

CEO's speech

Strong strategic execution and performance in 2024

- + Improvements across all segments
- + The operating margin was 6.9 percent (6.5) and operating income represented a real change of 11 percent
- + The transformation program in Ibero-America completed
- + Digitalization:
 - + 130 000 client sites in 23 countries using MySecuritas
 - + 474 000 client sites using the digital platform SecureStat
- + Strong commercial momentum. We are gaining trust of several of the leading companies in the world
- + Continued evaluation of our business mix for long-term development and competitive position
- + Promoting more diverse high performing leaders





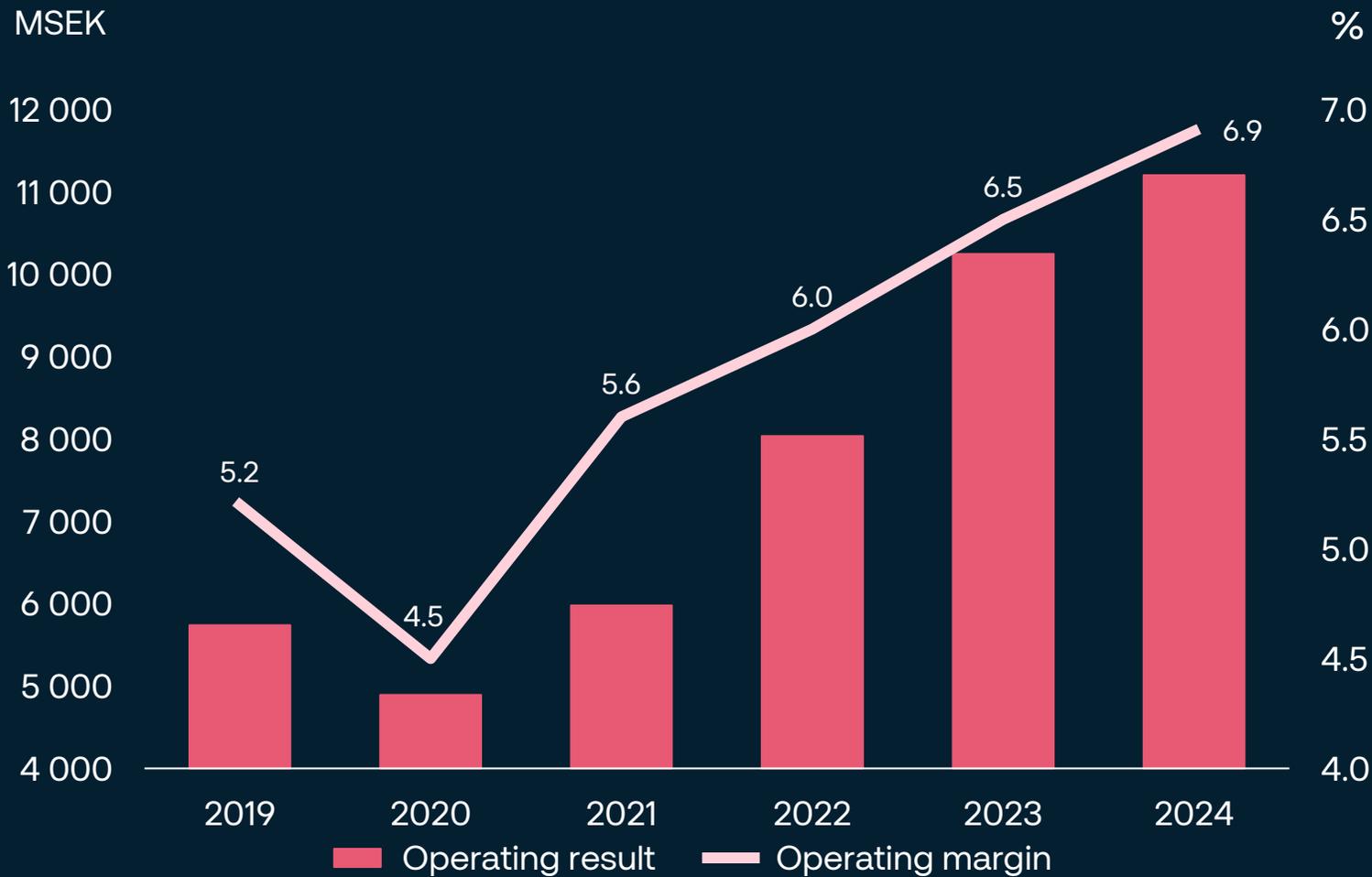
Strong performance in 2024

Financial targets

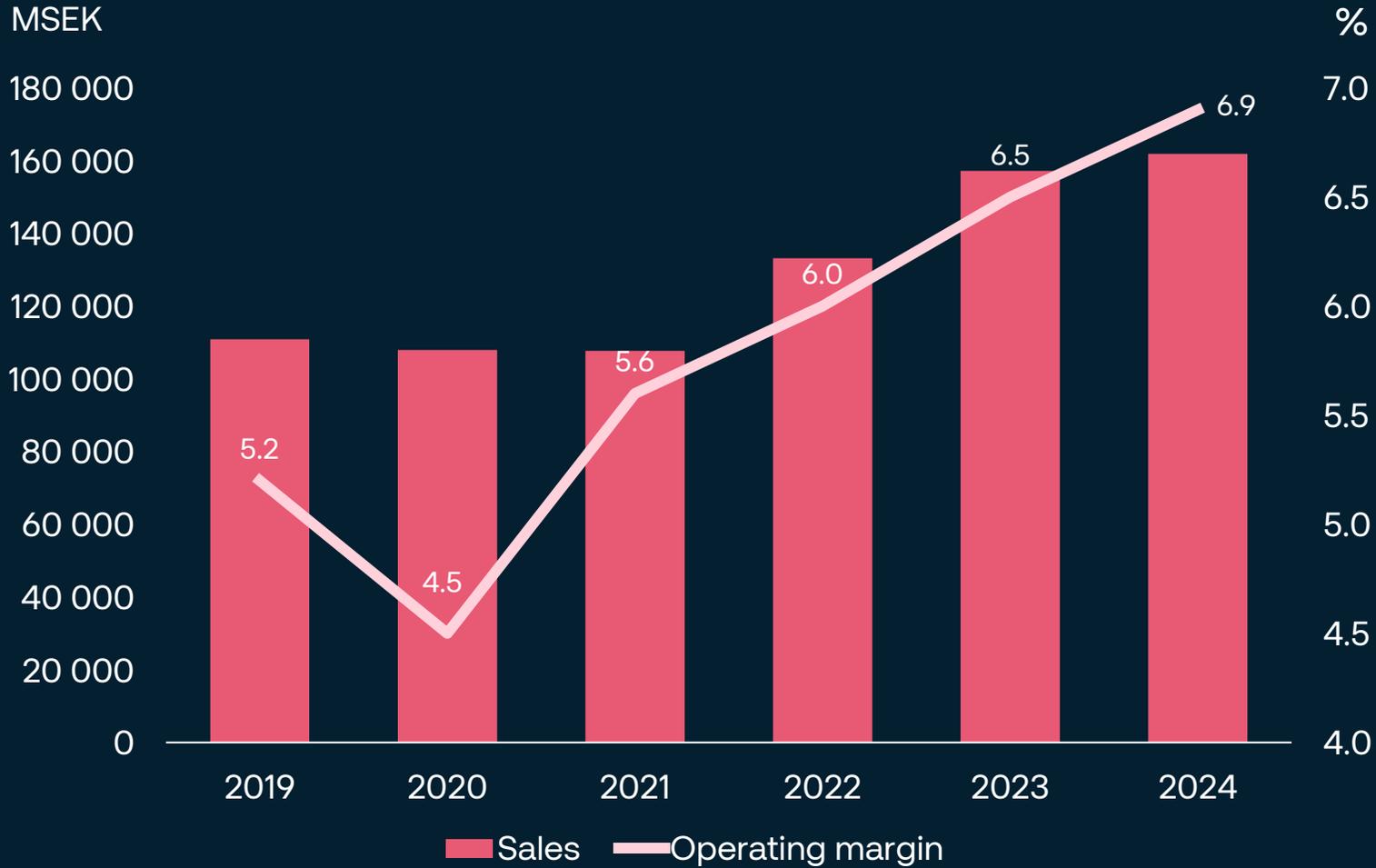
Outcome 2024

Growth	Technology and solutions annual average real sales growth	8-10%	6%	→
Profitability	Group EBITA margin by year-end 2025	8%	6.9%	↗
	Long-term EBITA margin ambition	>10%		
Cash flow	Operating cash flow of operating income before amortization	70-80%	84%	✓
Capital structure	Net debt in relation to EBITDA	<3x	2.5x	✓
Dividend policy	A dividend of 50-60% of annual net income	50-60%	50%*	✓

