

# Remuneration report

# 2025



## INTRODUCTION

This report describes how the applicable guidelines for remuneration to the members of Securitas' Group Management were implemented in 2025. The report also provides information on remuneration to the President and CEO, and a summary of the company's outstanding share-related and share price-related incentive plans. The report has been prepared in accordance with the Swedish Companies Act and the Rules on Remuneration of the Board and Executive Management and on Incentive Programmes issued by the Swedish Stock Market Self-Regulation Committee.

Further information on remuneration to the members of Group Management is available in note 9 of the Annual Report 2025. Information on the work of the remuneration committee in 2025 is set out in the corporate governance report available on pages 32–47 of the Annual Report 2025.

Remuneration to the Board of Directors is not covered by this report. Such remuneration is resolved annually by the Annual General Meeting and disclosed in the corporate governance report. The expensed remuneration is disclosed in note 9 of the Annual Report 2025.

The Annual General Meeting 2025 approved the Board's remuneration report for 2024. No opinions were expressed on the remuneration report.

## KEY DEVELOPMENTS 2025

The President and CEO summarizes Securitas' overall performance in the CEO statement on pages 6–7 of the Annual Report 2025.

## SECURITAS' REMUNERATION GUIDELINES

A prerequisite for the successful implementation of Securitas' business strategy and safeguarding of its long-term interests, including its sustainability, is that the company can recruit and retain qualified personnel. To this end, the company must offer competitive remuneration. The company's remuneration guidelines enable the company to offer executives a competitive total remuneration. Under the remuneration guidelines, executive remuneration shall be on market terms and may consist of the following components: fixed basic salary, variable cash remuneration, pension benefits and other benefits. Variable cash remuneration shall be awarded based on the outcome of clearly measurable performance based targets that are set as close to the local business as possible and aim for long-term profitability of Securitas. The performance-based targets may for example relate to EBITA, operating margin, EPS and/or cash flow within each member of Group Management's area of responsibility (Group or division).

Furthermore, the performance-based targets are intended to contribute to Securitas' business strategy and long-term interests, including its sustainability.

New guidelines for remuneration to Group Management were adopted at the Annual General Meeting 2025. The revisions to the guidelines made in 2025 include an adjustment of the variable cash remuneration for the President and CEO. Additionally, minor linguistic adjustments have been made. The guidelines are found in note 9 of the Annual Report 2025.

During 2025, no deviations from the guidelines have been decided and no derogations from the procedure for implementation of the guidelines have been made. The auditor's report regarding the company's compliance with the guidelines is available on [www.securitas.com](http://www.securitas.com).

No remuneration has been reclaimed.

In addition to remuneration covered by the remuneration guidelines, the Annual General Meeting of the company has resolved to implement long-term share-related incentive plans.

**Table 1 Total President and CEO remuneration in 2025 (KSEK)**

Name and position	Base salary <sup>1</sup>	Other benefits <sup>2</sup>	One-year variable <sup>3</sup>	Multi-year variable <sup>4</sup>	Extraordinary items	Pension expense	Total remuneration	Proportion of fixed and variable remuneration
Magnus Ahlqvist (President and CEO)	20 576	154	15 980	9 718	n/a	5 925	52 353	51/49

<sup>1</sup> Including holiday pay KSEK 826.

<sup>2</sup> Including life insurance, medical insurance and company car.

<sup>3</sup> Variable compensation relating to 2024 paid out in 2025.

<sup>4</sup> Related to LTI 2022/2024 vesting in 2025 with 114 910 shares (excluding shares related to dividend compensation).

## SHARE-BASED REMUNERATION

### *Outstanding share-related and share price-related incentive plans*

Since 2019, the Annual General Meeting has resolved on long-term incentive programs (of relevance to this report LTI 2022/2024, LTI 2023/2025, LTI 2024/2026 and LTI 2025/2027, together the “LTI Programs”). The LTI Programs allow a maximum of approximately 90 key employees within Securitas to participate, including the President and CEO and other members of Group Management.

