



Welcome to Securitas
Capital Markets Day

The trusted partner in intelligence-led security

June 16, 2026



Today's team and topics

08:30

The trusted partner in intelligence-led security

Magnus Ahlqvist



Intelligence-led safety and security

Matt Ellis and Jonas Florvik



Innovation and AI-powered security

Serdar Ince



Winning with clients

Brian Riis Nielsen



Q&A session 1

Break and demos

Threat and risk intelligence

Michael Evans

End-to-end digitalization

Lauren Castellano



From strong fundamentals to scalable profitable growth

Matteo Dall'Ora



Q&A session 2 and closing remarks

12:15

End of session and networking

Additional participants

Here today and participating in Q&A session 2

Tony Byerly

Global President, Securitas Technology



Jorge Couto

Divisional President, Securitas North America



Henrik Zetterberg

Divisional President, Securitas Europe





Disclaimer

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We have gone through major transformation...

1 Securitas Technology established

- ✓ Completed Stanley integration and synergies
- ✓ We have built a world-leading Technology business

2 Stronger leadership

- ✓ >90% of leaders changed in top 18 units since 2019
- ✓ Common leadership framework
- ✓ Performance-based incentives

3 A sharper Securitas with a high-quality portfolio

- ✓ Higher quality-guarding business
- ✓ BSEK 12 worth of business divested or closed

4 A modern digital backbone to build on

- ✓ 200 000 client sites digitalized
- ✓ AI capabilities
- ✓ One global CRM



...creating a client-centric and more profitable Securitas – delivering on our 8% margin target



Stronger financial position

8.2%

Q4 2025 adjusted operating margin

88%

FY cash flow from operating income

2.1

Net debt to EBITDA-ratio

Stronger client partnerships

90%

Client retention

BSEK 1

Recurring monthly revenue





Now ready for the next phase towards 2030: ambitious targets to accelerate value creation

Profitable growth

10%

EPS growth¹

Cash flow

80-90%

Operating cash flow²

Capital structure

<2.5x

Net debt/EBITDA³

Dividend policy

50-60%

of net income⁴

1) Average annual real growth of EPS excluding IAC of 10% over a business cycle.

2) Average operating cash flow of 80-90% of operating income before amortization.

3) Net debt to EBITDA, adjusted for IAC, below 2.5x.

4) A dividend of 50-60% of annual net income over a business cycle.



**What brought us here
will not take us there**





The next five years will be more transformative than the last 25...



Geopolitical, environmental,
and economic shifts



Technology and automation



Artificial intelligence



...and AI is reshaping the security value chain

Security program design optimization

...in design

Improved detection, verification and contextualization

Smarter prioritization, and response allocation

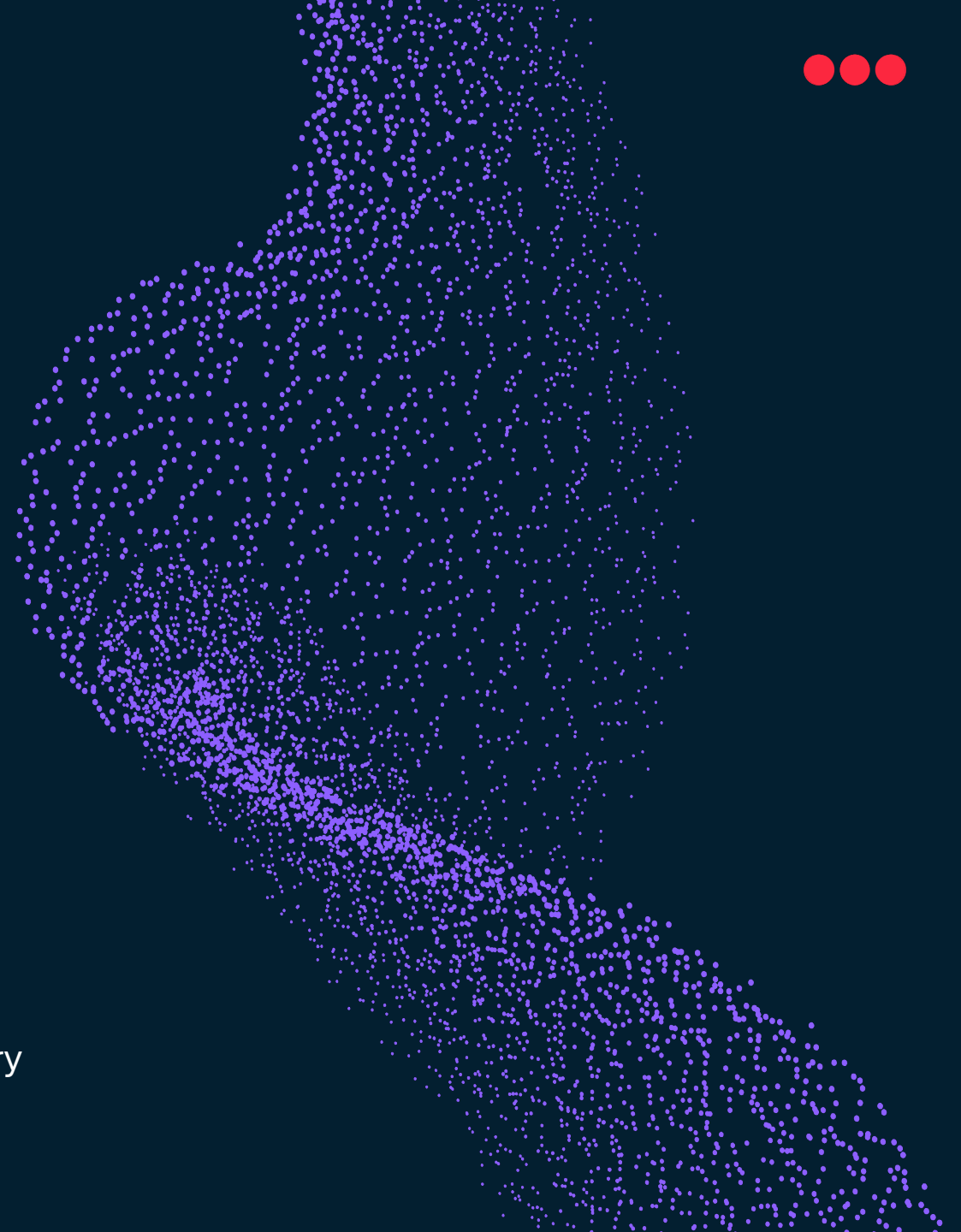
...detection

Empower front-line staff with intelligence and new technology

SOC operator productivity, case handling and reporting

Smart dispatch, scheduling and operational planning

...and delivery



Client needs are evolving fast and becoming increasingly complex, and their expectations are rising



Clients want to leverage AI, data, technology more effectively



Clients face more complex risk landscapes and security ecosystems

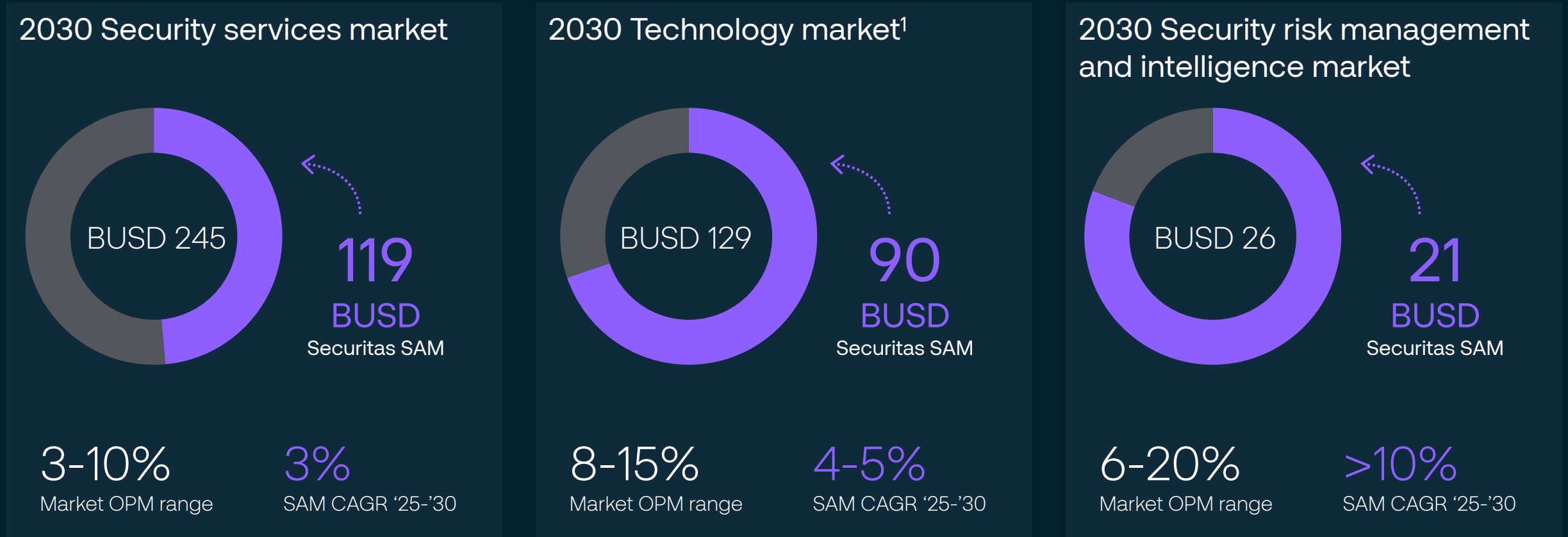


The pressure on quality and value for money is high



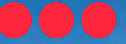


Our total Serviceable Available Market (SAM) is estimated to grow from BUSD 180 in 2025 to BUSD 230 in 2030



Source: Securitas' market research; numbers to be seen as indicative.

