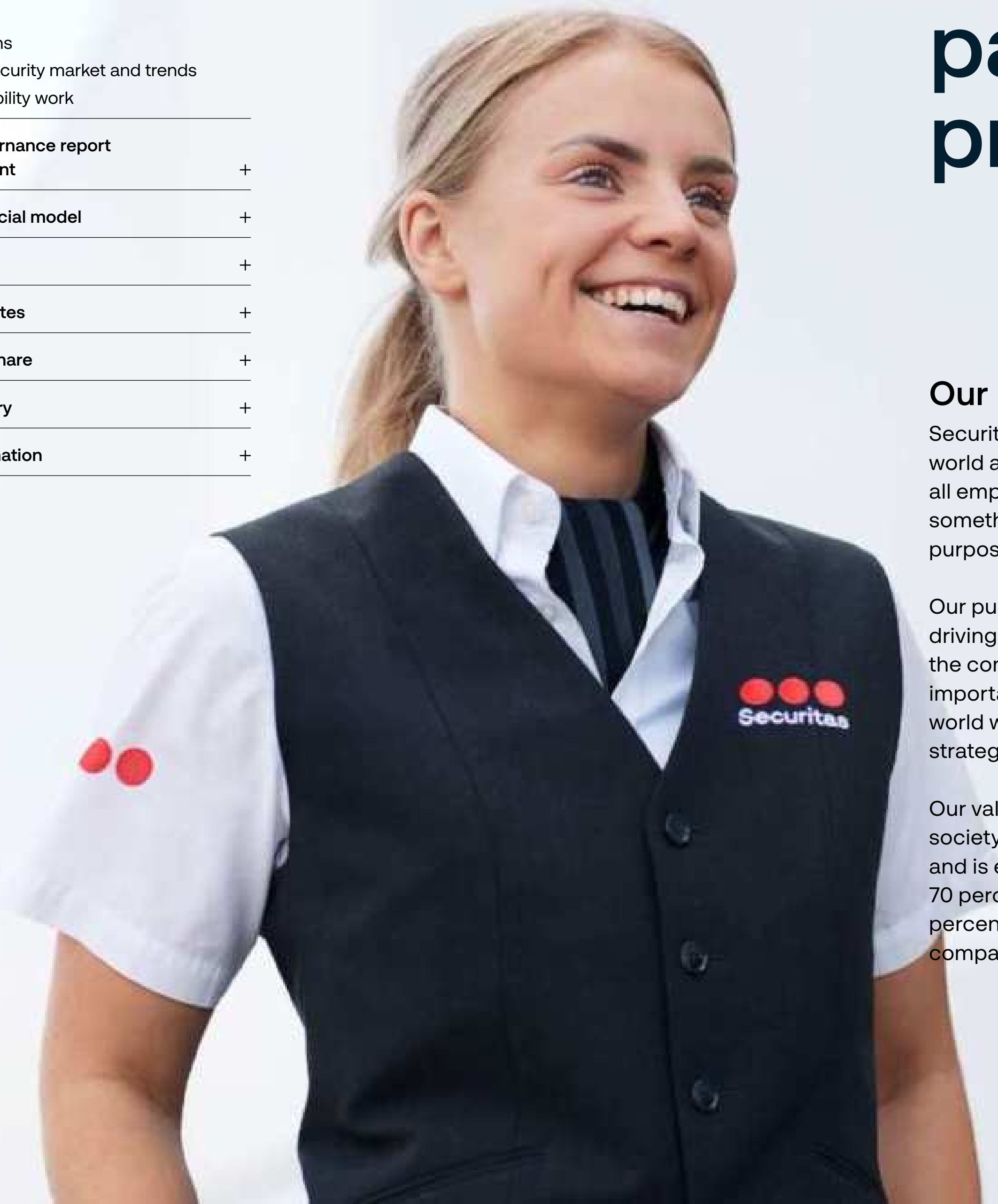
Securitas

Pioneering the future of security

Annual and Sustainability Report 2024

Contents

Pages 57–130 constitute Securitas' formal Annual report. Securitas' sustainability work is described in the Sustainability report on pages 29–37 and 139–152. The official version of the Annual and Sustainability Report is prepared in Swedish in the European single electronic format (ESEF). Refer to www.securitas.com for Securitas' annual reporting.



A global security solutions partner with a strong local presence

Our purpose

Securitas' purpose is: "We help make your world a safer place." Our purpose reminds all employees that they are contributing to something of great importance and that the purpose is the reason the company exists.

Our purpose is not just a statement; it's a driving force that permeates every aspect of the company's operations. It underlines the importance of security and safety in today's world while providing a strong foundation for strategy, culture, and value creation.

Our value creation and positive impact on society is strongly connected to our purpose and is evident in our Net Impact rating of 70 percent, which ranks us in the top five percent across the global universe of ranked companies.

Our values

To deliver on our purpose, our employees are led by our three core values – integrity, vigilance and helpfulness. These values represent who we are and how we do things to fulfil our purpose. The three dots symbolize these values and signify that we look out for each other and the people around us.

Integrity means being honest. We never compromise on our integrity, ethics or truthfulness.

Vigilance means paying attention, taking initiative and always looking for ways to improve.

Helpfulness means being approachable, service-oriented and accomodating to our clients and colleagues.

A major player in the industry

Securitas' position as the second largest provider of security services globally, along with its presence in 44 markets, with thousands of clients, positions Securitas as a major player in the industry.

Europe and North America, as the largest regions of operation, offer significant growth opportunities, especially in the context of technological innovation and developments. Securitas also has presence in Ibero-America and in the AMEA region. We provide unique offerings, combining people and technology in sustainable and world-leading security solutions.

2024 in short

161 921
Total sales, MSEK (157 249)

5%
Organic sales growth (9)

33%
Technology and solutions, share of total sales (32)

6%
Technology and solutions real sales growth (9)

6.9%
Operating margin (6.5)

4.50
Proposed dividend per share, SEK (3.80)

84%
Cash flow from operating income (80)

2.5
Net debt to EBITDA-ratio (2.7)

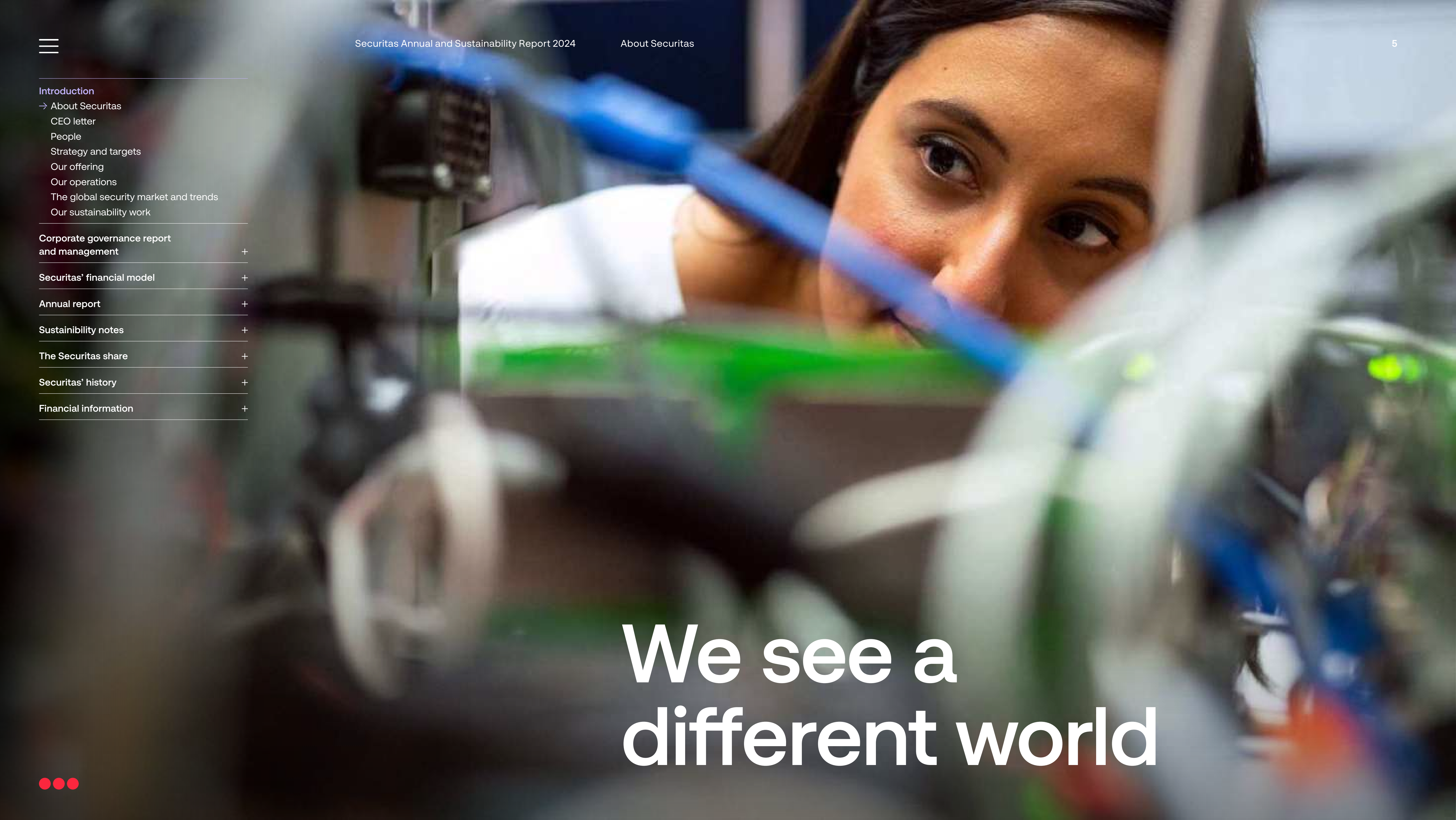
336 000
Employees (341 000)

44
Number of markets with operations (44)

90%
Client retention rate (90)

25%
Share of female managers at all levels (25)

0%
Injury rate, change (+6)



We see a different world

A strong year with important milestones achieved

Looking back at 2024, I am very satisfied with the Securitas team and our performance. We have taken important steps on our journey to transform Securitas into the leading intelligent security partner. We are on track with our strategic plan.

We are in a better place than ever to address the evolving needs of our clients after years of modernizing and digitizing our operations, together with our focus on continuous improvement and innovation. Our achievements in 2024 reaffirm that we are on the right track to meet our financial targets and we are confident in our ability to deliver greater shareholder value.

Solid Group performance

We delivered a strong performance during the year with an operating margin of 6.9 percent (6.5), thanks to an improved operating margin in our European operations and significant improvements in security services as well as technology and solutions.

The Group's organic sales growth was 5 percent (9) in 2024, and was mainly driven by price increases. This is good proof that our clients appreciate a better value proposition.

Technology and solutions real sales growth of 6 percent (9) was below our targeted 8-10 percent but contributed to a continued positive mix change. Technology and solutions represented 33 percent (32) of Group sales and 52 percent (53) of the Group's operating result with an operating margin of 10.9 percent (10.8) in 2024.

A continued emphasis on active portfolio management and securing new sales at higher margins drove strong profitability growth in our security services business. In addition, high travel volumes and improved operational efficiency in our airport security operations contributed to an improved operating margin

> We are on track with our strategic plan.

I am very satisfied of what we have achieved together during the year.

in security services business line which reached 5.5 percent (4.9) in 2024.

Operating cash flow in the Group was strong at 84 percent (80) in 2024 and supported an accelerated deleveraging to a net debt/ EBITDA ratio of 2.5 (2.7) at year-end.

Driving transformation to achieve long-term sustainable shareholder value

Over the past few years, we have made significant investments in our technology capabilities and transformation programs to create scale and increased automation opportunities. By the end of 2024, we closed the STANLEY Security integration program, and I am pleased with how we have successfully managed this large and complex process. Moving forward, we still have some work remaining with the implementation of our transformation efforts in Europe, ensuring our business is equipped to execute our strategy effectively.

Another important aspect of our strategy is the continuous assessment of our business mix and market presence. Late in the year, we signed a put option agreement to divest our airport security business in France due to the limited opportunity to generate healthy profitability.

We are aiming at delivering the strongest client-centric value proposition in the security industry. In the face of heightened global uncertainty and an increasingly complex threat landscape, clients are seeking a forward-thinking partner with extensive security expertise to help shape their security programs for the future.

Our long-term partnership approach, combined with our strong presence, technology, and digital capabilities, make us the preferred choice. During the year, we received a lot of positive feedback from our clients confirming that we are on the right path.

Ambitious sustainability goals

Our sustainability strategy supports the overall business strategy, and we have ambitious targets in this area. In 2022 we became the first major company in our industry to commit to the Science Based Targets initiative (SBTi). In 2023 we actively engaged in formulating and validating targets for reducing the Group's climate impact and the targets have been validated by the SBTi, meaning that Securitas has committed to a substantial reduction of its emissions, taking action and responsibility for limiting global warming to 1.5°C. In February 2025, we closed a MEUR 300 sustainability-linked bond in the Eurobond market for the first time.

During the year, the US government recognized Securitas for our climate leadership and efforts in this area. This is very inspiring, and we hope that our actions beyond our commitment not only make an impact but also inspire others to join us in creating a future that we can all be proud of and drive meaningful progress.

Strong contributions during the year

I want to extend my heartfelt gratitude to the Securitas team for their exceptional efforts and contributions during the year. I also sincerely thank our shareholders for your continued trust and confidence in our company.

Stockholm March 27, 2025

Magnus Ahlqvist
President and CEO

Securitas is a ”people business”

We work hard to create an inclusive environment where everyone feels valued and encouraged to contribute and grow within our company.

To attract and retain the right talent is at the center of our success.

Global people strategy

In 2024, we developed a new business-aligned Global people vision and strategy to support our 336 000 employees in 44 markets. The strategy serves as the cornerstone for directing our focus on people-related areas throughout Securitas.

Our People vision is to “Inspire, empower and engage our people to deliver extraordinary results and to live our purpose in a revolving world”.

This will be achieved by focusing on four commitments:

Scaling great leadership – We are growing great leaders who drive performance, develop themselves and others, enabling us to become the leading intelligent security services provider.

Developing our talents for the future – We are building an effective organization by identifying and developing distinctive skills, competencies and capabilities, fostering specialized and high-performing teams.

Fostering on engaging Securitas' culture – We are driving engagement and collaboration across our diverse workforce by fostering an inclusive, innovative and values-led culture, and we win together as One Securitas team.

Enabling HR excellence powered by technology – We will continue to transform HR into a proactive strategic partner and change agent, leveraging digitalized tools and predictive analytics for data-driven decision-making and organizational effectiveness.

Underpinning the commitments, we continue to drive, measure and embed diversity and inclusion, our Toolbox (see page 10), leadership framework and values, health and wellbeing and compliance through our organization to drive performance and deliver our business strategy.

Employee engagement survey

At Securitas, our business revolves around people. This drives our commitment to actively listen to our colleagues and gather insights to strengthen our organization and identify opportunities for growth. In 2024, we conducted for the second consecutive year our global employee engagement survey, inviting all colleagues to provide anonymized feedback. Recognizing the importance of employee engagement, we emphasized questions related to engagement, workplace culture, and leadership.

This year, the survey achieved a global participation rate of 51 percent, with roughly 134 000 employees contributing their perspectives on Securitas as an employer. The survey also generated over 700 000 free-text comments, providing valuable insights to guide our actions.

These insights enhance our ability to support employees in performing at their best, empowering leaders to take informed actions that strengthen engagement across the organization. By responding to the evolving needs of our workforce, we continue to grow and develop our people, ultimately enhancing the client experience and driving sustainable growth.

Leadership framework

Great leaders combine various behaviors that inspire, motivate and guide an organization towards common goals. Within Securitas, we have tens of thousands of talented managers and leaders around the world.

With our decentralized business model we believe strong leadership is even more important. Good leadership is what helps each colleague grow and perform at their best, it is essential to deliver quality in a service business and leads to happier clients as well as long-term success for us.

The Securitas leadership model is based on 12 key leadership behaviors that we consider essential to be a successful leader, with our values as the foundation. These behaviors set clear expectations for what we expect from our leaders at Securitas, and they will form the basis for development activities, performance assessment and succession planning.

The 12 leadership behaviors are grouped under three focus areas: driving performance, develop yourself and others, and make our strategy happen. Each focus area is underpinned by four behaviors.

At Securitas, our business revolves around people. This drives our commitment to actively listen to our colleagues and gather insights to strengthen our organization and identify opportunities for growth.

The Leadership framework is now fully embedded in our Global people processes such as Talent management and succession planning and we ensure that leaders are assessed against these principles. In addition, we also continue to provide leadership training to support our managers development.

People promise

At Securitas, attracting and retaining the right talent is essential to our success. To ensure our colleagues have a consistent and good experience, and to clearly articulate this commitment, we undertook significant discovery work in 2024 to develop a Global people promise. This work included organization-wide focus groups, internal and external surveys, and collaborative efforts to define the key attributes that represent who we are today as an employer, while also embedding aspirational elements that guide our future ambitions.

The Securitas People promise is deeply rooted in our overarching purpose and our core values of integrity, vigilance, and helpfulness. It captures the essence of our current strengths as an employer while pointing toward our continued evolution, focusing on three central offerings:

Opportunity – the promise of providing career opportunities and a fair growth environment.

People – the promise to offer a caring community where you matter, and a company with great leaders and a culture of collaboration and community.

Work – the promise of offering meaningful work where colleagues can live our purpose and be part of transforming the security industry.

In 2024, the Global people promise and our Employer branding concept were rolled out in selected countries. This work will continue in 2025, as we expand the rollout to include more countries, ensuring a consistent and impactful approach to attracting and retaining talent across our global organization.

Performance management

To build on our achievements in 2024, we need all leaders and people aligned and focused on "accelerating our performance" to deliver our business strategy. To enable this, we will be introducing a new approach to Performance management in 2025.

Our aim is to foster a high-performance culture where our leaders and people focus on the right business goals and develop new skills and capabilities to future proof their careers.

The new, enterprise approach to Performance management requires our leaders to undertake three activities in 2025:

Agree clear goals aligned to our business strategy and identify professional development opportunities to future proof their careers.

Undertake a mid-year check-in with their manager to discuss progress against their goals, development activities, and how they are role modelling the leadership behaviors.

Conduct a year-end review to discuss overall performance, development activities, and leadership behaviors.

We will also be providing greater training for our leaders. We will equip them with the coaching techniques and tools to undertake more effective performance and development conversations with their teams.

Toolbox

The Securitas Toolbox is how we communicate and build our culture. It is a set of seven key guiding principles, illustrated by a set of figurines, which capture our DNA as a business. It describes who we are and how we work, but also how we engage with our clients and the world around us. For example, it contains our values, the importance of ethical conduct as well as our leadership framework described below. As we unite around these principles, we become even stronger as a team.

The Toolbox has been used for decades and was updated and relaunched in 2022 in both a physical tool, printed text and digital version. During 2023, we set ourselves a target to train 90 percent of our managers on the updated Toolbox, which we achieved. 2024 has been a year of continued implementation and activation.

The Melker Schörling Scholarship

We believe in providing our colleagues with opportunities to grow and develop through global hands-on experience. Established in 1992, The Melker Schörling Scholarship offers recipients a chance to develop in-depth professional knowledge and experience in an international setting.

The scholarship is offered annually to four frontline employees who consistently make a difference for our clients by acting as everyday heroes in their work. Candidates are invited to choose subjects that they feel would deepen their security knowledge and expertise and that would prove useful in their current or future work. Recipients are encouraged to share their learnings with their teams and expand their growth and leadership abilities even further.

Securitas provides career opportunities and a fair growth environment.

Purpose award

The Securitas Purpose Awards, established in 2020, recognize and reward individuals who demonstrate their commitment to our purpose and live and breathe it, too. The Securitas Purpose Awards are distributed once a year and selected from thousands of nominations submitted by colleagues from across the world. An internal jury presides over the selections and announces the winner.

Strategy and targets

Strategy

Our strategy is to deliver comprehensive, scalable, and innovative security solutions to meet our clients' increasingly complex security needs. Our strategy also involves to be a security solutions partner with world-leading technology and expertise, and we have taken significant industry-changing steps towards this goal. Over the last ten years, we have gradually enhanced our offering by adding additional security services, and we offer today a strong, comprehensive portfolio of services.

Our sustainability strategy supports the overall business strategy, and we have ambitious targets for our sustainability focus areas. Our value creation and positive impact on society is evident in our Net Impact rating of 70 percent, which ranks us in the top five percent of ranked companies.

Financial targets

Strong growth

8-10%

Technology and solutions annual average real sales growth.
2024: 6%

Higher operating margin

8%

Group operating margin (EBITA) by year-end 2025.
2024: 6.9%

>10%

Long-term EBITA margin ambition.

Operating cash flow

70-80%

of operating income before amortization.
2024: 84%

Capital structure

<3x

Net debt to EBITDA-ratio.
2024: 2.5

Dividend policy

50-60%

of annual net income over time.
2024: 50%*

* Proposed dividend as a percentage of 2024 net income .

Focus areas for reaching our financial targets

We are positioning ourselves as the leading security solutions company – a position that allows us to deliver higher growth and profitability in the future through the following four strategic areas.

1 Taking the lead within Technology

At Securitas we're not just any security solutions company. With our global strength and presence, combined with local execution capability, we are a leader in the industry. We generate significant client value by offering enhanced technological capabilities that are critical to our clients now and going forward.

We have a strong base of recurring revenue mix with focus on higher-margin revenue streams and stability. We have also a critical mass and market density in our key strategic markets, where we have a number two market position.

We have growing revenue based on a cloud and subscription-driven model that we strive to grow even further long term.

Our aim is clear: to reign supreme in these markets, ensuring that our clients experience the benefits of our robust local and global presence. We can offer an industry-defining spectrum of services and pioneering solutions, filling an existing market gap. We're continually innovating, harnessing the benefits of shorter technology replacement cycles, and cultivating strategic client partnerships.

Our comprehensive offering portfolio, from guarding and monitoring to maintenance and installation, is suitable for cross-selling opportunities and enables us to offer our clients enhanced, holistic and innovative solutions.

We're not just securing the present; we're pioneering the future of security.

Quality Guarding services with focus on profitability

We have a strong track record in our Guarding business in terms of the quality that we deliver, client retention and our continuous price and wage balance management. We are proud to serve many of the most esteemed brands in the world and count them not only as close clients, but also as partners in our development.

Guarding services include on-site, mobile and remote guarding and are important parts of the security equation of tomorrow. Guarding can be a highly successful business when managed well, with long-term client relationships creating stability and strong cash generation.

A few years ago, we identified two areas that needed to be addressed. The first involved the introduction of extensive transformation programs, the first of which was initiated with Global IT and North America back in 2019. The second involved taking a much firmer and more active approach to portfolio management. These measures allow us not only to enhance the quality of our client offering but also to improve the profitability and value that we generate in the Guarding business.

Transformation programs

We have invested in extensive IT modernization in the Group and we strive to be data-driven and efficient in everything we do and are confident that this contributes to improved quality and ultimately add value for our clients. We develop our guarding services through greater modernization and specialization as well as training and efficiency. Modern tools and applications also simplify internally and help us to recruit and retain employees.

Our transformation journey is an ongoing process. We completed the North American program a few years ago and we reached another milestone with the finalization of the Ibero-American program at the end of 2024. In Europe, we still have some work remaining and will continue our implementation efforts in 2025 and 2026, albeit at lower investment levels than in the past years.

As we build the new Securitas, we continue to create scale and increased automation opportunities. In January 2025, we started to execute additional identified opportunities to run our business at a structurally lower cost level which will deliver MSEK 200 in annualized savings by the end of 2025, primarily in Europe. The total cost of this business optimization program is MSEK 225, and will be accounted for as an item affecting comparability in 2025. Total investments related to items affecting comparability will be materially reduced in 2025 to approximately MSEK 375.

Active portfolio management

Our ongoing and completed IT and business transformation programs have not only modernized our operations but also increased the transparency in the client portfolio. By analyzing the client portfolio, we have developed a model to assess profitability per client contract as well as profitability levels.

For contracts with low or inadequate profitability, active portfolio management is applied, meaning that we put a clear strategy into place, aimed at one of the following:

- accelerating a transition to higher margin solutions contracts
- renegotiating more suitable profitability margins
- or in certain cases, preparing for strategic exits

Active portfolio management is not just a concept; it's an ongoing process in the daily business to enhance the value we offer to our clients as well as ensuring long-term profitability.

3 Creating a global security solutions partner

Our security solutions comprise combinations of various security services such as on-site, mobile, or remote guarding, technology, fire and safety, and corporate risk management, possibly in combination with software and reporting. The combination of guarding and technology-enabled security services utilizing data collection and software allows for customized services that meet and exceed clients' current needs. As such, security services can be tailored to create new solutions for clients, enabling an improved offering and resource efficiency.

In addition to tailored solutions, standardized packages – including, for example, several cameras combined with mobile and/or remote guarding – are also offered. Such packages are especially targeted at small and medium-sized clients. The packages allow for a short sales cycle and rapid deployment of services for clients. Depending on the security solution offered, we can invest in technology installed at the client's site, adding further value for them.

4 A global platform to drive innovation

Thanks to our presence, technology and data, we have laid the foundation for new data-driven and enhanced solutions allowing us to increase the strength of the vertical and our geographic presence as well as our digital presence in a number of key markets. Our geographical footprint and combination of core protective services and technology provide us with unique and massive sets of data from security officers, clients, and technological systems and devices. With this, we have the foundation to innovate scalable products and services – some of which are already on the market in several countries.

MySecuritas is the foundation for digitalizating our client interaction and bringing new digital services to the market. Through MySecuritas we have the capability to deliver a range of services as Mobile Guarding, ID Protection, Remote Services, and Risk Prediction to several markets. In 2024 we had 130 000 client sites using MySecuritas compared to 10 000 in 2021, rolled out in 23 countries compared to 2 in 2021.

The Securitas Digital business unit is tasked with ensuring that we are enhancing our work in terms of innovation and act as an enabler and co-creator for the entire Group. This is important when it comes to our long-term ambition of reaching a 10 percent operating margin since this is an area where we have very promising opportunities in terms of our development over the coming years. This area is interesting from a client perspective since it provides us with significantly better knowledge. It also offers a completely different type of scalability since it allows us to innovate and deploy solutions digitally, which could impact thousands of clients which is attractive from a value-generation perspective.

Scalable, bespoke intelligent services with >20% margin potential

We put the client at the center of innovation by equipping our people with integrated tools. As we started to digitalize our frontline officers some years ago, we created multiple opportunities. Using the data and insights collected by our security officers and incidents helps us to identify correlations and next-best actions. The connection between frontline officers and technological devices and systems is a combination that allows us to free up time for our officers to deliver even higher-quality service.

Having a stronger innovation culture at Securitas has the potential to strengthen us in several dimensions, not only commercially. Innovation initiatives with people, the planet and profit in mind will generate premium solutions and strengthen our brand.

Sustainability targets

Diversity and inclusion

Share of female managers at all levels/functions to be over 20% by 2025.
2024: 25%

Health and safety

5% annual decrease of company injury rate.
2024: 0%

Learning and development

Completion of Group mandatory courses.
2024: 75% of all employees

Environment

42% emission reductions in scope 1, 2 and 3 by 2030.
2024: 8% reduction

Business ethics

Monitoring the effectiveness of the compliance program in all entities.
2024: 78% of all entities covered

Community involvement

Taking an active part in supporting the communities where we operate.
2024: Continuous follow-ups

A new sustainability strategy will be presented in 2025, including updated targets.

Focus areas to reach our sustainability targets

Securitas' sustainability strategy supports the overall business strategy, and we strive to improve our contributions in six sustainability focus areas with good working conditions for our people as the foundation. A new sustainability strategy will be presented in 2025, including updated targets.

