

## **GUIDELINES FOR REMUNERATION TO MANAGEMENT IN SECURITAS AB**

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The Annual General Meeting 2008 resolved on guidelines for remuneration to management in accordance with the following.

The fundamental principle is that remuneration and other terms of employment for management shall be competitive and in accordance with market conditions, in order to ensure that the Securitas Group will be able attract and keep competent management employees. The total remuneration to management shall consist of a fixed basic salary, variable remuneration, pensions and other benefits.

In addition to a fixed annual salary, the group management may also receive variable remuneration based on the outcome in relation to financial goals and growth targets within the individual area of responsibility (group or division) and in line with the interests of the shareholders. The variable remuneration shall amount to a maximum of 50 per cent of the fixed annual salary of the President and a maximum of 35 - 200 per cent of the fixed annual salary for other individuals of the group management.

The undertakings of the company as regards variable remuneration may, at maximal outcome within all divisions during 2008, amount to a maximum of MSEK 43.

The pension rights of management employees shall be applicable as from the age of 65, at the earliest, and the entire group management shall be subject to fee-based pension plans for which insurance premiums are transferred from the individual's total remuneration and paid by the company during the term of employment. The variable remuneration shall principally not be pension qualifying.

Other benefits, such as company car, special health insurance or occupational health service shall be provided to the extent this is considered customary for management employees holding equivalent positions on the employment market where the management employee is active.

At dismissal, the notice period for all management employees shall amount to a maximum of 12 months with a right to redundancy payment after the end of the notice period, equivalent to a maximum of 100 per cent of the fixed salary for a period not exceeding 12 months. At resignation by a management employee, the notice period shall amount to a maximum of 6 months.

These guidelines shall apply to individuals who are included in the group management during the term of application of these guidelines. The guidelines shall apply to agreements entered into after the adoption by the Annual General Meeting, and to changes made in existing agreements after this date. The Board shall be entitled to deviate from the guidelines in individual cases if there are particular grounds for such deviation.

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Stockholm in April 2008

The Board of Directors