1) Includes Systems Integration (Installation, Maintenance) and all Remote Services, excluding Systems OEM.



Taking market leadership as the trusted partner in intelligence-led security



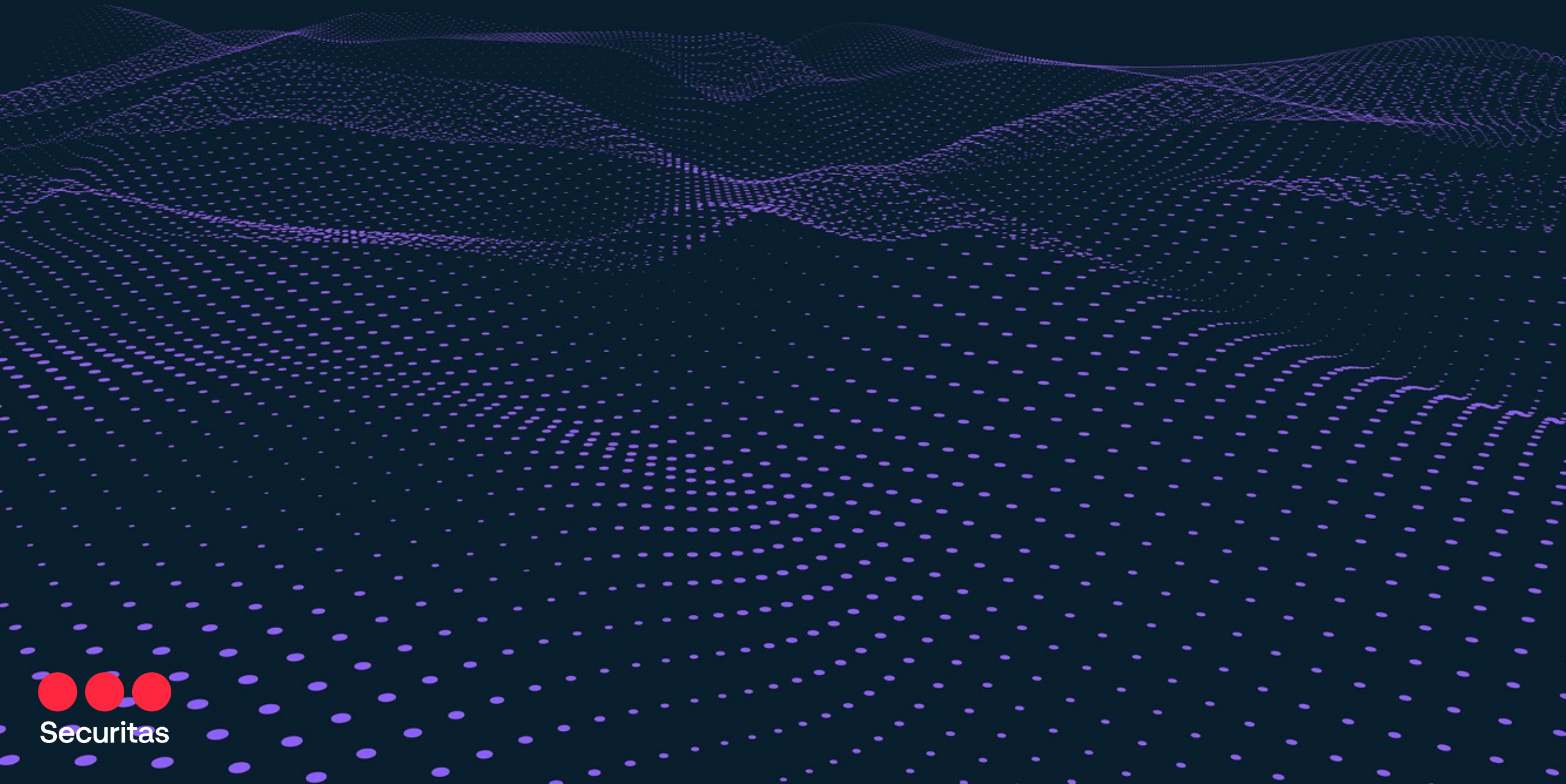


Fully integrated, intelligence-led security

We take ownership of how to
build, run, and optimize security



Video: Intelligence-led security



Securitas



By combining our **three specializations in one integrated model**, we offer a unique market proposition for clients seeking improved risk reduction and fewer interfaces...





...providing client specific solutions through single service, multi-services, and integrated services – all driving growth as a trusted strategic partner

Single service

Each specialization has a distinct offering, sold and delivered on its own to meet specific client needs

Multi-services

Clients can access a broader set of capabilities across Securitas, creating opportunities for cross- and up-sales

Integrated services

Capabilities from all specializations can be combined into one coordinated delivery



Scaling growth through more recurring and predictable revenues

As our technology footprint expands, we increase the share of recurring and predictable revenue, strengthening both scalability and quality of earnings

Monitoring and remote services

Recurring revenue from remote monitoring, alarm response, and connected security services

Digital and packaged services

Software-enabled services including packaged client solutions, intelligence-led offerings and SaaS

Technology service contracts

Maintenance, service, and support linked to installed technology

BSEK 1

Recurring monthly revenue



Realizing our strategy to be the trusted partner in intelligence-led security

Intelligence-led security

Clients need proactive security as risks and needs change faster. We turn intelligence into actions, improving outcomes and client value.



Matt Ellis
President Security Risk Management



Jonas Florvik
VP Securitas Risk Intelligence



Serdar Ince
Global SVP Innovation and AI Technology

Innovation

Digital platforms and AI enhance human expertise, enable scalable operations, and increased client benefit.

Winning with clients

High-quality delivery builds trust, enabling growth across services into integrated, higher-value solutions.



Brian Riis Nielsen
President Global Clients

Profitable growth

With stability and increased profitability, our next phase is profitable growth, delivering attractive shareholder value.



Matteo Dall'Ora
Chief Financial Officer



By integrating presence, technology, and data, we are creating a competitive advantage in delivering end-to-end intelligence-led security

