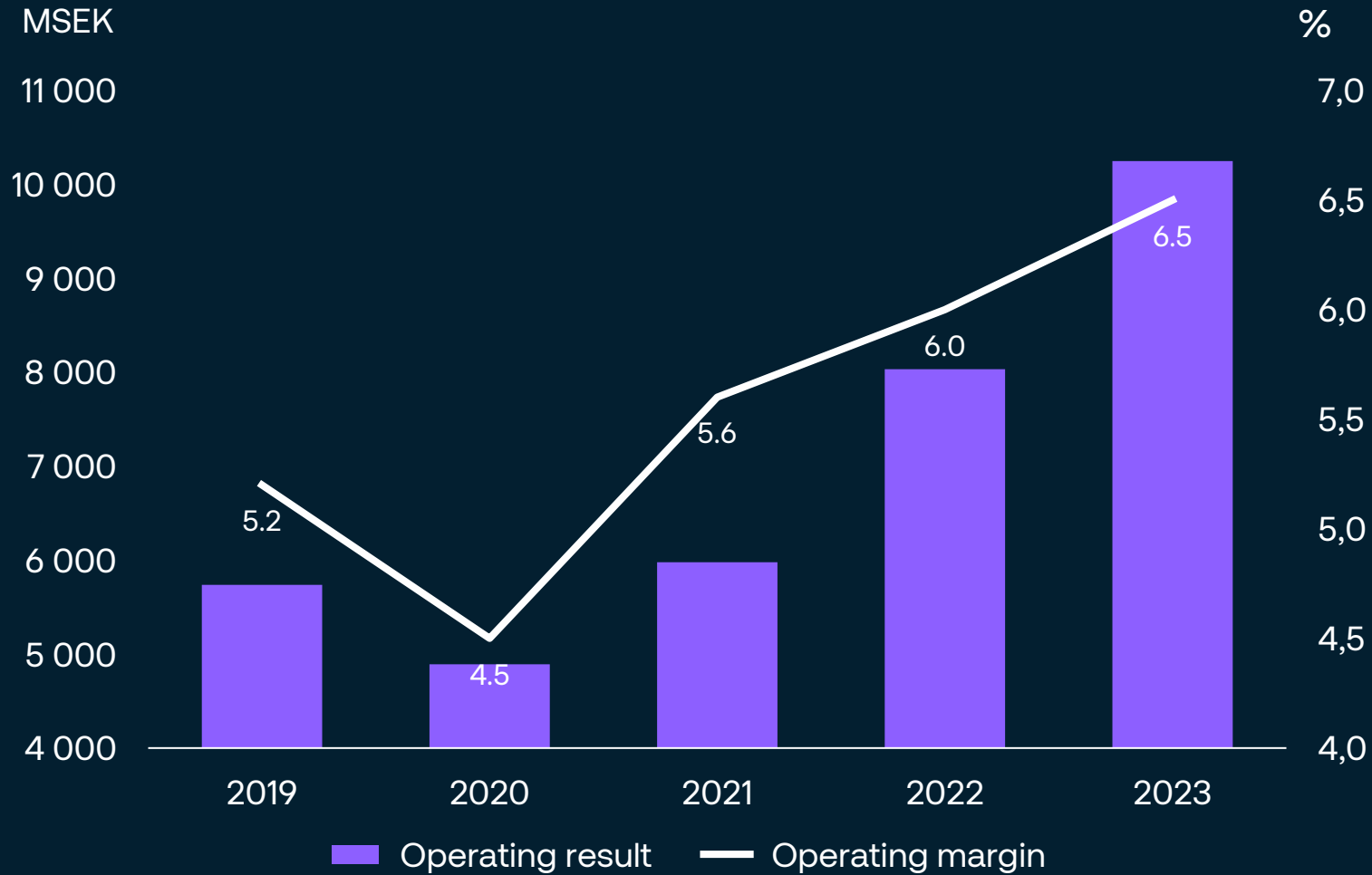
Financial targets

Outcome 2023

Growth	Technology and solutions annual average real sales growth	8-10%	9%	✓
Profitability	Group EBITA margin by year-end 2025	8%	6.5%	↗
	Long-term EBITA margin ambition	>10%		
Cash flow	Operating cash flow of operating income before amortization	70-80%	80%	✓
Capital structure	Net debt in relation to EBITDA	<3x	2.7x	✓
Dividend policy	A dividend of 50-60% of annual net income	50-60%	47%*	✓