Our most important health and safety work is preventing accidents and incidents from occurring in the first place.

Diversity, equity and inclusion

Diversity is a driving force behind our business growth at Securitas. Fostering a culture of inclusion and innovation is a tangible commitment that's central to our business strategy. One example is Securitas North America, that was recognized as one of America's Greatest Workplaces for Women and Diverse Employees by Newsweek magazine, highlighting the company's efforts to foster an inclusive and innovative workplace, where diversity is not only celebrated but considered a fundamental pillar of its innovation strategy.

To ensure that we attract and retain the right talent, and that everyone feels included, we constantly develop our people activities. Included in the People promise is, for example, a commitment to providing career growth opportunities in a fair and supportive environment. In 2024 we conducted the second consecutive global employee engagement survey. In addition to an employee net promotor score, the survey included questions about diversity and inclusion. Our target in this focus area is to have more than 20 percent female managers at all levels in the company by 2025. Though we have already achieved this target at some levels, we are setting action plans for reaching it at levels that are below target.

Health and safety

As a large employer, the health and safety of our people, both physically and mentally, is a high priority. We have a target to reduce the Group injury rate by five percent annually, but our most important health and safety work is preventing accidents and incidents from occurring in the first place. In case of threatening or dangerous situations, the priority is to avoid confrontation and harm and alert the emergency services.

A majority of our employees work on client sites, and we collaborate closely with the clients to mitigate risks and hazards, not only for our people but also for the clients' employees. Most of our frontline employees are, for example, trained in first aid, CPR, and fire and safety.

To achieve our target, we have implemented a framework based on the ISO 45001 methodology, including risk assessments, training, reporting of all injuries and incidents, root-cause analysis, follow-ups and clear responsibility. The most common causes of work-related injuries are slips, trips and falls. We also have a focus on road safety and train employees in safe driving.

Learning and development

Employee training and development is a strategic priority for Securitas as it enables us to meet our clients' growing demands for more advanced security solutions.

Empowering employees means investing in training, skills and professional development opportunities. Together we can achieve great results. We also encourage people to take on responsibility early in their careers. In addition to extensive local training curricula, we have several executive development programs across the organization, and a leadership framework. To support this, Securitas has its own training centers in most countries of operation to ensure our people have the necessary competence to provide high-quality security services. One example is our Certified Data Center Security Professional (CDCSP) training that is officially accredited by the Holistic Information Security Practitioner Institute (HISPI). In 2024, over 10 000 security officers globally were equipped with cutting-edge skills to secure the client segment data centers. Training covers key areas like access control, emergency response, and security ethics.

All Securitas' employees undergo training in Securitas' Values and Ethics Code. An in-depth training program is available in over 30 different languages, either as an e-learning course or classroom training. Relevant employees also receive training in other core policies, such as the anti-corruption and anti-bribery policy, the antitrust policy, and diversity and unconscious bias. The current target for this focus area is for the target groups to complete mandatory courses in the Group training curriculum within given time frames.

Environment

Securitas' environmental targets are validated by the Science Based Targets initiative. Securitas has committed to reduce absolute scope 1, 2, and 3 greenhouse gas emissions with 42 percent by 2030 from a 2022 base year. This ambitious target aligns with the 1.5-degree goal set by the Paris Agreement and endorsed by the Science Based Targets initiative. As a signatory of the UN Global Compact, we strive to follow the Rio Declaration's precautionary principle regarding threats of serious or irreversible environmental damage.

Action plans for reducing emissions include changing to hybrid or electric vehicles where possible, promoting eco-driving, changing to renewable energy, finding alternative employee commuting solutions and working together with suppliers to reduce energy consumption in security equipment.

In 2024, Securitas was named one of the top climate leaders among the US government's largest 200 suppliers. This recognition highlights the company's exceptional commitment to sustainability and its proactive steps toward combating climate change.

Business ethics

Securitas is a responsible company with a high level of integrity, and we never compromise on our values and business ethics. We have a strong culture of integrity and zero tolerance of non-compliance with values and ethics. Policies such as Securitas' Values and Ethics Code, the Securitas anti-bribery and anti-corruption policy, the Securitas' fair competition and anti-trust policy and the Business partner code of conduct set out the principles and also provide guidance. Our business ethics compliance function is a Group function responsible for anti-bribery and anti-corruption, competition and anti-trust, and data privacy risks, as well as the Group's whistle-blower system and supply chain risk management framework.

Our compliance program is continuously evolving and is regularly evaluated to ensure that all major risks are addressed. We conduct quarterly reviews to assess the status of the compliance program in our markets, monitor the progress of action plans, and evaluate the effectiveness of the controls in place. We support the business by building awareness, addressing identified gaps, and helping our employees understand how we can make our world a safer place.

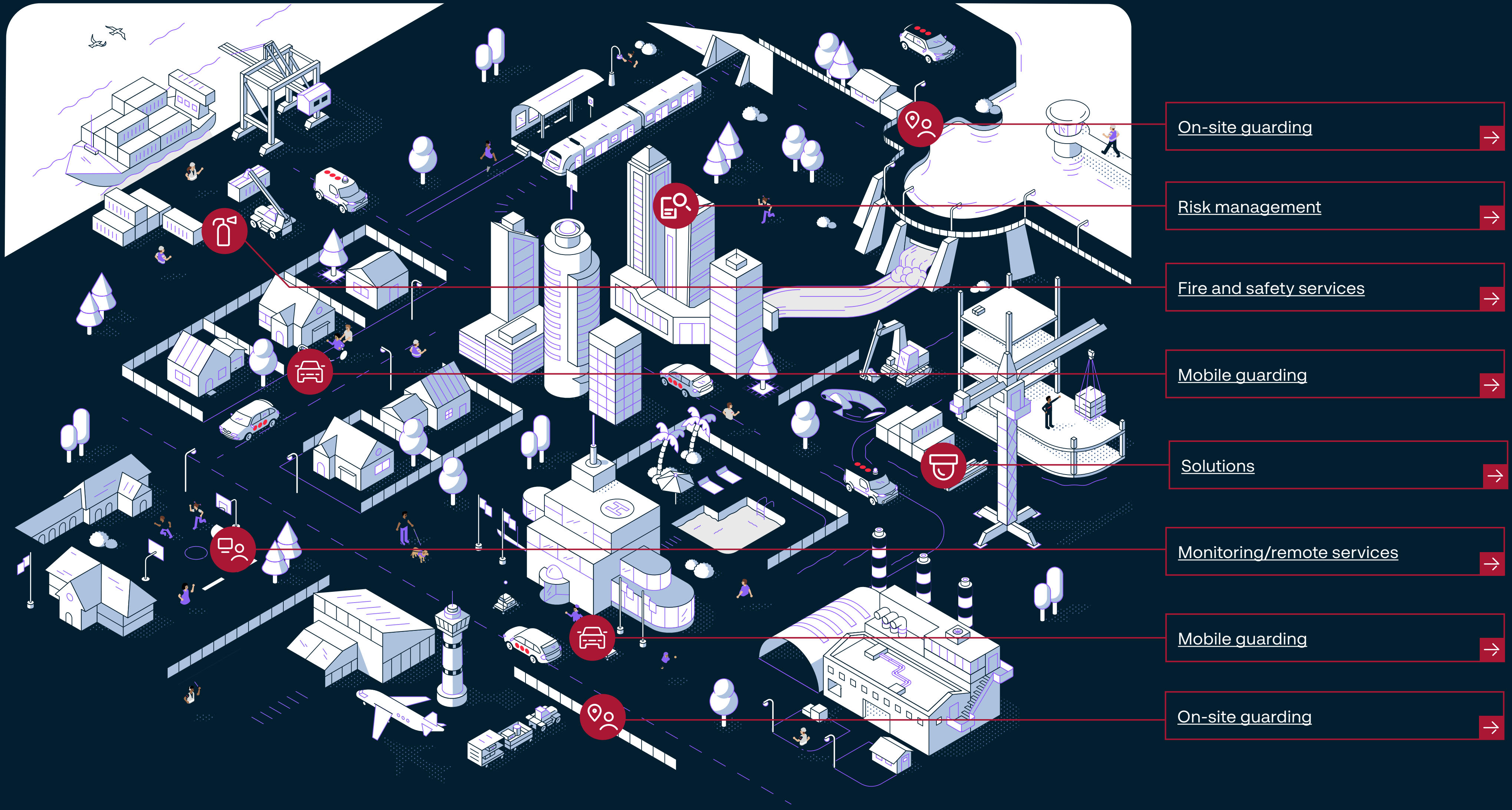
Community involvement

At Securitas, our purpose is to help make the world a safer place for everyone in it, and this is reflected in our dedication to making a real difference where we operate, whether by supporting communities or responding effectively during emergencies. We are deeply integrated into the communities we serve and are always ready to make a meaningful impact where it is needed most. Our efforts go beyond providing security; they encompass supporting vulnerable individuals, helping disadvantaged groups thrive, and creating new opportunities for a better future. Examples range from supporting the organization National Center for Missing and Exploited Children in North America in several ways and a close collaboration with the International Labour Organization to provide employment to people with disabilities, to food packages to the homeless.

In times of emergencies, Securitas stands ready to step up and make a difference. Whether it is preventing incidents before they occur or providing competent support after a disaster, we are prepared to act. Examples range from preventative work such as early wildfire detection programs, alert systems for violence against women and free first aid training to crisis aid after terrorist attacks or earthquakes. By living our values of integrity, vigilance, and helpfulness, we create safer spaces and help people see a different world.

Our services in society

We provide security services in the entire society, both physically and digitally.



A comprehensive client portfolio

Global security services and risk assessments

Securitas is a global provider of security services, technology and solutions, and risk management services. Within our business lines, we offer a number of protective services aiming to solve the increasingly complex security needs of our thousands of clients, based all over the world.

Regardless of the client size and industry, we always start the client relationship by completing a thorough risk assessment to determine the specific security needs for each client. Depending on the outcome of the analysis, one or several of our protective services are offered to the client.

Flexible contracts

The length of the guarding and solutions contracts in our business varies depending on size and complexity, but the majority of the contracts are signed for 3-5 years and often include clauses that allow us to negotiate price increases to reflect wage cost increases for our security officers.

During 2024 Securitas and IBM entered into the first global vested security agreement, shifting from a transactional contract to a collaborative, win-win partnership-agreement. The vested business model is an innovative approach that turns the conventional buy-sell relationship into a partnership focused on shared success, transparency, and common goals. A strategic partnership that could have a significant impact on the industry.

Broad client base and lasting loyalty

We have thousands of client contracts that are well diversified in terms of client segments. Although we provide services to some of theof the world's largest companies across several geographies, we still do not have a high concentration of sales,i.e. a small number of clients account for a large share of sales.

Also important for understanding the portfolio stability is the KPI client retention. Client retention was 90 percent in 2024, meaning that our clients stay for 9-10 years. The client retention has been stable over many years and thus reflects the long-term and loyal client base.

Our business lines

Group total sales 100%

Security services 65%

Security services

- On-site guarding
- Extra sales
- Aviation security
- Mobile guarding
- Fire and safety services

5.5% operating margin

Technology and solutions 33%

Technology

- Installations
- Maintenance
- Monitoring/remote services, i.e. RMR
- Products
- SaaS/digital services

Solutions

- Combination of protective services
  – Security services, e.g. on-site and mobile
  – Technology equipment owned and managed by Securitas

10.9% operating margin

Risk management services 2%

Risk management services

- Risk advisory, executive protection, corporate investigation, due dilligence and similar services

	Full year 2024				Full year 2024	
Business line	Sales, MSEK	Real sales growth, %	Operating income before amortization, MSEK	Operating margin, %	% of Group sales	% of Group operating income before amortization
Security services	105 889	3	5 854	5.5	65	52
Technology and solutions	53 167	6	5 773	10.9	33	52
Risk management services and costs for Group functions	2 865	-	-427	-	2	-4
Group	**161 921**	**4**	**11 200**	**6.9**	**100**	**100**

Our protective services

Security services

On site guarding

We offer on-site guarding, in which trained and authorized security officers perform surveillance services tailored to the needs of medium-sized and large businesses in private or public environments. They are trained to detect, deter and respond to risks and incidents. Sales are portfolio-based, non-seasonal and with varying contract lengths of at least 12 months. Pricing of the contracts is of a cost-plus model.

Extra sales

The majority of extra sales (contracts lengths less than 12 months) is also included here and normally constitutes 13-15 percent of Group sales annually. Extra sales are normally sales that are needed for specific events and sudden events, such as sports events, concerts, hurricanes, floodings, strikes and events related to social unrest. Extra sales can also relate to additional services on top of the portfolio-based sales to existing clients.

Aviation security

We offer on-site guarding at airports with specially trained security officers performing passenger and baggage control, as well as perimeter protection. Sales are portfolio-based, but with a slight seasonality, with varying contract lengths but the most common length is 3-5 years. Aviation security sales represented 6 percent of Group sales in 2024.

Mobile guarding

We offer mobile guarding services, where one security officer serves multiple clients within a limited geographical area. The mobile security officers can carry out patrol rounds and call-out services. These sales are portfolio-based, but with a slight seasonality.

Fire and safety services

Securitas also provides fire and safety services, including fire prevention, first aid, evacuation assistance and emergency planning adapted to each client's needs. These services are included in all sevices above.

Technology

Installations

We offer design, installation and integration of security systems, such as video surveillance and access controls, fire systems and intrusion alarms. Security systems are sold as a one-off sale and project contracts can vary greatly, from months to several years, depending on size and complexity. There is a seasonality element to sales and payments from the clients are normally connected to the project progress in terms of such milestones as contract signing, the design and engineering phase, installation work and acceptance upon completion.

Maintenance

We offer service of the installed security system. These sales are non-seasonal RMR (recurring monthly revenue), i.e. portfolio-based or subscription-based sales, and T&M (time and material).

Monitoring/remote services

We offer alarm monitoring of the installed security system. The monitoring, and other remote services, are performed by the operators at Securitas Operations Centers (SOC), and we have at least one SOC in each country. These sales are non-seasonal RMR (recurring monthly revenue), i.e. portfolio-based or subscription-based sales.

Products

We sell alarms and components without design or installation. Sales in this category is limited.

SaaS/digital services

Digital products such as risk prediction and digital ID protection. Securitas is going through a digital transformation, including the building of a digital platform to enable automated interaction between internal and external products, services and partners across the Group.

Solutions

Solutions contracts are non-seasonal, portfolio-based sales and combine services such as on-site and/or mobile and/or monitoring/remote services. These services are combined with a technology component in terms of equipment owned and managed by Securitas and used in the provision of services. Client contracts are normally 3-5 years, and Securitas invests into technology equipment that is installed at the client site.

Risk management services

These services include risk advisory, executive protection, corporate investigations, due diligence (DD), and similar services, delivered through the subsidiary Pinkerton.

Our global reach

Securitas North America

Securitas North America provides protective services in the US, Canada and Mexico. The operations in the US are organized in three specialized units – Guarding, Technology and Pinkerton Corporate Risk Management.

Canada, Mexico and the US

Operating margin 9.1%
96 000 employees

Securitas Europe

Securitas Europe provides protective services in 21 countries.

Austria, Belgium, Croatia, the Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Luxembourg, the Netherlands, Norway, Poland, Romania, Serbia, Slovakia, Sweden, Switzerland, Türkiye and the United Kingdom

Operating margin 6.5%
120 000 employees

Securitas Ibero-America

Securitas Ibero-America provides protective services in Spain, Portugal and six Latin American countries.

Chile, Colombia, Costa Rica, Ecuador, Peru , Portugal, Spain and Uruguay

Operating margin 7.0%
48 000 employees

AMEA – Africa, Middle East, Asia and Australia

AMEA provides protective services in 11 countries as well as in Hong Kong.

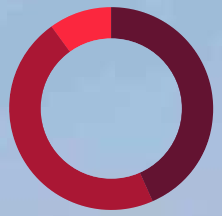
Australia, China, Hong Kong, India, Indonesia, Saudi Arabia, Singapore, South Africa, South Korea, Thailand, the United Arab Emirates and Vietnam

72 000 employees reported under Other (of which 10 000 refers to Securitas Critical Infrastructure)

A strong global position and local presence

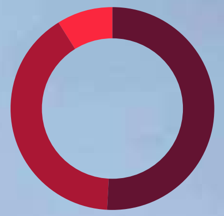
Securitas has operations in 44 markets globally and is organized in three business segments: Securitas North America, Securitas Europe and Securitas Ibero-America. The Group has also operations in Africa, the Middle East, Asia and Australia, which form the AMEA division. AMEA is together with the business unit Securitas Critical Infrastructure Services in North America included under the heading Other in the segment reporting.

Although Securitas is a global company, the daily operations are conducted at the client sites through our approximately 1 800 branch offices around the world. Decentralization of decisions and responsibility is fundamental for Securitas. Client offerings and relations improve when decisions are made in close proximity to clients. We combine the strengths of global reach with local presence to create security solutions that meet the complex security needs of our large client base.



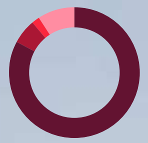
Share of total sales per segment, excluding Other 8%

- North America 40%
- Europe 43%
- Ibero-America 9%



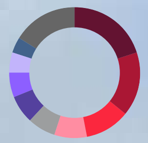
Share of total operating income per segment, excluding Other -2%

- North America 52%
- Europe 41%
- Ibero-America 9%



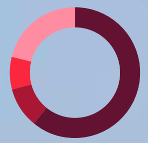
Securitas North America
Share of sales per country

- The US 89%
- Canada 6%
- Mexico 2%
- Other countries in the segment 3%



Securitas Europe
Share of sales per country

- Germany 20%
- France 16%
- Sweden 11%
- Belgium 8%
- The UK 7%
- Türkiye 7%
- The Netherlands 6%
- Switzerland 5%
- Norway 4%
- Other countries in the segment 16%



Securitas Ibero-America
Share of sales per country

- Spain 61%
- Portugal 10%
- Chile 8%
- Other countries in the segment 21%

The global security market

Growth opportunity globally

While there are only a limited number of truly global full-service providers in the market, such as Securitas, there are numerous smaller regional and local security services providers. The total market is well diversified from both a geographical and an industrial perspective. We expect the security solutions market to display higher growth than the overall market in the near and medium term given the increasing demand for such solutions.

Tech-enabled security services market

Tech-enabled security services include both systems integration (design, sales, installation and project management of integrated systems) and alarm monitoring (constant monitoring by a certified monitoring center and other security services). Technology-enabled security systems are often based on physical products and components, such as access controls, video surveillance, fire detection, intrusion detection, alarm systems (perimeter detection and interactive monitoring) and other security systems. The segment also includes maintenance services and technical installations. Technology-enabled security solutions form an essential part of any modern security offering and enable the collection and analysis of data, which in turn result in an improved client offering.

Security solutions market

Using a combination of various services provides opportunities for comprehensive consultation, design and installation of security systems. Combining security services with technology creates an opportunity to meet the complex demands of global clients and increase client retention. In addition, security solutions are provided in a more proactive manner, which strengthens the relationship with the client and creates long-lasting partnerships.

Market position globally based on sales

Company	Technology
Johnson Controls, tyco Integrated Security	#1
Securitas	#2
APi Group, Chubb, convergint, SIEMENS	Other

Company	Guarding
Allied Universal, G4S	#1
Securitas	#2
PROSEGUR, GARDAWORLD	Other

Guarding services market

Guarding services can be provided in several different ways, such as on-site, mobile and remote. The main difference between these types of guarding services is the format in which they are delivered: on-site involves stationary guarding, mobile services are delivered during certain hours of the day, and remote services are fully digital, carried out using surveillance cameras.

What does it take to win in the future security industry?

We believe that creating new innovative and data-driven solutions requires a solid foundation based on three main capabilities: the power of presence, technology and data. Using these capabilities, we aim to change how security services and solutions are provided to clients.

With these three elements in place, we see significant opportunities for growth across a number of different market segments and expect to yield high client value and develop new innovative services that proactively meet evolving client needs.

Client value

1 Presence

Presence is all about having professional people with the security and safety expertise needed to offer protective services, but who are also able to respond effectively in case of security incidents or emergencies.

2 Technology

Technology is becoming more important and provides a platform for building a leading technology and connectivity offering, supporting the shift to cloud and subscription-based business models, and designing, installing, serving and providing maintenance with connected technology, cameras and sensors.

In addition, we have a dedicated innovation team in place with expertise in user experience, AI, big data and digitized products. The team is focusing on developing a portfolio of digital products with higher profitability potential.

3 Data

How we generate data is important. Equally important, however, is how we leverage data to enhance the security equation for clients and to drive innovation. To enable seamless communication between us and our clients, we have developed a digital channel that unlocks the possibility to digitize our security officers' reporting records and serves as a rich source of data.

Drivers impacting the secutity market

Major shifts

We see nine major shifts impacting the future security market.

1. Rising conflict levels
2. Disrupted data and technology adoption
3. Increasing wealth disparity and higher wage inflation
4. Security becomes a higher priority for companies
5. More sophisticated buying of end-to-end security solutions
6. Shift towards technology and data-led security solutions
7. Increased competition from non-traditional security providers
8. Accelerated sustainability focus
9. Stricter regulation on data and technology use

Macro drivers

Overall demand for security services is growing with few specific drivers impacting the market.

Political
- Higher political volatility and conflicts

Technological
- Rising interlinkages between physical and cybersecurity
- Increasingly sophisticated cyber-attacks and increasing attack surface

Economic
- Higher wage inflation
- Organized security services in emerging markets
- Higher urbanization
- Shortage of new skilled security officers and cybersecurity professionals

Social
- Increasing criminal activities
- Public law enforcement upgrading to technology-enabled security services
- Increased remote and hybrid working

Environmental
- Higher frequency of extreme weather events driving demand for emergency security services
- Increased focus on security for scarce and critical environmental resources

Legal
- Stringent regulations on data privacy
- Higher demand for private security
- High M&A activity

Client needs

Evolving client needs driving higher growth for an integrated security solutions portfolio and responding to a broader range of physical and non-physical threats.

Predict
- Anticipate potential threats and vulnerabilities

Prevent
- Pre-emptive measures to eliminate security risks

Deter
- Systems to discourage potential attacks
- 24/7 monitoring

Detect
- Predict and identify incidents and breaches

Delay
- Hinder progress of an attack and its impact

Respond
- Act quickly in response to a security incident

Recover
- Bring back normality after a security event

Security market trends

Higher expected growth for digital security versus manned guarding solutions, driven by adoption of technology and data-driven applications.

Technology-driven security

- Use of robots, cloud-based security service models, edge computing for video surveillance, mobile surveillance units, use of drones and anti-drones, body cameras and other wearable technologies, biometric technology

Data-led applications

- Use of machine learning, AI and predictive analytics, shared security services such as SOC as-a-service

Security across client value chain

- Supply chain security, zero-trust architecture, IoT security, blockchain in security

Vertical integration of offerings

- Integrated security services

Employee experience and productivity

- Optimizing security officer deployment, investments in training and development, virtual security consultations, digital reporting for security officers for higher productivity

Others

- Regionalization – tailored solutions addressing localized threats, regulatory compliance, cultural understanding etc.
- Shift from reactive to proactive security
- Increased focus on client experience
- Increasing specialization e.g. for a specific industry or client group

Sustainability governance

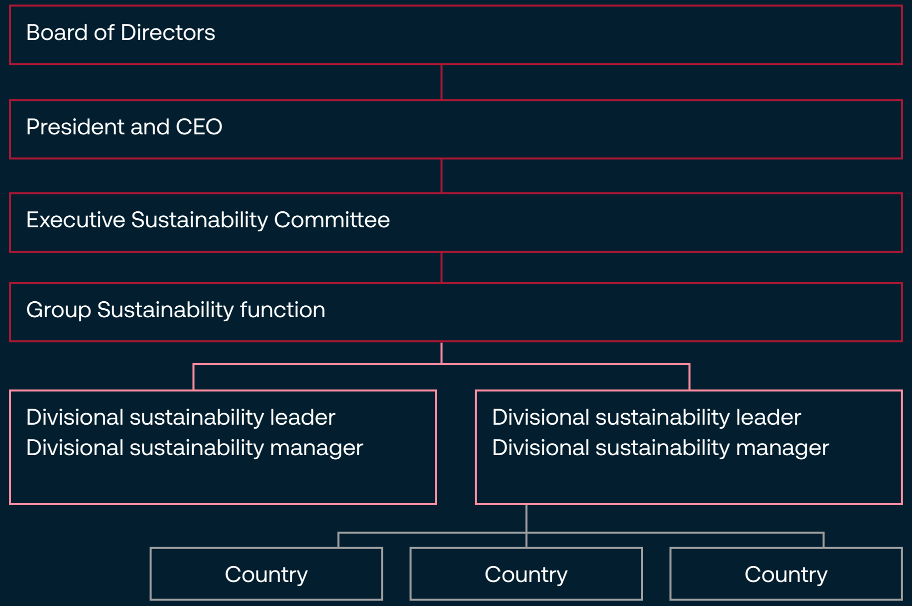
In Securitas' sustainability governance structure, the responsibility at all levels, from the Board of Directors to the divisions and functions, is clearly defined. The Group's Chief Ethics and Sustainability Officer leads the ongoing sustainability work.

The Board of Directors decides on Securitas' sustainability strategy and policies together with the President and CEO of Securitas AB, who has ultimate responsibility for the realization of the Group's sustainability work.

The Executive Sustainability Committee (ESC) primary responsibility is to take key decisions on sustainability matters and steer the sustainability strategy and its deliverables, which includes ensuring that the sustainability activities contribute to business value.

The ESC is chaired by the Group's President and CEO with the divisional presidents and function heads as members. In 2024, the committee met two times. The Group's Chief Ethics and Sustainability Officer leads the ongoing work and chairs the network of the divisions' and functions' sustainability leaders and sustainability managers, who coordinate the work in their respective entities.

Securitas' governance model for our sustainability strategy



A strong positive impact on society

The Net impact model, created by Upright Project, provides an overview of the impact that our business has on the world around us and the value that Securitas creates in society (see also page 145). The net impact of a company is the net sum of costs, or resources used, and benefits, that is, what is achieved with the use of those resources, in the whole value chain. All types of costs and benefits are included, not only for example, environmental costs or financial gains. Since net impact is a measure of costs and benefits, it can also be referred to as the net value creation of a company.

The analysis is based on Securitas' business activities, that is, the offered products and services, and covers the entire value chain of those products and services. The positive net impact ratio of 70 shows that Securitas has 70 percent less negative impact than positive impact, which ranks us in the top five percent across the global universe of companies.

Our most significant positive impacts are those we have on society. Through our expertise, dedicated professionals, and use of modern technology, we help secure workplaces, infrastructure, and communities, ensuring the safety of people around the world. We are a reliable employer to 336 000 people and also create many new jobs. Securitas contributes taxes to public funds in the countries where we operate. Securitas' services have positive impact on people's lives by reducing stress and risk in, for example, workplaces, airports, and schools, which can help increase overall wellbeing. Making people feel safe and secure has a highly positive impact on people's health.

In terms of our environmental impact, it is relatively small on a global scale, but we still constantly try to reduce it. Securitas' environmental targets are validated by the Science Based Targets initiative. Direct emissions mainly come from the use of vehicles in our operations.

Net impact profile

We contribute to UN's Sustainable Development Goals

The United Nation's Sustainable Development Goals (SDGs) are a call to action for all stakeholders, including businesses, to work together to improve the lives and prospects for people and the planet. Securitas supports the SDGs and take them into consideration into our strategy work and daily operations.

Here are the goals and targets where we believe we can have the greatest impact. For more information on each area, please see pages 15–17.