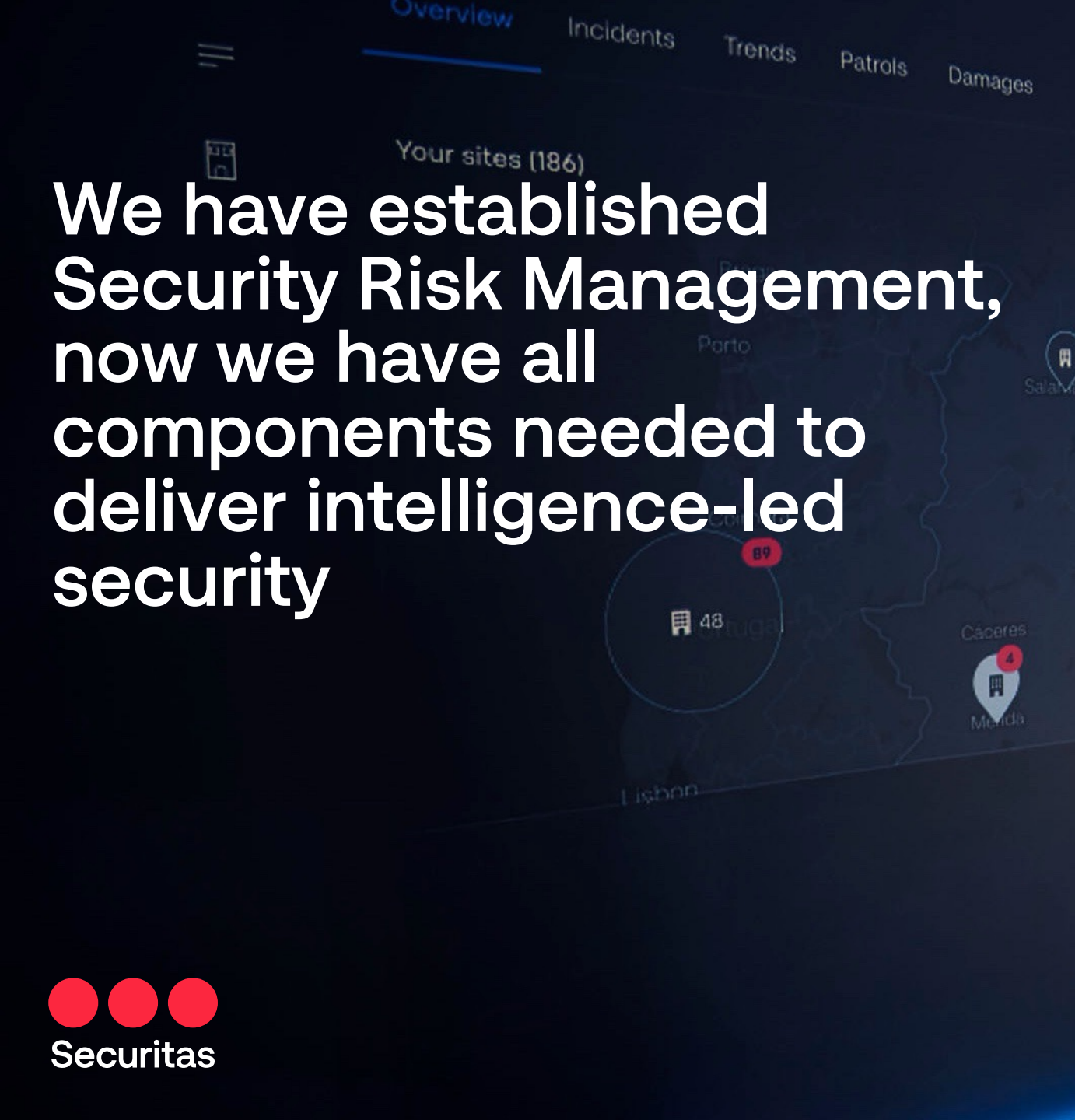




Intelligence-led safety and security



The image shows three computer monitors displaying data dashboards. The left monitor is titled "Officer Report Insights" and features a world map with a location pin over the United Kingdom. The middle monitor is titled "Historical event pattern" and shows a bar chart with a peak labeled "Wednesday 27/09". The right monitor is titled "Intelligence Briefs" and contains several rows of text-based information, likely news or incident reports, with "VIEW" buttons next to each entry.



We have established Security Risk Management, now we have all components needed to deliver intelligence-led security



Matt Ellis

President Security Risk Management

Before joining Securitas, Matt led global corporate security at Amazon after senior regional roles at WeWork and Cameron/OneSubsea, following private-practice investigations and earlier service as a commissioned British Army officer.



Jonas Florvik

VP Securitas Risk Intelligence

Jonas was previously VP Intelligent Services at Securitas, driving global digital platform development and AI initiatives. Previously he was Director, Digital Solutions R&D at Husqvarna Group, and previous roles at Husqvarna, Saab, and CGI.



Intelligence-led security integrates risk management practices in the security value chain, enabling output-based solutions





Security Risk Management brings together risk intelligence and advisory services to help clients prepare, monitor, and act as threats evolve



liferaft

Cloud-based OSINT and threat-intelligence SaaS that scales monitoring, alerts, and investigations across people, places, and events



Securitas Risk Intelligence

24/7 analyst-led intelligence that curates global signals into actionable insights, supporting faster risk-based decisions and program optimization



PINKERTON[®]

Global risk advisory and protective services with high-touch investigations, advisory, and embedded expertise that turns intelligence into execution and outcomes



Securitas Risk intelligence helps clients navigate in the new operational reality...

- Globalization and accelerated pace of development
- Security threats go beyond borders 24/7/365
- Global events with local impact
- Endless data-points to harness
- Existing, emerging, and new threats

Global intelligence partner, operating 24/7, 365 days a year with analysts around the globe





...preventing targeted direct-action sabotage...



MUSD 10 disruption mitigated



...and securing the world's largest folk festival, Oktoberfest, with intelligence-led security



1 Preparation

- Pre-event threat assessment
- Updated assessment shared with staff and local authorities each morning
- Potential changes made in daily security plan, based on risk intelligence

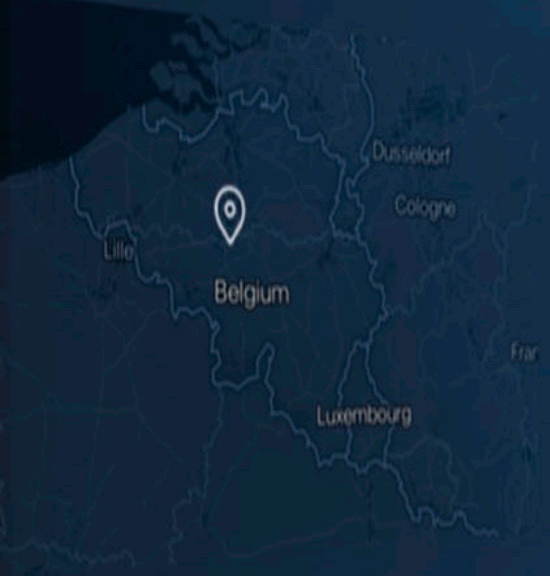
2 Live threat monitoring

- Live threat monitoring via Risk Intelligence Alerting
- Daily summaries via Risk Intelligence Advisory
- Visitor screening on demand via Risk Intelligence Ad-hoc reporting

3 Dynamic guarding

- Daily resource reallocation planning
- Security officers augmented with technology
- Security officers instructed to take action based on intelligence received

SECURITY INFRASTRUCTURE & INDUSTRIAL



| | |
|---------------------|--------------------|
| Location | |
| Coordinates | 50.83877, 4.375047 |
| Country | Belgium |
| State | |
| City / Location | Brussels |
| Threat / Risk level | |
| Threat Level | 3 - Moderate |



Mérida office ● New critical incidents

Address or GPS coordinates

[Buttons for map interaction]



We are uniquely positioned to deliver intelligence-led solutions at scale



Thousands of people in many locations, changing risks, thousands of cameras and millions of alerts

Welcome to the daily life of an overwhelmed security manager

AI-powered security – providing better safety and security at scale



Dr. Serdar Ince
Global SVP Innovation and AI
Securitas Technology

Serdar is a technology leader with experience spanning research, software engineering, digital transformation, and product management. Previously held research and leadership roles in the United States and Europe, including positions at Securitas, Tyco Security Products, Boston University, IntelliVid, and Mitsubishi Electric Research Laboratories. Serdar holds a Ph.D. in electrical engineering from Boston University.



Technology extends human reach and enhances security

- Prevent
- Detect
- Interpret
- Act
- Report





Global Technology Outlook Report

- The industry's most comprehensive technology trend analysis
- Compilation of insights from clients, market research, tech partners, leading technologists and internal experts
- Emerging technologies, their relevance and value to our industry and action plans for end-users



The AI opportunity – for our clients and us

Data



Intelligence



Human



Our differentiating capabilities

- 1 System integration for data
- 2 Incorporate AI into new and current installations

Our goal

Scalable operations that provide better security and safety

AI in video monitoring

Generative AI is about to unlock the next level in video monitoring by providing additional context for the human in the loop





Illustration – evolution of AI capabilities





Illustration – evolution of AI capabilities



Motion
detection

«Motion detected»