Continued strong development of the operating result and operating margin

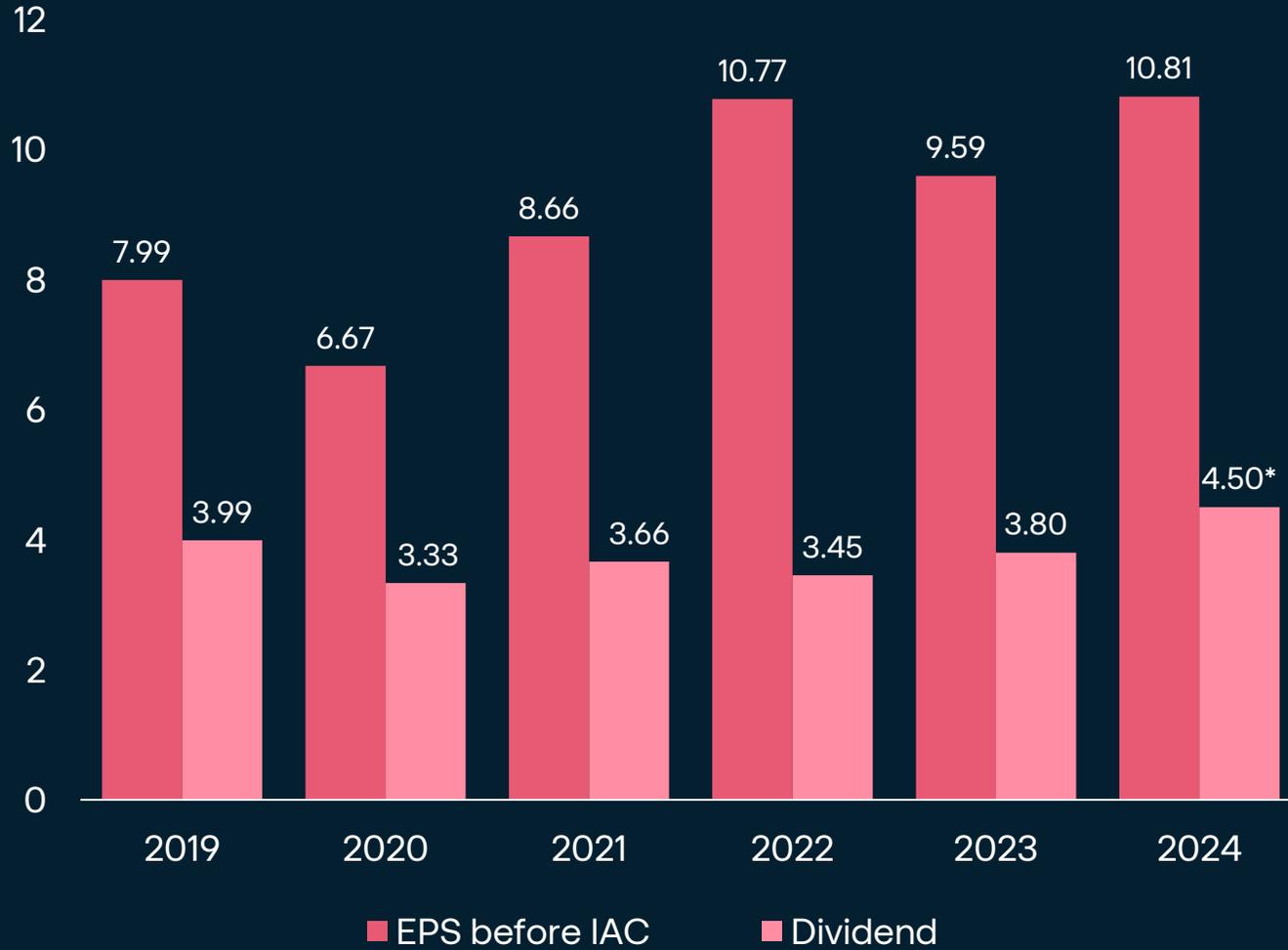


Good development in total