Specifically target 3.6

We actively prioritize the health and safety of our employees and take measures to ensure their wellbeing. We also strive to help others while on assignment.

Specifically target 4.4

Securitas operates its own training centers in most countries where we have a presence, and we provide a wide range of courses and programs to our employees. These opportunities allow them to acquire the knowledge, skills and abilities needed.

Specifically targets 5.1 and 5.5

Securitas is committed to providing equal opportunities for all employees and treating them fairly and without discrimination. We believe that diverse work groups contribute to better business outcomes, and we strive to increase the representation of women in management positions at all levels within the company. We are dedicated to fostering an inclusive and equitable work environment where all employees are valued and respected.

Specifically target 8.8

Securitas is a large employer with operations in various countries worldwide. We are committed to being a dependable and responsible employer that provides good working conditions and opportunities for growth to our employees. Fair labor practices, the right to organize, and the protection of human rights are prioritized for Securitas, our employees, and clients.

Specifically target 9b

Securitas is dedicated to advancing the security services industry through a strong emphasis on innovation. We are constantly working on improving our current products and services and developing new ones. We use data-driven approaches to enhance the reporting and analysis of our services, allowing us to make informed decisions and provide better security to our clients.

Specifically target 13.2

In December 2023, Securitas' environmental targets were validated by the Science Based Targets initiative. Securitas commits to reduce absolute scope 1, 2, and 3 greenhouse gas emissions with 42 percent by 2030 from a 2022 base year. This ambitious target aligns with the 1.5-degree goal set by the Paris Agreement.

Goal 16 and specifically target 16.5

Safety and stability are essential for a well-functioning society, especially in today's increasingly unpredictable world. Securitas contributes to a safer and more sustainable and productive society by ensuring the protection of workplaces, public spaces, and infrastructure in a responsible manner. Securitas also has a zero-tolerance policy against all forms of bribery and corruption.

Stakeholder dialogs

We meet many of our stakeholders regularly in our daily work, and our aim is to be a responsible, sustainable, and transparent company. Securitas encourages an open and proactive dialog with those affected by our operations, in order to better understand their expectations and to identify areas that we can do to develop further.

Our main stakeholders are identified based on the impact they might have on our business as well as on their interests and potential influence on Securitas. They are listed here together with a description of how we engage with them.

Stakeholder group	Method of dialog	Important topics	How we respond
Clients Each client has specific needs, and we gain deep understanding of their requirements through an open dialog, extensive analysis, and an agile approach. Our client-centric mindset also emphasizes a shared view on sustainable business conduct.	We are engaged in a constant dialog with our clients through daily interaction and regular meetings. Tools such as our Client Excellence Platform and MySecuritas, that digitizes the client interaction, improves efficiency, both for our managers and for our clients. A specialized organization handles Securitas' global clients, that is, clients that we work with on multiple markets in different countries.	• We combine the client knowledge at the local level with the expertise from specialized teams when designing our solutions of protective services • Global consistency in service delivery and the capability to scale from local to global solutions • Digitizing the client interaction • Strong values and compliant business • Occupational health and safety • Diversity and inclusion • Environment • Training and skills development	The combination of in-depth client knowledge, specialist competence and access to our global knowledge enables us to build unparalleled client relationships, with constant and continuous communication as the base. We always strive to communicate in a clear and transparent way, to meet our clients' requirements on us as sustainable supplier, and we work together with clients to find good solutions, for example, in the areas of health and safety and diversity and inclusion.
Employees and employee representatives Securitas' 336 000 skilled and engaged employees in 43 countries around the world represent the company every day. We are driving engagement and collaboration across our diverse workforce by fostering an inclusive, innovative, and values-led culture.	Securitas conducts global employee engagement surveys annually. Insights from the survey enhance our ability to support employees in performing at their best, empowering leaders to take informed actions that strengthen engagement across the organization. We also value a proactive and open dialog with employee representatives, local unions, UNI Global Union (UNI) and the European Works Council (EWC).	• Values and ethics • Fair wages and terms of employment • Health and safety • Diversity and inclusion • Engagement • Recruitment and onboarding • Training and skills development • Talent management • Data privacy	Securitas' People promise is deeply rooted in our overarching purpose and our core values. It focuses on three central offerings – opportunity, people and work (read more on page 9–10). Securitas' purpose – We help make your world a safer place – articulates what we do and serves as a guide for our employees in their daily work. Proactive relationships and a constructive dialog with employees, employee representatives, local unions and global union associations are important to us.

Stakeholder dialogs

Stakeholder group	Method of dialog	Important topics	How we respond
Shareholders Securing a long-term development of our business requires an active dialog with our shareholders and investors.	The Annual General Meeting is the company's highest decision-making body and a forum for all shareholders to exercise their influence. We also publish interim reports and other continuous financial information, organize Investor Days, and organize other investor and analyst meetings, roadshows and conferences.	• How Securitas is leading the transformation of the security industry • How to manage the challenges related to the transformation to intelligent data-driven security solutions • Maintaining long-term, stable, profitable, and sustainable operations	Securitas provides data that support our strategy as well as information about how the transformation of the services we offer affect our financial results. We show that our position as an industry leader, also when it comes to sustainability, gives us a strong competitive advantage.
Society The base for a functioning community is safety and Securitas plays an important role in society by providing security and safety. We engage actively with the local communities where we operate.	Securitas has different important roles on the communities where we operate – we are a large employer, a trusted partner to our clients and a provider of safety to society. A constant dialog with the various stakeholders is key.	• Creating work opportunities • Equal opportunities for men and women, ethnic and religious minorities, individuals with disabilities, etc. • Cooperation with different stakeholders to contribute to increased security and safety in local communities	Securitas provides security in a responsible way, protecting workplaces, public areas, and infrastructure. We provide many people with jobs, and often offer the first step into the work market. We also aim to be engaged in the local communities, for example, by actively participating in various local projects.
Suppliers Securitas has many suppliers in its operations, and it is essential to us that our suppliers follow our requirements concerning working conditions, human rights, business ethics, environment, diversity, equal opportunity, and other areas that are core to us as a sustainable and compliant company.	The main forum is the ongoing dialog between our suppliers and Securitas' representatives on all levels but also through for example, our Business Partner Code of Conduct.	• Requirement to comply with Securitas' Business Partner Code of Conduct • Compliance with our anti-bribery and anti-corruption policy • Quality of procured goods and services • Contract commitment and fulfillment of deliveries	We provide our suppliers with information regarding Securitas' Business Partner Code of Conduct and include compliance with the Code of Conduct in our supplier contracts. We also have specific guidelines and standards for suppliers and conduct supplier risk assessments and audits when required.

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Our client-centric mindset emphasizes a shared view on sustainable business conduct.

Stakeholder dialogs

Stakeholder group	Method of dialog	Important topics	How we respond
Industry organizations Securitas is using its position as one of the largest companies in the security industry to drive issues such as raising the standards and levels of professionalism in the industry.	Securitas is a member of various local and global industry organizations, such as the International Security Ligue, the American Society of Industrial Security (ASIS) and the National Association of Security Companies in the US. Meetings are conducted regularly.	• Status of frontline security employees and the profession • Working conditions • Employee skills development • Occupational health and safety • Regulatory issues • Terms for values and ethics in the international security industry	We assume an active role in industry organizations, especially in markets where we have a leading position. We work to increase industry regulation to improve the status of the security profession, raise industry wage levels and intensify skills development efforts.
Policy makers and authorities Securitas cooperates closely with authorities in all countries where we operate – both to improve our business conditions and to explore new business opportunities.	Securitas maintains a continuous dialog with authorities and policy-makers at the local, national, and international level.	• Laws and regulations concerning the security industry • Possibilities to expand assignments to ensure a safer society	Securitas works to improve the business conditions in the security industry.

Sustainability risks

At the highest level, the Board considers where future strategic opportunities and risks lie and helps shape the corporate strategy. Balanced and focused risk management is necessary for the fulfillment of Securitas' strategies and the achievement of its corporate objectives.

Enterprise risk management is an integrated part of Securitas' operations, and risk awareness is part of the company culture. Risk assessment is a dynamic process that aims to identify and analyze risks in relation to Securitas' objectives. It serves as the basis for implementing mitigating actions after considering the controls in place (reduce, transfer/share or accept the risk in question). Sustainability risks are handled in the same way. Our major sustainability risks are described here.

For more information on the Group's risk management process, see pages 49–52.

Risk area	Description	Consequence	Preventions
Working conditions	Risk that labor legislation and practices, the right to organize, human rights and non-discrimination may not be respected.	Licenses to conduct security operations could be lost, which would lead to a loss of business, a negative financial impact and brand damage. It might also lead to difficulties in recruiting and retaining employees.	Securitas has policies and sound processes in place to ensure we live up to all legal standards and comply with local and regional legislation and regulations. We have a global framework agreement with UNI Global Union and the Swedish Transport Workers' Association.
Occupational health and safety	Risk that employees may be injured, contaminated during pandemics, or even die due to inadequate health and safety processes and procedures.	Poor health and safety procedures that put our employees at risk can lead to reputational and brand damage, a loss of business and difficulties in recruiting and retaining employees.	Employees are trained continuously to ensure that they can perform their tasks safely and safety risks and hazards are assessed on a continuous basis, and injuries reported and followed up. Appropriate equipment must also be provided.
Access to talent	Risk that we will not be able to attract and retain the right talent to remain a leader in the development of the security industry.	Not being able to fulfill our clients' requirements could lead to a loss of business and market position, as well as a negative financial impact.	We are building an effective organization by identifying and developing distinctive skills, competencies and capabilities, fostering specialized and high-performing teams.
Training	Risk that our employees may not have the right competence for their assignments or for developing new services and the business.	Not meeting client demands on us as a provider of high-quality professional and sustainable security services could lead to lost client contracts and difficulties in recruiting and retaining employees.	Securitas has training centers in most countries and provides both basic and highly specialized training for employees at all levels, including skills that support the strategy of data-driven innovation and digitization.

Sustainability risks

Risk area	Description	Consequence	Preventions
Securitas' Values and Ethics Code			
	Risk that employees or business partners might not comply with Securitas' Values and Ethics Code and the company's core values.	Licenses could be lost, which would lead to a loss of business, a negative financial impact and brand damage. It might also lead to difficulties in recruiting and retaining employees.	Securitas has policies and sound processes in place to ensure we live up to all legal standards and comply with local and regional legislation and regulations. We have a global framework agreement with UNI Global Union and the Swedish Transport Workers' Association.
Ethical business standards			
	Risk that employees or business partners may be involved in corruption, unfair competition, conflicts of interest and other non-ethical business behavior.	In a worst-case scenario, this type of non-ethical business behavior could lead to a major negative financial impact, a loss of business and reputational damage.	Securitas has a zero-tolerance policy against all forms of bribery and corruption. Without exception, all employees and business partners must comply with local laws and regulations as well as Securitas' Values and Ethics Code, the anti-bribery and anti-corruption policy, and other key policies.
Protecting data			
	Risk that our data may not be properly protected.	Inadequate protection of data could lead to reputational and brand damage, a loss of business and fines.	Data protection and privacy are important and thus protected through strong security, organi-zational and technical measures. Securitas complies with all relevant legal requirements related to the protection of data and has policies, processes, and training programs in place.
Client relations			
	Risk that we may not meet our clients' sustainability requirements.	An inability to comply with our clients' sustainability requirements could lead to a loss of business, a negative financial impact and brand damage.	We must have an in-depth under-standing of our clients' needs and industry-specific requirements, and a business that is sustainable in all areas. Our emphasis on employee safety and fair labor practices ensure that we deliver high-quality services.

Sustainability risks

Risk area	Description	Consequence	Preventions
Human rights, including security practices			
	Risk that we violate human rights through our operations or through our business relationships, including the risk that employees could act in a way that is contrary to local laws, authority regulations, and Securitas' policies and human rights conventions.	Acting in a way that contravenes the law, policies, and conventions, and in a worst-case scenario contributing to human rights violations or not acting against human rights abuses, could lead to reputational and brand damage, a loss of business and difficulties in recruiting and retaining employees.	Securitas supports and respects the fundamental human rights set out in international declarations and guidelines, such as the United Nation's Universal Declaration of Human Rights, and policies and sound processes are in place to ensure that we live up to all local and international legislation. We conduct risk assessments of the countries we operate in and of our clients, when necessary. We also train our employees, for example those working in public areas or where there might be higher human rights risks.
Environment			
	Risk that our operations could cause environmental damage or contribute negatively to climate change, and that we don't reach the Group's environmental targets.	Not working to reduce our climate impact and not reaching our environmental targets could lead to brand damage, a loss of clients and difficulties in recruiting and retaining employees.	Securitas continuously work to reduce the consumption of resources, emissions, and waste and to increase the pace, we have set targets validated by the Science Based Targets initiative.
Sustainability reporting compliance			
	Risk that we do not comply with sustainability reporting requirements.	Not complying with regulatory sustainability reporting requirements, for example CSRD, could lead to reputational damage and loss of clients and investors.	Securitas has policies and sound processes in place to ensure that we live up to all regulatory requirements.

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Our employees are trained in skills that support the strategy of data-driven innovation and digitization.

This corporate governance report, which has been prepared in accordance with the Swedish Annual Accounts Act and the Swedish Corporate Governance Code (the Code), provides key information concerning compliance with the Code, about our shareholders, the Annual General Meeting, the Nomination committee, the Board of Directors and their work, including committees, remuneration and the division of responsibilities throughout the governance structure. This section also covers Securitas' system of internal control and risk management, which is the responsibility of the Board of Directors according to the Swedish Companies Act and the Code. This description does not form part of the Annual Report.

In the Internal control section pertaining to risk, we have opted to widen the scope of our description and explain how enterprise risk management works in the broader perspective regardless of the type of risk, which means that our focus is not confined to risk related to internal controls over financial reporting. Fulfilling our strategies and objectives while maintaining an appropriate risk level is imperative, which is why risk management procedures span all levels of the organization.

Securitas has published its principles for corporate governance in previous Annual Reports. A separate section on the Group website contains the Articles of Association and other key company documents.

Read more at
www.securitas.com en/corporate-governance

Corporate governance report

Governance in Securitas

Securitas' structure for corporate governance aims to ensure that the Securitas Group is run sustainably, ethically, responsibly and as efficiently as possible with the shareholders of Securitas' best interests at heart. Securitas believes that good corporate governance is a prerequisite to ensure continued organic sales growth, improvement of operating margins and a successful integration of companies in the Group.

Securitas is a purpose-driven company with high ethical standards driven by our core values – integrity, vigilance and helpfulness. We are committed to maintaining a high standard of integrity and compliance with applicable laws, regulations and any codes of conduct in the jurisdictions where we operate. Securitas complies with the Swedish Corporate Governance Code principle of "comply or explain" and has no deviations for 2024.

The highest decision-making body of the company is the shareholders' meeting, which resolves on the composition of the Board and the election of auditors. The election of the Board and the auditors is prepared by the Nomination committee. The Board has formed an Audit committee and a Remuneration committee. The Board appoints the President and CEO, who in turn appoints the Group Management.

The Group is exposed to various risks and challenges and has established a Three Lines Model to handle its risks. The first line includes the operational management owning and managing local risks. The second line is the various risk and compliance oversight functions throughout different levels of the Group. The third line is the internal audit function, which is independent from management with direct reporting to the Board. Each of these three lines plays a distinct role within the organization's wider governance framework.

Securitas believes in a decentralized model where decisions are made by the person closest to the issue who can address the issue efficiently. The ability to make decisions and act within a set framework without having to seek approvals for daily tasks is an essential part of Securitas' DNA and central to our ability to be an agile, highly flexible, client-centric company. Yet, delegation of authority in a decentralized model has to be coupled with satisfactory controls and frameworks. Certain matters, for example strategy, policies, financial planning and compliance need centralized leadership, ownership and control for decentralization to work efficiently and effectively.

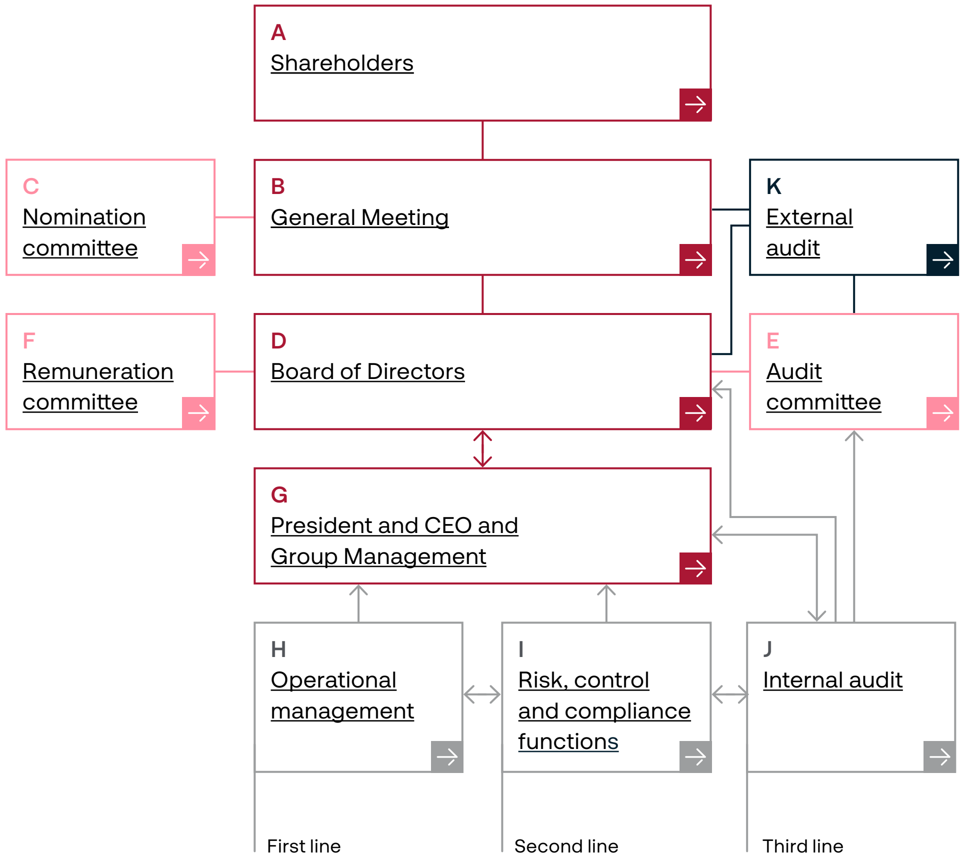
As part of our decentralized management approach, Securitas has to set strict financial targets and follow up the targets by continuously measuring and monitoring the Group's performance from the branch offices to Group level. The financial model makes it possible to monitor a number of key figures that can be understood by all managers. Each branch has its own statement of income, for which it is fully responsible. It also helps managers to understand the connection between risks and opportunities, and how various factors impact their areas of responsibility as well as how we can monitor and control these factors. Refer to pages 54–55 for more information.

Securitas Toolbox

Securitas' management model, "The Securitas Toolbox", is strongly linked to our values – integrity, vigilance and helpfulness. A key function of the Toolbox is to convey our corporate culture and create a shared platform through our values. The Securitas Toolbox has a methodical structure that includes several well-defined areas or tools that serve as a framework at all levels.

The tools describe how Securitas' managers are expected to conduct themselves and outline our approach to the market, clients, and employees, emphasizing the importance of high ethical standards and good governance.

Governance model



A Shareholders

Since 1991, Securitas' Series B Share is listed on Nasdaq Stockholm in the Large Cap segment. The shareholders influence the overall direction of the company at the top of the governance structure. Strong principal shareholders provide considerable attention and interest in our business and establish commitment to the success of the business.

On December 31, 2024, the principal shareholders in Securitas were Carl and Eric Douglas who, through family and Investment AB Latour, held 10.9 percent (10.9) of the capital and 29.6 percent (29.6) of the votes, and Märta Schörling Andreen and Sofia Schörling Högberg who, through family and Melker Schörling AB, held 5.0 percent (5.0) of the capital and 11.3 percent (11.3) of the votes. For more detailed information about shareholders, see the table on page 153.

B General Meeting

The General Meeting is the company's highest decision-making body and the forum for shareholders to exercise their influence. The General Meeting decides on changes to the Articles of Association. The Articles of Association contain no limitation on the number of votes that each shareholder may exercise at a shareholders' meeting. Each shareholder may thus vote for all shares held at the shareholders' meeting.

The Annual General Meeting of Securitas AB was held on May 8, 2024. Shareholders representing 58.6 percent (53.7) of the capital and 70.9 percent (67.4) of the total number of votes in the company participated. One of the resolutions passed in 2024 was the authorization for the Board to resolve upon acquisition of the company's own shares. The minutes from the meeting are available at www.securitas.com. For information about election and remuneration of Board members, see section Board of Directors below.

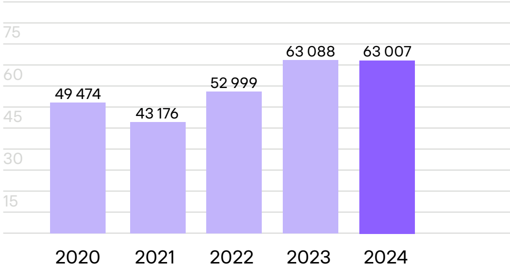
Key external governance instruments

The Swedish Companies Act, the Swedish Annual Accounts Act, the EU Market Abuse Regulation, Global Reporting Initiative (GRI), International Financial Reporting Standards (IFRS) and other accounting rules, Nasdaq's Nordic Main Market Rulebook for Issuers of Shares and the Swedish Corporate Governance Code.

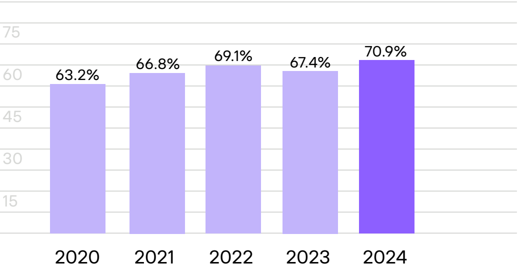
Key internal governance instruments

Articles of Association, procedures for the Board and its committees, instruction for the President and CEO, strategies, policies and directives and Securitas Values and Ethics Code.

Number of shareholders 2020–2024



Attendance 2020–2024 (% of voting rights)



C Nomination committee

The Nomination committee is a body established by the Annual General Meeting with the task of preparing proposals regarding the election of Chair of the General Meeting, members of the Board, Chair, auditor, fees for the members of the Board including division between the Chair and the other Board members, as well as fees for committee work, fees to the auditor and, if necessary, changes of the instructions for the Nomination committee.

As a basis for its proposals, the Nomination committee takes into account the complete outcome of the evaluation of the Board and its work as well as the competence needed in the future. The Nomination committee applies rule 4.1 of the Swedish Corporate Governance Code as its diversity policy and the committee has endeavored to establish a Board composition characterized by diversity and breadth regarding the qualifications, gender, experience and background of the Board members. The 2024 Annual General Meeting resolved to appoint Board members in accordance with the Nomination committee's proposal.

Of the directors appointed by the Annual General Meeting, the Board consists of three women and five men. The percentage of women on the Board is 37.5 percent, which is in line with the target level stipulated by the Swedish Corporate Governance Board. It is the ambition of the Nomination committee to continuously work to create and maintain an equal gender distribution on the Board.

Before each Annual General Meeting, during which the election of auditors takes place, the Nomination committee also prepares motions regarding the election of auditors in consultation with the Board of Directors and the Audit committee.

The Annual General Meeting 2022 adopted an instruction for the Nomination committee, which is still in force. The instruction includes a procedure for appointing the Nomination committee, valid until a General Meeting resolves in a change. In accordance to this instruction the Nomination committee shall be composed of representatives of the five largest shareholders in terms of voting rights registered in the shareholders' register as of August 31 in the year prior to the Annual General Meeting. Should a shareholder decline to appoint a representative to the Nomination committee, a representative from the largest shareholder in turn shall be appointed. However, provided that the Nomination committee is composed by at least three members, the procedure shall only continue until eight shareholders have been asked in total.

Refer to www.securitas.com for more information on the procedure for replacing members of the Nomination committee who leave before its work is concluded or due to changes in the shareholder structure. The Chair of the Board shall convene the first meeting of the Nomination committee and shall also be co-opted to the Nomination committee. Based on these principles, the Nomination committee consists of the members listed in the table.

The Nomination committee is to hold meetings as often as necessary to fulfil its duties, but at least one meeting annually. The Nomination committee prior to the Annual General Meeting 2024 held two meetings.

Nomination committee prior to AGM 2025

Elected members	Share of votes as of August 31, 2024
Johan Hjertonsson, Investment AB Latour, Chair	29.6 %
Mikael Ekdahl, Melker Schörling AB	11.3 %
Elisabet Jamal Bergström, SEB Fonder	2.3%
Niklas Antman, Incentive	2.2%
Anna Henricsson, Handelsbanken Fonder	1.7%
Share of votes represented in the Nomination committee	**47.1%**

D Board of Directors

The Board of Directors has the overall responsibility for Securitas' organization and administration.

Composition of the Board of Directors

According to the Articles of Association, the Board of Directors should have between five and ten Board members elected by the Annual General Meeting, with no more than two deputy Directors. The Directors and deputy Directors are elected by the Annual General Meeting for the period up to and including the first Annual General Meeting to be held in the year after the Director or deputy Director was elected. Securitas' Board of Directors has eight members elected by the Annual General Meeting, three employee representatives and one deputy employee representative.

The Annual General Meeting elected Jan Svensson as Chair of the Board. The Board has formed an Audit committee and a remuneration committee.

For further information about the members of the Board of Directors and committees, including remuneration, see pages 45–46.

Responsibilities of the Board of Directors

The Board is responsible for the Group's organization and the management of the Group's business. The Board shall manage the Group's affairs in the interests of the Group and all its shareholders and ensure and promote a good company culture. The Board appoints the President and CEO.

The Board has adopted a number of Group policies. In addition to the Group policies, there are also divisional and local policies. Policies are critical for the Group as they establish boundaries for individuals as well as processes, relationships and transactions and implement relevant control procedures.

The Board ensures the quality of financial reporting through Group policies, procedures and frameworks, clear structures with defined responsibilities and through documented delegation of authority, which is further described in the enterprise risk management and internal control report, beginning on page 49.

The work of the Board of Directors

The activities of the Board and the division of responsibility between the Board and the President and CEO are governed by formal procedures documented in a written instruction, which is adopted by the Board each year after the Annual General Meeting. According to these procedures, the Board should determine, among other things, the Group's overall strategy, definition of goals (including business, profitability and sustainability reletated goals), corporate acquisitions and property investments above a certain level, and establish a framework for the Group's operations through the Group's business plan. The Board also plays an important role in the ongoing process of identifying and evaluating significant risks faced by the Group.

The procedures include a work instruction for the President and CEO, as well as instructions for financial reporting. The procedures also prescribe that an annual evaluation of the work of the Board of Directors should be carried out. On a yearly basis, all Board members submit their answers to a questionnaire issued by the Nomination committee about the quality of the work in the Board. Based on this report, an evaluation is made in the Board and in the Nomination committee.

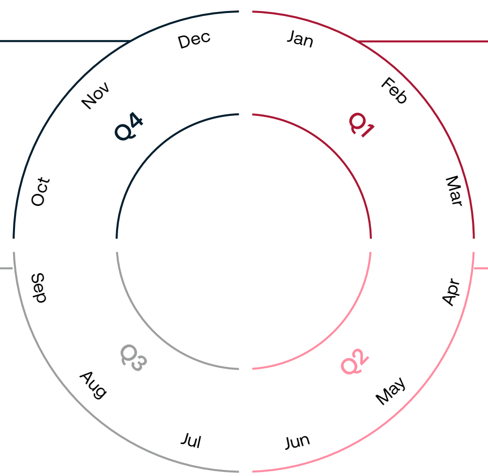
The Board meets a minimum of six times annually. The Board held nine meetings in 2024, of which one was held per capsulam. The auditors participated in the Board meeting that was held in conjunction with the yearly closing of the books, where they presented the audit.

