

# The Board of Directors' proposal for a long-term incentive program, including hedging measures by way of a share swap agreement (LTI 2026/2028)

## Summary of the program

Since 2019, the Annual General Meetings have resolved on long-term incentive programs for the CEO, other members of Group Management and certain other key employees within the Securitas Group (together the "LTI Programs"). The Board proposes that the AGM resolves to implement a long-term incentive program ("LTI 2026/2028"), with the main principles below.

LTI 2026/2028 is proposed to include approximately 90 employees including the CEO, other members of Group Management and certain other key employees within the Securitas Group. In order to participate in the LTI 2026/2028, the participants will have to invest in Series B shares in Securitas at market price or nominate Series B shares already held, as further set out below. For every Series B share purchased or nominated within the scope of LTI 2026/2028, the company will award so-called performance awards free of charge in accordance with the terms stipulated below.

LTI 2026/2028 is based on two performance conditions relating to the development of Securitas' earnings per share (weighted 90%) and the reduction of Securitas' greenhouse gas emissions (weighted 10%). The sustainability target is aligned with Securitas' climate targets, validated by the Science Based Targets initiative (SBTi), to reduce greenhouse gas emissions.

The main changes compared to the previous LTI Program are that (i) the financial performance condition has been changed from operating margin to earnings per share, (ii) shares vested in previous incentive programs may be nominated as Personally Invested Shares, (iii) participants recruited or promoted after the start of the Investment Period shall be allowed to join the program not later than September 30, 2026, and (iv) Securitas may replace a portion of a participant's performance award with a cash amount corresponding to preliminary tax payable by the relevant participant.

## The rationale for the proposal

The purpose of LTI 2026/2028 is to create a strong long-term incentive for top executives of the Group, strengthen the Group's ability to retain and recruit top executives, provide competitive remuneration, and to align the interests of the shareholders with the interests of the executives concerned by enabling the participants to become substantial shareholders in the company. Through a share-based incentive program, the employees' remuneration is tied to the company's future earnings, sustainability and value growth. In light of the above, the Board believes that the implementation of LTI 2026/2028 will have a positive effect on the long-term value growth and the sustainability of the Group, and consequently that LTI 2026/2028 is beneficial to both the shareholders and the company.

## Personally invested shares

In order to participate in LTI 2026/2028, the participants will, with the exceptions stated below, during the period May 12, 2026 – June 12, 2026 (the "Investment Period") have to either (i) purchase Series B shares in the market and nominate such shares to LTI 2026/2028, (ii) nominate Series B shares vested in previous incentive programs, (iii) nominate Series B shares currently vesting in LTI 2023/2025, or (iv) nominate Series B shares nominated in LTI 2023/2025<sup>1</sup> ("Personally Invested Shares").

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<sup>1</sup> The nomination of such shares will not affect the condition of LTI 2023/2025 to maintain Personally Invested Shares during the entire vesting period.



The value of a participant's Personally Invested Shares shall be based on the market price for the company's Series B share and shall correspond to minimum 5 percent (all participants) and maximum 15 percent (the CEO), 12.5 percent (other members of Group Management) or 10 percent (other participants), respectively, of the participant's base salary.

If the participant has access to inside information and therefore is prevented from purchasing or nominating Personally Invested Shares during the Investment Period, the Board shall be entitled to extend or postpone the Investment Period in individual cases, but no later than to the next AGM. The Board shall further, in individual cases, be entitled to accept nomination of shares acquired prior to the Investment Period, but not earlier than January 1, 2026, and/or acquired through e.g. a pension insurance as Personally Invested Shares, where the participant, in the Board's opinion, has valid reasons for nominating such shares to LTI 2026/2028. For participants recruited, or for existing employees who are promoted to an eligible participant category, after the start of the Investment Period, the Board may, in individual cases, resolve to postpone the Investment Period for such participants, but not later than September 30, 2026.

### **Participants in LTI 2026/2028 and allocation**

LTI 2026/2028 is proposed to include approximately 90 senior executives and key employees within the Securitas Group, divided into three categories.

#### *Category 1*

For each Personally Invested Share by the CEO of the Group under LTI 2026/2028, the company will award five performance awards to the CEO.

#### *Category 2*

For each Personally Invested Share by another member of Group Management (currently eleven individuals) under LTI 2026/2028, the relevant individual will be awarded four performance awards.