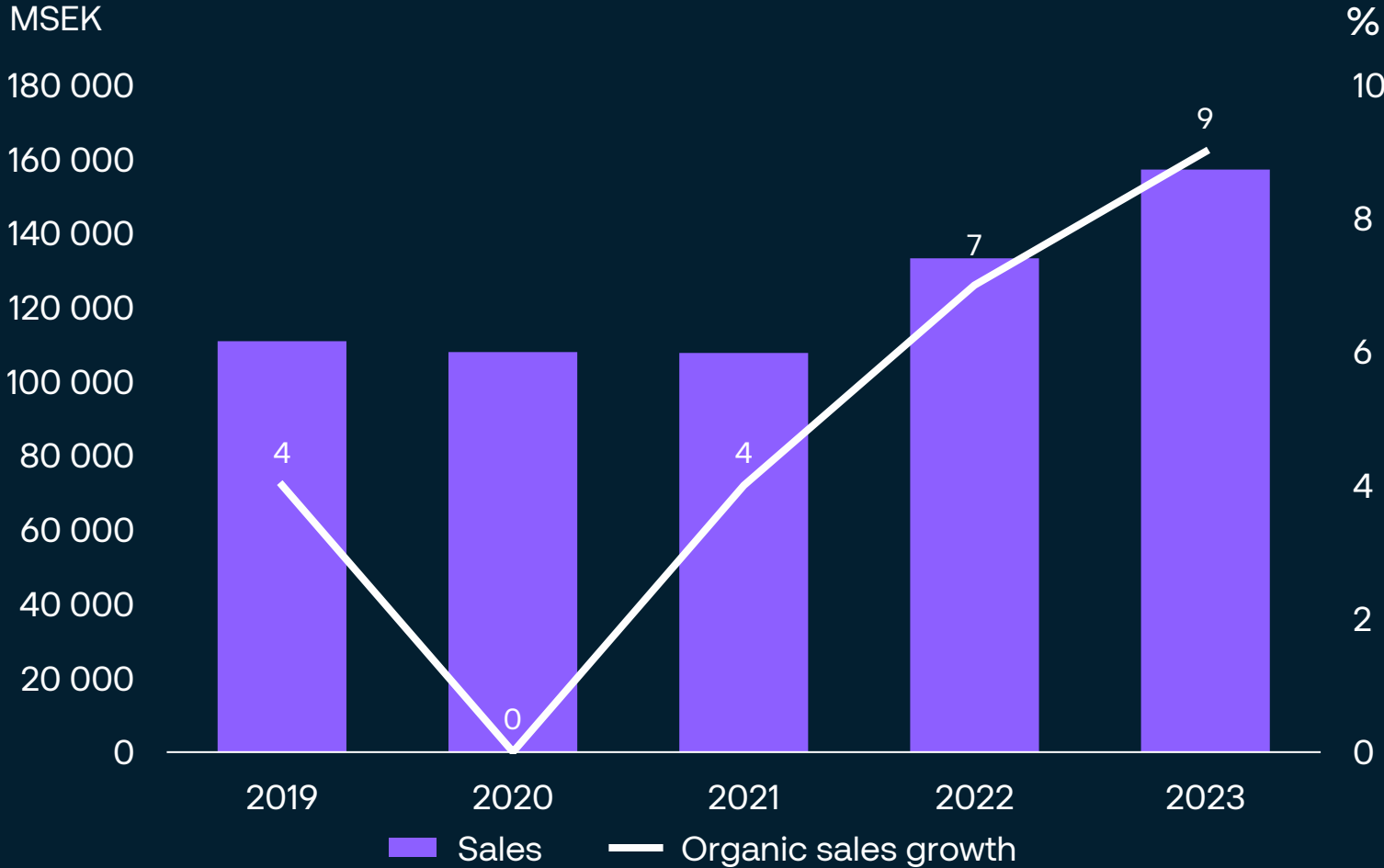


The operating margin improvement was driven by all three business segments





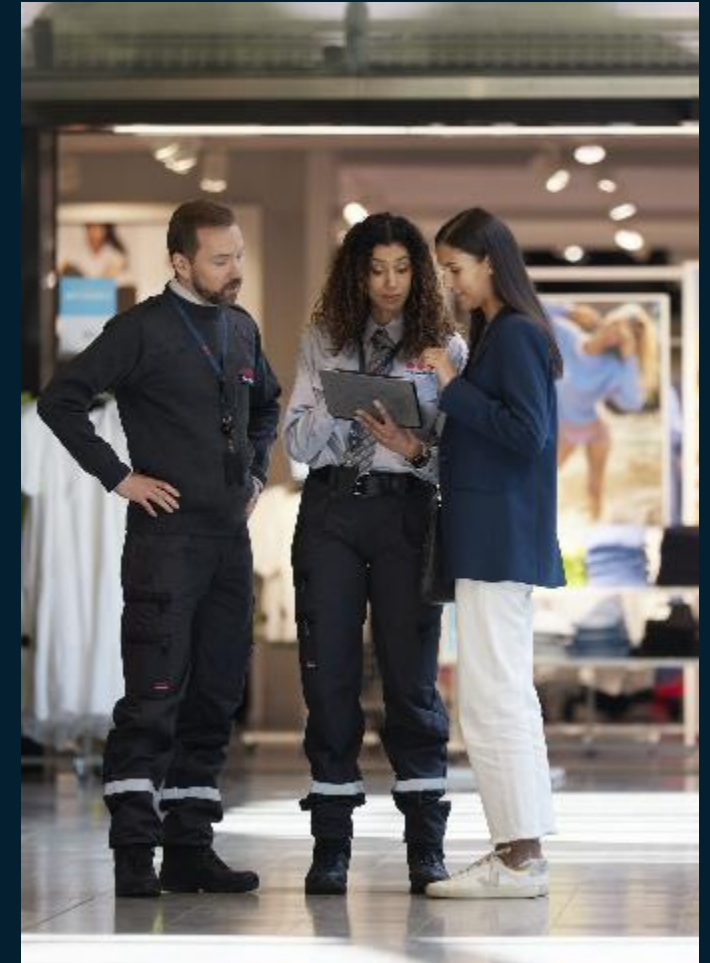