Overview of the work of the Board of Directors

In addition to the topics listed, other areas are discussed continuously, such as operational performance, updates from divisions, strategy, market and competition, sustainability matters, acquisitions, insurance, credit risk, tax matters, legal matters and funding. Further, there are continuously updates from the Audit committee and Remuneration committee.

Fourth quarter Q4
Q3 interim report
Business plan, strategy

Third quarter Q3
Q2 interim report
Operational visit and presentations



Q1 First quarter
Q4 and full-year report
Audit report by external auditors
AGM preparations
Dividend
Annual and Sustainability Report
Corporate Governance Report

Q2 Second quarter
Q1 interim report
Statutory meeting, appointment of committee members, signatory powers etc.
Approval of Rules of Procedure for the Board and instructions for the CEO and committees
Approval of Group policies

E Audit committee

The Board has formed an Audit committee, which operates under the instructions for the Audit committee and meets with Securitas' auditors at least four times per year.

The committee monitors the financial reporting, the effectiveness of internal control over financial reporting, internal audit activities and the risk management system to support the Board's quality control work. The committee also stays informed about annual statutory audits. It assesses the external auditor's independence and receives information of, and approves the performance of, significant non-audit services. The committe shall also monitor outcomes regarding the quality of the audit, by observing results from the Swedish Inspectorate of Auditors and similar entities.

The committee presents its findings and proposals to the Board, prior to the Board's decision. The committee met four times during 2024.

F Remuneration committee

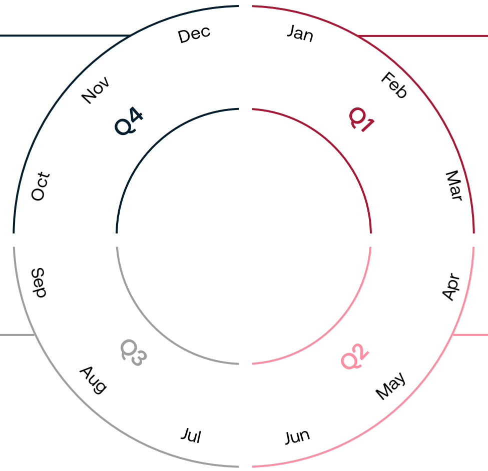
The Board has also formed a Remuneration committee to prepare decisions related to salaries, bonuses, share-based incentive schemes and other forms of compensation for Group Management, as well as other management levels if the Board of Directors so decides. The committee presents its proposals, including a proposal of the Remuneration Report, to the Board, for the Board's decision. The committee held three meetings during 2024.

Overview of the work of the Audit committee

In addition to the topics listed, the meetings include a set rolling agenda with updates on accounting, treasury, acquisitions, risk/insurance, legal, tax, internal control, sustainability, enterprise risk management, IT/IS, follow-up of on-site visits, audit/consultancy costs and auditor independence.

Meeting Q3
Q3 interim report
Annual impairment test
Corporate Governance Report
External auditor early warning and internal control report
Cyber security
Internal audit risk-based plan and outcome

Meeting Q2
Q2 interim report
External auditor half-year report
Internal audit risk-based plan and outcome



Q4 Meeting
Q4 interim report and full-year report
Corporate Governance Report
Business Ethics
Yearly summary of employee benefits (pensions)
External auditor report
Internal audit risk-based plan and outcome

Q1 Meeting
Q1 interim report
Insurance strategy
Annual update Group policies
External auditor audit plan
Internal audit risk-based plan and outcome

Guidelines for remuneration

New guidelines for remuneration to Group Management were adopted at the Annual General Meeting 2024. The guidelines entail that remuneration to Group Management and their terms of employment should be competitive and comply with market conditions, to ensure that Securitas is able to attract and keep competent Group Management employees. The total remuneration to Group Management should consist of a fixed basic salary, variable remuneration, pensions and other benefits.

Thus, in addition to a fixed annual salary, Group Management may also receive variable remuneration, which shall be based on the outcome in relation to financial goals within the individual area of responsibility (Group or division) and which shall be aligned with the interest of the shareholders. The performance-based targets are intended to contribute to Securitas' business strategy and long-term interests, including its sustainability.

The revisions to the guidelines made in 2024 include modifications to the incentive programs and alignment to the updated corporate strategy. Furthermore, adjustments have been introduced to accommodate mandatory Swedish regulations and to facilitate fair compensation for members of Group Management who relocate for their positions. Additionally, minor linguistic adjustments have been made. The complete guidelines for remuneration can be found at www.securitas.com.

Additional information on remuneration to the Board of Directors and Group Management and share-based incentive schemes to top managers and certain other key employees, including the outcome, see note 9.

G President and CEO and Group Management

The President and CEO and Group Management are charged with overall responsibility for conducting the business of the Securitas Group in line with the strategy and long-term goals adopted by the Board of Directors. Among other tools and frameworks, the financial framework and the financial model is one important tool used by the President and CEO and Group Management to measure the execution of strategies and to guide the employees and organization toward achieving its objectives.

For further information on Group Management, see pages 47–48.

H Operational management (the first line)

The first line includes the local operational management which owns and manages local risks. Securitas' philosophy is to work in a decentralized environment where local operational management is primarily responsible for monitoring and ensuring compliance by local units with local laws and regulations and the Group policies and guidelines, including any division-specific policies and guidelines. Local management is responsible for the establishment and continued operations of a system of procedures and controls that ensures the reliability of the company's management and financial reporting information in the most economical and efficient manner possible. This includes ensuring a minimum of key controls in order to mitigate relevant risks. Local operational management reports to Group Management through divisional management on operational matters and local controllers report through divisional controllers on financial reporting matters.

I Risk, control and compliance functions (the second line)

Within the second line, the Group has established a structure of compliance areas, with clear accountabilities for monitoring and supporting compliance in relation to each such compliance area, or "vertical". Each Group policy belongs to a compliance area and each compliance area shall have a clearly documented owner and/or driver. In addition, the Group has defined "horizontals" for supporting harmonization and coordination of common processes applicable to all or several compliance areas.

The Group has established a number of committees and work groups, and quarterly meetings are held with the President and CEO, the CFO, Vice President Finance and Senior Vice President General Counsel, at which topics that will be reported to the Audit committee are discussed. There is also a separate IT Board, Digital security steering committee, Enterprise risk management committee, Compliance working group, Ethics and Sustainability Board, Executive Sustainability Committee, Insider committee, and an ICFR Board.

J Internal audit (the third line)

The Group Internal audit is part of the integrated assurance agenda, executing a risk based audit plan in concurrence with second line assurance functions and external audit. All noted internal audit findings, with mitigating action plans, are systematically monitored and followed up to ensure appropriate risk mitigation in the operation. All executed audit assignments are reported quarterly to the Audit committee and business management. Group Internal audit reports directly and independently to the Audit committee.

K External audit

The Annual General Meeting 2024 elected Ernst & Young AB (EY) as the parent company's and the Group's audit firm, with authorized public accountant Rickard Andersson as auditor in charge, for a period of one year until the next annual general meeting.

The auditors' work is based on an audit plan, which is agreed upon in consultation with the Audit committee and the Board of Directors. The auditors participate in all ordinary meetings of the Audit committee and present their findings from the annual audit at the Board meeting held in February. In addition, the auditors should inform the Audit committee on an annual basis of any services rendered, other than audit assignments, and any auditing fees received for such services or other circumstances that might affect the evaluation of the auditors' independence. The auditors should also participate in the Annual General Meeting to present the audit report and its conclusions.

The audit is performed in compliance with the Swedish Companies Act, generally accepted auditing standards in Sweden and International Standards on Auditing (ISA).

For audit fees and reimbursement to auditors, see note 11 and 45.

Auditor in charge

Rickard Andersson, born 1973, Authorized Public Accountant, Auditor in charge, Ernst & Young AB. Rickard Andersson has been the auditor in charge since 2021.
Other audit assignments:
Elekta AB (publ), Skanska AB (publ) and SSAB AB (publ). Member of FAR.

Board of Directors

Jan Svensson
Chair, born 1956
Chair of Securitas AB since 2021
Principal education: Degree in Mechanical Engineering and Master of Science in Business and Economics
Other assignments: Chair of AB Fagerhult and Billerud AB, Director of Herenco Holding AB
Previously: President and CEO of Investment AB Latour 2003–2019, CEO of AB Sigfrid Stenberg, Director of Stena Metall AB, Chair of Nobia AB
Shares in Securitas: 92 928 Series B shares

Åsa Bergman
Born 1967
Director of Securitas AB since 2023
Principal education: MSc Civil Engineering
Other assignments: President and CEO of Sweco AB, Director of Svenska Cellulosa AB SCA
Previously: Director of Swegon Group AB and Persson Invest AB, various senior positions within Sweco Group, member of the National Innovation Board
Shares in Securitas: 3 014 Series B shares

John Brandon
Born 1956
Director of Securitas AB since 2017
Principal education: Bachelor of Arts in History
Other assignments: Director of Hexagon AB
Previously: Vice President of Apple International, Vice President of Apple Americas and Asia, President and CEO of Academic Systems
Shares in Securitas: 10 000 Series B shares

Fredrik Cappelen
Born 1957
Director of Securitas AB since 2008
Principal education: BSc in Business Administration
Other assignments: Chair of Dometic Group AB, Rossignol SA, Laedi TopCo AB (parent company of the iDeal of Sweden Group), Transcom AB and Zacco A/S, member of the ICC Executive Board
Previously: President and Group Chief Executive of Nobia, Chair of Dustin Group AB, Byggmax Group AB, Terveystalo Oy, KonfiDents GmbH and Sanitec Oy, Vice-Chair of Munksjö AB
Shares in Securitas: 94 885 Series B shares

Gunilla Fransson
Born 1960
Director of Securitas AB since 2021
Principal education: MSc in Engineering and Licentiate in Nuclear Science
Other assignments: Director of Trelleborg AB, Nederman Holding AB and Dunkerintressena
Previously: Part of Group Management team in Saab AB, different management positions in Ericsson AB, Chair of Net Insight AB, Director of Weibel Scientific A/S and Eltel AB
Shares in Securitas: 3 142 Series B shares

Sofia Schörling Högberg
Born 1978
Director of Securitas AB since 2005
Principal education: BSc in Economics and Business Administration
Other assignments: Vice-Chair of Melker Schörling AB, Director of Hexagon AB and Assa Abloy AB
Previously: –
Shares in Securitas: 7 071 428 Series A shares, 21 761 146 Series B shares[1]

Harry Klagsbrun
Born 1954
Director of Securitas AB since 2021
Principal education: BA in Journalism, MSc in Business and an MBA
Other assignments: Director of Harmar AB, Senior Advisor at EQT AB
Previously: Partner at EQT AB, Director of Duni AB, Securitas Direct AB, Academedia AB, Gambro AB, Dako A/S, ISS A/S, Dometic Group AB, Piab AB and Press Ganey Inc.
Shares in Securitas: 157 142 Series B shares

Composition of the board and attendance in 2024

Board member	Position: Board of Directors	Position: Audit committee	Position: Remun-eration committee	Attendance: Board meetings	Attendance: Audit committee meetings	Attendance: Remun-eration committee meetings	Total fee[1], SEK	Inde-pendent to company (8)	Inde-pendent to share-holders (6)
Jan Svensson	Chair	–	Chair	9/9	–	3/3	3 020 000	Yes	Yes
Åsa Bergman	Director	Member	–	9/9	3/3	–	1 250 000	Yes	Yes
John Brandon	Director	–	–	9/9	–	–	960 000	Yes	Yes
Fredrik Cappelen	Director	Chair	–	9/9	4/4	–	1 410 000	Yes	Yes
Gunilla Fransson	Director	–	Member	9/9	–	3/3	1 020 000	Yes	Yes
Sofia Schörling Högberg	Director	–	–	9/9	–	–	960 000	Yes	No
Harry Klagsbrun	Director	–	–	9/9	–	–	960 000	Yes	Yes
Johan Menckel	Director	Member	–	9/9	4/4	–	1 250 000	Yes	No
Åse Hjelm[2]	Director	–	–	9/9	–	–	0	–	–
Jan Prang[2]	Director	–	–	9/9	–	–	0	–	–
Mikael Persson[2]	Director	–	–	7/9	–	–	0	–	–
Ingrid Bonde[3]	Director	Member	–	3/3	1/1	–	–	–	–

1) Total fee resolved by the AGM 2024. The fee includes fees for committee work amounting to SEK 1 210 000 of which SEK 180 000 for Remuneration committee work and SEK 1 030 000 for Audit committee work. For more details, refer to the minutes of the Annual General Meeting 2024 at Securitas' website: www.securitas.com.
2) Employee representatives. Deputy employee representative is Thomas Fanberg (b. 1961), who has been deputy Director of Securitas AB since 2008.
3) Ingrid Bonde was appointed as a Director of Securitas AB and member of the Audit committee up until the Annual General Meeting 2024. Her role as Audit committee member was replaced by Åsa Bergman.

For comparative information about remuneration to the Board of Directors and senior management, see note 9.

Johan Menckel
Born 1971
Director of Securitas AB since 2021
Principal education: MSc in Engineering
Other assignments: Executive Vice President and Chief Investment Officer at Investment AB Latour, Chair of Bemsiq AB, Nederman Holding AB, Swegon Group AB, CTEK AB and Nord Lock Group, Director of Latour Industries AB, Saab AB and World Materials Forum France
Previously: CEO of Gränges AB and Sapa Heat Transfer, Consultant at Accenture, Founder of addnature.com
Shares in Securitas: 15 714 Series B shares

Employee representative
Åse Hjelm
Born 1962
Director of Securitas AB since 2008
Employee Representative, Vice-Chair of Salaried Employees' Union local branch, Norrland, Chair of the Securitas Council for Salaried Employees
Shares in Securitas: 120 Series B shares

Employee representative
Jan Prang
Born 1959
Director of Securitas AB since 2008
Employee Representative, Chair of Swedish Transport Workers' Union local branch, Securitas Göteborg
Shares in Securitas: 1 100 Series B shares

Employee representative
Mikael Persson
Born 1966
Director of Securitas AB since 2021
Chair of Swedish Transport Workers' Union local branch, Securitas Värmland
Shares in Securitas: 0 Series B shares

1) Through family and Melker Schörling AB. In addition to shareholdings, Sofia Schörling Högberg holds, through Melker Schörling AB, Securitas' bonds to the nominal value of EUR 5 000 000 and EUR 6 000 000 (ISIN XS2607381436 and ISIN XS2771418097).

All figures refer to own holdings and holdings of related persons and affiliated companies as of December 31, 2024.

Magnus Ahlqvist
President and CEO of Securitas AB[1]
Born: 1974
Employed: 2015
Shares in Securitas: 500 335 Series B shares

Andreas Lindback
Chief Financial Officer
Employed: 2011
Shares in Securitas: 38 799 Series B shares

Hillevi Agranius
Chief Information Officer
Employed: 2019
Shares in Securitas: 13 727 Series B Shares

Martin Althén
President, Securitas Digital
Employed: 2016
Shares in Securitas: 58 689 Series B shares

Helena Andreas
Chief Human Resources Officer and Chief Marketing Officer
Employed: 2019
Shares in Securitas: 27 263 Series B shares

Tony Byerly
Global President, Securitas Technology
Employed: 2016
Shares in Securitas: 71 159 Series B shares

Group Management

Jorge Couto
Divisional President, Securitas North America
Employed: 1998
Shares in Securitas: 61 358 Series B shares

Zacarías Erimias
Divisional President, Securitas Ibero-America
Employed: 2001
Shares in Securitas: 76 879 Series B shares

Brian Riis Nielsen
President Global Clients
Employed: 2002
Shares in Securitas: 22 148 Series B shares

Frida Rosenholm
Senior Vice President, General Counsel, Group Legal, Risk, Ethics & Sustainability
Employed: 2018
Shares in Securitas: 32 354 Series B shares

Axel Sundén
Divisional President, AMEA
Employed: 2012
Shares in Securitas: 16 107 Series B shares

Henrik Zetterberg
Divisional President, Securitas Europe
Employed: 2014
Shares in Securitas: 50 326 Series B shares

1 Magnus Ahlqvist holds a Master of Science in Economics and Business Administration from the Stockholm School of Economics, and a leadership exam from Harvard Business School. Previously he has held various management positions in Motorola Mobility - a Google owned company, Sony and Sony Ericsson Mobile Communications. He is the Chair of the International Security Ligue.

The following changes in Group Management took place during 2024:

- Greg Andersson, Divisional President North America, left Securitas effective April 15, 2024. José Castejon took on the role as acting Divisional President until Jorge Couto, formerly Divisional President Securitas Ibero-America, was appointed as the new Divisional President North America, effective November 1, 2024.
- Zacarías Erimias, formerly Country President Spain, was appointed as the new Divisional President Securitas Ibero-America, effective November 1, 2024.

The following changes in Group Management took place during 2025:

- José Castejon, Chief Operating Officer, North American Guarding, North America, left Securitas in January 2025. The role has been discontinued.

All figures refer to own holdings and holdings of related persons and affiliated companies as of December 31, 2024.

For more information about Group Management, visit www.securitas.com/en/about-us/group-management

Proactive risk management and internal control

Securitas' internal control system is risk-based and is designed to support the business to achieve its objectives. The system provides reasonable, but not absolute, assurance against material misstatement or loss, as well as compliance with the main policies.

Internal control over financial reporting is included as a part of the overall internal control of Securitas and constitutes a central part of the Group's corporate governance. The description below covers a broader perspective on how Securitas' internal control is organized, using a structure based on the COSO model, but also makes specific reference to items pertaining directly to internal control over financial reporting. On page 51, we describe Securitas' enterprise risk management process (ERM process), which sets the overall process for Securitas' proactive and continuous work with risk management and internal control. Securitas' insurance and claims strategy is to act as if uninsured. Refer to page 50 for more information about insurance as a risk management tool.

Control environment

The key features of Securitas' control environment include: the Board's rules of procedure which ensure clear terms of reference for the Board and each of its committees, a clear organizational structure with delegation of authority documented in a Group Approval Policy and Matrix, from the Board to the President and CEO and further to the Group Management. The Group Approval Policy also sets the boundary for all divisional and local approval policies. The control environment also includes the competence of employees and a series of Group policies, procedures and frameworks.

Emphasis lies on the competence and abilities of the Group's employees, with continuous training and development actively encouraged through a wide variety of training programs and clear processes and routines to ensure employees can act quickly within the defined framework.

The Group has three fundamental values – integrity, vigilance and helpfulness – which promote employees' good judgement and uniform decision-making. Securitas' Values and Ethics Code, and Securitas' Business Partner Code of Conduct, set the high ethical standards that are a vital part of Securitas' operations and provide guidance for employees and business partners on how to act in an ethical and compliant way.

Policies and frameworks that apply to internal control over financial reporting are described in Securitas' Group policies, which include the company's model for financial control, the Group Internal Control over Financial Reporting Policy and in the Securitas Reporting Manual, which specifically focuses on reporting matters to ensure compliance with reporting requirements and rules. This creates an environment that supports reliable and accurate reporting.

Risk assessment

At the highest level, the Board considers where future strategic opportunities and risks lie and helps shape the corporate strategy. Balanced and focused risk management is necessary for the fulfilment of Securitas' strategies and the achievement of its corporate objectives.

Enterprise risk management (ERM) is an integral component of Securitas' operations, and risk awareness is part of the company culture. Risk assessments are conducted within the framework of the Securitas ERM process, regardless whether the assessments pertain to operational, financial or strategic risks. Risk assessment is a dynamic process that aims to identify and analyze risks in relation to Securitas' objectives. It serves as the basis for implementing mitigating actions (reduce, transfer/share or

"The Group has three fundamental values – integrity, vigilance and helpfulness – which promote employees' good judgement and uniform decision-making.

accept the risk in question) after considering the controls in place.

Group-wide control activities

Internal control activities are established by frameworks, policies and processes, which help ensure that all management directives to manage risks are executed. The Group has a dedicated Internal Control function related to financial reporting (Group ICFR), which regularly informs the Audit committee of the work performed. Controls are performed on several levels within the organization and are established based on the process concerned. One example is Securitas' internal control framework and the financial control activities specifically aimed at managing risks related to financial reporting. This includes methods and activities for securing assets, controlling the accuracy and reliability of internal and external financial reports, and ensuring compliance with defined guidelines. Control self-assessments are utilized within the ICFR domain.

Information and communication

Securitas' channels for information and communication are constantly developed to ensure that all employees are given clear objectives and are made aware of the parameters that constitute acceptable business practices, as well as the expectations of the Board in managing risks. This provides a clear definition of the Group's purpose and goals, accountabilities and the scope of permitted activities of employees.

Systems and procedures have been implemented that support complete, accurate and timely financial reporting and provide management with the necessary reports on business performance relative to the established objectives. The Group reporting department regularly issues guidance on reporting matters and the reporting manual is available in a Group-wide database. Reporting units regularly prepare financial and management reports that are discussed at review meetings at different levels. These include an analysis of financial performance and risks for the organization to understand its responsibility with regard to internal control and its impact in relation to risks, goals and objectives.

Monitoring

Monitoring is performed at different levels and by different functions within the organization depending on whether it is related to operational or financial reporting matters. Key functions include the Board of Directors, the Audit committee, Group Management, Internal audit, committees and working groups, Group ICFR, the Group Legal function, the Business ethics compliance function, the Digital security function, the Group risk function, and other compliance functions as well as local and divisional management.

Insurance as a risk management tool

Securitas' insurance and claims strategy is to act as if uninsured. This means that while external insurance is used to protect the balance sheet and minimize fluctuations in earnings, we perform our daily tasks as if we do not have any insurance.

Importance of active claims management

Important parts of our risk management work include taking a proactive approach to the risks Securitas is exposed when entering into new client contracts, as well as ensuring that assignment instructions correctly reflect the services performed in order to prevent claims from occurring.

Another significant part of Securitas' risk management work involves active claims management, as well as ongoing claims analysis of losses with the aim of identifying the underlying driving forces in order to set up measures to mitigate future claims and thereby reduce the total cost of risk.

Procurement strategy

Insurance programs are procured with the objective of creating a balanced and cost-efficient protection against negative financial impact. Securitas seeks to achieve economies of scale through coordinated insurance programs.

Benefits for our clients

An important advantage of our global insurance programs is that our clients can be confident that Securitas' high-quality insurance coverage is consistent in all markets.

Securitas' process to manage enterprise risk

Securitas is exposed to various types of risks in its daily business. When providing security services, Securitas manages not only its own risks, but also risks on behalf of its clients. Well working risk management is a key objective for all parts of the Group. Securitas' process for enterprise risk management (ERM) is well integrated into the business and seeks to identify, prioritize, and manage the major risks to our operations at all levels and in all parts of the organization.

> Risks are evaluated at all levels of the organization with the aim of assessing which risks that needs to be prioritized in the risk management work.

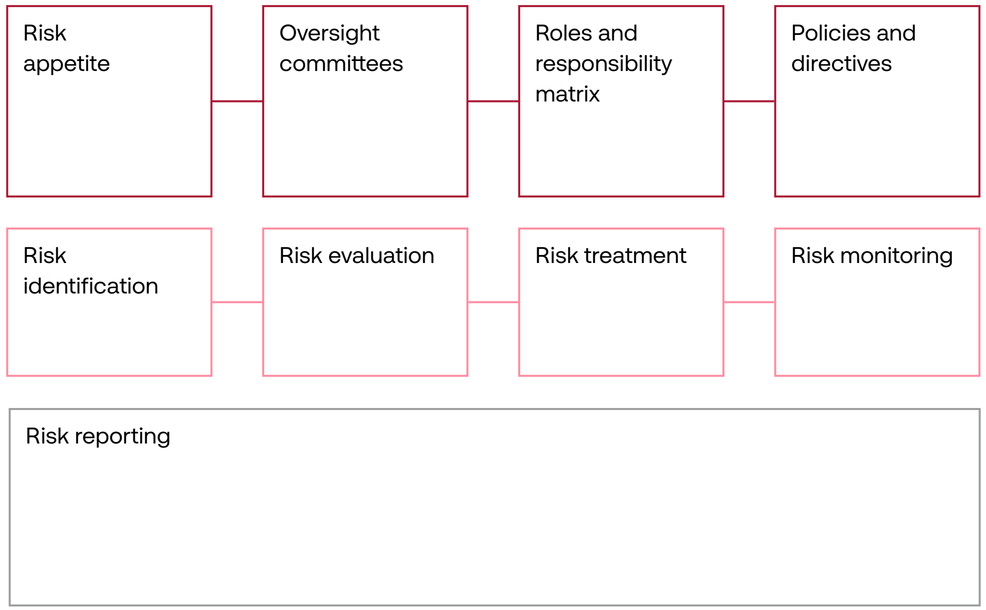
ERM Governance

ERM governance includes the overall framework for controlling and managing the enterprise risks to ensure appropriate governance throughout the Securitas Group. It includes the risk appetite framework, oversight boards and committees, roles and responsibilities matrix, and policies and directives.

A cornerstone in the ERM work is Group policies. The Group policies are developed by management and key policies are adopted by the Board of Directors. A general policy update is released after the statutory Board meeting in connection with the Annual General Meeting each year, but specific policies are also issued or updated when necessary throughout the year.

Some of the key policies that are relevant from a governance perspective are Corporate Governance Policy, Group Contract Policy, Securitas' Values and Ethics Code, Whistleblowing Policy, Communication Policy, Anti-Bribery and

ERM Governance



More information on each step of the process can be found at www.securitas.com

Anti-Corruption Policy, Fair Competition and Anti-trust Policy, Privacy Policy and Insider Policy.

Risk identification

The basis for the ERM work is the identification of Securitas' risks. The Group Risk function is responsible for maintenance of the risk register, which includes main risks and is updated annually primarily based on input from all levels of the internal organization but also based on external factors such as macro-economic factors. Securitas' risks have been classified into three main categories: operational risks, financial risks, and strategic risks and opportunities.

Risk evaluation

Risks are evaluated at all levels of the organization with the aim of assessing which risks that needs to be prioritized in the risk management work. At Group level, the Group ERM committee defines major risk focus areas that should be prioritized and require specific focus by Group Management the coming year. Additionally, the ERM committee identifies other important risks which are to be delegated and/or handled in the day-to-day business.

Risk treatment

Next step in the risk management process is to decide on risk treatment plans, i.e. if risks are to be mitigated, accepted, transferred or avoided. The decision is based on the risk evaluation and Securitas' risk appetite.

The Board of Directors has the ultimate responsibility for governance of risk management while the accountability for managing risks and for implementing and maintaining control systems in accordance with Group policies is clearly assigned to management at Group, divisional and local level.

Risk monitoring

The identified risks and adopted policies set the structure for the fourth step of the process – risk-based monitoring. Major risks are monitored utilizing various tools and methods best suited for the respective risk domains such as self-assessments, audits, risk and control diagnostics, and/or are subject to other monitoring activities throughout the year. Monitoring permeates all levels throughout the organization and is performed by different functions.

Risk reporting

Based on prioritization of risks made by the ERM committee and Group/divisional/local management, risks are reported on throughout the year.