Illustration – evolution of AI capabilities



Motion
detection

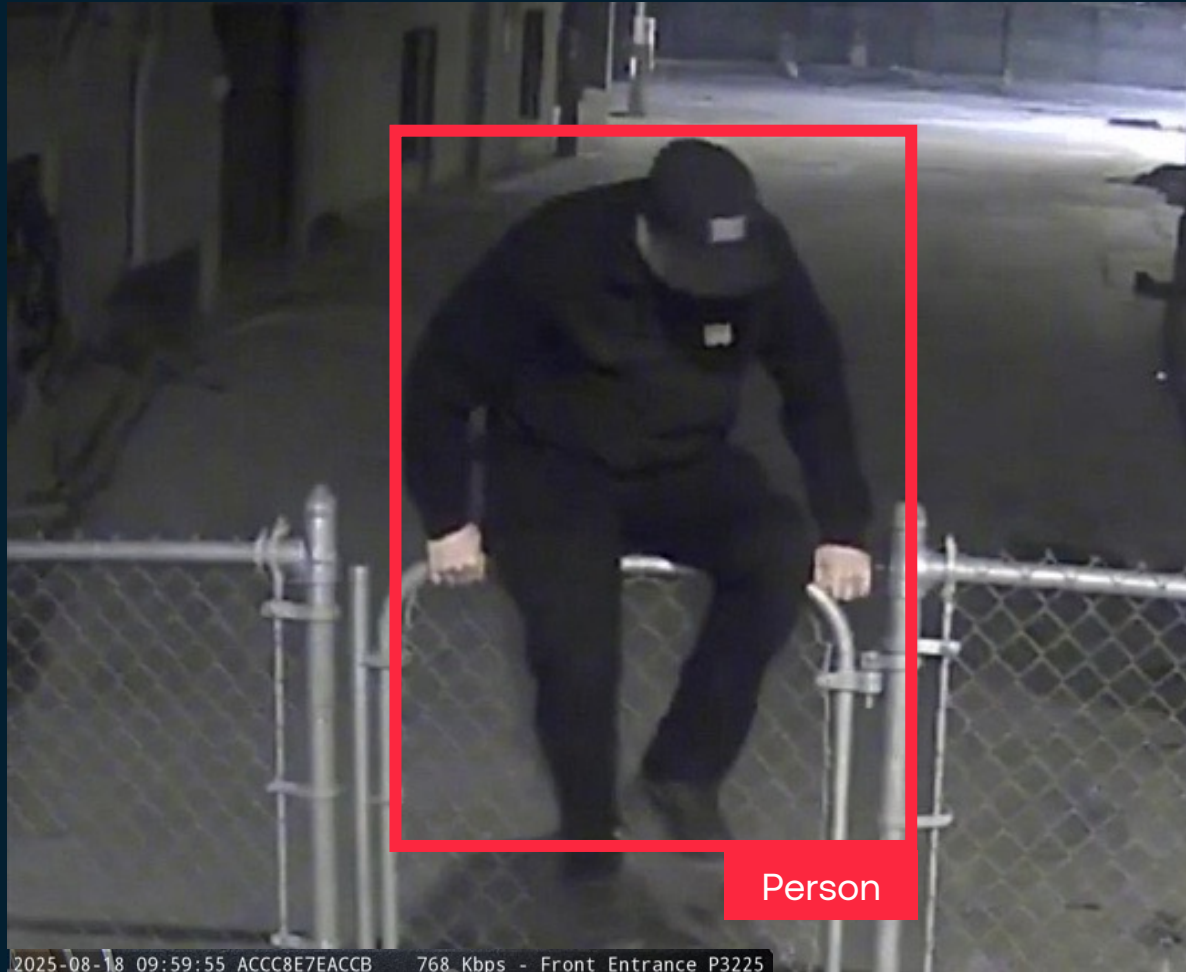
«Motion detected»

Object
detection

«An object detected»



Illustration – evolution of AI capabilities



Motion
detection

«Motion detected»

Object
detection

«An object detected»

Object
classification

«A person detected»



Illustration – evolution of AI capabilities



2025-08-18 09:59:55 ACCC8E7EACCB 768_Kbps - Front Entrance P3225

Motion detection

«Motion detected»

Object detection

«An object detected»

Object classification

«A person detected»

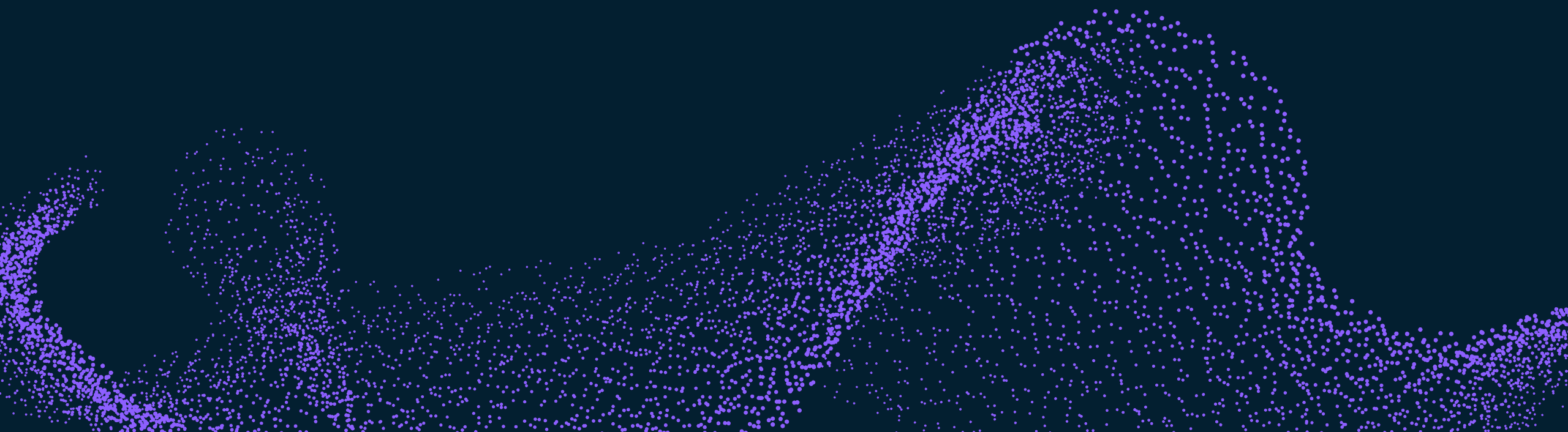
Contextual awareness

«A person in dark clothing and wearing a cap is seen climbing over a chain-link fence indicating suspicious behavior and unauthorized entry»

Generative AI helps us understand the context



client problems and solutions leveraging AI



Problem 1

“I receive thousands of access control alarms every day.

How do I focus only on real risks?”

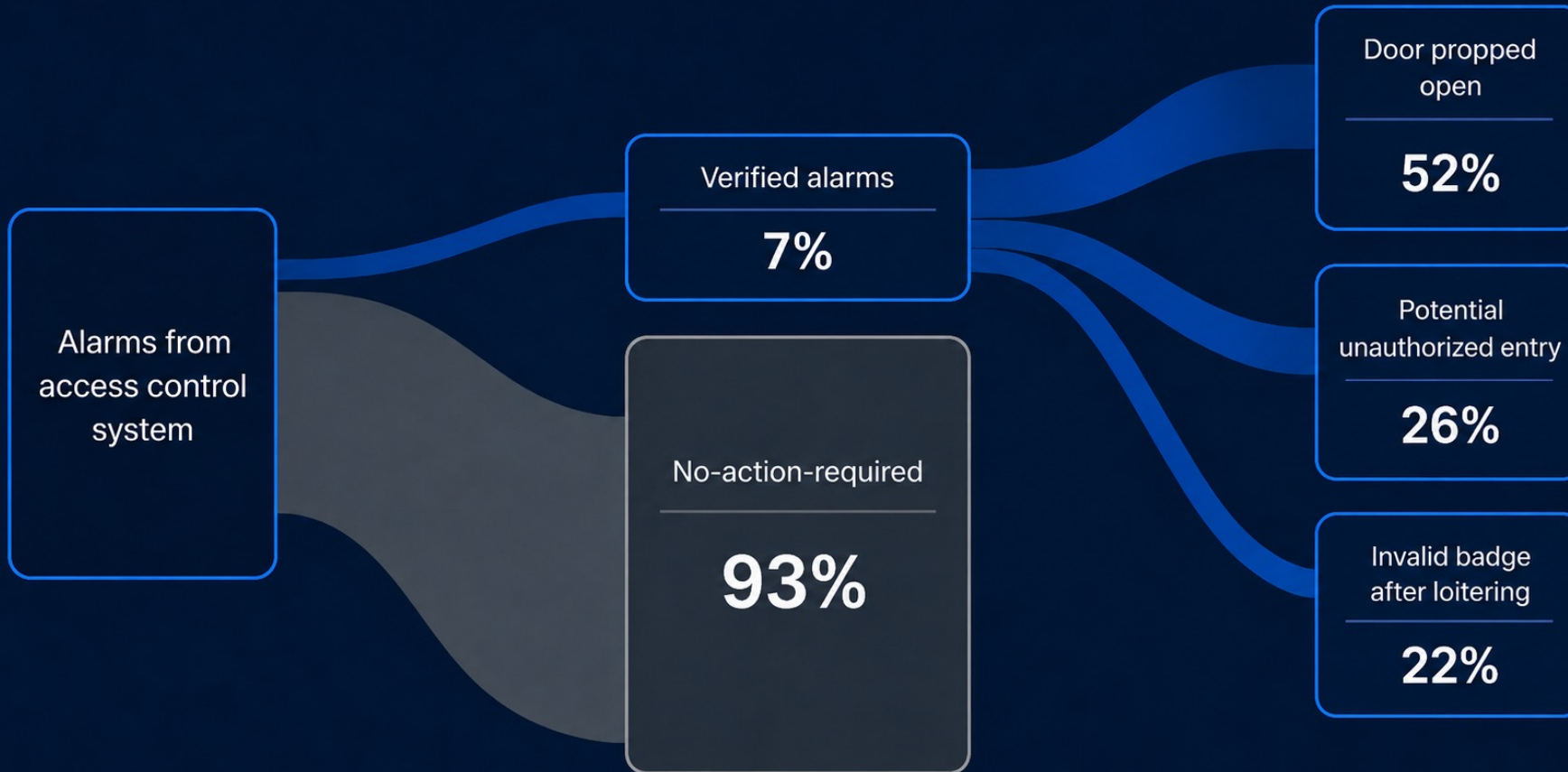




Solution 1

✓ Available today

AI inspects the video of the alarm before escalating



93%

reduction in workload

Problem 2

“Can the system automatically detect and alert me to common security risks?”