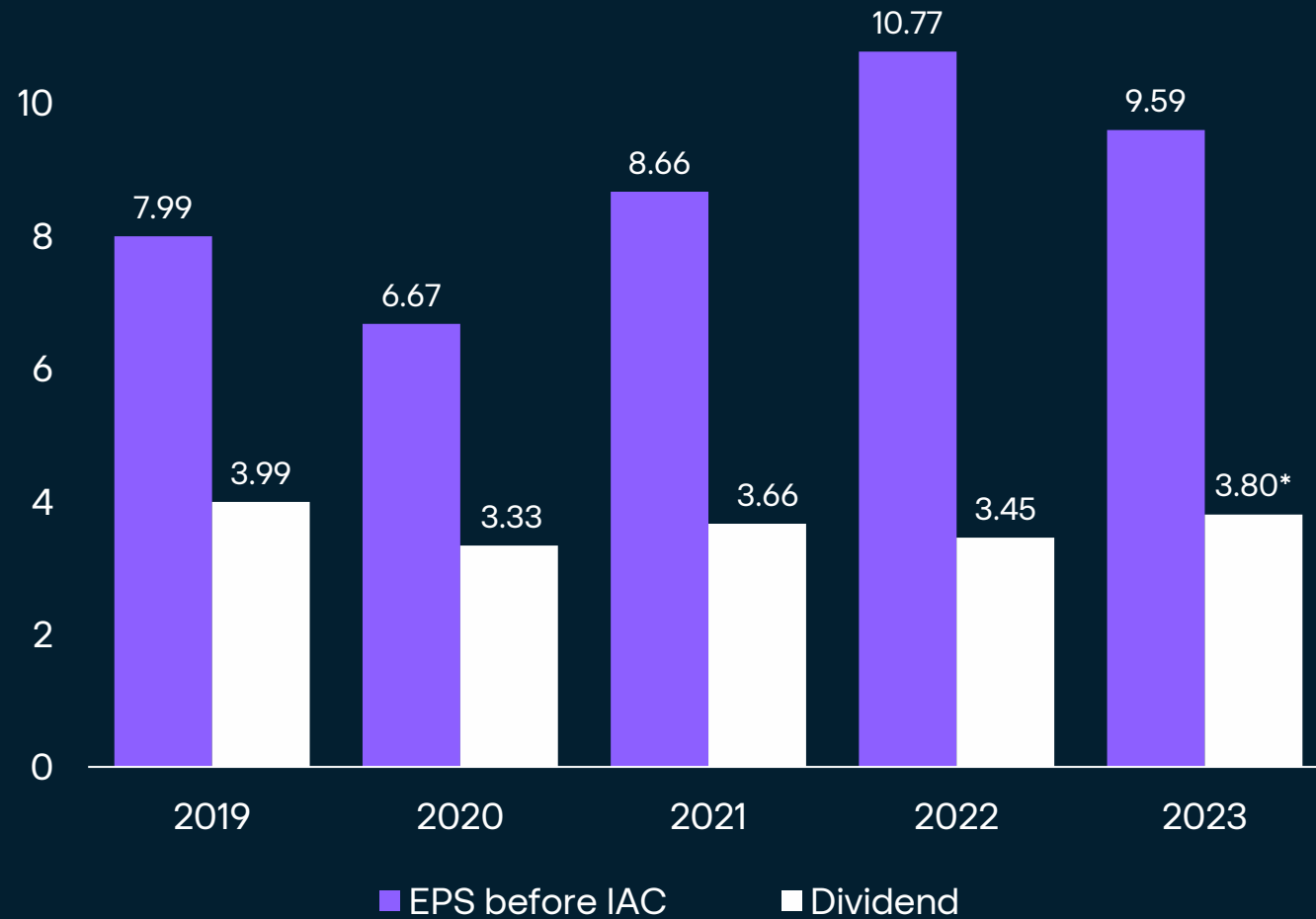
Organic sales growth was driven by price increases, increased sales of technology and solutions and the aviation business