Signatures of the Board of Directors and the President

Stockholm, March 27, 2025

Jan Svensson
Chair

Åsa Bergman
Director

John Brandon
Director

Fredrik Cappelen
Director

Gunilla Fransson
Director

Sofia Schörling Högberg
Director

Harry Klagsbrun
Director

Johan Menckel
Director

Åse Hjelm
Director, Employee Representative

Mikael Persson
Director, Employee Representative

Jan Prang
Director, Employee Representative

Magnus Ahlqvist
President and
Chief Executive Officer

Auditor's report on the corporate governance statement

(translation of the Swedish original)

To the general meeting of the shareholders of Securitas AB (publ), corporate identity number 556302-7241.

Engagement and responsibility

It is the Board of Directors who is responsible for the corporate governance statement for the year 2024 on pages 38-53 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm, March 27, 2025
Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

How to read and understand our finances

Securitas' financial model – six fingers – focuses on the factors that impact profit, and are clearly linked to operations. Factors are grouped into three categories: volume-related factors, efficiency-related factors and capital-usage-related factors.

These factors are then assigned key figures that are measured continuously, allowing managers to make decisions based on facts, enabling them to make quick adjustments if needed. The model is also used when analyzing acquisition targets. The factors and key figures are used throughout our operations from branch level to Group level.

Six key figures represent the backbone of the Six Fingers model (highlighted in the text and table), but there are complementary key figures used by all divisions, such as organic sales growth and operating margin. There are also complementary key figures tailored to measure the business in prioritized areas such as within technology and solutions. These key figures include volume-, efficiency- and capital-usage-related factors that hold specific bearing on the Group's progress. Examples are the number of remote video solution installations, gross margin on security solution contracts (compared with traditional guarding contracts), the investment in security equipment and order backlog for alarm installations.

Relationship between income, cash flow and balance sheet

Statement of income

The statement of income is broken down according to function, making responsibility for each profit level clear. Managers with operational responsibility can easily see what is expected of them

Securitas' model for financial key figures

Volume-related factors

The first two key figures, **New sales** (of contracts) and **Net change** (of contract portfolio), relate to the development of the client contract portfolio. **New sales** are newly signed contracts that will increase the monthly fixed sales. **Net change** in the client contract portfolio refers to new starts (a newly signed contract that has started) plus increased sales in existing contracts, less terminated client contracts and reduced sales in existing contracts. Price changes are measured separately and added to **Net change** to determine the period's closing balance of the contract portfolio. The closing balance is the total value of monthly invoicing on our monthly fixed contracts at the closing date for the current period. The third key figure, taken from the statement of income, is **Total sales**, which in addition to contract-based sales, includes short-term guarding assignments but also alarm installations, certain maintenance services, product sales and certain risk management services.

Group	Operations
	New sales
	Gross margin on new sales
	Terminations
	Gross margin on terminations
	Net change
	Price change
Organic sales growth	Organic sales growth
Acquired sales growth	
Real sales growth	
Total sales	**Total sales**

Efficiency-related factors

The efficiency-related key figures provide managers with tools to monitor service efficiency and cost trends. The fourth and fifth key figures are: **Gross margin**, which is defined as total sales less direct expenses as a percentage of total sales, and **Indirect expenses**, which pertain to the organization and include sales and administrative expenses (costs of branch, area and regional/country offices). Gross income less **Indirect expenses** equals operating income before amortization of acquisition-related intangible assets, acquisition-related costs and items affecting comparability. When this is expressed as a percentage of total sales, it indicates the Group's operating margin, which in Securitas' financial model, comes before acquisition-related costs and items affecting comparability.

Group	Operations
	Employee turnover
	Wage cost increase
	Gross margin
	Indirect expenses
Operating margin	Operating margin
Income before tax	
Earnings per share	

and concentrate on the factors they can affect. Gross margin and operating margin are key indicators, and used in reviewing operations at both divisional and Group level. Amortization of acquisition-related intangible assets, acquisition-related costs, financial items and taxes are monitored separately.

Statement of cash flow

In principle, operating income should generate the same amount of cash flow from operating activities over time. The cash flow is affected by investments in non-current tangible and intangible assets used in operations and by changes in working capital. Cash flow from operating activities is an important indicator at operational level. It is defined as operating income less investments in non-current tangible and intangible assets (including equipment for solution contracts) plus reversal of depreciation, change in trade receivables, change in operating payables and change in other net working capital.

Free cash flow is cash flow from operating activities less net financial items paid and current taxes paid. Cash flow for the year is arrived at when cash flow relating to acquisitions and shareholders' equity is deducted from free cash flow.

The consolidation of net debt in foreign currencies usually generates a translation difference that is reported separately. In addition, accounting standards require that certain elements of the net debt are revalued to market value after the initial recognition and this revaluation is also reported separately. The change in net debt corresponds to cash flow for the year plus the change in loans and lease liabilities, translation differences and also the revaluation of financial instruments.

Balance sheet

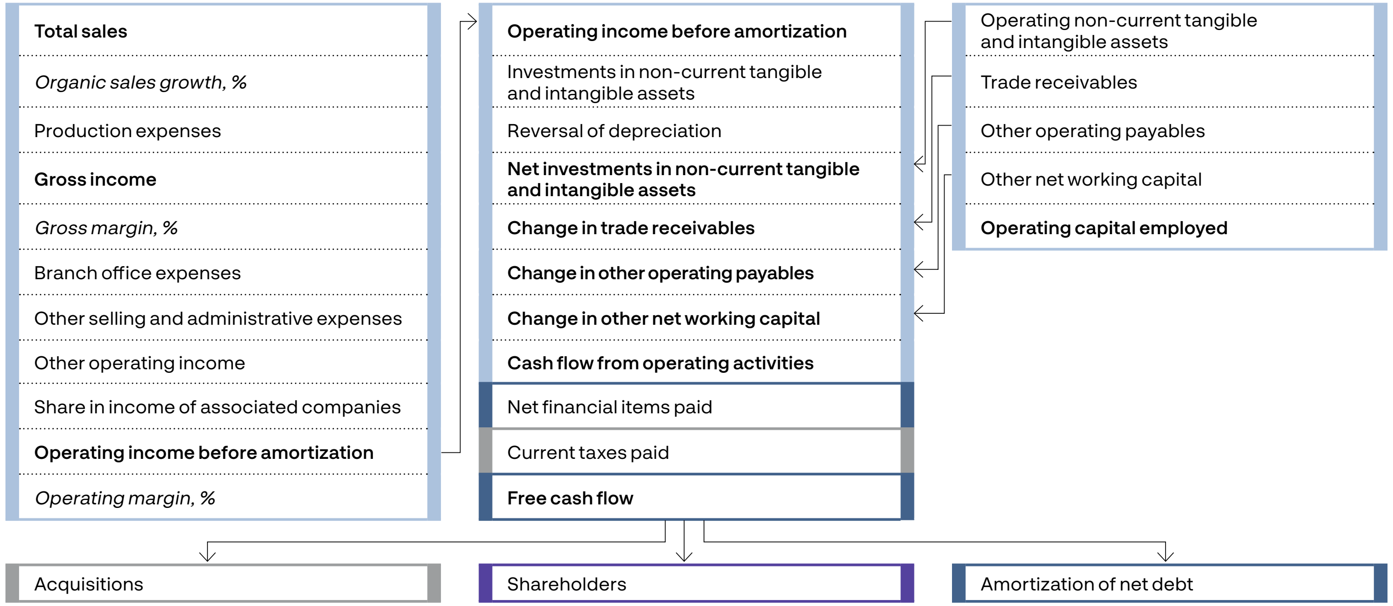
Securitas uses the terms "capital employed" and "financing of capital employed" to describe the balance sheet and financial position. Capital employed consists of operating capital employed plus goodwill, acquisition-related intangible assets and shares in associated companies.

Operating capital employed, which consists of operating non-current tangible and intangible assets and working capital, is continuously monitored at the operating level to avoid unnecessary tied-up capital. Capital employed is financed by net debt and shareholders' equity.

Capital-usage-related factors

In general, Securitas' operations are not capital intensive. Trade receivables tie up the most capital. The sixth key figure is **Days of sales outstanding** (DSO). Payment terms and effective collection procedures are decisive in determining how much capital is tied up in trade receivable. These figures are followed up on an ongoing basis at all levels in the organization.

Group	Operations
	Days of sales outstanding
Operating capital employed as % of sales	Operating capital employed as % of sales
Cash flow from operating activities as % of operating income before amortization	Cash flow from operating activities as % of operating income before amortization
Free cash flow	
Return on capital employed	Return on capital employed
Free cash flow in relation to net debt	



This picture shows the connection between the statement of income, the statement of cash flow and the balance sheet. Different colors are used for the sake of clarity.
Operating items | Net debt-related items | Goodwill, taxes and non-operating Items | Items related to shareholders' equity

Annual Report

The formal annual accounts and the consolidated accounts comprise pages 57–130.

Report of the Board of Directors

The Board of Directors and the President of Securitas AB (publ.), corporate registration number 556302-7241, with its registered office in Stockholm, hereby submit the Annual Report and consolidated financial statements for the 2024 financial year.

Operations and client offering

Securitas has a leading global and local market presence with operations in 44 markets. Securitas serves a wide range of clients of all sizes in a variety of industries and segments. Security solutions based on client-specific needs are built through different combinations of on-site, mobile and remote guarding, technology and solutions, fire and safety, and corporate risk management. We adapt our security solutions based on the risks and needs of each client through increased client engagement and continuously enhanced knowledge.

Organization

In 2024, the Securitas Group consisted of the business segments Securitas North America, Securitas Europe and Securitas Ibero-America. In addition, the Group conducts operations in Africa, the Middle East, Asia and Australia and the business unit Securitas Critical Infrastructure Services in North America, which are included under the heading Other in the segment reporting in note 10.

Group financial targets

The Group operating margin was 6.9 percent (6.5), with a target of reaching 8 percent by the end of 2025. The real sales growth in technology and solutions sales was 6 percent (34) in 2024 with an annual average target of 8–10 percent. The real sales growth including STANLEY Security for the comparable period (consolidated as of July 22, 2022) was 9 percent in 2023. The net debt to EBITDA ratio was 2.5 (2.7), with a target of below 3.0x. The operating cash flow was 84 percent (80) of operating income before amortization with an annual average target of 70–80 percent.

Sales

Sales amounted to MSEK 161 921 (157 249) and organic sales growth to 5 percent (9).

Securitas North America had 3 percent (6) organic sales growth supported by the Guarding and Technology business units. Organic sales growth in Guarding stemmed primarily from price increases but was hampered by a termination of an airport security contract. Securitas Europe had 8 percent (12) organic sales growth, driven by price increases including the impact of the hyperinflationary environment in Türkiye. Technology and solutions also supported organic sales growth, as did higher sales in airport security. Securitas Ibero-America reported 6 percent (15) organic sales growth, with the comparative including the divested Securitas Argentina for the first six months, supported by technology and solutions sales and price increases. Extra sales in the Group amounted to 13 percent (12) of total sales.

Real sales growth, including acquisitions and divestitures and adjusted for changes in exchange rates, was 4 percent (15).

Technology and solutions sales amounted to MSEK 53 167 (50 514) or 33 percent (32) of total sales for the full year. Real sales growth, including acquisitions and divestitures and adjusted for changes in exchange rates, was 6 percent (34). The real sales growth including STANLEY Security for the comparable period (consolidated as of July 22, 2022) was 9 percent in 2023.

Sales January – December

MSEK	2024	2023	%
Total sales	161 921	157 249	3
Currency change from 2023	1 711	–	
Currency adjusted sales	163 632	157 249	4
Acquisitions/divestitures	-21	-1 282	
Organic sales	163 611	155 967	5

Operating income before amortization

Operating income before amortization was MSEK 11 200 (10 247) which, adjusted for changes in exchange rates, represented a real change of 11 percent (24).

The Group's operating margin was 6.9 percent (6.5), an improvement supported by all three business segments. Price increases in the Group were slightly ahead of wage cost increases for the full year.

Operating income January – December

MSEK	2024	2023	%
Operating income before amortization	11 200	10 247	9
Currency change from 2023	125	–	
Currency adjusted operating income before amortization	11 325	10 247	11

Operating income after amortization

Amortization of acquisition-related intangible assets amounted to MSEK –639 (–620).

Acquisition-related costs totaled MSEK 20 (–10). For further information refer to note 11.

Items affecting comparability were MSEK –1 285 (–4 669), whereof MSEK –594 (–662) related to the acquisition of STANLEY Security, MSEK –155 (–686) were related to the transformation programs in Europe and Ibero-America, and MSEK –536 related to a provision for an investigation into Paragon Systems, Inc. In 2023 MSEK –3 321 was related to the capital loss from the divestment of Securitas Argentina. For further information refer to note 11.

Operating income after amortization was MSEK 9 296 (4 948).

Financial income and expenses

Financial income and expenses amounted to MSEK –2 277 (–2 115). The impact from IAS 29 hyperinflation was MSEK 129 (186) relating to the net monetary gain. Financial income and expense also include foreign currency gains, net, of MSEK 31 (116). For further information refer to note 14 and note 15.

Income before taxes

Income before taxes amounted to MSEK 7 019 (2 833).

Taxes, net income and earnings per share

The Group's tax rate was 26.3 percent (54.2). The full year tax rate for 2023 was negatively affected by the non-deductible capital loss from the divestiture of Securitas Argentina and positively affected by the reversal of tax provisions related to Spanish tax cases after a judgment from the Audiencia Nacional in Spain in favor of Securitas. Refer to Spain – Tax audit in note 39. The tax rate before tax on items affecting comparability was 25.3 percent (26.6).

Net income was MSEK 5 172 (1 297).

Earnings per share before and after dilution amounted to SEK 9.01 (2.24). Earnings per share before and after dilution and before items affecting comparability amounted to SEK 10.81 (9.59).

Condensed statement of income according to Securitas' financial model

MSEK	2024	2023
Total sales	**161 921**	**157 249**
Organic sales growth, %	*5*	*9*
Production expenses	-127 935	-125 123
Gross income	**33 986**	**32 126**
Selling and administrative expenses	-22 923	-22 004
Other operating income	71	64
Share in income of associated companies	66	61
Operating income before amortization	**11 200**	**10 247**
Operating margin, %	*6.9*	*6.5*
Amortization of acquisition-related intangible assets	-639	-620
Acquisition-related costs	20	-10
Items affecting comparability	-1 285	-4 669
Operating income after amortization	**9 296**	**4 948**
Financial income and expenses	-2 277	-2 115
Income before taxes	**7 019**	**2 833**
Income tax	-1 847	-1 536
Net income for the year	**5 172**	**1 297**

Securitas' financial model is described on pages 54–55.

Operating items Net debt-related items
Goodwill, taxes and non-operating items Items related to shareholders' equity

Development in the Group's business segments

Securitas North America

Sales and income

			Change, %	
MSEK	2024	2023	Total	Real
Total sales	64 271	62 561	3	3
Organic sales growth, %	3	6		
Share of Group sales, %	40	40		
Operating income before amortization	5 819	5 625	3	3
Operating margin, %	9.1	9.0		
Share of Group operating income, %	52	55		

Further information regarding the statement of income, cash flow and capital employed is provided in note 10.

Organic sales growth was 3 percent (6), supported by the Guarding and Technology business units. Organic sales growth in Guarding stemmed primarily from price increases but was hampered by the termination of an airport security contract. The client retention rate was 87 percent (90).

Technology and solutions sales accounted for MSEK 24 064 (22 704) or 37 percent (36) of total sales in the business segment, with real sales growth of 7 percent (42) for the full year.

The operating margin was 9.1 percent (9.0), an improvement supported by the Guarding and Technology business units, while Pinkerton's performance hampered the margin due to system implementation challenges.

The Swedish krona exchange rate was unchanged against the US dollar, which had a neutral impact on operating income in Swedish krona. The real change in operating income was 3 percent (28) for the full year.

Securitas Europe

Sales and income

			Change, %	
MSEK	2024	2023	Total	Real
Total sales	70 177	66 605	5	8
Organic sales growth, %	8	12		
Share of Group sales, %	43	42		
Operating income before amortization	4 584	4 095	12	15
Operating margin, %	6.5	6.1		
Share of Group operating income, %	41	40		

Further information regarding the statement of income, cash flow and capital employed is provided in note 10.

Organic sales growth was 8 percent (12) and continued to be driven by price increases including the impact of the hyper-inflationary environment in Türkiye. Technology and solutions also supported organic sales growth, as did higher sales in airport security. The client retention rate was 92 percent (91).

Technology and solutions sales accounted for MSEK 23 027 (22 063) or 33 percent (33) of total sales in the business segment, with real sales growth of 6 percent (34) for the full year.

The operating margin was 6.5 percent (6.1). The improvement stemmed from the security services business, primarily driven by improved margins on new sales and active portfolio management, as well as a positive price and wage balance. The airport security business also supported the improvement, while the operating margin in the technology business weakened due to a negative impact from the ongoing system and support transitions.

The Swedish krona exchange rate strengthened primarily against the Turkish lira, which had a negative impact on operating income in Swedish krona. The real change in operating income was 15 percent (25) for the full year.

Securitas Ibero-America

Sales and income

			Change, %	
MSEK	2024	2023	Total	Real
Total sales	14 845	15 449	-4	-3
Organic sales growth, %	6	15		
Share of Group sales, %	9	10		
Operating income before amortization	1 042	991	5	6
Operating margin, %	7.0	6.4		
Share of Group operating income, %	9	10		

Further information regarding the statement of income, cash flow and capital employed is provided in note 10.

Organic sales growth was 6 percent (15), with the comparative including the divested Securitas Argentina for the first six months. Organic sales growth in Spain was 6 percent (5), supported by technology and solutions sales and price increases. Organic sales growth in Latin America was primarily driven by price increases. The client retention rate was 90 percent (93).

Technology and solutions sales accounted for MSEK 5 322 (5 011) or 36 percent (32) of total sales in the business segment, with real sales growth of 7 percent (9) for the full year. Excluding the impact of the divestment of Securitas Argentina, real sales growth was 11 percent for the full year.

The operating margin was 7.0 percent (6.4). The improvement was driven by technology and solutions, and supported by the divestment of Securitas Argentina.

The Swedish krona exchange rate strengthened against most currencies in the segment, which had a negative impact on operating income in Swedish krona. The real change in operating income was 6 percent (8) for the full year.

Cash flow

Cash flow from operating activities amounted to MSEK 9 395 (8 185), equivalent to 84 percent (80) of operating income before amortization.

The cash flow improvement was positively impacted by trade receivables from lower Days of Sales Outstanding (DSO) and reduced organic sales growth. Improved cash generation in the Technology business unit in North America was the main contributor.

Free cash flow was MSEK 5 077 (4 938), positively impacted by a stronger operating cash flow, while negatively impacted by higher financial income and expenses paid and by increased current taxes paid primarily due to higher taxable earnings and timing differencies.

Condensed statement of cash flow according to Securitas' financial model

MSEK	2024	2023
Operating income before amortization	**11 200**	**10 247**
Investments in non-current tangible and intangible assets	-4 029	-4 114
Reversal of depreciation	3 723	3 556
Net investments in non-current tangible and intangible assets	**-306**	**-558**
Trade receivables	-837	-2 986
Operating payables	181	1 477
Other net working capital	-843	5
Cash flow from operating activities	**9 395**	**8 185**
Cash flow from operating activities, %	*84*	*80*
Financial income and expenses paid	-2 156	-1 899
Current taxes paid	-2 162	-1 348
Free cash flow	**5 077**	**4 938**
Cash flow from investing activities, acquisitions and divestitures	-186	-170
Cash flow from items affecting comparability	-882	-1 403
Cash flow from financing activities excluding leasing	-4 630	-1 592
Cash flow for the year	**-621**	**1 773**

Securitas' financial model is described on pages 54–55.

Operating items Net debt-related items Goodwill, taxes and non-operating item

Capital employed and financing

Capital employed

The net working capital was MSEK 9 153 (7 090), corresponding to 6 percent of sales (5), adjusted for the full-year sales of acquired and divested entities. The Group's operating capital employed was MSEK 20 869 (18 371). The translation of foreign operating capital employed to Swedish krona increased the Group's operating capital employed by MSEK 1 019.

The annual impairment test of all Cash Generating Units (CGU), which is required under IFRS, took place during the third quarter of 2024 in conjunction with the business plan process for 2025. None of the CGUs tested for impairment had a carrying amount that exceeded the recoverable amount. Consequently, no impairment losses have been recognized in 2024. No impairment losses were recognized in 2023 either.

The Group's total capital employed was MSEK 80 603 (74 228). The translation of foreign capital employed to Swedish krona increased the Group's capital employed by MSEK 5 140. The return on capital employed was 14 percent (14).

Financing

The Group's net debt amounted to MSEK 37 923 (37 530). The net debt was impacted mainly by the free cash flow of MSEK 5 077, a dividend of MSEK –2 177, whereof MSEK –1 089 was paid to the shareholders in May 2024 and MSEK –1 088 was paid in November 2024, translation differences of MSEK –2 679 and payments for items affecting comparability of MSEK –882.

The net debt to EBITDA ratio was 2.5 (2.7). The free cash flow to net debt ratio amounted to 0.13 (0.13). The interest coverage ratio amounted to 4.3 (4.2).

On December 31, 2024, Securitas had a Revolving Credit Facility with its eleven key relationship banks. The size of the facility amounts to MEUR 1 029 maturing in 2027. The facility was undrawn on December 31, 2024.

A Swedish Commercial Paper Program amounts to MSEK 5 000, of which MSEK 0 was outstanding as of December 31, 2024.

In February 2024, a MEUR 350 Eurobond and a MSEK 1 500 Private Placement were repaid with proceeds of a MEUR 500 bond issue with a maturity in 2030. In June 2024, MEUR 126 equivalent of Schuldschein loans were repaid with proceeds of a MUSD 135 Term Facility which has a maturity in 2025. In July 2024, a MUSD 50 Private Placement was repaid with the proceeds of a new MUSD 50 bond issue with a maturity in 2028. In September 2024, MEUR 159 of Schuldschein loans were repaid with proceeds of a MEUR 147 Term Facility which has a maturity in 2028. On October 11, 2024, a MSEK 1 500 Private Placement was closed with a maturity in 2026. The proceeds were used to repay debt maturities during the fourth quarter of 2024. On December 20, 2024, a MEUR 400 Term Facility agreement was signed which has a maturity in 2025. This facility was undrawn as of December 31, 2024.

Standard & Poor's rating of Securitas was BBB with stable outlook at the end of 2024.

For further information regarding financial instruments and credit facilities refer to note 7.

Cash flow from financing activities excluding leasing was MSEK –4 630 (–1 592), due to dividend paid of MSEK –2 177 (–1 977) and a net decrease in borrowings of MSEK –2 453 (385).

Cash flow for the year was MSEK –621 (1 773).

The closing balance for liquid funds after translation differences of MSEK 106 was MSEK 7 427 (7 942).

Shareholders' equity amounted to MSEK 42 680 (36 698). The translation of foreign assets and liabilities into Swedish krona together with net investment hedges increased shareholders' equity by MSEK 2 461. Refer to the statement of comprehensive income on page 65 for further information.

Condensed capital employed and financing according to Securitas' financial model

MSEK	2024	2023
Non-current tangible and intangible assets	**11 716**	**11 281**
Net working capital	**9 153**	**7 090**
Net working capital in % of Sales	*6*	*5*
Operating capital employed	**20 869**	**18 371**
Goodwill	54 895	50 916
Acquisition-related intangible assets	6 132	6 340
Shares in associated companies	380	354
Other capital employed	-1 673	-1 753
Total capital employed	**80 603**	**74 228**
Return on capital employed, %	*14*	*14*
Net debt	37 923	37 530
Shareholders' equity	42 680	36 698
Total financing	**80 603**	**74 228**

Securitas' financial model is described on pages 54–55.

Operating items Net debt-related items
Goodwill, taxes and non-operating items Items related to shareholders' equity

Net debt development

MSEK	2024	2023
Opening balance January 1	**-37 530**	**-40 534**
Cash flow from operating activities	9 395	8 185
Financial income and expenses paid	-2 156	-1 899
Current taxes paid	-2 162	-1 348
Free cash flow	**5 077**	**4 938**
Cash flow from investing activities, acquisitions and divestitures	-186	-170
Cash flow from items affecting comparability	-882	-1 403
Dividend paid	-2 177	-1 977
Change in lease liabilities	171	291
Change in net debt before revaluation and translation	**2 003**	**1 679**
Revaluation of financial instruments	283	2
Translation differences	-2 679	1 323
Change in net debt	**-393**	**3 004**
Closing balance December 31	**-37 923**	**-37 530**

Acquisitions and divestitures

Acquisitions and divestitures January–December 2024 (MSEK)

	Business segment[1]	Included/ excluded from	Acquired/ divested share[2]	Annual sales[3]	Enterprise value[4,7]	Goodwill	Acq. related intangible assets
Opening balance						**50 916**	**6 340**
Other acquisitions and divestitures[5,6]		–	–	56	173	7	28
Total acquisitions and divestitures January – December 2024		**–**	**–**	**56**	**173**	**7**	**28**
Amortization of acquisition-related intangible assets						–	-639
Translation differences and remeasurement for hyperinflation						3 972	403
Closing balance						**54 895**	**6 132**

1 Refers to business segment with main responsibility for the acquisition/divestiture.
2 Refers to voting rights for acquisitions/divestitures in the form of share purchase agreements. For asset deals no voting rights are stated.
3 Estimated annual sales.
4 Purchase price paid/received plus acquired/divested net debt but excluding any deferred considerations.
5 Related to acquistions for the year of the following entities: Securion Beveiliging BV & Securion Facilities BV, Netherlands, Verifact Investigations Pty Ltd, Australia, as well as for deferred considerations paid in the US, Austria, Spain, Türkiye, Australia and South Korea. Includes, as of a result of the finalized net working capital reconciliation, final payment for the acquisition of the Electronic Security Solutions business from Stanley Black & Decker Inc. ("STANLEY Security") in 2022.
6 Deferred considerations have been recognized mainly based on an assessment of the future profitability development in the acquired entities for an agreed period. The net of new deferred considerations, payments made from previously recognized deferred considerations and revaluation of deferred considerations in the Group was MSEK –71. Total deferred considerations, current and non-current, in the Group's balance sheet amount to MSEK 36.
7 Cash flow from acquisitions and divestitures amounts to MSEK –186, which is the sum of enterprise value MSEK –173 and acquisition-related costs paid MSEK –13.

All acquisition calculations are finalized no later than one year after the acquisition is made. Transactions with non-controlling interests are specified in the statement of changes in shareholders' equity and in note 31. Transaction costs and revaluation of deferred considerations can be found in note 11.

On December 27, 2024, Securitas signed a put option agreement to divest the airport security business in France to local management, exercisable upon completion of the mandatory consultation process with relevant works councils. Full year 2024 sales for Securitas Aviation France was BSEK 1.5 with an operating margin well below average in Securitas Europe. The potential transaction is estimated to have no material impact on the balance sheet or cash flow for the Group.

For further information regarding acquisitions and divestitures in 2024, refer to note 17.

Changes in Group Management

On April 15, 2024, it was announced that Greg Anderson, Divisional President North America and member of Group Management, had decided to leave Securitas to pursue an opportunity outside the Group. Jorge Couto, previously Divisional President Securitas Ibero-America, was appointed as the new Divisional President North America, and Zacarías Erimias, previously Country President Spain, was appointed as the new Divisional President Securitas Ibero-America and member of Group Management effective November 1, 2024. José Castejon, COO for Securitas North America, left Securitas in January 2025. The role as COO has been discontinued.

All other Group Management members continue in their current roles.

Other significant events

United States – Government investigation

As previously communicated, the US Government is conducting an investigation into Paragon Systems Inc., a US-based subsidiary operating under a proxy agreement as required by the US authorities to be eligible for US government business. The investigation relates to alleged misconduct by certain former employees and to Paragon's relationship with various small business entities which were a direct or indirect party to contracts with the US Government starting around 2012. Paragon has cooperated fully with the investigation.