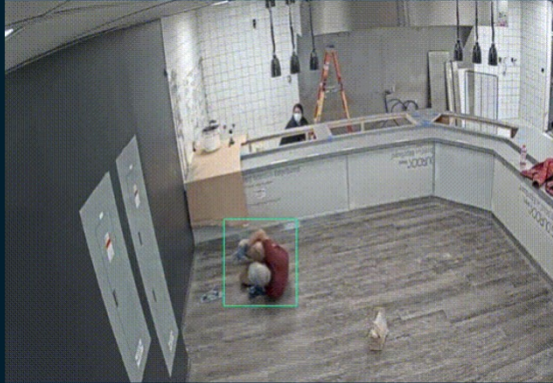
Solution 2

Purpose-built AI model continuously monitors the cameras

✓ Available today



Person brandishing a firearm



Person fallen down



Person jumping a fence



Sudden egress/ingress



People fighting/assault



Smoke/fire



Crowd forming

Problem 3

“I need to monitor specific risks in my cameras; can I define what to look for?”





Solution 3

✓ Available today

AI takes a photo of the event, inspects against the question

User defined question

Is there anyone wearing a balaclava or a ski mask?

Alert

A person is wearing a balaclava or ski mask covering their face while walking through the hallway



Problem 4

“I do not have enough people or cameras to patrol my site.

How can I monitor everywhere effectively?”



Solution 4

Autonomous robot inspects and flags objects along the patrol route



✓ Available today

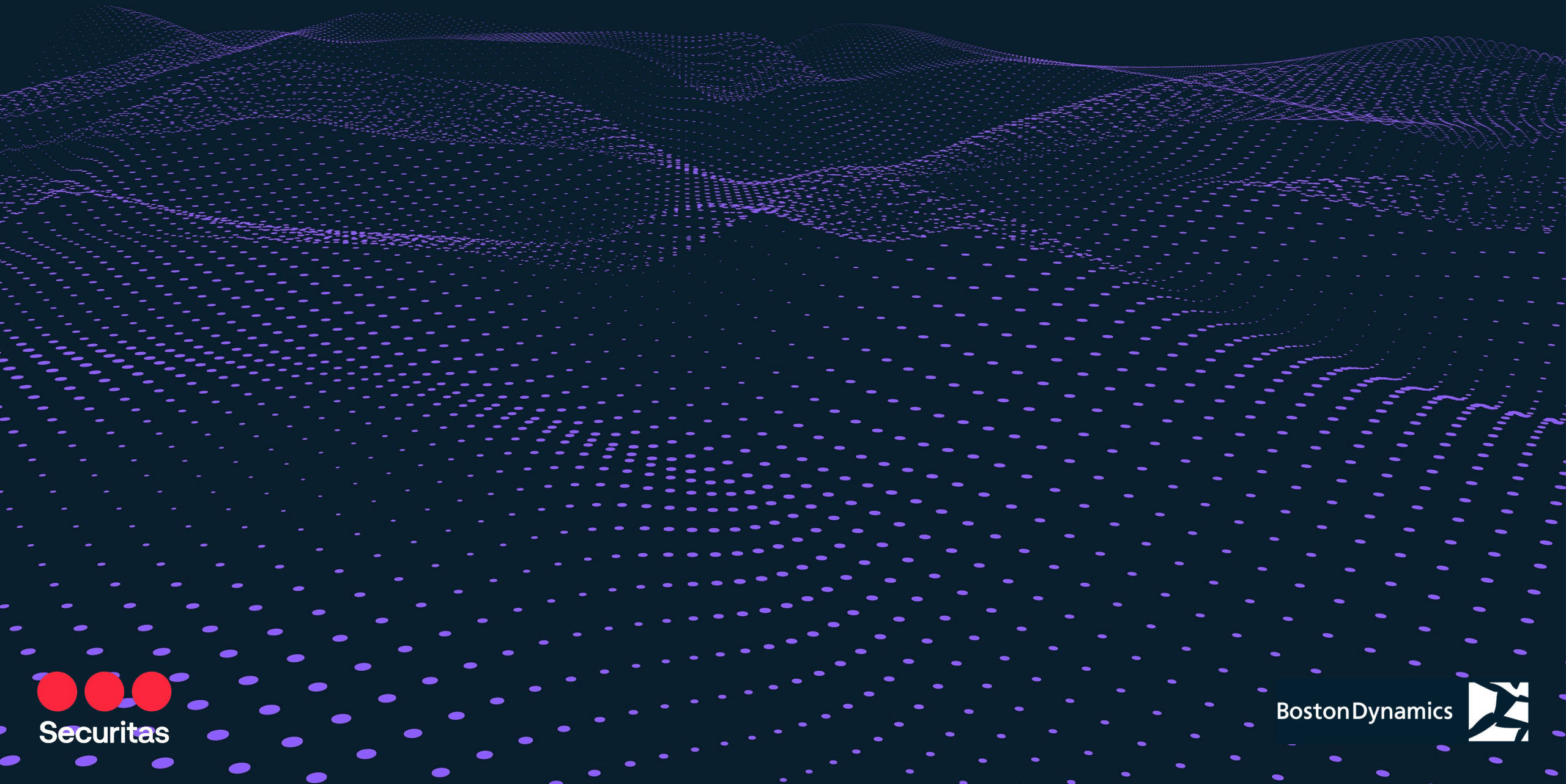
Boston Dynamics



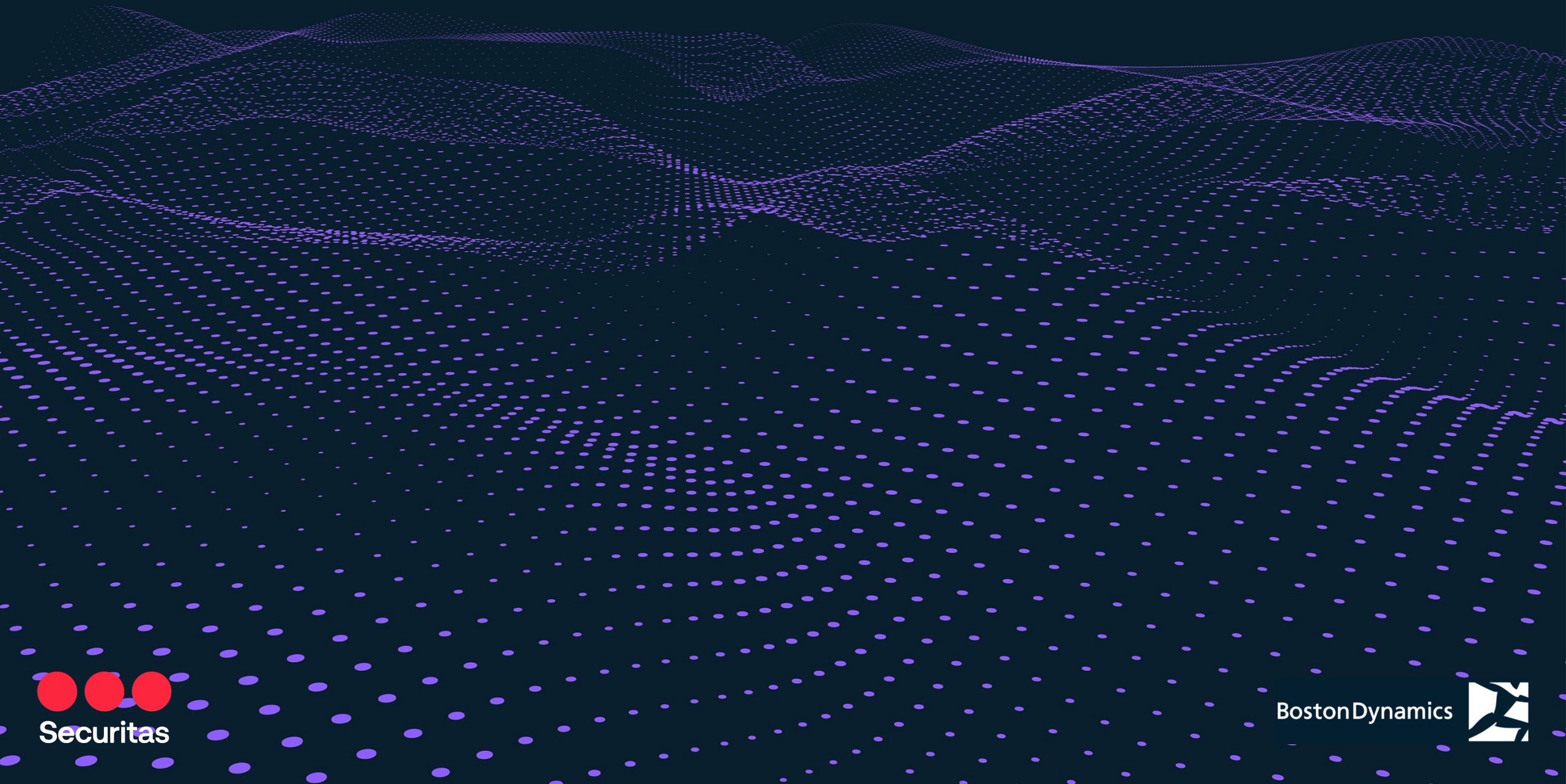
⚡ In development



Video: The world from the eyes of the robot



Video: AI detects objects and people on the patrol route





We are transforming video monitoring with AI

Manual, human-dependent process



Automation supported, human-in-the-loop process

Evidence-collection tool



A tool to help prevent incidents



One last problem!