The outcome of LTI 2022/2024 is based on the annual development of Securitas’ earnings per share. The outcome of LTI 2023/2025 is based on the development of Securitas’ operating margin. LTI 2024/2026 and LTI 2025/2027 are based on both the development of Securitas’ operating margin and the reduction of Securitas’ greenhouse gas emissions. The LTI Programs are conditional upon the participant’s own investment and holding periods of several years. For every Securitas series B share purchased or nominated within the scope of the LTI Programs, the company will grant so called performance awards free of charge. The number of performance awards that will entitle participants to receive series B shares in the company depends on the fulfilment of the performance conditions in each LTI Program, compared to minimum and maximum target levels as defined by the Board of Directors, during the measurement period (a three-year period,

January 1 year 1–December 31 year 3, for each of the programs). The outcome of LTI 2022/2024 is calculated yearly, whereby one third of the performance awards is measured against the outcome for the first year, one third is measured against the outcome for the second year and one third is measured against the outcome for the third year. The outcome of LTI 2023/2025, LTI 2024/2026 and LTI 2025/2027 is based on a three-year measurement period. If none of the minimum levels for the performance conditions are met, each performance award will entitle participants to receive zero series B shares, whereas if the maximum level is reached, each performance award will entitle participants to receive one series B share. If the outcome falls between the minimum level and the maximum level, participants’ entitlement to series B shares will be calculated linearly between zero and one series B share per performance award.

The participants are divided in three categories and will be granted five (President and CEO), four (Group Management) or three (other participants) performance awards for each nominated share. The LTI Programs have been resolved by the general meeting and are therefore excluded from the remuneration guidelines.

More information on Securitas’ incentive plans is available on Securitas’ website securitas.com, section About us – Corporate Governance – Remuneration to Group Management.

Under LTI 2023/2025, LTI 2024/2026 and LTI 2025/2027, the President and CEO has received performance awards, with the corresponding maximum number of series B shares, detailed in Table 3.

Following the rights issue that was completed in October 2022, a recalculation of the maximum number of performance awards under LTI 2022/2024 has been carried out in accordance with the terms and conditions of the LTI Programs. The below table set out the number series B shares awarded/vested etc. as applicable, on the basis of the fulfilment of the performance conditions.

### APPLICATION OF PERFORMANCE CRITERIA

Short-term as well as long-term incentives for the President and CEO include clearly measurable performance-based targets that aim for long-term profitability of the Group. The performance targets that are required to achieve maximum bonus are based on development of real change in earnings per share adjusted for items affecting comparability, operating margin and reduction of Securitas’ greenhouse gas emissions.

**Table 2 Share award plans (President and CEO) – Yearly Performance Measurement**

Main conditions						Information regarding the reported financial year <sup>1</sup>					
						Opening balance	During the year			Closing balance	
Name	Name of plan	Performance period	Share award date	Share vesting date	End of retention period <sup>2</sup>	Shares held at beginning of year	Shares awarded 2025	Shares vested 2025	Subject to performance condition	Awarded and unvested at year-end	Subject to retention period
Magnus Ahlqvist (President and CEO)	LTI 2022/2024 <sup>3</sup>	2022	2023-02-07	2025-06-04	Vesting date	39 275	0	39 275	0	0	0
		2023	2024-02-06	2025-06-04	Vesting date	25 379	0	25 379	0	0	0
		2024	2025-02-05	2025-06-04	Vesting date	50 256	0	50 256	0	0	0
<b>TOTAL</b>		<b>2022–2024</b>	<b>Multiple</b>	<b>2025-06-04</b>	<b>Vesting date</b>	<b>114 910</b>	<b>0</b>	<b>114 910</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>1</sup> Personally invested shares, in which the President and CEO has invested to become eligible to participate in the plans, are not included in the table. Shares that compensate for dividends on the awarded shares during the vesting period are excluded.

<sup>2</sup> End of retention period coincides with vesting date.

<sup>3</sup> Under LTI 2022/2024 the President and CEO has received so called performance awards corresponding to a maximum of 125 370 series B shares, subject to performance conditions. Following the rights issue a recalculation was carried out with a factor of 1.2025814 resulting in a maximum potential of 150 767 series B shares.

**Table 3 Share award plans (President and CEO) – Multiple-year Performance Measurement**

Main conditions						Information regarding the reported financial year <sup>1</sup>					
						Opening balance	During the year			Closing balance	
Name	Name of plan	Performance period	Award date	Share vesting date	End of retention period <sup>2</sup>	Share awards held at beginning of year	Awarded 2025	Vested 2025	Subject to performance condition	Awarded and unvested at year-end	Subject to retention period
Magnus Ahlqvist (President and CEO)	LTI 2023/2025 <sup>3</sup>	2023–2025	2023-06-08	2026-06-08	Vesting date	156 975 <sup>5</sup>	0	0	0	145 987	0
	LTI 2024/2026 <sup>3</sup>	2024–2026	2024-06-11	2027-06-11	Vesting date	129 896 <sup>5</sup>	0	0	129 896	129 896	0
	LTI 2025/2027 <sup>3</sup>	2025–2027	2025-06-13	To be determined <sup>4</sup>	Vesting date	0	104 055 <sup>5</sup>	0	104 055	104 055	0
<b>TOTAL</b>						<b>286 871</b>	<b>104 055</b>	<b>0</b>	<b>233 951</b>	<b>379 938</b>	<b>0</b>

<sup>1</sup> Personally invested shares, in which the President and CEO has invested to become eligible to participate in the plans, are not included in the table. Shares that compensate for dividends on the awarded shares during the vesting period are excluded.