#### *Category 3*

For each Personally Invested Share by another participant under LTI 2026/2028, the relevant individual will be awarded three performance awards.

The program may also include future employees within the above-mentioned categories recruited during the term of LTI 2026/2028, as well as existing employees who are promoted to an eligible category during the same period, on the same terms as other participants in the relevant category. However, in no event shall any nomination of Personally Invested Shares in such cases take place after September 30, 2026.

### **Performance conditions**

The number of Series B shares that the performance awards will entitle the participant to receive depends on the fulfillment of performance conditions relating to (a) the development of Securitas' earnings per share<sup>2</sup> (weighted 90%) and (b) the reduction of Securitas' greenhouse gas emissions (weighted 10%), during the measurement period January 1, 2026 – December 31, 2028.

For the measurement period, the Board will set a minimum level and a maximum level for performance condition (a) and a target level for performance condition (b).

The number of Series B shares that participants will be entitled to receive will be calculated as follows, according to the weighting of the performance conditions set out above.

- If neither the minimum level (performance condition (a)) nor the target level (performance condition (b)) is reached, no performance awards will vest and the participants will thus not receive any performance shares.
- If both the maximum level (performance condition (a)) and the target level (performance condition (b)) are reached, each performance award will entitle participants to receive one (1) performance share (i.e. maximum allotment).

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<sup>2</sup> Earnings per share is defined as the company's earnings per share after tax and dilution, excluding items affecting comparability approved by the Board and currency effects.



- If the target level for performance condition (b) is not reached while the outcome for performance condition (a) falls between the minimum level and the maximum level, participants' entitlement to performance shares will be calculated linearly between zero (0) and nine tenths (0.9) performance shares per performance award.
- If the target level for performance condition (b) is reached while the outcome for performance condition (a) falls between the minimum level and the maximum level, participants' entitlement to performance shares will be calculated linearly between one tenth (0.10) and one (1) performance share per performance award.
- If the target level for performance condition (b) is reached while the outcome for performance condition (a) falls below the minimum level, participants' entitlement to performance shares will be one tenth (0.10) performance shares per performance award.

The Board intends to present the fulfillment of the performance-based conditions in the Remuneration Report for the financial year 2028.

### **Vesting Period**

The Board has strived to achieve a more distinct connection between the Vesting Period and the three-year long measurement period, and therefore resolved that allotment of the Series B shares that the performance awards will entitle the participants to receive shall take place within four weeks after the release of Securitas' Full-year report January–December 2028. This entails that the Vesting Period will be shorter than three years since the Investment Period for LTI 2026/2028 takes place after the AGM 2026.

The Board considers that the shorter Vesting Period is justified because it promotes a closer connection between the participants' performances and the company's results during the measurement period, which strengthens the incentives and benefits long-term value creation. The shorter period also has practical advantages for Securitas as well as for participants in LTI 2026/2028 who participate in subsequent programs.

### **Other conditions**

In addition to the above conditions, the following shall apply for the performance awards.

- The performance awards shall be awarded free of charge at the end of the Investment Period, subject to vesting.
- Each performance award entitles the holder to receive one Series B share free of charge (subject to the performance conditions set out above) at the end of the Vesting Period, provided that the holder, with some exceptions, is still employed by the Securitas Group as per December 31, 2028, and has maintained the full amount of Personally Invested Shares purchased or nominated under LTI 2026/2028 during the entire Vesting Period.
- To make the participants' interest equal with the shareholders', the company will compensate the participants for distributed dividend during the Vesting Period by increasing the number of Series B shares that each performance award may entitle the participant to receive after the Vesting Period.
- The number of Series B shares that each performance award may entitle the participant to receive may be subject to recalculation due to share issues, splits, reverse splits and similar dispositions.
- The performance awards are non-transferable and may not be pledged.
- The performance awards can be awarded by the company or any other company within the Group.
- The company or the employing company within the Group may replace a portion of a participant's performance shares with a cash amount, corresponding to the preliminary tax payable by the relevant participant, and withhold and pay such amount to the relevant tax authorities.