At the end of 2024, Securitas had a provision of MUSD 53 related to the matter. The settlement was concluded at MUSD 52. In addition, other costs related to the investigation totals approximately MUSD 1. The provision is accounted for as an item effecting comparability under the heading Other in the segment reporting.

Other significant events after the balance sheet date

On February 20, 2025, Securitas AB closed a MEUR 300 sustainability-linked bond in the Eurobond market with a maturity in 2032. The coupon was 3.375 percent including a margin of 110 basis points. The proceeds will be used to refinance existing debt and for general corporate purposes. The joint lead managers were BBVA, Citi, ING, KBC and SEB. ING acted as Sustainability Structuring Advisor.

There have been no other significant events with effect on the financial reporting after the balance sheet date.

Risks and uncertainties

Risk management is necessary for Securitas to be able to fulfil its strategies and achieve its corporate objectives. Securitas' risks fall into three main categories; operational risks, financial risks and strategic risks and opportunities. Securitas' approach to enterprise risk management is described in more detail on page 49.

Financial risks are mainly managed through continuous measurement and follow-up of financial performance, with the help of Securitas' financial model. This model identifies certain key figures that are vital to the profitability of the operations and facilitates the detection and handling of risks. The financial model is described in more detail on pages 54–55. In addition, financial risks (other than relating to financial reporting) arise because the Group has external financing needs and operates in a number of foreign currencies. The risks are mainly interest rate risk, foreign currency risk, financing and liquidity risk and credit/counterparty risk. The client credit risk, that is the risk of Securitas' clients not being able to fulfil their obligation of paying invoices for services being provided, is reduced by the fact that the numerous clients are spread over many business sectors and geographies, and by established routines for monitoring and collecting of accounts receivable within the organization. Further information regarding financial risk management is provided above under the section Capital employed and financing/Financing, in note 7 and note 27.

In the preparation of financial reports, the Board of Directors and Group Management make estimates and judgments. These impact the statement of income and balance sheet as well as disclosures such as contingent liabilities. The actual outcome may differ from these estimates and judgments under different circumstances and conditions.

Risks related to the general macro-economic environment with a longer period of higher interest rates, a challenging insurance market, labor shortages, the changed geopolitical situation in the world, including protectionist tendencies, the litigation environment in the US and increased cyber security threats make it difficult to predict the economic development of the different markets and geographies in which we operate.

On July 22, 2022, Securitas completed the acquisition of STANLEY Security. The integration of STANLEY is successfully completed, but the acquisition and integration of new companies always carry certain risks.

Our transformation programs in Europe and Ibero-America were in execution phase in 2024. The program in Ibero-America closed in 2024. In Europe, we still have some work left to do and will continue our implementation efforts in 2025 and 2026. The implementation and rollout of new systems and platforms to support this transformation naturally carry a risk in terms of potential disruptions to our operations, which could negatively impact our result, cash flow and financial position. This is mitigated by solid change management and a phased rollout on a country-by-country basis over a longer period.

In 2025, a business optimization program will be launched primarily in Europe. The implementation of such a program always carry certain risks. The expected savings may be lower than anticipated and certain costs in connection with the program may be higher than expected.

The geopolitical situation in the world has changed radically with Russia's invasion of Ukraine at the end of February 2022 and the ongoing conflict in the Middle East. We have no operations either in Russia or in Ukraine and very limited presence in Israel, but we follow the development closely and contribute to a safer society where we can.

For the forthcoming twelve-month period, the financial impact of the general macro-economic environment described above, uncertainty in interest rate development, the integration and implementation of new platforms, as well as certain items affecting comparability, provisions and contingent liabilities, as described in note 11, note 34, note 37 and note 39, respectively, and, where applicable, under the heading Other significant events above, may vary from the current financial estimates and provisions made by management. This could affect the Group's profitability and financial position.

Statutory sustainability report

The statutory Sustainability Report is included in separate parts of the Securitas AB Annual Report 2024 and is not a part of the statutory Annual Report.

Securitas AB's Sustainability Report describes the Group's work with regards to economic, environmental and social aspects. The Sustainability reporting also includes the statutory Sustainability Report under Chapter 6 Section 10 of the Annual Accounts Act. The report is prepared according to the Global Reporting Initiative (GRI) Universals Standards.

Securitas is a service company with relatively low environmental impact compared with a manufacturing company. The operations of the Group do not require a permit under the Swedish Environmental Code.

Information about:	See page
Environment	15, 17, 30–31, 37, 140, 142–143, 148
Social conditions	35, 140–141, 145–147
Personnel	8–10, 15–17, 30–31, 35, 140–141, 145–147
Respect for human rights	37, 141
Anti-corruption	36, 140
Sustainability governance model	30
Significant risks for sustainability	35–37
GRI index	150–152

Research and development

The service offering of the Group is continuously being developed, not least as an integrated item when carrying out the service delivery to the clients. Security solutions are an important part of the protective services offering and each major market has a solutions organization and a solutions leader in place. Each of our divisions also has a solutions leader in place to ensure coordination and best practices. In 2019, the Group also created a Global Technology Business Center, responsible for developing a global business approach with common tools, processes, products and services within technology. This has now evolved into our Global Technology organization under the leadership of the Securitas Technology Global President. Our technology business and footprint were greatly enhanced by the transformative acquisition of STANLEY Security bringing together the best of both companies.

The Group's CIO with team is leading the development of Securitas' global digitization and IS/IT transformation and are responsible for large scale global IT/business projects. In 2022 the IS/IT organization was split into Global IT under the leadership of the Chief Information Officer while Securitas Digital became a separate organization under the leadership of the Securitas Digital President. This change enables us to leverage the power of data, platforms and digital to accelerate the execution of Securitas' vision for growth, margin, client value and long-term competitiveness while we continue our transformation journey. For further information relating to transformation programs, refer to the section Group development below. Since 2019, we have built significant knowledge and today we leverage advanced analytics and artificial intelligence to optimize how we run the business and to create added-value revenue-generating services to our clients.

Securitas is a service company and has historically not carried out any material research and development activities as defined in IAS 38 Intangible assets. The Group has gradually invested in capabilities to develop improved data-driven and intelligence-based services for a future where scale and data availability are critical for the next big shift in the security services industry to the benefit of our clients and society as a whole. A number of development projects that support this are ongoing and as of December 31, 2024, the Group had MSEK 143 (111) in capitalized development expenditures.

Information regarding the Securitas share

The number of shares in Securitas amounts to 573 392 552, divided between 26 938 371 shares of class A shares and 546 454 181 shares of class B. Further information about the Securitas share as well as information on major shareholders can be found in note 31 and on pages 153–154.

There is currently an authorization by the Annual General Meeting 2024, to the Board of Directors to acquire the company's own shares for the purpose of adjusting the company's capital structure, be able to exploit acquisition opportunities and/or to ensure the company's undertakings in respect of share-based incentive programs (other than delivery of shares to participants of incentive programs). The Board has decided to propose to the Annual General Meeting on May 8, 2025, that the Board be authorized to be able to resolve on the acquisition of the company's shares for a period until the next Annual General Meeting, up to a maximum of ten (10) percent of all shares in the company for the same purposes as under the current authorization. The total previously repurchased number of shares as of December 31, 2024, are 475 000 (475 000). These shares are held as treasury shares and have not reduced the company's share capital.

A shareholders' agreement that among other items comprises pre-emption rights for the sale of Series A shares by any part exists among the Douglas family and Schörling family and companies closely related to them. Apart from this, the Board of Directors of Securitas AB is not aware of any shareholders' agreements or other arrangements between shareholders of Securitas AB.

Group development

Securitas has four financial targets:

- 8–10 percent technology and solutions annual average real sales growth
- 8 percent Group operating margin by year-end 2025, with a >10 percent long-term operating margin ambition
- A net debt to EBITDA ratio below 3.0x
- An operating cash flow of 70–80 percent of operating income before amortization

The dividend policy is in a range of 50–60 percent of annual net income over time.

In 2024 the Group operating margin was 6.9 percent (6.5). The real sales growth of technology and solutions sales was 6 percent (34). The net debt to EBITDA ratio was 2.5 (2.7). The operating cash flow was 84 percent (80) of operating income before amortization.

In a time of heightened global uncertainty and an increased threat environment, clients are looking for a future-oriented partner with extensive security expertise. Our long-term partnership approach, combined with our global presence, technology and digital capabilities is a critical differentiator that makes us the partner of choice.

Our business model is resilient, and we drive operational value creation through growth in technology and solutions, improved portfolio profitability in security services, cost efficiency and digital innovation.

By the end of the year, we closed the STANLEY Security integration program, having successfully managed this large and complex process. With a strong value proposition in place and the integration now behind us, we are in a good position to focus on operational delivery and client engagement. After a few years of extensive work under our transformation programs to create a modern and more digital Securitas, we have now completed yet another milestone with the finalization of the Ibero-American program. In Europe, we still have some work remaining and will continue our implementation efforts in 2025 and 2026, albeit at continued lower investment levels.

As we build the new Securitas, we continue to create scale and increased automation opportunities. As part of our strategy, we are continuing to assess our business mix and presence to enhance our performance and long-term competitive position.

We have taken important steps on our journey to transform Securitas into the leading intelligent security partner, strengthened our operating margin to 6.9 percent (6.5) and improved earnings per share by 15 percent in 2024. We still have important work ahead of us, but we are on track with our strategic plan, and we remain committed to achieving our target of an 8 percent operating margin by the end of 2025.

Parent company operations

The Group's Parent Company, Securitas AB, is not involved in any operating activities. Securitas AB consists of Group Management and support functions for the Group.

The Parent Company's income amounted to MSEK 2 603 (2 667) and mainly relates to license fees and other income from subsidiaries.

Financial income and expenses amounted to MSEK 523 (9 729). The decrease compared with last year is mainly explained by lower dividends received from subsidiaries. Income before taxes amounted to MSEK 1 065 (10 383).

Income before taxes includes dividends from subsidiaries of MSEK 1 397 (10 374), interest income of MSEK 585 (849), interest expense of MSEK –996 (–1 181) and other financial income and expenses, net, of MSEK –463 (–313). For further information, refer to note 47.

Net income was MSEK 1 036 (10 194).

Cash flow for the year amounted to MSEK –2 053 (–258).

The Parent Company's non-current assets amounted to MSEK 74 888 (65 989) and mainly comprise shares in subsidiaries of MSEK 72 971 (63 933). Current assets amounted to MSEK 4 468 (23 778) of which liquid funds accounted for MSEK 65 (2 118).

Shareholders' equity amounted to MSEK 55 544 (56 660). Total dividend amounted to MSEK 2 177 (1 977), whereof MSEK 1 089 (1 003) was paid to the shareholders in May 2024 and MSEK 1 088 (974) was paid to the shareholders in November 2024.

The Parent Company's liabilities and untaxed reserves amounted to MSEK 23 812 (33 107) and mainly consist of interest-bearing debt.

For further information, refer to the Parent Company's financial statements and the accompanying notes and comments.

Current guidelines for remuneration to Securitas' Group Management

New guidelines for remuneration to Group Management were adopted at the Annual General Meeting 2024, which apply until the Annual General Meeting 2028 unless any changes are adopted by the general meeting. The guidelines apply to remuneration and other terms of employment for the individuals who are included in the Group Management of Securitas.

The guidelines shall apply to agreements entered into after the Annual General Meeting 2024, and to changes made in existing agreements after the Annual General Meeting 2024. These guidelines do not apply to any remuneration decided or approved by the general meeting. The full text of the adopted guidelines can be found in note 9.

Proposed updated guidelines for remuneration to Securitas' Group Management

The Board of Directors has proposed that the Annual General Meeting 2025 amends the remuneration guidelines for the Group Management of Securitas, adjusting the cap on variable cash remuneration for the President and CEO from a maximum of 85 percent to 100 percent of the fixed base salary. The proposal also includes minor linguistic adjustments. The guidelines are forward-looking and apply to new remuneration as well as amendments to already agreed remuneration after the Annual General Meeting 2025.

Proposed allocation of earnings

The statements of income and the balance sheets of the Parent Company and the Group are subject to adoption by the Annual General Meeting 2025.

Earnings in the Parent Company available for distribution:

	SEK
Hedging reserve	-2 318 246
Share premium reserve	9 303 850 562
Retained earnings	37 269 901 233
Net income for the year	1 036 326 906
Total	**47 607 760 455**

The Board of Directors proposed that the earnings are allocated as follows:

	SEK
a dividend to the shareholders of SEK 4.50 per share	2 578 128 984
to be carried forward	45 029 631 471
Total	**47 607 760 455**

The dividend and the amount to be carried forward are calculated on the number of outstanding shares as per February 5, 2025. No dividend is payable on Securitas AB's holding of treasury shares, the exact number of which is determined on the record date for payment of dividend. Securitas AB held 475 000 treasury shares as per February 5, 2025.

Proposal on record date for dividend

The Board of Directors proposes a dividend for 2024 of SEK 4.50 (3.80) per share, distributed to the shareholders in two equal installments of SEK 2.25 per share. The record date for the first payment is proposed to be May 12, 2025, and for the second payment November 20, 2025. If the Annual General Meeting so resolves, the first payment is expected to be distributed by Euroclear Sweden AB starting May 15, 2025, and the second payment starting November 25, 2025.

Proposed authorization to acquire the company's own shares

The Board has further proposed that the 2025 Annual General Meeting should authorize the Board to, on one or several occasions during the time up to the Annual General Meeting in 2026, decide on the acquisition of the Company's own shares. The proposal entails that the Board may decide on acquisitions so that the maximum number of shares held by the Company at each point in time does not exceed ten (10) percent of all shares in the Company.

The Board's statements on the proposed dividend and the proposed authorization to acquire the Company's own shares

The Board has issued the following statements regarding proposed allocation of earnings and proposed authorization to acquire the Company's own shares pursuant to Chapter 18, Section 4 and Chapter 19, Section 22 of the Swedish Companies Act.

There is full coverage for the Company's restricted equity after distribution of the proposed dividend and authorization to acquire the Company's own shares.

The Company's equity would not have been impacted as per December 31, 2024, if financial instruments, having been valued at fair value pursuant to Chapter 4, Section 14a of the Swedish Annual Accounts Act, had instead been valued at the lower of cost or market, as there is no difference as of this date.

In view of the proposed dividend and authorization to acquire the Company's own shares, the Board has considered the Company's and the Group's consolidation requirements and liquidity through a comprehensive assessment of the financial position of the Company and the Group, as well as the possibilities of the Company and the Group to discharge its obligations in the long term. The proposed dividend and the proposed authorization to acquire the Company's own shares does not jeopardize the Company's ability to make the investments that have been deemed necessary. The Company's financial position does not give rise to any other assessment than that the Company can continue its operations and that the Company is expected to comply with its obligations in a short as well as long term perspective. In addition to the assessment of the Company's consolidation requirements and liquidity, the Board has also taken into consideration all other known circumstances that may impact the Company's financial position.

With reference to the above, the Board makes the assessment that the proposed dividend and the proposed authorization to acquire the Company's own shares are justifiable considering the requirements that the nature, scope and risks of the operations pose on the size of the Company's and the Group's equity as well as the Company's and the Group's consolidation requirements, liquidity and position in general.

As regards the Company's and the Group's result and position in general, refer to the statements of income, statements of comprehensive income, balance sheets and statements of cash flow as well as notes and comments. The Board will continue to assess further the financial position and liquidity up to the decision on the Annual General Meeting.

Consolidated statement of income

MSEK	Note	2024	2023
Sales		161 900	147 812
Sales, acquired business		21	9 437
Total sales	**6, 10**	**161 921**	**157 249**
Production expenses	11, 12, 13	-127 935	-125 123
Gross income		**33 986**	**32 126**
Selling and administrative expenses	11, 12, 13	-22 923	-22 004
Other operating income	6	71	64
Share in income of associated companies	23	66	61
Amortization of acquisition-related intangible assets	19	-639	-620
Acquisition-related costs	11	20	-10
Items affecting comparability	11	-1 285	-4 669
Operating income	**11**	**9 296**	**4 948**
Financial income	14, 15	472	513
Financial expenses	15	-2 749	-2 628
Income before taxes		**7 019**	**2 833**
Income tax	16	-1 847	-1 536
Net income for the year		**5 172**	**1 297**
Whereof attributable to:			
Equity holders of the Parent Company		5 160	1 285
Non-controlling interests		12	12
Average number of shares before and after dilution		572 917 552	572 917 552
Earnings per share before and after dilution (SEK)	3	9.01	2.24
Earnings per share before and after dilution and before items affecting comparability (SEK)[1]	3	10.81	9.59

1 Alternative Performance Measure (APM). Refer to note 3 for definition and calculation.

Consolidated statement of comprehensive income

MSEK	Note	2024	2023
Net income for the year		**5 172**	**1 297**
Other comprehensive income			
Items that will not be reclassified to the statement of income			
Remeasurements of defined benefit pension plans	33	-83	66
Deferred tax on remeasurements of defined benefit pension plans		18	-21
Total items that will not be reclassified to the statement of income		**-65**	**45**
Items that subsequently may be reclassified to the statement of income			
Remeasurement for hyperinflation		248	445
Cash flow hedges	7	231	1
Cost of hedging	7	50	-1
Net investment hedges		-1 449	597
Other comprehensive income from associated companies, translation differences		17	-14
Translation differences		3 893	-137
Deferred tax relating to items that may be reclassified to the statament of income		47	4
Total items that subsequently may be reclassified to the statement of income		**3 037**	**895**
Other comprehensive income	**16**	**2 972**	**940**
Total comprehensive income for the year		**8 144**	**2 237**
Whereof attributable to:			
Equity holders of the Parent Company		8 131	2 227
Non-controlling interests		13	10

Securitas' financial model – consolidated statement of income

Supplementary information

MSEK	2024	2023
Sales	161 900	147 812
Sales, acquired business	21	9 437
Total sales	**161 921**	**157 249**
Organic sales growth, %[1]	*5*	*9*
Production expenses	-127 935	-125 123
Gross income	**33 986**	**32 126**
Gross margin, %	*21.0*	*20.4*
Expenses for branch offices	-8 213	-8 376
Other selling and administrative expenses	-14 710	-13 628
Total expenses	**-22 923**	**-22 004**
Other operating income	71	64
Share in income of associated companies	66	61
Operating income before amortization	**11 200**	**10 247**
Operating margin, %[1]	*6.9*	*6.5*
Amortization of acquisition-related intangible assets	-639	-620
Acquisition-related costs	20	-10
Items affecting comparability	-1 285	-4 669
Operating income after amortization	**9 296**	**4 948**
Financial income and expenses	-2 277	-2 115
Income before taxes	**7 019**	**2 833**
Income tax	-1 847	-1 536
Net income for the year	**5 172**	**1 297**

Operating items Net debt-related items Goodwill, taxes and non-operating items Items related to shareholders' equity

1 Alternative Performance Measure (APM). Refer to note 3 for definition and calculation.

Securitas' financial model is described on pages 54–55.

Consolidated statement of cash flow

MSEK	Note	2024	2023
Operations			
Operating income		9 296	4 948
Adjustment for effect on cash flow from items affecting comparability	11	403	3 266
Adjustment for effect on cash flow from acquisition-related costs	11	-33	1
Reversal of depreciation	19, 20, 21, 22	4 362	4 176
Interest income recieved		290	202
Interest expense paid[1]		-2 678	-2 242
Other financial items received		52	119
Other financial items paid		-63	-156
Current taxes paid		-2 162	-1 348
Change in trade receivables		-837	-2 986
Change in operating payables		181	1477
Change in other net working capital		-843	5
Cash flow from operations		**7 968**	**7 462**
Investing activities			
Investments in non-current tangible and intangible assets		-2 305	-2 563
Acquisitions and divestitures of subsidiaries	17	-173	-161
Cash flow from investing activities		**-2 478**	**-2 724**
Financing activities			
Dividend paid to shareholders of the Parent Company		-2 177	-1 977
Proceeds from bond loans	32, 35	7 664	14 660
Redemption of bond loans	32, 35	-9 041	-553
Proceeds from commercial paper		5 216	6 335
Redemption of commercial paper		-7 108	-4 442
Payment of principal portion of lease liabilities		-1 481	-1 373
Change in term loans		-119	-15 801
Change in other interest-bearing net debt excluding liquid funds		935	186
Cash flow from financing activities	7	**-6 111**	**-2 965**
Cash flow for the year		**-621**	**1 773**
Liquid funds at beginning of year		7 942	6 323
Translation differences on liquid funds		106	-154
Liquid funds at year-end	**7, 30**	**7 427**	**7 942**

1 Includes interest expense accounted for under IFRS 16 Leases.

Securitas' financial model – consolidated statement of cash flow

Supplementary information[1]

MSEK	2024	2023
Operating income before amortization	**11 200**	**10 247**
Investments in non-current tangible and intangible assets	-4 029	-4 114
Reversal of depreciation	3 723	3 556
Net investments in non-current tangible and intangible assets	**-306**	**-558**
Change in trade receivables	-837	-2 986
Change in operating payables	181	1 477
Change in other net working capital	-843	5
Cash flow from operating activities[2]	**9 395**	**8 185**
Cash flow from operating activities as % of operating income before amortization	*84*	*80*
Financial income and expenses paid[3]	-2 156	-1 899
Current taxes paid	-2 162	-1 348
Free cash flow	**5 077**	**4 938**
Acquisitions and divestitures of subsidiaries	-173	-161
Acquisition-related costs paid	-13	-9
Cash flow from items affecting comparability	-882	-1 403
Cash flow from financing activities excluding leasing	-4 630	-1 592
Cash flow for the year	**-621**	**1 773**

1 As per 2024, certain key ratios and defintions have been changed. Refer to note 3 for further information. the comparatives have been restated.
2 Includes interest expenses accounted for under IFRS 16 Leases.
3 Excludes interest expenses accounted for under IFRS 16 Leases

Operating items Net debt-related items Goodwill, taxes and non-operating items

Securitas' financial model is described on pages 54–55.

Consolidated balance sheet

MSEK	Note	2024	2023
ASSETS			
Non-current assets			
Goodwill	18	54 895	50 916
Acquisition-related intangible assets	19	6 132	6 340
Other intangible assets	6, 20	2 883	2 637
Right-of-use assets	21	4 432	4 495
Buildings and land	22	228	235
Machinery and equipment	22	4 173	3 913
Shares in associated companies	23	380	354
Deferred tax assets	16	2 031	1 968
Interest-bearing financial non-current assets	24	1 289	1 513
Other non-current receivables	25	2 642	2 331
Total non-current assets		**79 085**	**74 702**
Current assets			
Inventories	26	1 744	1 478
Accounts receivable	27	23 028	20 733
Current tax assets	16	1 134	595
Other current receivables	28	10 981	10 625
Other interest-bearing current assets	29	189	317
Liquid funds	30	7 427	7 942
Total current assets		**44 503**	**41 690**
TOTAL ASSETS		**123 588**	**116 392**

MSEK	Note	2024	2023
SHAREHOLDERS' EQUITY AND LIABILITIES			
Shareholders' equity			
Share capital		573	573
Other capital contributed		16 667	16 667
Other reserves		4 095	1 304
Retained earnings, including net income for the year		21 341	18 151
Shareholders' equity attributable to equity holders of the Parent Company		**42 676**	**36 695**
Non-controlling interests		4	3
Total shareholders' equity	**31**	**42 680**	**36 698**
Non-current liabilities			
Non-current lease liabilities	32	3 258	3 336
Other non-current loan liabilities	32	36 827	31 687
Other non-current liabilities	32	338	303
Provisions for pensions and similar commitments	33	921	821
Deferred tax liabilities	16	2 084	2 034
Other non-current provisions	34	992	879
Total non-current liabilities		**44 420**	**39 060**
Current liabilities			
Current lease liabilities	35	1 458	1 333
Other current loan liabilities	35	5 285	10 946
Accounts payable		5 006	5 127
Current tax liabilities	16	1 404	1 312
Other current liabilities	36	21 015	19 989
Current provisions	37	2 320	1 927
Total current liabilities		**36 488**	**40 634**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		**123 588**	**116 392**

Securitas' financial model – consolidated capital employed and financing

Supplementary information[1]

MSEK	2024	2023
Operating capital employed		
Non-current tangible and intangible assets	**11 716**	**11 281**
Trade receivables	27 843	25 367
Operating payables	-18 534	-17 649
Other net working capital	-156	-628
Net working capital	**9 153**	**7 090**
Net working capital as % of total sales	*6*	*5*
Total operating capital employed	**20 869**	**18 371**
Goodwill	54 895	50 916
Acquisition-related intangible assets	6 132	6 340
Shares in associated companies	380	354
Other capital employed	-1 673	-1 753
Capital employed	**80 603**	**74 228**
Return on capital employed, %	*14*	*14*

1 As per 2024, certain key ratios and defintions have been changed. The comparatives have been restated. Refer to note 3 for further information.

MSEK	2024	2023
Net debt		
Interest-bearing financial non-current assets	1 289	1 513
Other interest-bearing current assets	189	317
Liquid funds	7 427	7 942
Total interest-bearing assets	**8 905**	**9 772**
Non-current lease liabilities	3 258	3 336
Other non-current loan liabilities	36 827	31 687
Current lease liabilities	1 458	1 333
Other current loan liabilities	5 285	10 946
Total interest-bearing liabilities	**46 828**	**47 302**
Total net debt	**37 923**	**37 530**
Net debt equity ratio, multiple	*0.89*	*1.02*
Shareholders' equity		
Share capital	573	573
Other capital contributed	16 667	16 667
Other reserves	4 095	1 304
Retained earnings, including net income for the year	21 341	18 151
Non-controlling interests	4	3
Total shareholders' equity	**42 680**	**36 698**
Total financing	**80 603**	**74 228**

Operating items | Net debt-related items | Goodwill and non-operating items | Items related to shareholders' equity

Securitas' financial model is described on pages 54–55.