Long-term stable earnings per share development and dividend

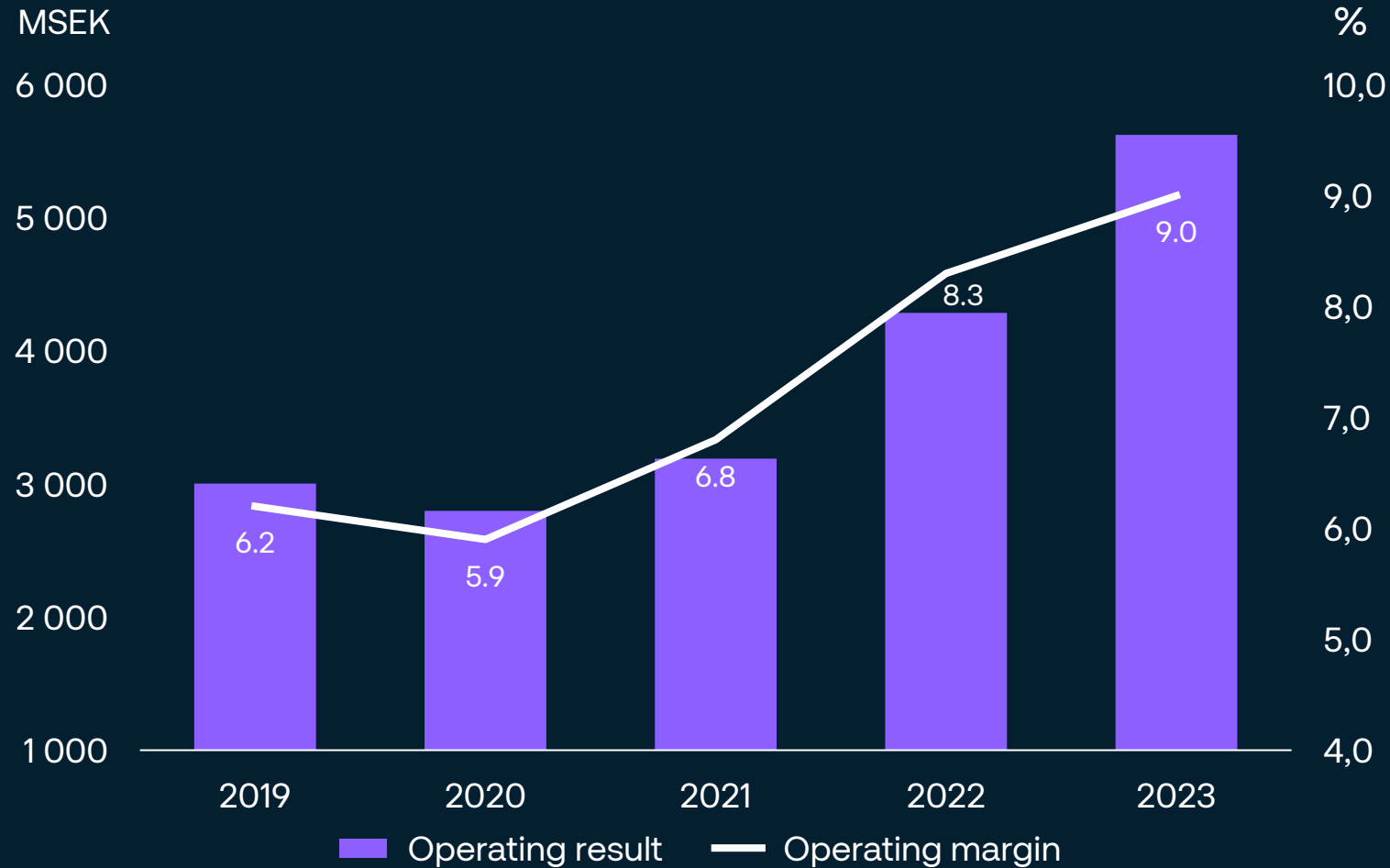
SEK/share
12



*Proposed
All numbers 2019-2021 have been restated following the rights issue

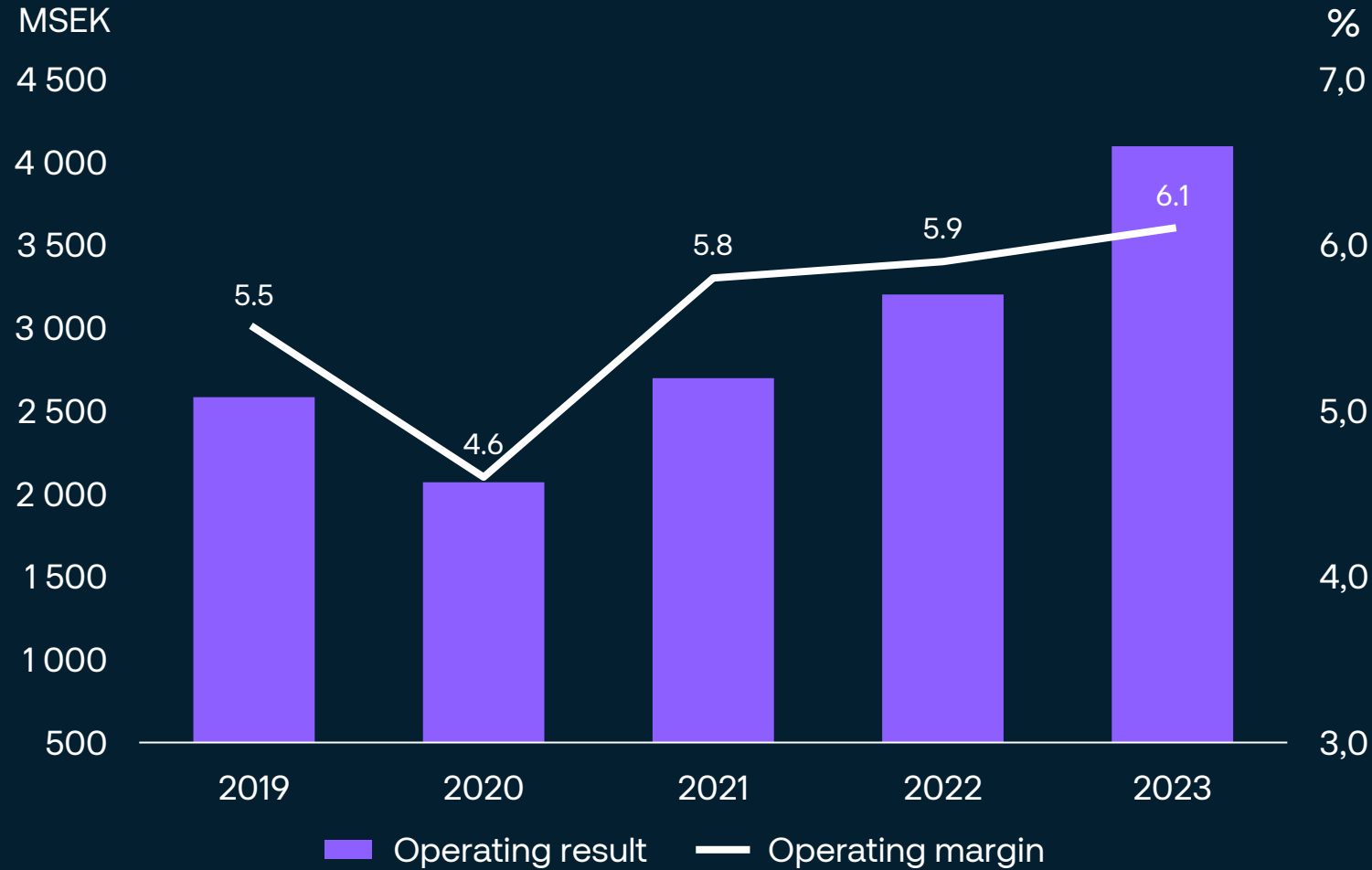


North America – the improvement stemmed from the Technology business unit



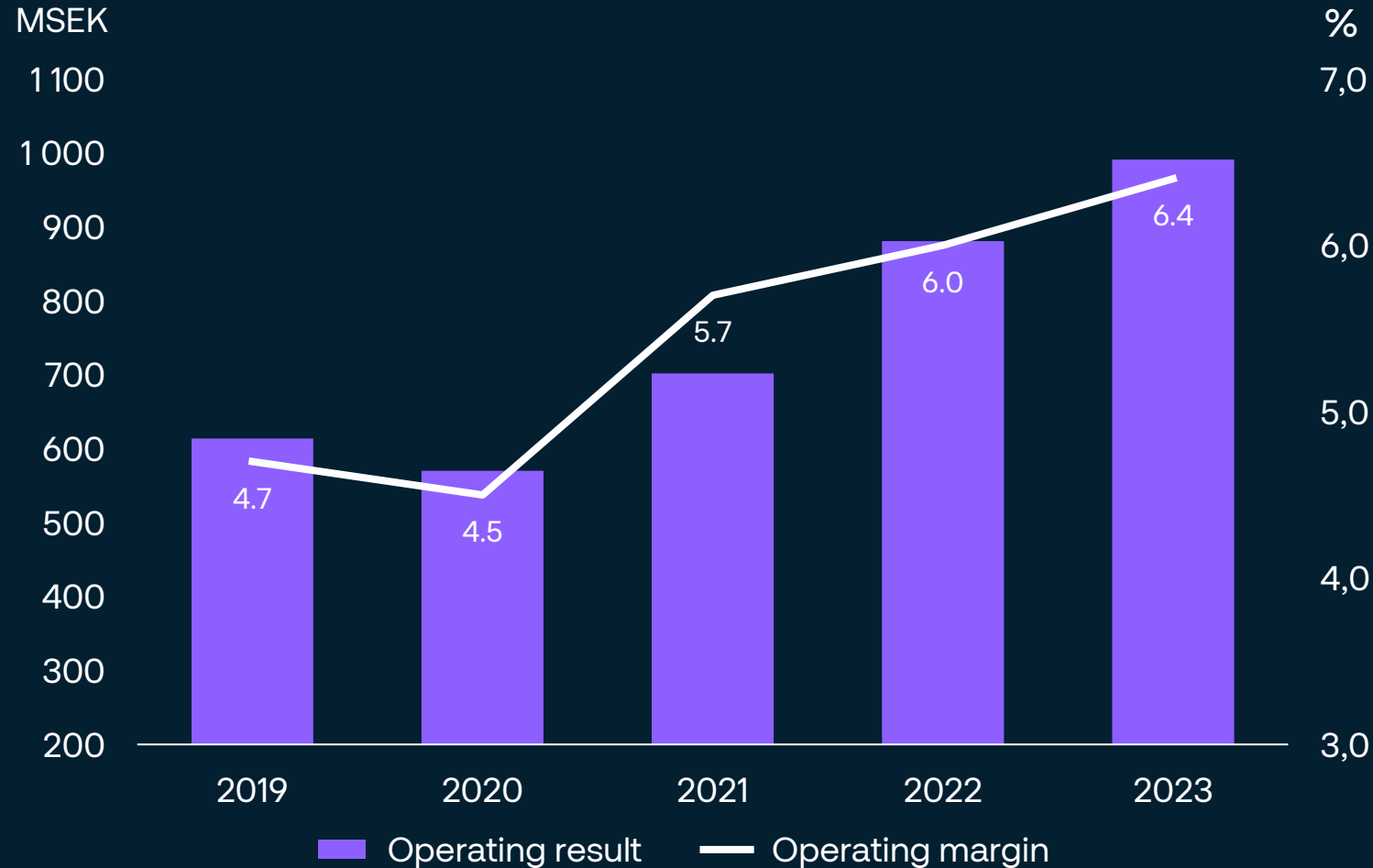


Europe – the operating margin improvement was mainly driven from growth in technology and solutions





Ibero-America – the improvement was driven by higher technology sales, active portfolio management and the divestiture of Securitas Argentina





Strategic focus areas to deliver on our targets

Taking the lead within technology...