sales and operating margin

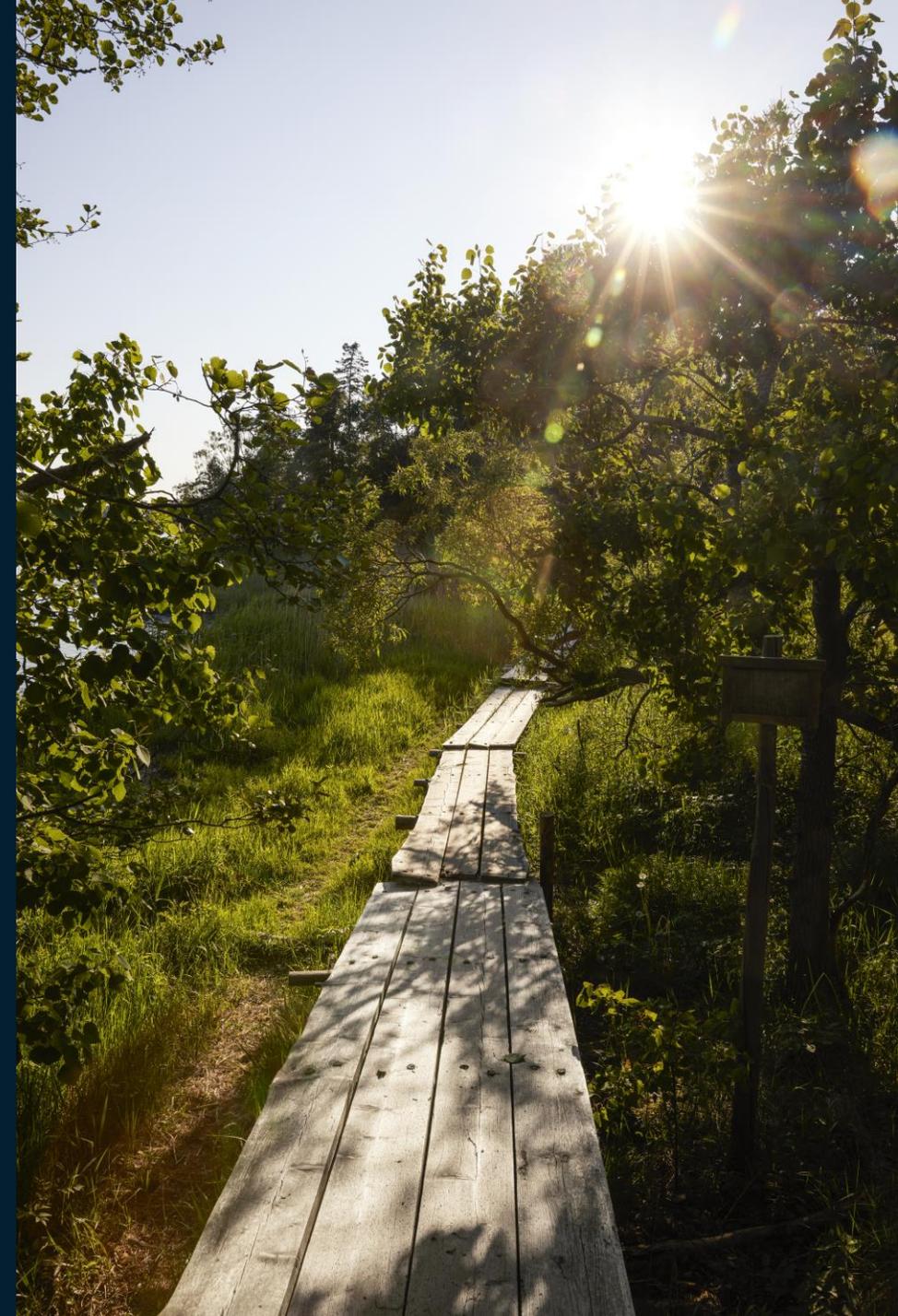


Earnings per share increased 15 percent

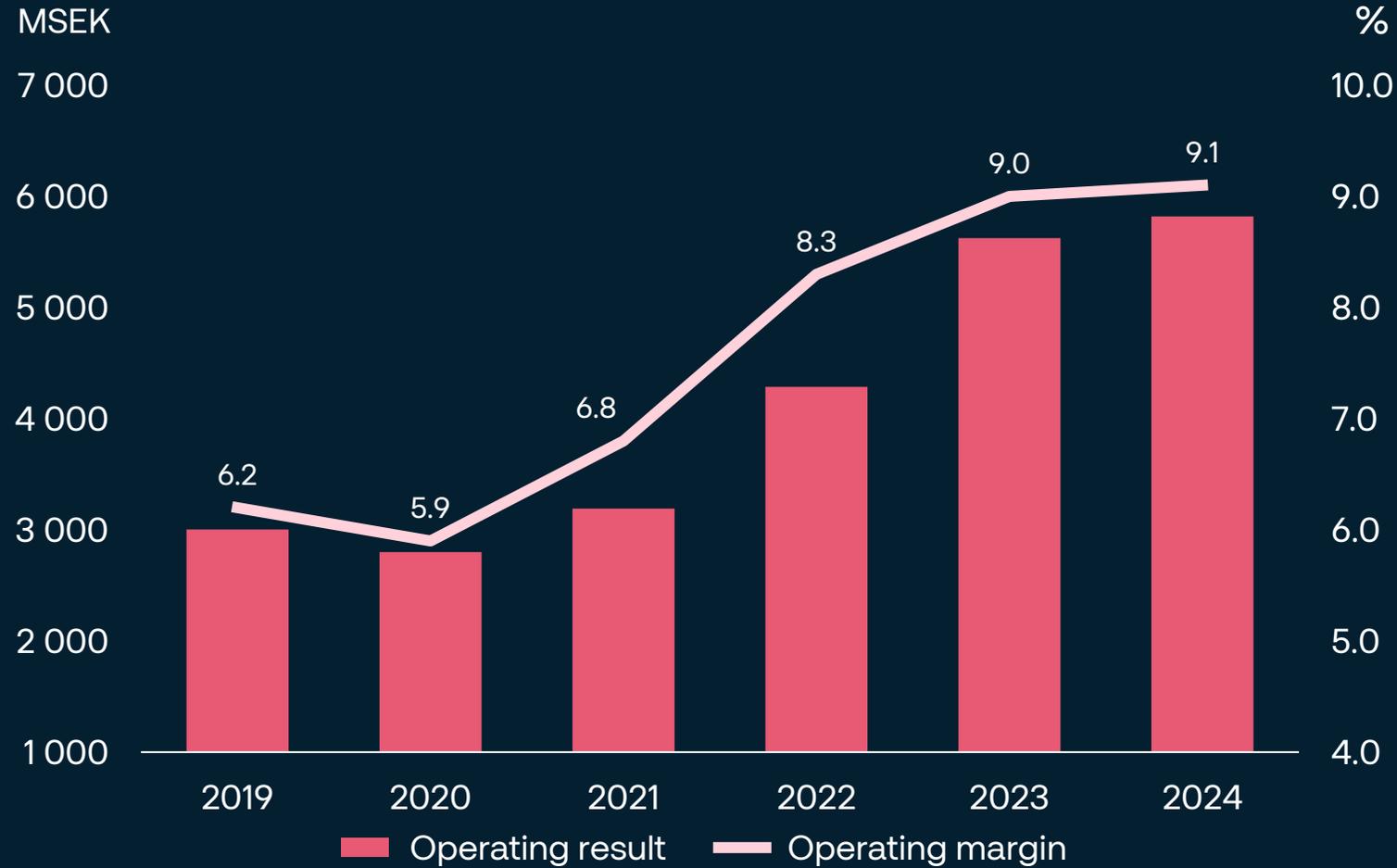