Consolidated statement of changes in shareholders' equity

	Shareholders' equity attributable to equity holders of the Parent Company[1]							
MSEK	Share capital	Other capital contributed	Hedging reserve	Translation reserve	Retained earnings, including net income for the year	Total	Non-controlling interests[1]	Total shareholders' equity
Opening balance 2024	573	16 667	-8	1 312	18 151	36 695	3	36 698
Net income for the year	–	–	–	–	5 160	5 160	12	5 172
Other comprehensive income								
Items that will not be reclassified to the statement of income								
Remeasurements of defined benefit pension plans net of tax	–	–	–	–	-83	-83	–	-83
Deferred tax on remeasurements of defined benefit pension plans	–	–	–	–	18	18	–	18
Total items that will not be reclassified to the statement of income	–	–	–	–	-65	-65	–	-65
Items that subsequently may be reclassified to the statement of income								
Remeasurement for hyperinflation	–	–	–	–	248	248	–	248
Cash flow hedges[2]	–	–	231	–	–	231	–	231
Cost of hedging[2]	–	–	50	–	–	50	–	50
Net investment hedges[3]	–	–	–	-1 449	–	-1 449	–	-1 449
Other comprehensive income from associated companies, translation differences	–	–	–	17	–	17	–	17
Translation differences	–	–	–	3 892	–	3 892	1	3 893
Deferred tax relating to items that may be reclassified to the statement of income	–	–	-35	85	-3	47	–	47
Total items that subsequently may be reclassified to the statement of income	–	–	246	2 545	245	3 036	1	3 037
Other comprehensive income	–	–	246	2 545	180	2 971	1	2 972
Total comprehensive income for the year	–	–	246	2 545	5 340	8 131	13	8 144
Transactions with non-controlling interests[1]	–	–	–	–	–	–	-12	-12
Share-based incentive schemes[1]	–	–	–	–	27	27	–	27
Dividend paid to shareholders of the Parent Company	–	–	–	–	-2 177	-2 177	–	-2 177
Closing balance 2024	573	16 667	238	3 857	21 341	42 676	4	42 680

	Shareholders' equity attributable to equity holders of the Parent Company[1]							
MSEK	Share capital	Other capital contributed	Hedging reserve	Translation reserve	Retained earnings, including net income for the year	Total	Non-controlling interests[1]	Total shareholders' equity
Opening balance 2023	573	16 667	-7	851	18 340	36 424	14	36 438
Net income for the year	–	–	–	–	1 285	1 285	12	1 297
Other comprehensive income								
Items that will not be reclassified to the statement of income								
Remeasurements of defined benefit pension plans net of tax	–	–	–	–	66	66	–	66
Deferred tax on remeasurements of defined benefit pension plans	–	–	–	–	-21	-21		-21
Total items that will not be reclassified to the statement of income	–	–	–	–	45	45	–	45
Items that subsequently may be reclassified to the statement of income								
Remeasurement for–hyperinflation	–	–	–	–	445	445	–	445
Cash flow hedges[2]	–	–	1	–	–	1	–	1
Cost of hedging[2]	–	–	-1	–	–	-1	–	-1
Net investment hedges[3 4]	–	–	–	597	–	597	–	597
Other comprehensive income from associated companies, translation differences	–	–	–	-14	–	-14	–	-14
Translation differences[4]	–	–	–	-135	–	-135	-2	-137
Deferred tax relating to items that may be reclassified to the statement of income	–	–	-1	13	-8	4	–	4
Total items that subsequently may be reclassified to the statement of income	–	–	-1	461	437	897	-2	895
Other comprehensive income	–	–	-1	461	482	942	-2	940
Total comprehensive income for the year	–	–	-1	461	1 767	2 227	10	2 237
Transactions with non-controlling interests[1]	–	–	–	–	–	–	-21	-21
Share-based incentive schemes[1]	–	–	–	–	21	21	–	21
Dividend paid to shareholders of the Parent Company	–	–	–	–	-1 977	-1 977	–	-1 977
Closing balance 2023	573	16 667	-8	1 312	18 151	36 695	3	36 698

1 Further information is provided in note 31.
2 Specification can be found in note 7, in the table revaluation of financial instruments, as well as in note 16.
3 For tax amount see note 16.
4 The translation of foreign assets and liabilities into Swedish kronor increased the shareholders' equity, including recycling of translation differences relating to the divestiture of Securitas Argentina of MSEK 2 667.

Group notes

Note 1
General corporate information

Operations

Securitas serves a wide range of clients of all sizes in a variety of industries and client segments. Security solutions based on client-specific needs are built through different combinations of on-site, mobile and remote guarding, technology and solutions, fire and safety, and corporate risk management. Securitas operates in North America, Europe, Latin America, Africa, the Middle East, Asia and Australia and has 336 000 employees in 44 markets.

Information regarding Securitas AB

Securitas AB, corporate registration number 556302-7241, is a Swedish public company and has its registered office in Stockholm, Sweden.
The address of the head office is:

Securitas AB
Lindhagensplan 70
SE-102 28 Stockholm
Sweden

Securitas AB is listed on Nasdaq Stockholm on the Large Cap List and Securitas has been listed on the stock exchange since 1991.

Information regarding the Annual Report and the consolidated financial statements

This Annual Report including the consolidated financial statements was signed by the Board of Directors and the President and CEO of Securitas AB and also approved for publication on March 27, 2025.

The statements of income and balance sheets for the Parent Company and the consolidated financial statements for the Group included in the Annual Report are subject to adoption by the Annual General Meeting on May 8, 2025.

Note 2
Accounting principles

Basis of preparation

Securitas' consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) as endorsed by the European Union (EU), the Swedish Annual Accounts Act and the Swedish Financial Reporting Board's standard RFR 1 Supplementary Accounting Rules for Groups. The consolidated financial statements have been prepared in accordance with the historical cost convention method except where a fair value measurement is required according to IFRS. Examples of assets and liabilities measured at fair value are financial assets and financial liabilities (including derivatives) measured at fair value through profit or loss and plan assets related to defined benefit pension plans.

Estimates and judgments Note 4

The preparation of financial reports requires the Board of Directors and Group Management to make estimates and judgments. Estimates and judgments will impact both the statement of income and the balance sheet as well as disclosures such as contingent liabilities. Actual outcome may differ from these judgments under different assumptions or conditions.

Adoption and impact of new and revised IFRS for 2024

Amendments to IAS 12 have been introduced in response to the OECD's BEPS Pillar Two related to global minimum tax for larger groups. Refer to note 16 for further information.

None of the other published standards and interpretations that are mandatory for the Group's financial year 2024 are assessed to have any significant impact on the Group's financial statements.

Introduction and effect of new and revised IFRS that are effective as from 2025

None of the published standards and interpretations that are mandatory for the Group's financial year 2025 are assessed to have any significant impact on the Group's financial statements.

Introduction and effect of new and revised IFRS that are effective as from 2026 and onwards

IFRS 18 Presentation and Disclosure in Financial Statements will replace IAS 1 Presentation of Financial Statements and are mandatory from January 1, 2027, given that European Union approves the standard. The new standard implies that new requirements for the presentation of income and expenses are introduced in the financial statements and need to be divided into five different categories. Furthermore, two mandatory summaries are introduced ("Operating results" and "Results before financing and income taxes"). The standard also introduces requirements for information on selected key ratios. Finally, the current possibility to design the cash flow statement more freely are removed. The effects of the new standard are under investigation, and it has not yet been fully evaluated how it will affect the Group's presentation of income and expenses in the financial statements and the cash flow statement.

Other effects on the Group's financial statements from standards and interpretations that are mandatory for the Group's financial year 2026 and onwards remain to be assessed.

Business combinations (IFRS 3 and IFRS 10) Note 11, 17, 18, 19 and 31

The Group chooses on an acquisition-by-acquisition basis to measure the non-controlling interest in the acquiree at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For acquisitions from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity on the line transactions with non-controlling interests in the consolidated statement of changes in shareholders' equity. Gains or losses on disposals to non-controlling interests are also recorded in equity on the same line.

Investments in associates (IAS 28) Note 23 and 52

Investments in associated companies are accounted for according to the equity method. Share in income of associates is recognized in the consolidated statement of income. Depending on the purpose of the investment, share in income of associates is included either in operating income, if it is related to associates that have been acquired to contribute to the operations, or in income before taxes as a separate line within net financial items, if it is related to associates that have been acquired as part of the financing of the Group. In both cases the share in income of associates is net of tax. All associates in the Group are currently classified as operational associates.

Effects of changes in foreign exchange rates (IAS 21)

Note 11, 15 and 31

The functional currency of the Parent Company and the presentation currency of the Group, that is the currency in which the financial statements are presented, is Swedish kronor (SEK).

Transactions in foreign currency are translated into the functional currency in accordance with the exchange rate prevailing at the date of the transaction. Exchange differences on monetary items are recognized in the statement of income when they arise, with the exception of net investment hedges recognized via other comprehensive income (see below). Exchange differences from operating items are recognized as either production expenses or selling and administrative expenses, while exchange differences from financial items are recognized as financial income or financial expenses.

When translating the financial statements of each foreign subsidiary, each month's statement of income is translated using the exchange rate prevailing on the last day of the month. This means that income for each month is not affected by foreign exchange fluctuations during subsequent periods. Balance sheets are translated using exchange rates prevailing at each balance sheet date. Translation differences arising from translation of financial statements are recognized in other comprehensive income on the line translation differences.

Where loans have been raised to reduce the Group's foreign exchange/translation exposure in foreign net assets, and qualify for the hedge accounting criteria, exchange rate differences on such loans are recognized in other comprehensive income on the line net investment hedges.

Remeasurement for hyperinflation (IAS 29)

Note 14

The Group's subsidiaries in countries that according to IAS 29 are classified as hyperinflationary economies are accounted for in the Group's financial statements after remeasurement for hyperinflation. Securitas' operations in Argentina were up to the disposal of the entire country operations on July 25, 2023, accounted for according to IAS 29. As from the second quarter 2022, Securitas operations in Türkiye are accounted for according to IAS 29. This includes the subsidiaries with functional currency in ARS or TRY as well as consolidated goodwill that is consolidated into SEK from ARS or TRY.

The non-monetary balance sheet items have been remeasured by applying a general price index. The index used by Securitas for the remeasurement of the financial statements is the consumer price index with base period January 2003 for Argentina and 2005 for Türkiye.

The items in the financial statements subject to remeasurement are based on the historical cost approach.

Remeasurement of the consolidated goodwill and other acquisition-related intangible asset balances are recognized as part of other comprehensive income. This is because goodwill and other acquisition-related intangible assets would be offset in equity if pushed down to subsidiary level. Also, it does not contribute to any changes in the net monetary position of the subsidiary.

Remeasurement of the non-monetary balance sheet items and the statement of income on subsidiary level is part of the net monetary gain or loss recognized in the statement of income as part of financial income and expenses. The statements of income for each month have been translated at the closing rate on the balance sheet date ending each quarter during the year.

Revenue recognition (IFRS 15)

Note 6 and 45

The Group's revenue is generated mainly from various types of services, as described below.

Security services comprises on-site and mobile guarding, which are services with the same revenue recognition pattern. Revenue is recognized over time, as the services are rendered by Securitas and simultaneously consumed by the clients. Such services cannot be reperformed.

Technology and solutions comprise two categories.

Technology consists of the sale of alarm installations comprising design and installation (time, material and related expenses). Revenue is recognized as per the contract, either upon completion of the conditions in the contract, or over time based on the percentage of completion. The percentage of completion can be determined generally through either cost incurred or time spent. Remote guarding (in the form of alarm monitoring services), that is sold separately and not as part of a solution, is also included in this category. Revenue recognition is over time as this is also a service that is rendered by Securitas and simultaneously consumed by the clients. The category further includes maintenance services, that are either performed upon request (time and material) with revenue recognition at a point in time (when the work has been performed), or over time if part of a service level contract with a subscription fee. Finally, there is also product sales (alarms and components) without any design or installation. The revenue recognition is at a point in time (upon delivery).

Solutions are a combination of services such as on-site and/or mobile guarding and/or remote guarding. These services are combined with a technology component in terms of equipment owned and managed by Securitas and used in the provision of services. The equipment is installed at the client's site. The revenue recognition pattern is over time, as the services are rendered by Securitas and simultaneously consumed by the clients. A security solution normally constitutes one performance obligation.

Risk management services comprises various types of risk management services that are either recognized over time or at a point in time depending on the type of service. These services include risk advisory, security management, executive protection, corporate investigations, due diligence, and similar services.

Other operating income consists mainly of trademark fees for the use of the Securitas brand name.

The segments have the principle of expensing costs to obtain contracts as they are incurred. Such costs are capitalized at Group level and amortized over the expected duration of the contract. This effect is accounted for under Other in the segment overviews and constitutes a difference between the segment's accounting principles and the Group's accounting principles, reflecting the operating result measure reported to the chief operating decision maker.

Costs to fulfil a contract such as salaries and payroll overhead are normally expensed immediately as the services are rendered by Securitas and consumed by the client. The exception is if the costs fall under another accounting standard (such as inventory related to product sales) or are capitalized until completion of the contract and then expensed (alarm installation contracts that are recognized upon completion of the conditions in the contract).

Operating segments (IFRS 8)

Note 10

A combination of factors has been used in order to identify the Group's segments. Most important is the characteristic of the services provided and the geographical split. The operating segments are regularly reviewed by the chief operating decision maker, which is the President and CEO.

The Group's operations are divided into three reportable segments and Other. The reportable segments are also referred to as business segments in the Group's financial reports. Refer to note 10 for further information regarding the segments.

As described above under Revenue recognition, the segments have the principle of expensing costs to obtain contracts as they are incurred. Such costs are capitalized at Group level and amortized over the expected duration of the contract. This effect is accounted for under Other in the segment overviews and constitutes a difference between the segment's accounting principles and the Group's accounting principles, reflecting the operating result measure reported to the chief operating decision maker. This is the only difference in principles between the segments and the Group.

The assets and liabilities of each segment include only those items that have been utilized or arisen in ongoing operations. Non-operational balance sheet items, primarily current tax, deferred tax, and provisions for taxes, are accounted for under the Other heading in the table Capital employed and financing in note 10. In the table Assets and liabilities in the same note, these items are accounted for as unallocated non-interest-bearing assets and unallocated non-interest bearing liabilities. Reconciliation between total segments and the Group is disclosed in note 10.

Geographical information related to sales and non-current assets is disclosed in note 10 for Sweden (which is Securitas' country of domicile) and for all individual countries where the sales or non-current assets exceed 10 percent of the total amount for the Group.

The geographical split of sales is based on the location of the sales. The location of the sales corresponds in all material aspects to the location of the clients. There are no sales to any individual client that are deemed to represent a significant portion of the Group's total sales.

Acquisition-related costs (IFRS 3 and IAS 37)

Note 11

Costs accounted for on this line are:

- transaction costs,
- revaluation (including discounting) of contingent considerations and acquisition-related option liabilities,
- revaluation to fair value of previously acquired shares in step acquisitions and
- acquisition-related restructuring and integration costs.

Acquisition-related restructuring costs are costs relating to the restructuring and/or integration of acquired operations into the Group. Restructuring costs can cover several activities that are necessary to prepare acquired operations for integration into the Group, such as redundancy payments. Integration costs normally cover activities that do not qualify to be recognized as provisions. Such activities could be re-branding (changing logotypes on buildings, vehicles, uniforms, etc.), but could also cover personnel costs, for example training, recruitment, relocation and travel, certain client related costs and other incremental costs to transform the acquired operation into Securitas' format. Classifying expenses as costs relating to restructuring and integration of acquired operations must also fulfill the criteria below:

- The cost would not have been incurred if the acquisition had not taken place.
- The cost relates to a project identified and controlled by management as part of an integration program set up at the time of acquisition or as a direct consequence of an immediate post-acquisition review.

Items affecting comparability Note 11

This item includes events and transactions with significant effects, which are relevant for understanding the Group's financial performance when comparing income for the current period with previous periods. They include capital gains and losses arising from the disposal of operations that are material individually or aggregated, material impairment losses and bad debt losses, litigations and insurance claims and other material income and expense items that affect comparability. The latter thus also includes costs for material restructuring and transformation programs such as the Group's cost savings programs and the transformation programs for further digitization of the company.

Costs relating to the STANLEY Security acquisition also have an impact that is relevant to account for as items affecting comparability when comparing income for the current period with previous periods, and include transaction costs, acquisition-related restructuring and integration costs as these are all deemed to affect comparability due to their significance.

Tax on items affecting comparability and tax items that in themselves constitute items affecting comparability are reported on the line taxes in the consolidated statement of income.

The difference between items affecting comparability according to the statement of income and cash flow from items affecting comparability is accounted for on the line Adjustment for effect on cash flow from items affecting comparability in the consolidated statement of cash flow and specified in note 11, except when it relates to the disposal of subsidiaries classified as items affecting comparability, where the cash flow is accounted for on the line Acquisitions and divestitures of subsidiaries and for financial items and tax as Financial income and expenses paid and Current taxes paid respectively if applicable.

Items that are classified as items affecting comparability in a period are accounted for consistently in future periods by treating any reversal of those items as items affecting comparability.

Taxes (IAS 12) Note 16 and 48

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, if the deferred income tax arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss, it is not accounted for. Deferred income tax is determined using tax rates and laws that have been enacted or substantially enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

A deferred tax asset is recognized when it is probable that sufficient taxable income will arise that the deferred tax asset can be offset against. Deferred tax assets are valued as of the balance sheet date, and any potential previously unvalued deferred tax asset is recognized when it is expected to be usable, or correspondingly, reduced when it is expected to be wholly or partly unusable against future taxable income.

Current tax liabilities include provisions for taxes. Current and deferred taxes are posted directly to other comprehensive income if the relevant underlying transaction or event is posted directly to other comprehensive income in the period, or previous period if it pertains to an adjustment of an opening balance of retained earnings as the result of a change in accounting principle. Changes in current and deferred taxes that relate to exchange rate differences in the translation of the balance sheets of foreign subsidiaries are posted to translation differences in other comprehensive income.

Provisions are allocated for estimated taxes in the case dividends are anticipated and paid from subsidiaries to a parent company in the following year.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not be reversed in the foreseeable future.

Impairment (IAS 36) Note 18

The Group's assets that have an indefinite useful life are not subject to amortization and are tested for impairment annually and if circumstances indicate that the carrying amount may not be recoverable. In addition to goodwill, these assets are limited to product brand names valued as part of the purchase price allocation for STANLEY Security and the brand name Securitas in one of the Group's countries of operations, where it has been acquired from a third party.

For impairment testing, assets are grouped as cash-generating units (CGU), which corresponds to the smallest identifiable group of assets that generate cash inflows that are largely independent of the cash inflows from other assets.

For Securitas , the cash-generating units consist of its segments, which is the level at which Securitas evaluates its operations in accordance with IFRS 8 and IAS 36.

Assets that are subject to depreciation or amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Recoverable amount consist of value in use.

Value in use is measured as expected future discounted cash flows. The calculation of value in use is based on assumptions and estimates. The main assumptions concern the organic sales growth, the development of the operating margin, long-term growth rate and the necessary operating capital employed requirement as well as the relevant WACC (Weighted Average Cost of Capital) rate used to discount future cash flows. When determining the relevant WACC, Securitas considers the segment's currency and risk profile.

Goodwill and acquisition-related intangible assets (IFRS 3, IAS 36 and IAS 38) Note 18 and 19

Goodwill and acquisition-related intangible assets are grouped at the lowest levels for which there are separately identifiable cash flows (Cash Generating Unit), that is, per segment. The segment level corresponds to the lowest level where complete financial information that is reviewed and used for control is available. The segment level is also the basis for the yearly impairment testing.

Goodwill is carried at cost less accumulated impairment losses.

Securitas' acquisition-related intangible assets mainly relate to client contract portfolios and the related client relationships. The valuation of the client contract portfolios and the related client relationships is based on the Multiple Excess Earnings Method (MEEM). The useful life of client contract portfolios and the related client relationships is based on the churn rate of the acquired portfolio and is normally between 3 and 15 years, corresponding to a yearly amortization of between 6.7 and 33.3 percent. Brand-related intangible assets are calculated using the relief of royalty method. The useful life of these brands is normally between 5 and 10 years, corresponding to a yearly amortization of between 10 and 20 percent. The product brand names valued as part of the purchase price for STANLEY Security representing key product brands are not subject to amortization but tested yearly for impairment. The acquisition of STANLEY Security also resulted in recognition of technology-related intangible assets, in addition to the client- and brand-related assets, with a useful life of 8 years, corresponding to a yearly amortization of 12.5 percent.

Amortization is calculated using the linear method and disclosed on the line amortization of acquisition-related intangible assets in the Group's statement of income.

Cloud computing arrangements (IAS 38) Note 20

Securitas accounting principles follows The IFRS Interpretations Committee (IFRS IC) agenda decision from April 2021, on "cloud computing arrangement costs", that is costs for configuring or adapting software in a cloud-based solution.

The first assessment per arrangement is to determine if it contains a lease component, which would result in an application of IFRS 16. If this is not the case, the second assessment is if costs can be capitalized in accordance with IAS 38 or if costs should be recognized directly in the statement of income in the period to which the configuration and customization is attributable in accordance with a service contract. Within the concept of a service contract, it is possible that costs are expensed over the contract term if the configuration and customization is performed by the software as a service arrangement provider or a subcontractor engaged by the provider.

Within the framework of a larger transformation project, where different applications and software are being integrated to achieve the total functionality, it is possible that both capitalized cost under IAS 38 as well as costs that are recognized immediately or over the contract term exist. The assessment is then carried out for the different parts of the project. Recognition as an intangible asset under IAS 38 entail integration with other applications with a significant enhancement to functionality, middleware solutions and a high level of complexity. Securitas currently has no ongoing or finished projects that are deemed to fall under IFRS 16.

Other intangible assets and tangible non-current assets (IAS 16, IAS 36 and IAS 38) Note 20, 22, 49 and 50

Securitas applies the cost method for measurement of tangible non-current assets and other intangible assets.

Amortization and depreciation are linear and based on estimated useful lives of the assets. The amortization and depreciation rates are normally:

- Software licenses and similar assets 10.0–33.3 percent
- Other intangible assets 10.0–33.3 percent
- Machinery and equipment 10–50 percent
- Buildings and land improvements 2–10 percent
- Land 0 percent

Amortization and depreciation are accounted for on the lines production expenses and selling and administrative expenses depending on which function that utilize the asset.

Leases (IFRS 16) Note 13 and 21

Securitas as a lessee

Securitas' lease agreements are mainly attributable to buildings and vehicles. In the consolidated balance sheet, they are accounted for as right-of-use assets (included in non-current assets) and non-current and current lease liabilities (included in net debt).

Right-of-use assets are depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. In the consolidated statement of income, depreciation is accounted for on the lines production expenses and selling and administrative expenses. Interest expenses are accounted for on the line financial expenses. In the Group's segment overviews, the effects on the financial statements from leases are accounted for under each segment, except for interest expense, which is accounted for on Group level only.

Extension clauses are evaluated for each lease agreement and are applied based on the best estimate at each closing. They are included in the lease period if it is reasonably certain that the lease will be extended.

Payments for current leases, where the lease term ends within 12 months of the date of initial application, as well as leases of low-value assets, are recognized on a straight-line basis as an expense in the statement of income and thus excluded from the lease liabilities accounted for under IFRS 16.

Accounts receivable (IFRS 9) Note 27

Accounts receivable are accounted for at nominal value net after provisions for expected bad debt losses. Expected and recognized bad debt losses are included in the line production expenses in the statement of income.

Recognized revenue that has not been invoiced as of the balance sheet date is classified as accrued sales income (note 28). Contract balances for performance obligations not yet fullfilled are classified as deferred revenue (note 36).

Financial instruments (IFRS 7/IFRS 9/ IFRS 13/IAS 32/IAS 39) Note 7, 15, 24, 29, 32, 35 and 44

Classification and measurement of financial instruments

The Group classifies financial assets and liabilities as those to be measured at amortized cost and those to be measured at fair value (either through other comprehensive income (OCI) or through the statement of income). The classification of financial assets depends on Securitas' business model for managing these assets and the contractual terms of the cash flows. The business model mainly applied by Securitas is hold to collect, meaning that financial assets are held to collect contractual cash flows. These cash flows solely represent payments of principal and interest (SPPI). The majority of Securitas' financial assets are thus measured at amortized cost. Financial liabilities, except for derivatives and deferred considerations related to acquisitions, are measured at amortized cost. Derivatives are measured at fair value through profit and loss unless hedge accounting is applied.

Financial instruments with maturities within 12 months after the balance sheet date are either included in current assets on the line other interest-bearing current assets, or in current liabilities on the line other current loan liabilities. Financial instruments with maturities later than 12 months after the balance sheet date are either included in non-current assets on the line interest-bearing financial non-current assets, or in non-current liabilities on the line other non-current loan liabilities.

Securitas applies the forward-looking expected credit loss model. The most important financial assets subject to this model are accounts receivable, for which the Group applies the simplified approach permitted by IFRS 9. This method requires expected lifetime losses to be recognized from initial recognition of the receivables. For further information refer to note 27.

Financial assets at amortized cost

Assets in this category are measured at amortized cost using the effective interest rate method. Most of the Group's current assets are measured at amortized cost, for example assets such as accounts receivable and non-current and current receivables, which are non-derivative financial assets with fixed or determinable payments. They arise when the Group provides money, goods or services directly to a debtor with no intention of trading the receivable.

Financial assets at fair value through profit and loss (FVPL)

Assets in this category are measured at fair value, for example derivatives with positive fair value. Changes in fair value are recognized in the statement of income as they arise unless hedge accounting is applied.

Financial assets at fair value through other comprehensive income (FVOCI)

Securitas currently has no financial assets in this category.

Financial liabilities at amortized cost

Liabilities in this category are measured at amortized cost using the effective interest rate method. This category comprises such items as accounts payable and any other current liabilities, and any non-current and current loans not included in the category financial liabilities at fair value through profit and loss.

Financial liabilities at fair value through profit and loss (FVPL)

Liabilities in this category are measured at fair value, for example derivatives with negative fair value and deferred considerations. Changes in fair value are recognized in the statement of income as they arise unless hedge accounting is applied.

Recognition and derecognition

Regular purchases and sales of financial assets are recognized on trade-date, the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership. Financial instruments are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial risk management and hedge accounting

Securitas' business activities create exposure to financial risks, such as interest rate risk, foreign currency risk, financing and liquidity risk and credit/counterparty risk.

Derivatives are used for the following main purposes: hedging the interest rate element of external debt and changing its currency profile, gearing ratio hedging and hedging of internal borrowings and investments.

Where all relevant criteria are met, Securitas applies hedge accounting to remove the accounting mismatch between the hedging instrument and the hedged item. At inception of the hedge relationship, the Group documents the economic relationship between hedging instruments and hedged items. The economic relationship is determined based on the matching of critical terms. For interest rate hedges these are interest rates, cash flow, currency, interest periods and maturity. For cash flow hedges these are currency, nominal amount, and dates. The Group documents its risk management objective and strategy for undertaking its hedge transactions. Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments to ensure that an economic relationship exists between the hedged item and hedging instrument.

For derivatives designated in fair value hedges, the gains or losses from re-measuring the hedging instruments at fair value are recognized in the statement of income. Also included in this category are derivatives where there is a natural offset in the accounting and where the purpose is to achieve an off-setting impact without qualifying for hedge accounting. The Group does not hedge 100 percent of its fixed rate loans; therefore, the hedged item is identified as a proportion of the outstanding loans equal to the notional amount of the swaps. Accordingly, the hedge ratio is 1:1.

For derivatives designated in cash flow hedges, the gains or losses from re-measuring the hedging instruments at fair value are recognized in the hedging reserve in other comprehensive income, with a reversal from the hedging reserve to the statement of income in the period in which the cash flow of the hedged item impacts the statement of income. Any ineffectiveness is recognized in the statement of income. The Group does not hedge 100 percent of its floating rate loans; therefore, the hedged item is identified as a proportion of the outstanding loans equal to the notional amount of the swaps. Accordingly, the hedge ratio is 1:1.

For derivatives which are part of net investment hedges, the exchange rate gains and losses are recognized in other comprehensive income. Any ineffectiveness is recognized in the statement of income.

All cash flows (accrued interest income/expenses) that arise from interest-rate derivative contracts are recognized as interest income and/or interest expense in the statement of income in the period to which they relate. Changes in fair value (after accruals) for both the hedged item and the hedging instrument (derivative) are recognized as revaluation of financial instruments. Revaluation of financial instruments is included in financial income and/or financial expenses in the statement of income and specified in the table Revaluation of financial instruments in note 7 as well as on a separate line in note 15.

Refer to note 7 for further information regarding the Group´s risk exposure.

Hedge ineffectiveness

The Group enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rates, reset dates, payment dates, maturities and notional amounts.

Hedge ineffectiveness for interest rate swaps may occur if changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument. It may occur due to:

- the credit value/debit value adjustment on the interest rate swaps which is not matched by the loan. This is mitigated by the use of credit support annexes, and
- differences in critical terms between the interest rate swaps and loans.

As all hedging relationships had matching terms, there was no significant hedge ineffectiveness during the year.

Share-based payments (IFRS 2) Note 9, 12, 31 and 55

Securitas has an equity-settled long-term share-based incentive scheme that was established in 2019 and where each new scheme period is subject to yearly approval by the Annual General Meeting. Each scheme covers a period of three years and consequently three schemes can run in parallel.