...with quality guarding services focused on profitability...

...to become a global security solutions partner...

...leveraging our global platform to drive innovation



- 21% of Group sales 2023
- Design, integration, installation of security technology and RMR (maintenance, monitoring, 40% of sales)

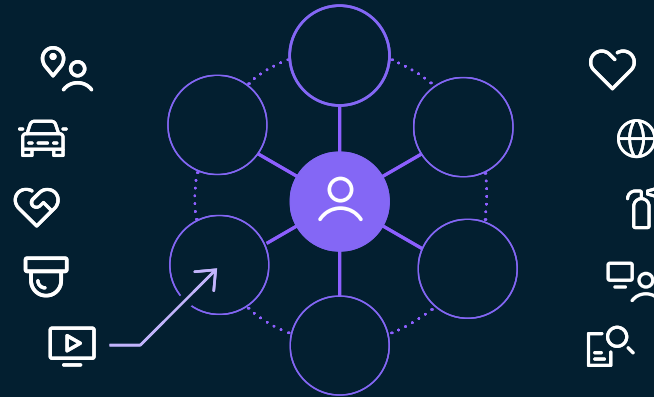
- 66% of Group sales 2023
- On-site and mobile services

- 11% of Group sales 2023
- Integrated solutions addressing the holistic security needs of our clients

- Strategically important to become a 10% operating margin company
- Digital products and SaaS



We have established a unique position, with an unparalleled client offering to solve increasingly complex security needs