SEK/share



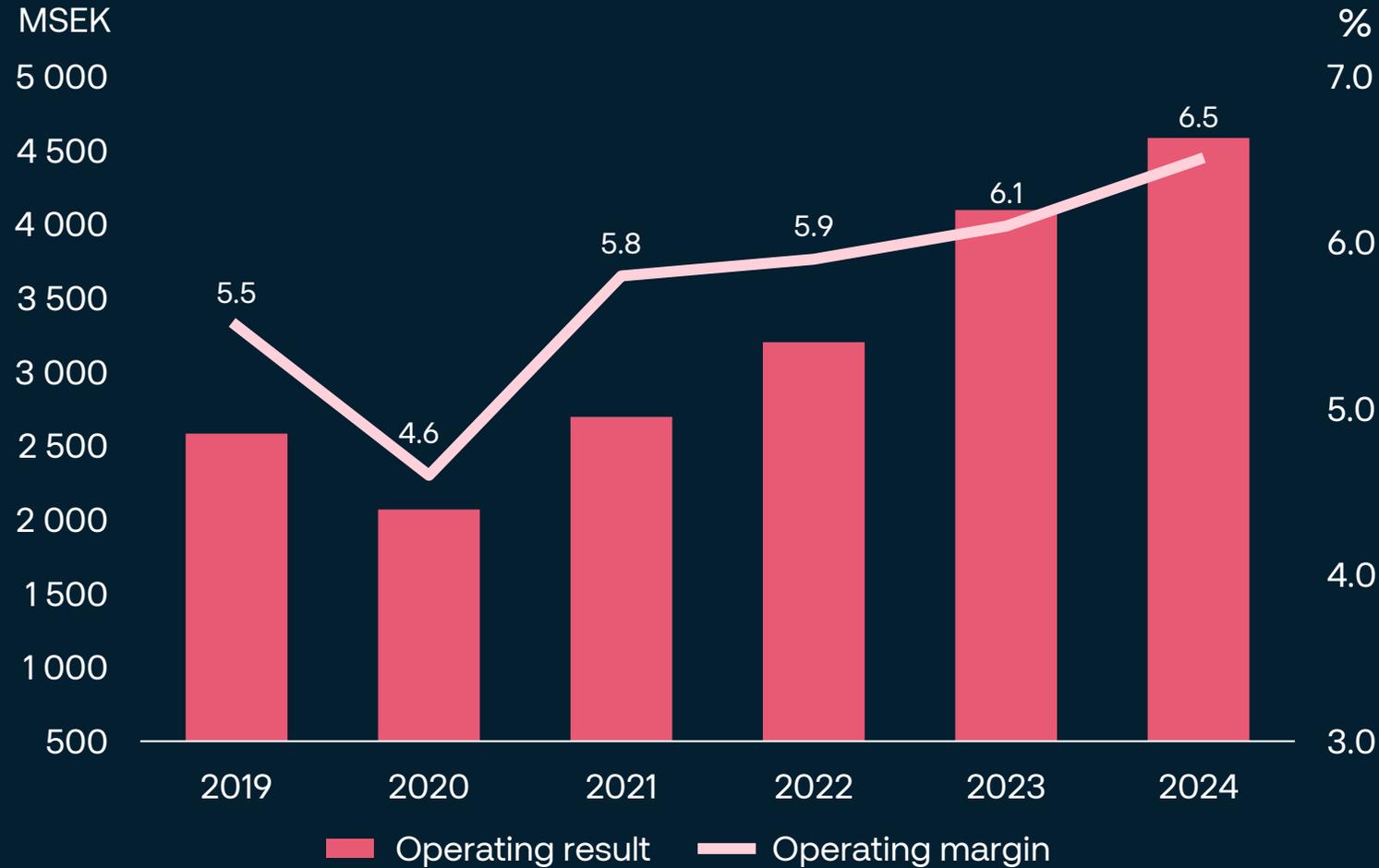
*Proposed
All numbers 2019-2021 have been restated following the rights issue