<sup>2</sup> End of retention period coincides with vesting date.

<sup>3</sup> Under LTI 2023/2025 the President and CEO has received performance awards corresponding to a maximum of 156 975 series B shares, subject to performance conditions. The award for the programme in its entirety was in total 145 987 shares corresponding to a measured performance of 93%.

Under LTI 2024/2026 the President and CEO has received performance awards corresponding to a maximum of 129 896 series B shares, subject to performance conditions.

Under LTI 2025/2027 the President and CEO has received performance awards corresponding to a maximum of 104 055 series B shares, subject to performance conditions.

<sup>4</sup> The vesting date for LTI 2025/2027 corresponds to the day after the day on which Securitas' full year report January–December 2027 is released.

<sup>5</sup> Fair value according to IFRS 2 LTI 2023/2025 KSEK 13 500, LTI 2024/2026 KSEK 14 100 and LTI 2025/2027 KSEK 14 812, based on the closing price for series B shares on May 5, 2023, May 10, 2024 and May 12, 2025 respectively.

**Table 4** Performance of the President and CEO in the reported financial year: variable cash compensation

Name	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	Measured performance	Actual award KSEK
Magnus Ahlqvist (President and CEO)	Real change in Earnings Per Share adjusted for Items Affecting Comparability. Target 2–12% real change.	100%	100%	19 750

**Table 5** Performance of the President and CEO in the reported financial year: share based incentives

Name	Name of plan	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	Measured performance		Actual award KSEK <sup>1</sup>
Magnus Ahlqvist (President and CEO)	LTI 2023/2025	Operating margin (operating income before amortization as percent of total sales).	100%	93%		12 555
	LTI 2024/2026	Operating margin (operating income before amortization as percent of total sales).	90%	To be determined at year-end 2026	To be determined at year-end 2026	
	LTI 2024/2026	Reduction of Securitas' greenhouse gas emissions.	10%	To be determined at year-end 2026	To be determined at year-end 2026	
	LTI 2025/2027	Operating margin (operating income before amortization as percent of total sales).	90%	To be determined at year-end 2027	To be determined at year-end 2027	
	LTI 2025/2027	Reduction of Securitas' greenhouse gas emissions.	10%	To be determined at year-end 2027	To be determined at year-end 2027	

<sup>1</sup> LTI 2023/2025 has a three-year measurement period (2023–2025) with a maximum of 156 975 shares that can be awarded with a fair value according to IFRS 2 determined on May 5, 2023, at SEK 86.00 per share. The award for the programme in its entirety was in total 145 987 shares.  
LTI 2024/2026 has a three-year measurement period (2024–2026) with a maximum of 129 896 shares that can be awarded with a fair value according to IFRS 2 determined on May 10, 2024, at SEK 108.55 per share.  
LTI 2025/2027 has a three-year measurement period (2025–2027) with a maximum of 104 055 shares that can be awarded with a fair value according to IFRS 2 determined on May 12, 2025, at SEK 142.35 per share.

**Table 6** Change of remuneration and company performance for the recent reported financial years (KSEK)

KSEK	2025	2024	2023	2022	2021
Magnus Ahlqvist (President and CEO), KSEK	52 353 (+23%)	42 432 (–6%)	45 075 (+12%)	40 225 (+84%)	21 865 (–16%)
Group Operating income, real change %	11	11	24	22	28
Group Operating Margin, %	7.4	6.9	6.5	6.0	5.6
Group EPS, real change % – adjusted for rights issue (comparable number of shares)	10	306	–74	21	37
Group EPS adjusted for IAC, real change % also adjusted for rights issue (comparable number of shares)	18	15	5	17	37
Average remuneration full time equivalent basis for employees of the parent company, KSEK <sup>1</sup>	1 921 (+15%)	1 740 (+2%)	1 782 (+6%)	1 798 (+31%)	1 443 (+1%)

<sup>1</sup> Full time equivalents disclosed for each year is based on salary plus benefits, pension and variable salary. Members of Group Management employed by the Parent Company have been excluded.  
The change year-over-year as a percentage is based on an equivalent that is adjusted to be comparable in terms of the workforce composition for both the actual year and the comparative and will thus differ from the amount stated for the average remuneration in the table for the previous year in order to eliminate changes in the average remuneration that would otherwise result.

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