Providing solutions globally

Global presence based on extensive local presence, #1-3 player in key strategic markets

Unmatched client offering

Bespoke offerings, combining people and technology in sustainable and world-leading security solutions

Technology and innovation

Developing and partnering to offer industry-leading products and innovative solutions



Global presence in strategic markets with strengthened technology capabilities

Markets

44

Positioned to serve global clients, 16% of Group sales 2023

Technology acquisitions

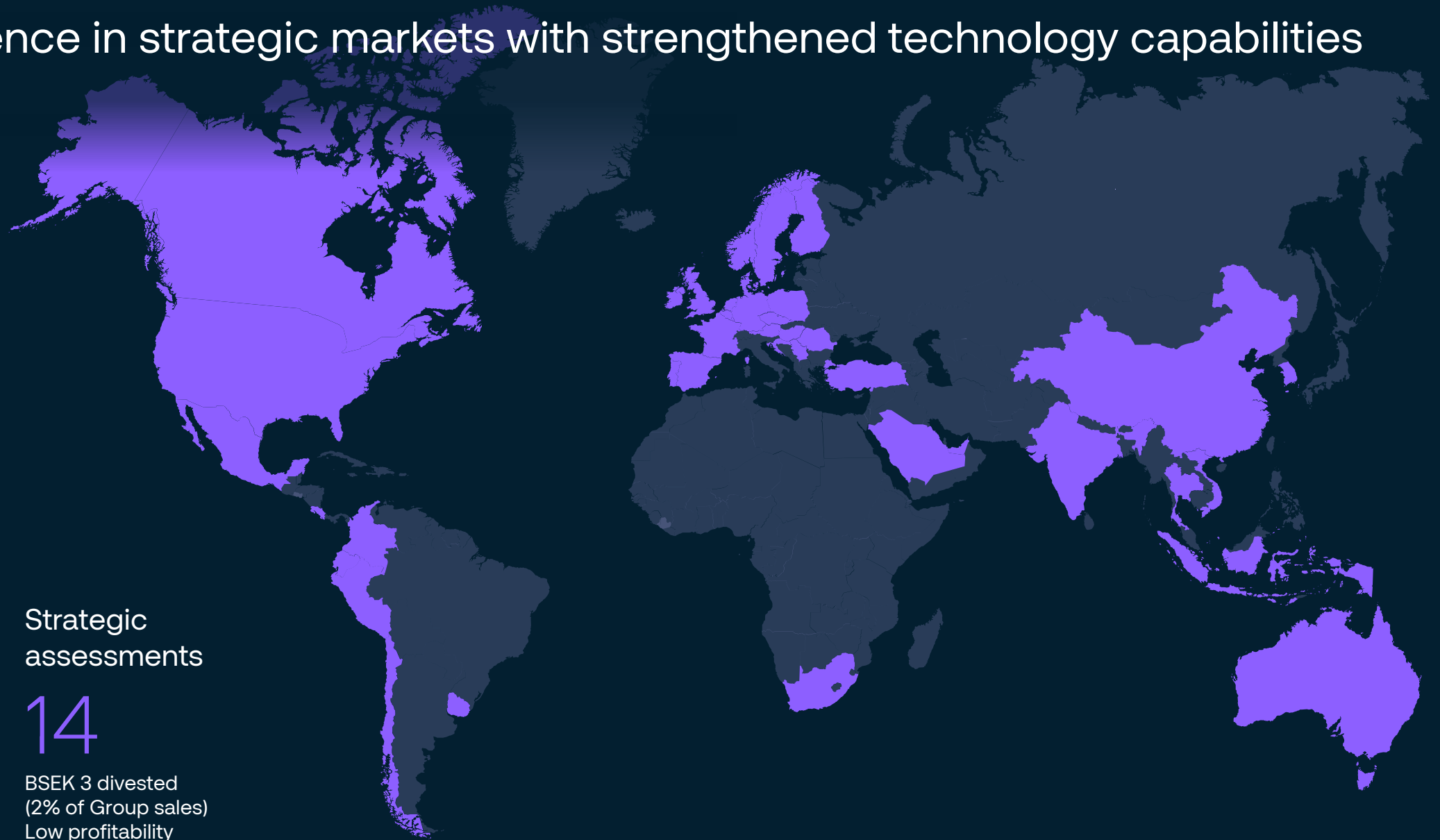
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Technology and solutions sales more than doubled since 2018