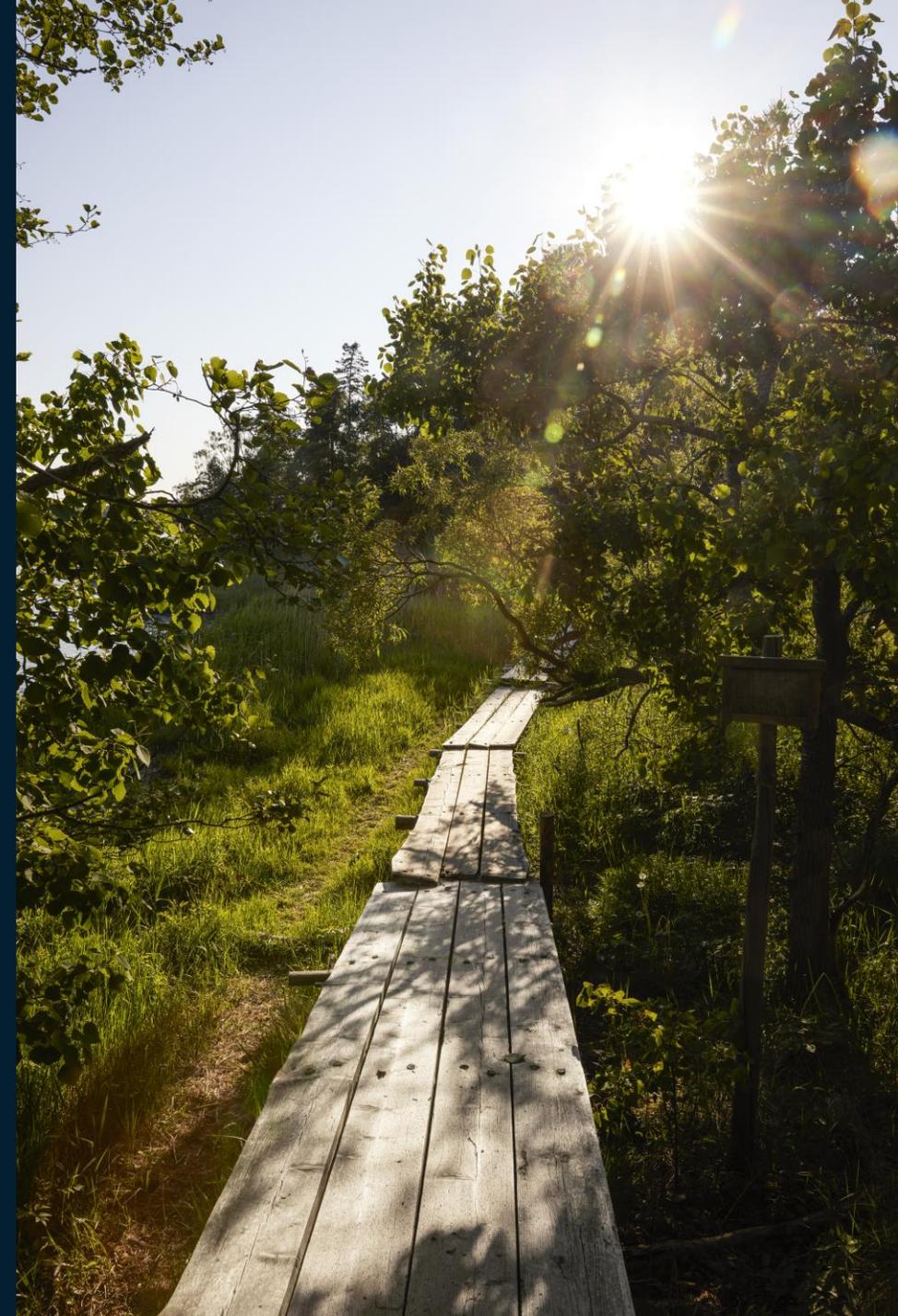
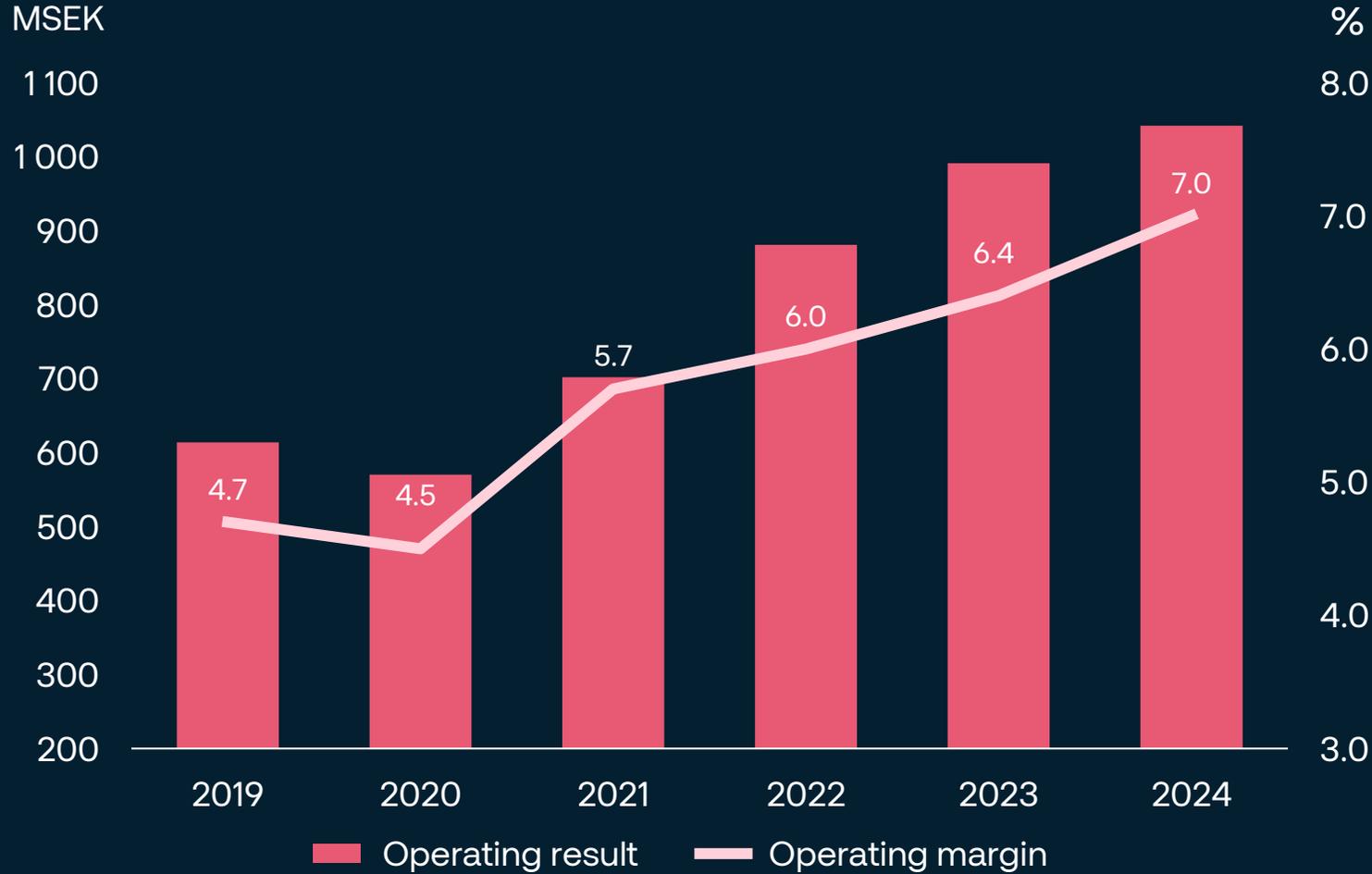
North America – the Guarding business unit and the Technology business unit supported the improvement