“How can I use these solutions without replacing existing cameras?”





We can enhance and optimize existing installations through AI
– increasing client value and recurring revenue



We utilize existing equipment



We leverage cloud, as necessary



We offer remote monitoring and other recurring services



Future vision

A day in the life of a
future security manager





Future concept

- ✓ Continuous risk awareness in a digital twin
- ✓ From thousands of signals to one decision-ready risk score
- ✓ Real time visibility in digital twin with context-aware processing of signals and risk simulations





Future concept


- ✓ Security co-pilot
- ✓ The operator is no longer alone
- ✓ Incident summary in real time and providing recommended actions as well as tracking resolution status

Co-pilot

Threat level: High
Confidence: 91%

2025-05-22 00:42:31

● LIVE



Incident Timeline

- Suspect entered facility — 5 min ago
- Lock tampering detected — 4 min ago
- Unauthorized access confirmed — 3 min ago
- Movement toward restricted zone — now

AI Recommendations

- 🛡️
Escalate to police
➤
- 🚁
Deploy drone to Zone A
➤
- 🔒
Lock Zone A
➤
- 👤
Notify nearest guard
➤

Response Status

- ✔️
Guard notified
00:41
- 🕒
Drone standby
Standby
- 🔒
Zone lockdown ready
Ready



**AI-powered security
separates the signal
from the noise.**

**The security manager,
once overwhelmed,
can now concentrate
only on what matters.**



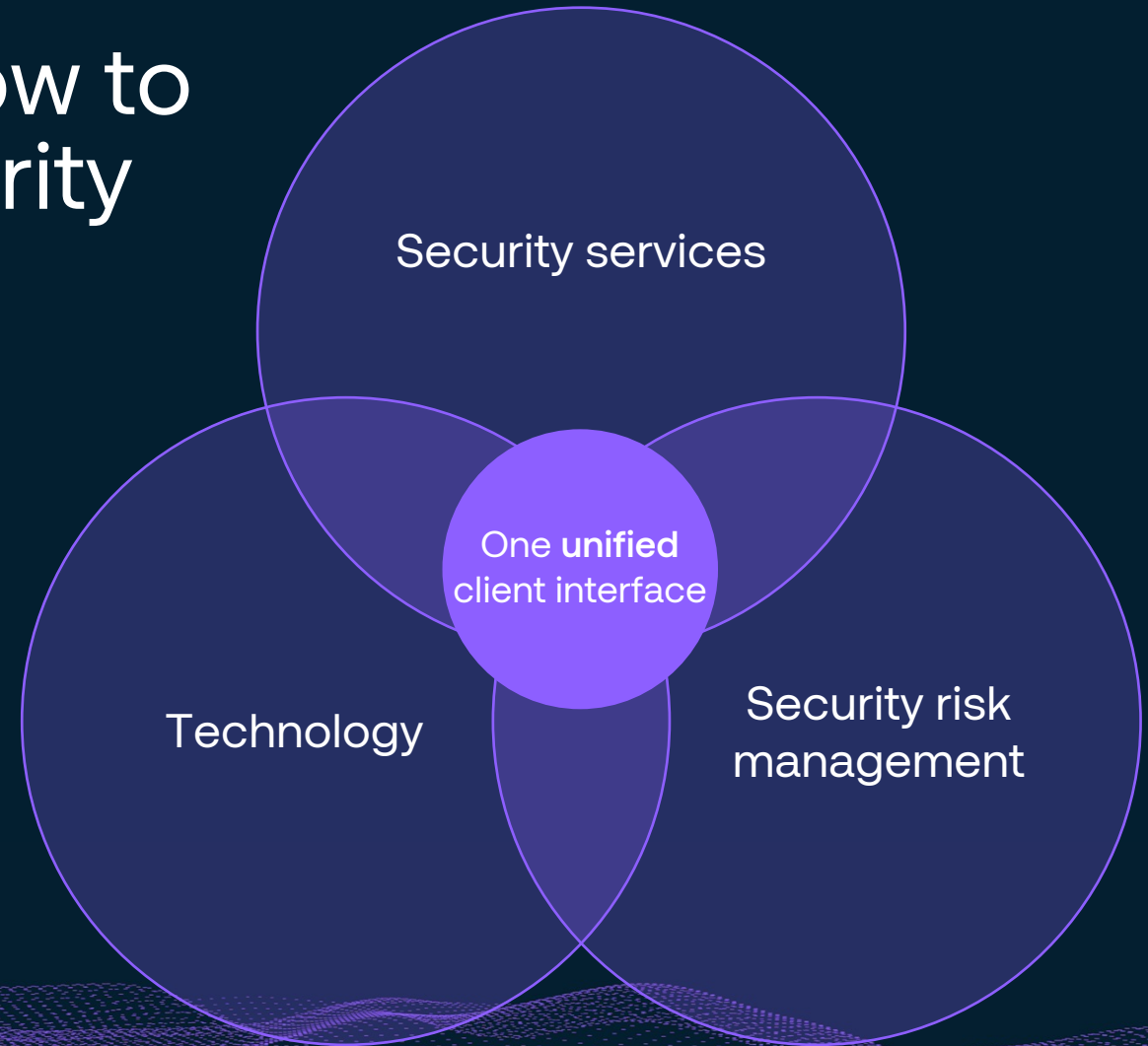


Well positioned to lead AI-powered security

- Presence
- Integration capabilities
- Scale



We have the capability now to integrate AI into real security workflows and deliver intelligence-led security



Winning with clients – profitable growth today and tomorrow



Brian Riis Nielsen

President Global Clients

Brian joined Securitas in 2002 and has previously held positions as Country President, Securitas Denmark, and UK. Before joining Securitas, he spent 15 years in the insurance and security industry.



Global Clients – superior growth since 2020

CAGR 13%

2.5x market growth 2020-2025

20%

Share of Group sales

>30%

Data center vertical CAGR 2020-2025

>95%

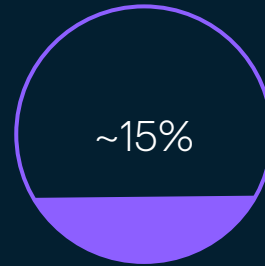
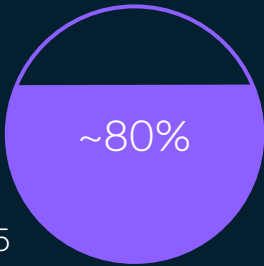
Client retention





A repeatable model for developing single-service clients into multi- and integrated security partnerships...