Strategic assessments

14

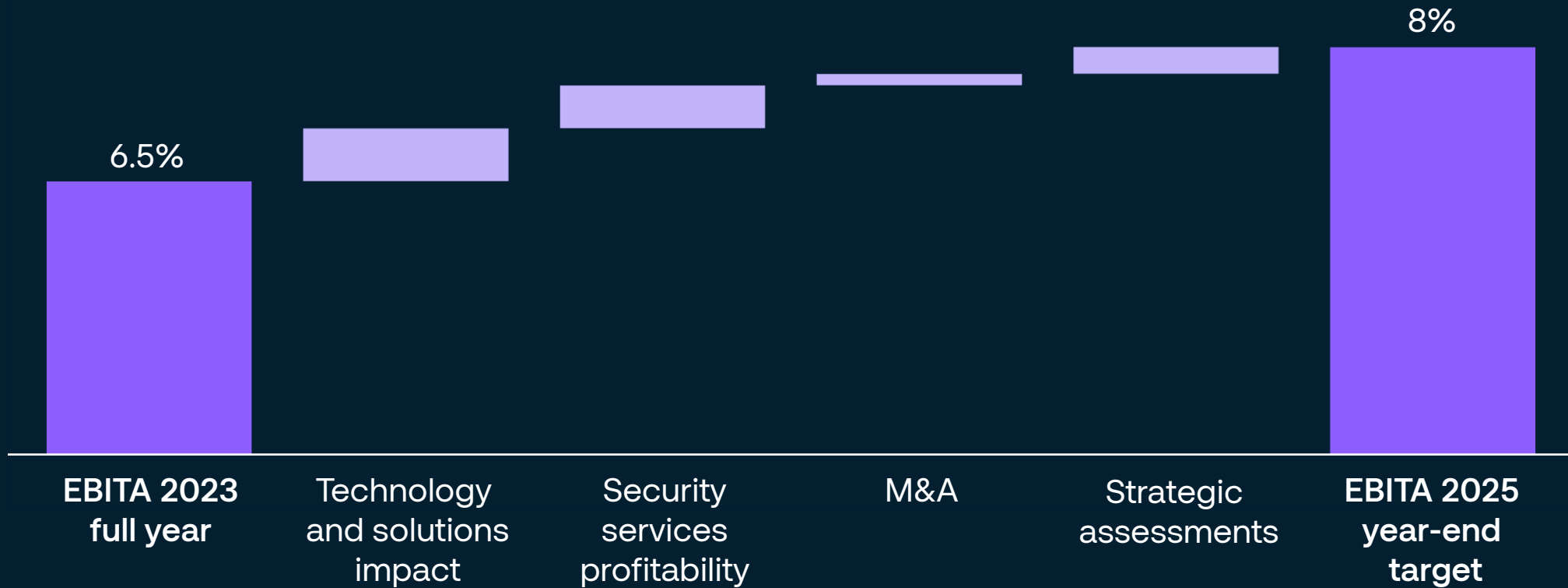
BSEK 3 divested (2% of Group sales)
Low profitability