Europe – the improvement was mainly driven by security services business and by active portfolio management

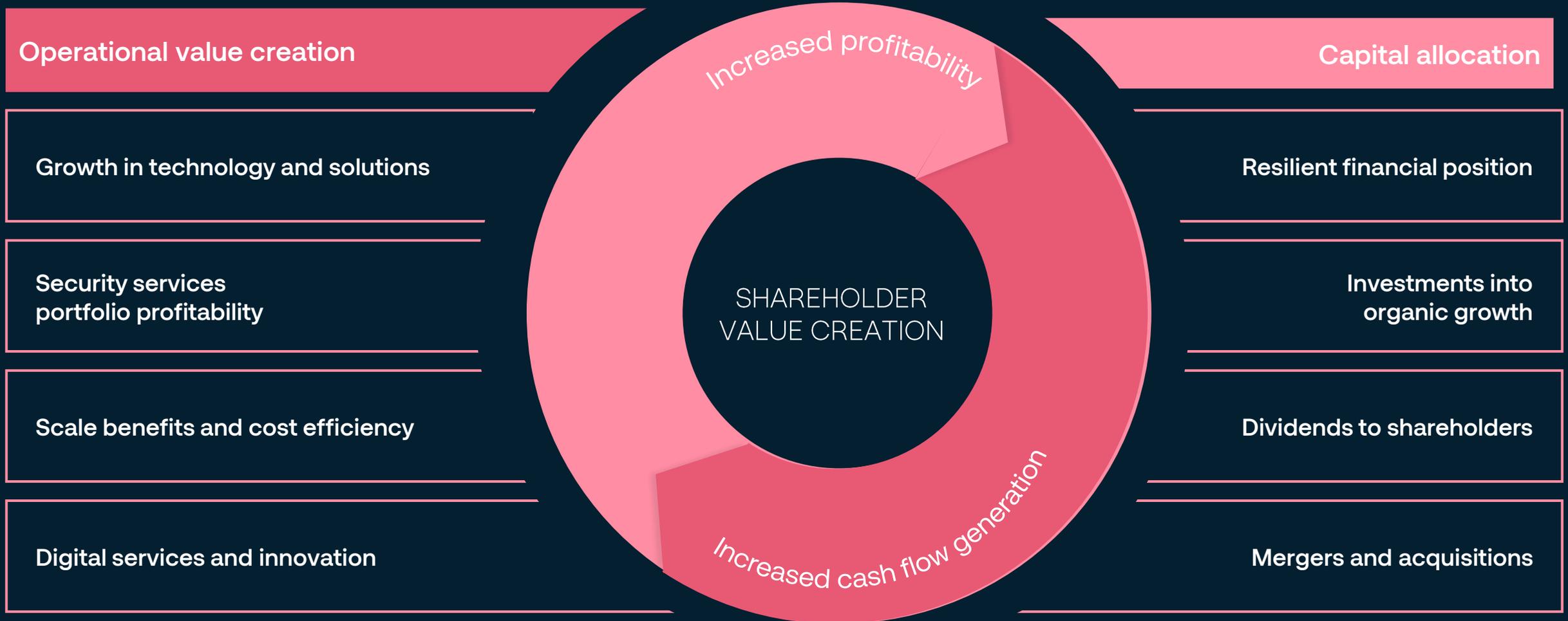


Ibero-America – the improvement was driven by higher technology and solutions sales





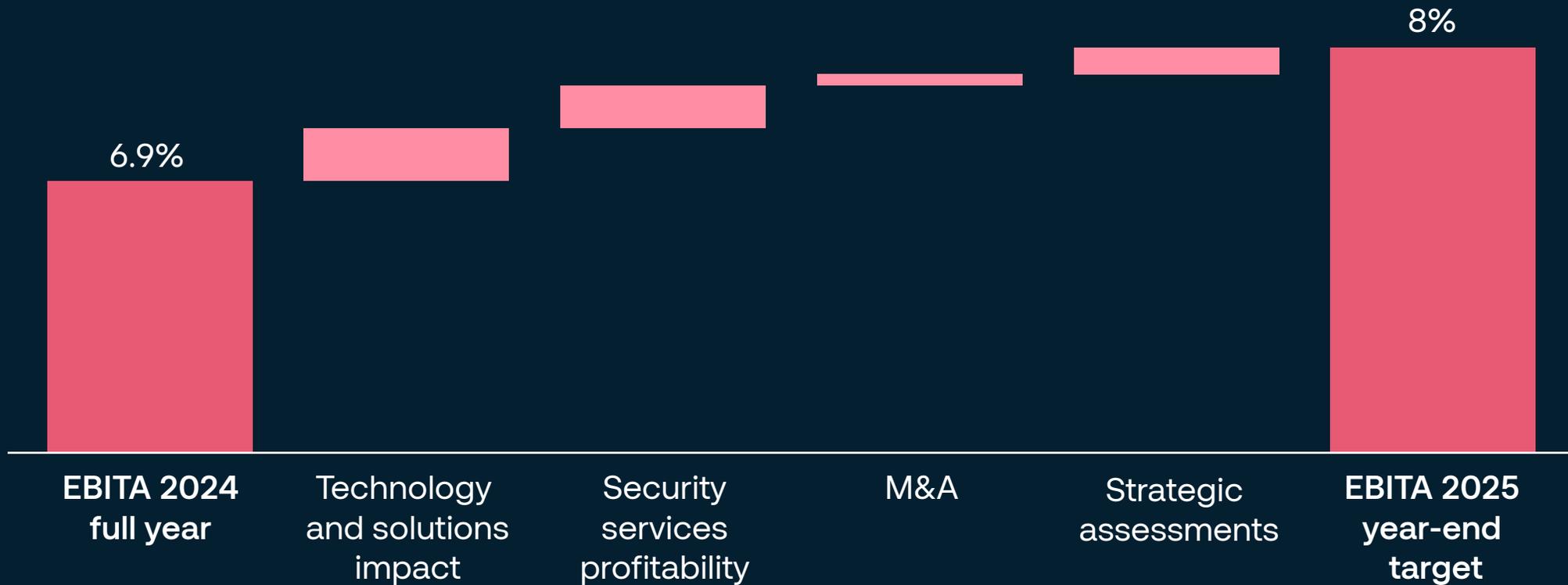
One Securitas for long-term, sustainable shareholder value





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

Operating margin



Note: Indicative only



Beyond 2025 – We will lead the security industry through innovation and focus on quality

- Strengthening the building blocks needed for data-driven innovation.
- Leveraging AI across all parts of our business

10%

Towards our long-term operating margin ambition



Output-driven and scalable business