### **Preparation and administration**

The Board shall be responsible for preparing the detailed terms and conditions of LTI 2026/2028 in accordance with the mentioned terms and guidelines. To this end, the Board shall be entitled to make adjustments to meet foreign regulations or market conditions. The Board may also make other adjustments if significant changes in the Securitas Group, or its operating environment, would result in a situation where the decided terms and conditions for LTI 2026/2028 no longer are appropriate. Such adjustments include a right for the Board to resolve on a reduction of the number of Series B shares that the performance awards would entitle a participant to receive, if the number of Series B shares that a participant would be entitled to would be clearly unreasonable, considering Securitas' result and financial position, other circumstances regarding the Group's development and the conditions on the stock market.

Furthermore, in the event that the Board considers that the delivery of shares under LTI 2026/2028 cannot be achieved at reasonable cost, with reasonable administrative efforts or due to specific market conditions, participants may instead be offered a cash settlement.

Participation in LTI 2026/2028 also presumes that such participation is lawful and that such participation in Securitas' opinion can take place with reasonable administrative costs and economic efforts. The Board shall be entitled to implement an alternative incentive solution for employees in such countries where participation in LTI 2026/2028 is not advisable, which alternative solution shall, as far as practically possible, correspond to the terms of the LTI 2026/2028.

### **Scope and cost of the program**

LTI 2026/2028 may, if the share price for the company's Series B share remains the same during the program's term, result in a maximum amount corresponding to 75 percent (CEO), 50 percent (other members of Group Management) or 30 percent (other participants), respectively, of the participants annual base salary (excluding social security costs). Such outcome is subject to the number of Personally Invested Shares being maximized, meaning that the value of the participant's Personally Invested Shares corresponds to 15 percent (the CEO), 12.5 percent (other members of Group Management) or 10 percent (other participants), respectively, of the participants annual base salary, that the participant maintains the full amount of Personally Invested Shares during the entire Vesting Period, and that the participant, with some exceptions, still is employed as per December 31, 2028, and that the performance based conditions have been fully achieved. The maximum number of Series B shares that a participant may nominate as Personally Invested Shares, and thus the total number of performance awards that may be allotted, shall be based on the market price for the company's Series B share. The total number of issued shares in the company amounts to 573 392 552 shares.

Based on the assumption that the share price for the company's Series B share amounts to SEK 147.20, LTI 2026/2028 will, in accordance with the principles and assumptions set out above, comprise maximum 963 000 Series B shares in total, which corresponds to approximately 0.17 percent of the total number of issued shares in the company and 0.12 percent of the total number of votes in the company.

The costs for LTI 2026/2028 should be expensed as personnel costs over the Vesting Period. Provided that the performance-based conditions are fully achieved, the cost for LTI 2026/2028 before tax is, in accordance with the principles and assumptions set out above, estimated to approximately SEK 204 million, allocated over the Vesting Period. Estimated social security costs and financing costs are included in such amount.

The Board proposes the AGM to resolve to authorize the Board to resolve on repurchase of shares in the company and to transfer such shares on a regulated market to cover social security costs and financing costs associated with LTI 2026/2028 (see separate item on the agenda).

The costs for LTI 2026/2028 are expected to have marginal effect on key ratios of the Securitas Group.



The Board deems that the positive effects on earnings that are expected to result from increased share ownership among senior management and key employees, which may be further increased through LTI 2026/2028, outweigh the costs related to LTI 2026/2028.

All estimates are based on at each time applicable foreign exchange rates according to LSEG. Information on previous LTI Programs can be found in the Annual Report 2025, notes 9 and 12.

#### **Delivery of shares under LTI 2026/2028 and hedging measures**

To ensure the delivery of Series B shares under LTI 2026/2028, the company may enter into a share-swap agreement with a third party, whereby the third party in its own name shall acquire and transfer Series B shares in the company to employees participating in LTI 2026/2028. The cost for the swap is estimated at a maximum of SEK 600 000, assuming that the performance-based conditions are fully achieved.

#### **Preparation of the proposal and voting majority**

LTI 2026/2028 has been initiated by the Board and the Remuneration Committee of Securitas in consultation with major shareholders and has been structured in consultation with external advisers based on an evaluation of previous incentive schemes. LTI 2026/2028 has been prepared by the Remuneration Committee and reviewed at meetings of the Board. The resolution must be supported by shareholders representing more than half of the votes cast, or, in case of equal voting, supported by the Chair of the AGM.

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Stockholm in March 2026  
the Board of Directors  
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