Clear roadmap to achieve 8% operating margin by the end of 2025

Operating margin





Scaling great leaders and aligning incentives to targets



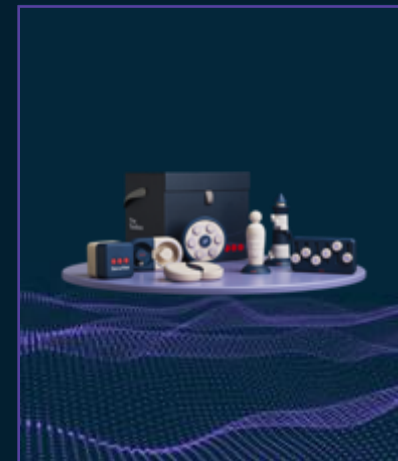
Strategy-based incentive models

- Incentive programs are now aligned with our targets for margin improvement and cash flow
- Parts of the incentive programs have been designed around commercial synergies and sustainability goals



The right leaders, in the right positions

- A mix of new ideas and experiences from other sectors with the most knowledgeable security experts
- Building successful teams with a scalable leadership model



Renewed Toolbox launched

- A set of tools designed to guide leaders and provide a common language
- 90% of managers trained in 2023



Shaping Securitas for long-term, sustainable shareholder value



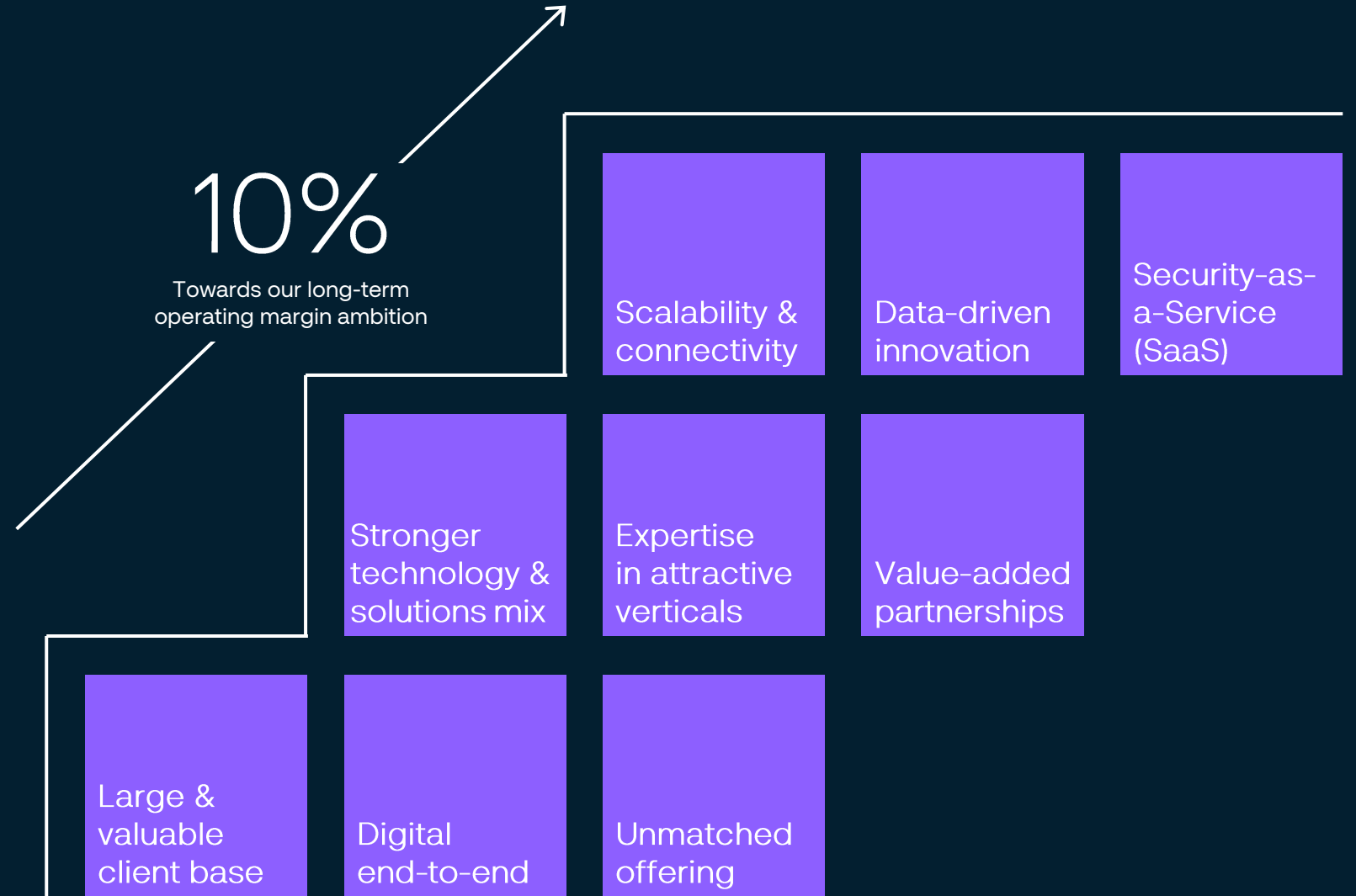


Beyond 2025 – shaping the security and safety services industry through innovation

Strengthening the building blocks needed for data-driven innovation.

Redefining security services with the most comprehensive offering of specialized services.

Leveraging AI across all parts of our business.



Increasingly output-driven and scalable business





The intelligent security solutions partner with world-leading technology and expertise