Global Clients revenue split 2025



Single service

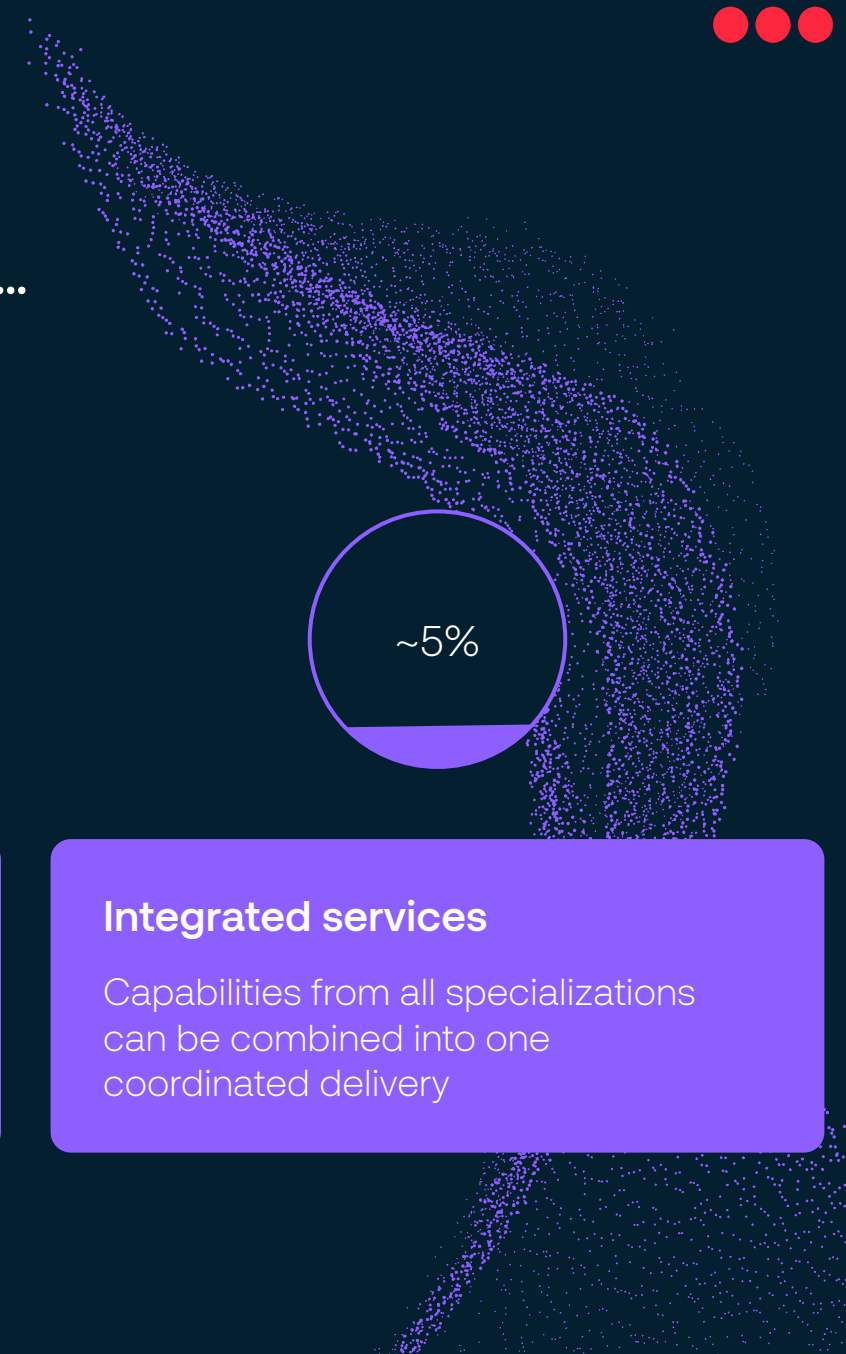
Each specialization has a distinct offering, sold and delivered on its own to meet specific client needs

Multi-services

Clients can access a broader set of capabilities across Securitas, creating opportunities for cross- and up-sales

Integrated services

Capabilities from all specializations can be combined into one coordinated delivery



...based on superior quality to drive profitable growth

Single service

Multi-service

Integrated services

- 1 Consistent superior quality with deep client specialization
- 2 Higher caliber people, better trained and higher paid
- 3 Digitalized operation with increased automation and efficiency

Global Clients
2020-2025

- Guarding growth BSEK 12 (+75%) and ~300 bps margin improvement
- Global market leader in Industries with high standards and complexity
- Significant higher client and staff retention than industry average





Efficient commercial orchestration accelerates profitable growth

Single service

Multi-service

Integrated services

- 1 Specialized commercial teams with structured collaboration
- 2 Incentivizing cross- and upsell between specializations
- 3 Data and intelligence-led consultative client engagements

Global Clients
2022-2025

- From 3% to 20% technology share of profit
- From 0% to 15% global clients buying from all specializations
- Driven by innovation and efficiency programs in new global contracts





Increased client demand for integrated services – driven by AI

Single service

Multi-service

Integrated services

“Security is no longer just foundational. It has become a true business enabler modernizing our physical security operation centers, how we do screening at site level ... all of that we have modernized in close partnership with Securitas.

No other partner in the industry can deliver the scale, scope and complexity that we ask of Securitas.”

Christian Cook, Partner Microsoft
Datacenter Physical Security



“With Securitas’ intelligence-led strategy and the new Security Risk Management unit you are the only company we can partner with to drive transformation with us.”

CSO, New Global Tech client

“We want to leverage Securitas to shape – and effectively define – the future security model, using AI-led convergence to drastically reduce cost, complexity, and risk.”

CSO, New Global Pharma client



Winning with clients

Superior quality with
digitalized client specialization

+

Strong incentivized
commercial orchestration

+

Security Risk Management
and AI capabilities

=

**We are uniquely positioned to win
market share locally and globally**



Q&A



Breakouts and live demos in the Forum

Demos schedule

| | Group 1 and 2 | Group 3 and 4 |
|--------|---------------|---------------|
| 30 min | Demos | Break |
| 30 min | Break | Demos |

The Capital Markets Day starts again in 60 min



Threat and risk intelligence

Michael Evans

Director Risk Intelligence Center



End-to-end digitalization

Lauren Castellano

VP, Product Management and Innovation



From strong fundamentals to scalable profitable growth



Matteo Dall'Ora

Group CFO

Prior to joining Securitas, Matteo served as Head of Europe for the Industrial segment at ASSA ABLOY. He has held previous positions as Senior Vice President and CFO for ASSA ABLOY's EMEIA division, and several management roles at Atlas Copco, including Vice President of Business Control for the service division.



Looking back, we delivered a strong set of financial fundamentals in 2025

16%

Return on capital employed
(from 10% in 2022)

BSEK 6.8

Free cash flow
(from BSEK 3.4 in 2022)

82%

36 of 44 markets with >0.5% improved
operating margin 2022-2025

7.4%

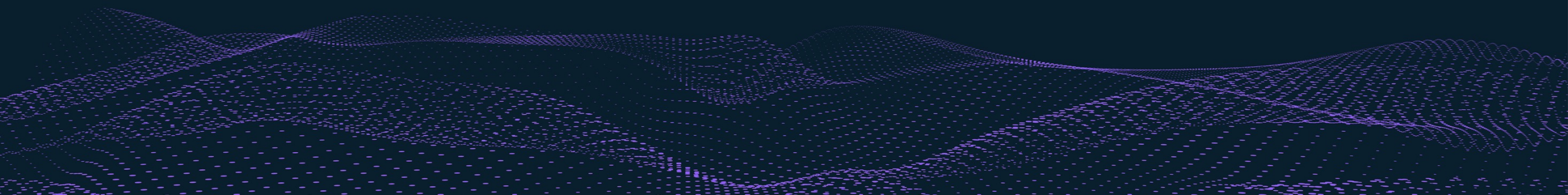
Group operating margin
(from 6.0% in 2022)

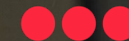
BSEK 1

Recurring monthly revenue

+30%

Improvement in sales per employee
2022-2025





Robust performance and ready for the next phase

| Our target achievement | Target | | 2025 |
|---|--------|---|------|
| T&S annual average real sales growth ¹ | 8-10% | → | 8% |
| Group EBITA margin by year-end 2025 ² | 8.0% | ↗ | 8.2% |
| Average operating cash flow 2022-2025 | 70-80% | ↗ | 81% |
| Net debt/EBITDA, adjusted for IAC, below 3x | <3.0x | ↗ | 2.1x |
| Dividend policy, % of net income ³ | 50-60% | → | 50% |

1) For the 2022-2025 period; 2022 excluding Stanley Security, sales growth adjusted for changes in exchange rates.

2) Year-end defined as average Q3 and Q4 2025, adjusted for the SCIS close-down.

3) Defined as share of annual net income over time, measured as average for the 2022-2025 period.





From stability to profitable growth – we have invested and modernized our business to shape the future of security through technology and data

1 Stability

- ✓ Completed Stanley integration
- ✓ Execution of strategic assessments
- ✓ Successful exit from 14 markets

2 Profitability

- ✓ Active portfolio management
- ✓ Transformation and optimization programs
- ✓ Significant cost synergy capture

3 Growth

- Accelerate scaling of our portfolio
- Improved client-value proposition
- Improved client retention
- Leadership in intelligence-led security



New ambitious targets to accelerate value creation towards 2030

Profitable growth

10%

EPS growth¹

Cash flow

80-90%

Operating cash flow²

Capital structure

<2.5x

Net debt/EBITDA³

Dividend policy

50-60%

of net income⁴

1) Average annual real growth of EPS excluding IAC of 10% over a business cycle.

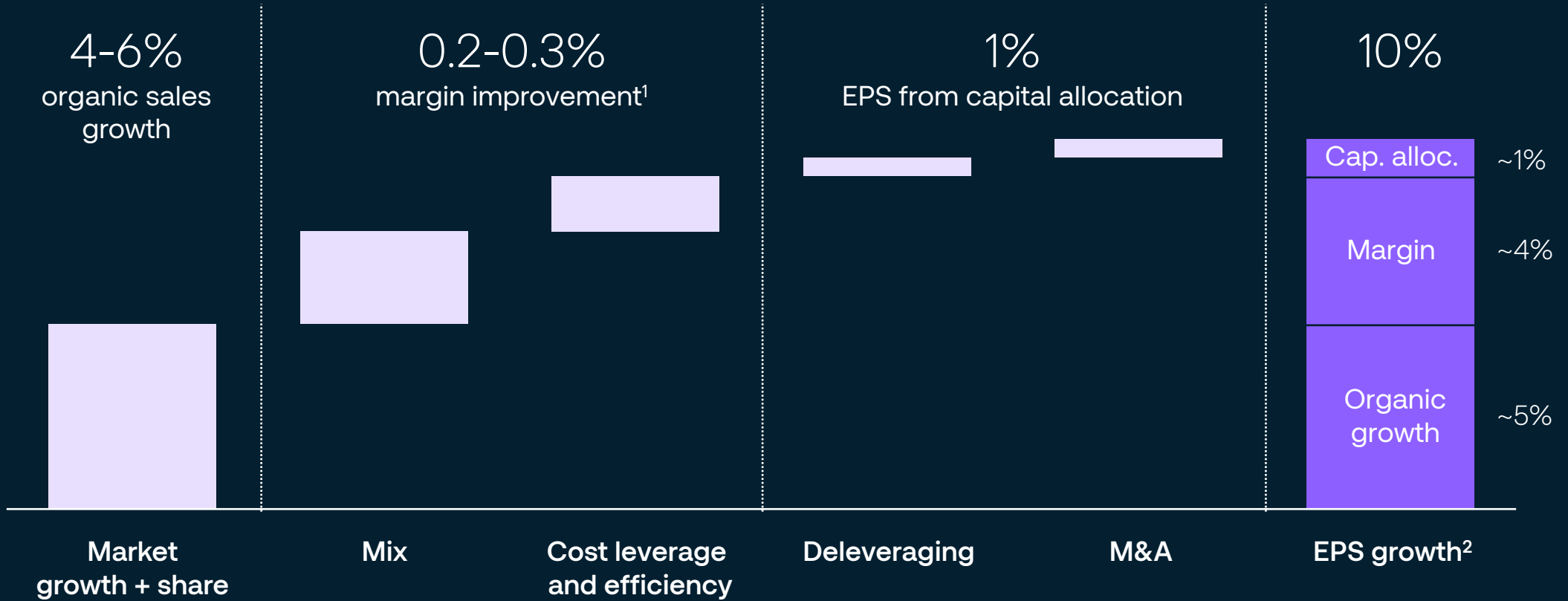
2) Average operating cash flow of 80-90% of operating income before amortization.

3) Net debt to EBITDA, adjusted for IAC, below 2.5x.

4) A dividend of 50-60% of annual net income over a business cycle.



Our roadmap for shareholder value creation



Note: The size of each bridge item is illustrative only.

1) Our long-term ambition to reach 10% operating margin remains.

2) Average annual real growth of EPS excluding IAC of 10% over a business cycle.



A growing market and our strong value proposition provide a runway for achieving 4-6% organic sales growth

We have significant growth potential in our industry

Global physical security market 2025, BUSD

BUSD ~320

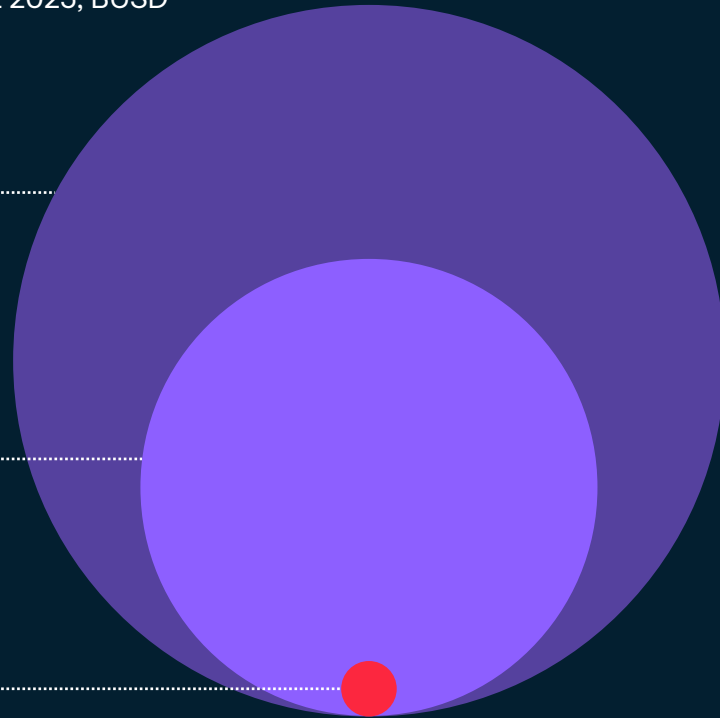
Total addressable market¹

BUSD ~190

Our serviceable available market²

<10%

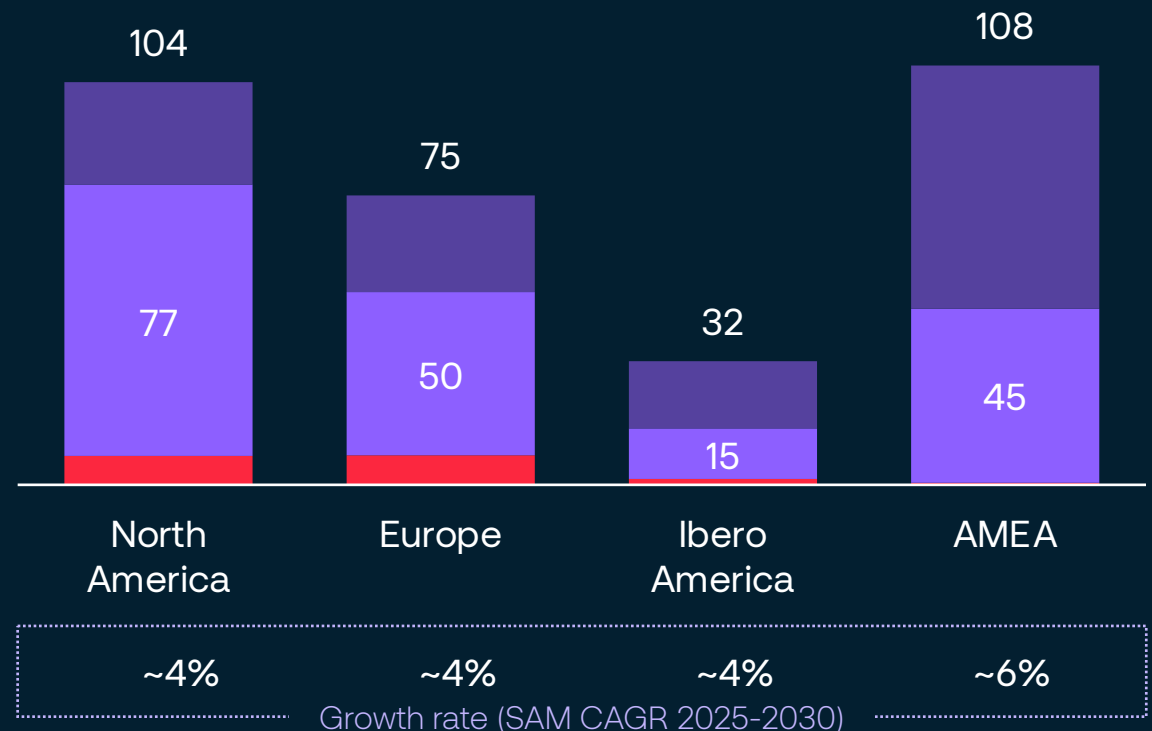
Our market share



1) Total physical security market, excluding Systems OEM.
 2) Including segments and geographies targeted by Securitas' businesses and services.

We operate in a large and growing market

Global physical security market 2025, BUSD



Source: Securitas' market research; numbers to be seen as indicative.



Disciplined capital allocation focused on growth and shareholder returns...

Resilient financial position

<2.5x net debt to EBITDA¹ over a business cycle

Invest in organic sales growth

CAPEX to remain <3% of sales

Dividend

Dividend of 50-60% of annual net income over a business cycle

M&A

1-2% of sales
Technology bolt-on
Geographical white-spots
Security risk management

Capital deployment

Return excess capital to shareholders once strategic growth priorities are met

1) Excluding items affecting comparability (IAC).



...with clearly defined M&A guardrails

Total M&A contribution

Securitas sales growth
1-2% CAGR

Securitas EPS impact
Accretive

Securitas' focus and rationale

Technology bolt-on

Recurring revenue
Synergies

Geographical expansion in white spots

New markets
Growth

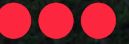
Security risk management

New capabilities
Growth

Securitas' M&A evaluation criteria

Focusing on strategic fit and long-term value creation

Prioritizing scalable growth and high-quality recurring revenue



With improved stability and profitability, our next phase is **profitable growth**, leveraging a strong and flexible balance sheet to deliver attractive shareholder value





Q&A

The trusted partner in intelligence-led security.