For the scheme, the cost for Securitas, including social security expenses, is accounted for in the statement of income during the vesting period, and is based on a fair value on the grant date for Securitas series B share determined for each of the schemes running in parallel. At the end of the program, a revaluation is made of the original estimates and the final outcome of social security expenses is determined. Any deviation due to the revaluation, for example due to any participant leaving the Group and not receiving allocated shares, is accounted for in the statement of income.

Employee benefits (IAS 19) Note 25, 33 and 36

Employee benefits are all forms of consideration given by the Group in exchange for services rendered by its employees. With the exception of the share-based incentive schemes, described above, which falls under IFRS 2, they are all covered under IAS 19. The considerations mainly relate to salaries and payroll overhead such as social charges and payroll taxes, but also include other short-term employee benefits that are expected to be settled within 12 months of the balance sheet date. These include, but are not limited to, vacation payments, cash-settled bonuses, and also short-term healthcare benefits. When applicable these benefits also include the applicable social charges and payroll taxes. In addition to these benefits the Group is also responsible to withhold social charges, payroll taxes and income tax on behalf of its employees. These balances are included in other current liabilities and in other current provisions.

The Group also operates or participates in several defined benefit and defined contribution pension and other post-employment benefit plans as well as some other long-term employment plans. Other post-employment plans primarily relate to healthcare benefits.

Calculations for the defined benefit plans that exist within Securitas are carried out by independent actuaries.

Costs, including the net interest cost, related to defined benefit plans are recognized in operating income.

The net defined benefit obligation recognized in the balance sheet is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The obligations are valued at the present value of the expected future cash flows using a discount rate corresponding to the interest rate on high quality corporate bonds or government bonds with a remaining term that is approximately the same as the obligations.

Remeasurements of post-employment benefit plans and reimbursement rights are recognized in other comprehensive income in the period in which they occur. Remeasurements of other long-term employee benefit plans as well as past service costs are recognized immediately in operating income.

If accounting for a defined benefit plan results in a net balance sheet asset, this is reported in the consolidated balance sheet under other non-current receivables. Otherwise, it is reported as a provision under provisions for pensions and similar commitments. Provisions for pensions and similar commitments are not included in net debt.

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognized. This reimbursement right is measured at fair value and classified as a non-current receivable. Securitas has one client with which there is a reimbursement arrangement.

Provisions (IAS 37) Note 33, 34 and 37

The Group's provisions are mainly related to provisions for pensions and similar commitments (note 33) and liability insurance-related claims reserves (note 34 and 37).

Liability insurance-related claims reserves are calculated on the basis of a combination of case reserves, which represent claims reported, and IBNR (Incurred But Not Reported) reserves. Actuarial calculations are performed quarterly to assess the adequacy of the reserves based on open claims and historical IBNR.

The Group has approximately 336 000 employees and as such from time to time faces labor-related disputes with current or former employees in relation to various matters. Such matters can involve, but are not limited to, the diverse interpretation of labor legislation, individual employee contracts or collective bargaining agreements and can for example relate to working hours, benefits payable, various reimbursements or the termination of employment. The Group follows IAS 37 and IAS 19 in determining when a contingent liability, a provision or a liability should be disclosed and/or recognized for these disputes.

Note 3
Definitions, calculation of key ratios and exchange rates

Definitions

Statement of income according to Securitas' financial model

Production expenses[1]
Wages and related costs, the cost of equipment used when performing professional duties, and all other costs directly related to the performance of services invoiced.

Selling and administrative expenses[1]
All costs of selling, administration and management including branch office expenses. The primary function of the branch offices is to provide the production with administrative support as well as to serve as a sales channel.

Gross margin
Gross income as a percentage of total sales.

Operating income before amortization
Operating income before amortization and impairment of acquisition-related intangible assets, acquisition-related costs and items affecting comparability, but including amortization and depreciation of other intangible assets, buildings and land and machinery and equipment.

Operating margin
Operating income before amortization as a percentage of total sales.

Operating income after amortization
Operating income after amortization and impairment of acquisition-related intangible assets, acquisition-related costs, items affecting comparability and including amortization and depreciation of other intangible assets, buildings and land and machinery and equipment.

Real change
Change adjusted for changes in exchange rates.

Statement of cash flow according to Securitas' financial model

Cash flow from operating activities
Operating income before amortization adjusted for depreciation/amortization less capital expenditures in non-current tangible and intangible assets (excluding acquisition/divestiture of subsidiaries) and changes in trade receivables, operating payables and other capital employed.

Free cash flow
Cash flow from operating activities with addition of financial income and expenses paid and current taxes paid.

Cash flow for the year[1]
Free cash flow with addition of acquisition/divestiture of subsidiaries, acquisition-related costs paid, cash flow from items affecting comparability, dividends, new issues and change in interest-bearing net debt excluding liquid funds.

Balance sheet according to Securitas' financial model

Operating capital employed[2]
Capital employed less goodwill, acquisition-related intangible assets, shares in associated companies and other capital employed.

Other capital employed[3]
Current and deferred tax balances, accrued interest, deferred considerations and provisions related to items affecting comparability and acquisition-related costs.

Trade receivables[3]
Accounts receivable and accrued sales income less deferred sales income.

Operating payables[3]
Accounts payable, employee-related liabilities, prepaid and accrued expenses/income excluding accrued interest.

Other net working capital[3]
Operating capital employed less non-current tangible and intangible assets, trade receivables and operating payables.

Net working capital[3]
Trade receivables, operating payables and other net working capital.

Capital employed
Non interest-bearing non-current and current assets less non interest-bearing non-current and current liabilities

Net debt
Interest-bearing non-current and current assets less non-current and current interest-bearing loan liabilities.

1 The definition is also valid for the formal presentation of the Group's primary statement of income.
2 The definition of the key ratio has been changed as of 2024 and the comparatives have been restated.
3 The key ratio is new as of 2024.

Calculation of key ratios 2024

Usage of key ratios not defined in IFRS

Securitas applies ESMA's (European Securities and Markets Authority) guidelines for Alternative Performance Measures (APM). An APM is a financial measure of historical or future financial performance, financial position or cash flow that has not been defined in IFRS. In order to facilitate the analysis of the Group's development made by Group Management and other interested parties, Securitas accounts for certain APMs. The APMs are additional information and do not replace key ratios according to IFRS. Securitas' definitions of APMs may be different from the definitions in other companies. Refer to the Annual Report 2023 for the previous year's calculations.[1]

Acquired sales growth: 0%
This year's sales from acquired business as a percentage of the previous year's total sales.
Calculation: 21 / 157 249 = 0%

Organic sales growth: 5%
Total sales for the year adjusted for acquisitions and changes in exchange rates as a percentage of the previous year's total sales adjusted for divestitures.
Calculation: ((161 921 - 21 + 1 711) / (157 249 - 1 282))–1 = 5%

Real sales growth: 4%
Total sales for the year including acquisitions and divestitures and adjusted for changes in exchange rates as a percentage of the previous year's total sales.
Calculation: ((161 921 + 1 711) / 157 249)-1 = 4%

Change of currency adjusted operating income before amortization: 11%
Operating income before amortization adjusted for changes in exchange rates as a percentage of the previous year's operating income before amortization.
Calculation: ((11 200 + 125) / 10 247)-1 = 11%

Operating margin: 6.9%
Operating income before amortization as a percentage of total sales.
Calculation: 11 200 / 161 921 = 6.9%

Change of currency adjusted operating income after amortization: 90%
Operating income after amortization adjusted for changes in exchange rates as a percentage of the previous year's operating income after amortization.
Calculation: ((9 296 + 116) / 4 948)-1 = 90%

Change of currency adjusted income before taxes: 152%
Income before taxes adjusted for changes in exchange rates as a percentage of the previous year's income before taxes.
Calculation: ((7 019 + 117) / 2 833)-1 = 152%

Change of currency adjusted net income: 303%
Net income adjusted for changes in exchange rates as a percentage of the previous year's net income.
Calculation: ((5 172 + 54) / 1 297)-1 = 303%

Earnings per share before dilution[2,3]: SEK 9.01 (2.24)
Net income for the year attributable to equity holders of the Parent Company in relation to the average number of shares before dilution.
Calculation 2024: (5 160 / 572 917 552) × 1 000 000 = SEK 9.01
Calculation 2023: (1 285 / 572 917 552) × 1 000 000 = SEK 2.24

Earnings per share before dilution[2,3], and before items affecting comparability[4]: SEK 10.81
Net income for the year attributable to equity holders of the Parent Company before items affecting comparability in relation to the average number of shares before dilution.
Calculation: (5 160 + 1 285 - 253) / 572 917 552) × 1 000 000 = SEK 10.81

Change of currency adjusted earnings per share before dilution[2,3]: 306%
Net income for the year attributable to equity holders of the Parent Company adjusted for changes in exchange rates in relation to the average number of shares before dilution as a percentage of the previous year's earnings per share before dilution.
Calculation: ((((5160 +53) / 572 917 552) × 1 000 000) / 2.24)-1 = 306%

Change of currency adjusted earnings per share before dilution[2,3] and before items affecting comparability[4]: 15%
Net income for the year attributable to equity holders of the Parent Company before items affecting comparability and adjusted for changes in exchange rates, in relation to the average number of shares before dilution as a percentage of the previous year's earnings per share before dilution and before items affecting comparability.
Calculation:
((((5 160 + 1 285 - 253 + 104) / 572 917 552) × 1 000 000) / 9.59)-1 = 15%

Cash flow from operating activities: 84%
Cash flow from operating activities as a percentage of operating income before amortization.
Calculation: 9 395 / 11 200 = 84%

Free cash flow in relation to net debt: 0.13
Free cash flow in relation to closing balance net debt.
Calculation: 5 077 / 37 923 = 0.13

Net debt to EBITDA ratio[5]: 2.5 (2.7)
Net debt in relation to operating income before amortization excluding depreciation and including acquisition-related costs.
Calculation 2024: 37 923 / (11 200 + 3 723 + 20) = 2.5
Calculation 2023: 37 530 / (10 247 + 3 556 - 10) = 2.7

Return on capital employed[5]: 14% (14)
Operating income before amortization as a percentage of closing balance of capital employed adjusted for provisions related to items affecting comparability.
Calculation 2024: 11 200 / (80 603 + 730) = 14%
Calculation 2023: 10 247/ (74 228 + 276) = 14%

Net working capital in % of total sales[6]: 6% (5)
Net working capital as a percentage of total sales adjusted for the full-year sales of acquired and divested entities.
Calculation 2024: 9 153 / 161 957 = 6%
Calculation 2023: 7 090 / 156 925 = 5%

Capital expenditures in % of sales[6]: 2.5% (2.6)
Investments in non-current tangible and intangible assets for the period as a percentage of total sales for the period.
Calculation 2024: 4 029 / 161 921 = 2.5%
Calculation 2023: 4 114 / 157 249 = 2.6%

Net debt equity ratio: 0.89
Net debt in relation to shareholders' equity.
Calculation: 37 923 / 42 680 = 0.89

Interest coverage ratio: 4.3
Operating income before amortization plus interest income in relation to interest expense.
Calculation: (11 200 + 288) / 2 670 = 4.3

Return on equity: 13%
Net income for the year as a percentage of average shareholders' equity.
Calculation: 5 172 / ((42 680 + 36 698) / 2) = 13%

Equity ratio: 35%
Shareholders' equity as a percentage of total assets.
Calculation: 42 680 / 123 588 = 35%

1 For new key figures that were not included in the previous year's annual report, and key figures where the definition has changed, calculations for the comparison period are presented.
2 There are no convertible debenture loans. Consequently, there is no difference between earnings per share before and after dilution.
3 Number of shares includes shares related to the Group's share-based incentive scheme that has been hedged through a swap agreement.
4 Items affecting comparability in the full year were MSEK –1 285, whereof MSEK –536 was related to The US Government investigation in Paragon Systems, MSEK –594 was related to the acquisition of STANLEY Security and MSEK –155 was related to the transformation programs in Europe and Ibero-America. Taxes on items affecting comparability amounted to MSEK 253.
5 The definition of the key ratio has been changed as of 2024 and the comparatives have been restated.
6 The key ratio is new as of 2024.

Exchange rates used in the consolidated financial statements 2024 and 2023

			2024		2023	
			Weighted average	End-rate December	Weighted average	End-rate December
Argentina	ARS	1	0.01	0.01	0.05	0.01
Australia	AUD	1	6.98	6.86	7.01	6.79
Canada	CAD	1	7.72	7.65	7.85	7.51
Chile	CLP	100	1.12	1.11	1.26	1.12
China	CNY	1	1.47	1.51	1.49	1.40
Colombia	COP	100	0.26	0.25	0.25	0.26
Costa Rica	CRC	100	2.06	2.16	1.96	1.91
Czech Republic	CZK	1	0.46	0.46	0.48	0.45
Denmark	DKK	1	1.53	1.54	1.54	1.48
Egypt	EGP	1	0.24	0.22	0.34	0.32
EMU countries	EUR	1	11.45	11.49	11.47	11.04
Hong Kong	HKD	1	1.36	1.42	1.35	1.27
Hungary	HUF	100	2.88	2.79	3.02	2.89
India	INR	1	0.13	0.13	0.13	0.12
Indonesia	IDR	100	0.07	0.07	0.07	0.06
Mexico	MXN	1	0.58	0.54	0.60	0.59
Norway	NOK	1	0.98	0.97	1.00	0.98
Peru	PEN	1	2.82	2.93	2.83	2.69
Poland	PLN	1	2.66	2.69	2.54	2.55
Romania	RON	1	2.30	2.31	2.32	2.22
Saudi Arabia	SAR	1	2.83	2.93	2.81	2.65
Serbia	RSD	1	0.10	0.10	0.10	0.09
Singapore	SGD	1	7.92	8.11	7.88	7.54
South Africa	ZAR	1	0.58	0.59	0.57	0.54
South Korea	KRW	100	0.77	0.75	0.81	0.77
Switzerland	CHF	1	12.01	12.18	11.83	11.86
Thailand	THB	1	0.30	0.32	0.30	0.29
Türkiye	TRY	1	0.32	0.31	0.44	0.34
United Arab Emirates	AED	1	2.89	2.99	2.88	2.70
UK	GBP	1	13.57	13.85	13.19	12.70
Uruguay	UYU	1	0.26	0.25	0.27	0.25
USD countries	USD	1	10.60	10.99	10.58	9.93
Vietnam	VND	100	0.04	0.04	0.04	0.04

Note 4
Significant estimates and judgments

The preparation of financial reports requires the Board of Directors and Group Management to make estimates and judgments using certain assumptions. Estimates and judgments will impact the statement of income and the balance sheet as well as disclosures such as contingent liabilities. The significant estimates and judgments disclosed below are not deemed to involve a future risk of making material adjustment of the Group's reported values of assets or liabilities within the next financial year. Actual results may differ from these estimates and judgments under different assumptions and conditions.

Material judgments

Business combinations

The valuation of identifiable assets and liabilities in connection with the acquisition of subsidiaries or operations involves that items in the acquired company's balance sheet as well as items that have not been recognized in the acquired company's balance sheet, such as client relations, should be valued at fair value. In normal circumstances, as quoted market prices are not available for the assets and liabilities that are to be valued, different valuation methods have to be used. These valuation methods are based on several of assumptions such as the churn rates and profitability of the acquired portfolio at the time of the acquisition and the Weighted Average Cost of Capital (WACC).

Depending on the acquired operations, different balance sheet items will be in focus. Within Security Services (on-site and mobile guarding) employee related items such as accrued salaries, accrued social benefits, holiday pay, long-term employee benefits and post-employment benefits are significant items in the balance sheet that can be difficult to value. As part of the Group's strategy to acquire companies active within the technology business this also cover other balance sheet items that can be of significant impact such as net amounts due from or to clients for installation projects (work in progress on behalf of clients) and the related inventory of components that will be used for installation projects or for service and maintenance work. Regardless of the type of operations acquired accounts receivable is normally a significant balance sheet item where it can be difficult to value the amount of bad debt and thus to what extent they will be collected. Other items that can be difficult both to identify as well as to value are contingent liabilities that could have arisen in the acquired company in connection with for example litigations.

The valuation of identifiable assets and liabilities is also dependent on the accounting environment that the acquired company/operations have been active in. This is true for example for the basis of preparation for the financial reporting and consequently the extent of adjustments that are necessary in order to follow the Group's accounting principles, the frequency for which closings have been prepared and the availability of different types of data that can be necessary in order to value identifiable assets and liabilities. All balance sheet items are thus subject to estimates and judgments. This also means that the initial accounting may have to be provisionally determined and subsequently adjusted. All acquisition calculations are finalized no later than one year after the acquisition is made. Considering the above description including the practicability to compile and disclose all individual adjustments in a manner that will benefit the reader of the financial statements, Securitas has chosen not to state the reasons to why the initial accounting of the business combination is provisional or which assets and liabilities for which the initial accounting is provisional for each individual business combination unless it is a material adjustment.

Further information regarding acquisitions is provided in note 17.

Impairment testing of goodwill, other acquisition-related intangible assets and shares in associated companies

In connection with the impairment testing of goodwill, other acquisition-related intangible assets and shares in associated companies, the book value is compared to the recoverable value. The recoverable value is determined by the higher of an asset's net realizable value and its value in use. Since under normal circumstances no quoted market prices are available to assess an asset's net realizable value, the book value is normally compared to the value in use. The calculation of the value in use is based on assumptions and judgments. The most important assumptions are the organic sales growth, the development of the operating margin, the operating working capital requirements and the relevant WACC, which is used to discount future cash flows.

All in all, this means that the valuation of the balance sheet items goodwill, which amounts to MSEK 54 895 (50 916), acquisition-related intangible assets, which amounts to MSEK 6 132 (6 340) and shares in associated companies, which amounts to MSEK 380 (354) are subject to significant estimates and judgments. A sensitivity analysis regarding the organic sales growth, the operating margin and the WACC is provided in note 18.

Valuation of accounts receivable and the provision for bad debt losses

Accounts receivable, which amounts to MSEK 23 028 (20 733), is one of the most significant balance sheet items. Accounts receivable are accounted for at the nominal value net after provisions for expected bad debt losses. The provision for bad debt losses, which amounts to MSEK -1 860 (-1 931), is thus subject to significant estimates and judgments. Securitas has historically experienced a low level of bad debt losses, in the range of 0.1 to 0.2 percent of sales over a long period of time. Because of the continued economic uncertainty with higher level of inflation and increased interest rates, there is still an increased risk in the business environment relating primarily to outstanding accounts receivables. Overall, Securitas assess that the provision for bad debt losses is adequate for the increased risks mentioned above.

Further information regarding the credit risk in accounts receivable is provided in note 7. Information regarding the ageing of accounts receivable and the development of the provision for bad debt losses during the year is provided in note 27.

Calculation of taxes and timing of outflows

Deferred tax is calculated on temporary differences between the carrying amounts and the tax values of assets and liabilities. Assumptions and assessments affect recognized deferred tax, partly to determine the carrying amounts of the different assets and liabilities, and partly related to forecasts regarding future taxable profits, where future utilization of deferred tax assets depends on this. Significant assessments and assumptions are also made regarding recognition of provisions and contingent liabilities relating to tax risks and the potential impact of ongoing tax audits. Tax audits are often lengthy processes that go on for several years. It is thus not possible to disclose any detailed information regarding the timing of outflows from taxes.

The balance sheet includes deferred tax assets of MSEK 2 031 (1 968), current tax assets of MSEK 1 134 (595), deferred tax liabilities of MSEK 2 084 (2 034), and current tax liabilities of MSEK 1 404 (1 312), which are subject to significant estimates and judgments. Further information regarding taxes is provided in note 16 and note 39.

Other areas

Actuarial calculations regarding claims reserves and timing of outflows

The Group is exposed to various types of risks in the day-to-day running of the business. The operational risks can result in the need to recognize reserves for damages resulting from property claims, personal injuries as well as workers' compensation claims relating to the Group's employees. Liability insurance-related claims reserves are calculated based on a combination of case reserves and incurred but not reported reserves. Actuarial calculations are performed on a quarterly basis to assess the adequacy of the reserves based on open claims and historical data for incurred but not reported claims. Actuarial calculations are based on several assumptions. Claims reserves comprise a large number of individual insurance cases, where some cases are compensated with a lump-sum payment and others are paid over a longer period of time. It is thus not possible to disclose any detailed information regarding the timing of outflows from claims reserves.

All in all, this means that the balance sheet items current liability insurance-related claims reserves, which amounts to MSEK 1 108 (947) and is included in current provisions (note 37), and liability insurance-related claims reserves, which amounts to MSEK 577 (510) and is included in other non-current provisions (note 34), are subject to significant estimates and judgments.

The impact on the Group's financial position of ongoing litigations and the valuation of contingent liabilities

Over the years, the Group has made a number of acquisitions in different countries. As a result of such acquisitions, certain contingent liabilities of the businesses acquired have been assumed. Companies within the Group are also involved in a number of proceedings, including legal proceedings arising out of the operations that are not related to acquisitions. The accounting for these are subject to significant estimates and judgments. Further information is provided in note 39.

Potential risk with the macroeconomic environment

Risks related to the general macro-economic environment with a longer period of higher interest rates, a challenging insurance market, labor shortages, the changed geopolitical situation in the world, including protectionist tendencies, the litigation environment in the US and increased cyber security threats make it difficult to predict the economic development of the different markets and geographies in which we operate.

The geopolitical situation in the world has changed radically with Russia's invasion of Ukraine at the end of February 2022 and the ongoing conflict in the Middle East. We have no operations either in Russia or in Ukraine and very limited presence in Israel, but we follow the development closely and contribute to a safer society where we can.

For the forthcoming twelve-month period, the financial impact of the general macro-economic environment described above, uncertainty in interest rate development, the integration and implementation of new platforms, as well as certain items affecting comparability, provisions and contingent liabilities, as described in note 11, note 34, note 37 and note 39 respectively may vary from the financial estimates and provisions made by management. This could affect the Group's profitability and financial position.

Climate change

Where appropriate, Securitas considers climate-related matters in estimates and assumptions and recognizes climate-related risks and opportunities. The potential impact of climate changes has been taken into account in preparing the financial statements. The introduction of global and regional climate legislation, such as carbon taxes, can affect the Group's financial statements. Legislation may restrict the use of assets or require capital expenditures e.g., by banning or restricting the use of the Group's fossil fuel-driven vehicles and equipment or imposing additional energy efficiency requirements on the Group's buildings and office properties.

Securitas has set environmental targets in line with the 1.5 degree goal set by the Paris Agreement and endorsed by the Science Based Targets initiative. Plans for changing the vehicle fleet to vehicles that emit less, or to hybrid or electric vehicles follow existing time plans for fleet renewals. Improvements in the premises where Securitas has its offices that lead to energy efficiencies and savings are also done in line with set plans. Per December 31, 2024, there is no indication that material write-offs need to be done on the Group's tangible non-current assets or material purchase required due to such legislation or regulations the coming year.

The Group's assets can also be affected by other climate related matters such as natural disasters, which can cause additional cost for example through impairment and changes in depreciation.

Securitas' current assessment is that the climate-related risks have no material impact on the financial statements, nor on the estimates and assumptions made when preparing the annual report and consolidated accounts. Securitas closely monitor relevant changes and developments, such as new climate-related legislation.

Note 5
Events after the balance sheet date

Approval of the Annual Report and Consolidated Financial Statements for 2024

This Annual Report including the Consolidated Financial Statements was approved by the Board of Directors and the President and CEO of Securitas AB on March 27, 2025.

Other significant events after the balance sheet date

On February 20, 2025, Securitas AB closed a MEUR 300 sustainability-linked bond in the Eurobond market with a maturity in 2032. The coupon was 3.375 percent including a margin of 110 basis points.

There have been no other significant events with effect on the financial reporting after the balance sheet date.

Note 6
Revenue

Disaggregation of revenue

The Group has chosen to disaggregate revenue from sales to clients into three broad categories; Security services, Technology and solutions and Risk management services. These categories are described in note 2 Accounting principles under the heading Revenue recognition. In addition, revenue also includes Other operating income which consists of trade mark fees.

MSEK	2024	%	2023	%
Security services	105 889	65	103 677	66
Technology and solutions	53 167	33	50 514	32
Risk management services	2 865	2	3 058	2
Total sales	**161 921**	**100**	**157 249**	**100**
Other operating income	71	0	64	0
Total revenue	**161 992**	**100**	**157 313**	**100**

Revenue per segment

The Group's business segments follow the same accounting principles for revenue recognition as the Group. The disaggregation of revenue by segment is shown in the table below. Total sales agree to total sales in the segment overviews.

	Securitas North America		Securitas Europe		Securitas Ibero-America		Other		Eliminations		Group	
MSEK	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Security services	37 342	36 799	47 150	44 542	9 523	10 438	11 910	11 936	-36	-38	**105 889**	**103 677**
Technology and solutions	24 064	22 704	23 027	22 063	5 322	5 011	901	909	-147	-173	**53 167**	**50 514**
Risk management services	2 865	3 058	–	–	–	–	–	–	–	–	**2 865**	**3 058**
Total sales	**64 271**	**62 561**	**70 177**	**66 605**	**14 845**	**15 449**	**12 811**	**12 845**	**-183**	**-211**	**161 921**	**157 249**
Other operating income	–	–	–	–	–	–	71	64	–	–	**71**	**64**
Total revenue	**64 271**	**62 561**	**70 177**	**66 605**	**14 845**	**15 449**	**12 882**	**12 909**	**-183**	**-211**	**161 992**	**157 313**

Contract balances

MSEK	2024	2023
Contract assets		
Accounts receivable (note 27)	23 028	20 733
Accrued sales income (note 28)	6 678	6 300
Total contract assets	**29 706**	**27 033**
Contract liabilities		
Deferred revenue (note 36)	1 862	1 665
Total contract liabilities	**1 862**	**1 665**

Revenue recognized in 2024 that was included in contract liabilities 2023 amounts to MSEK 1 665 (1 680). Most of the contract liabilities 2024 is expected to be recognized as revenue in 2025.

Revenue recognized in 2024 from performance obligations satisfied in 2023 (and in 2023 from 2022) is not material due to the nature of the services.

Most revenue is recognized in advance of the payment by clients. Payment terms vary mainly between 0 and 60 days. Prepayments from clients are normally done quarterly in advance, but there is also to some extent prepayments covering up to one year in advance.

Costs to obtain a contract

MSEK	2024	2023
Included in other intangible assets (note 20)	784	640
Total costs to obtain a contract	**784**	**640**

This item mainly consists of sales commissions paid for individual contracts signed. All commissions are expensed on subsidiary level and thus on segment level. The Group capitalizes these costs and includes the capitalization and amortization under Other in the Group's segment overview. The amortization for 2024 amounted to MSEK -146 (-126). There has been no impairment of assets relating to costs to obtain a contract for 2024 nor for 2023.

Remaining performance obligations

The Group's revenue can be of either a recurring or non-recurring nature. Recurring revenue is normally included in what the Group designates as its client contract portfolio. To qualify for inclusion in the client contract portfolio, a contract should normally have a duration of at least 12 months. However, contracts can be of various lengths ranging from a very short duration up to several years, particularly solution contracts where on-site and/or mobile guarding and/or remote guarding are combined with a technology component in terms of equipment owned and managed by Securitas and used in the rendering of services. Contracts can have a yearly renewal date, but contracts can also be signed without a fixed end-date. All contracts normally contain cancellation clauses for both Securitas and the client.

Securitas uses the client retention rate[1] as a key measurement for how long a contract that is included in the client contract portfolio normally is operated. The client retention rate in the client contract portfolio per business segment and for the Group is shown in the table below.

Client retention rate[1], %	2024	2023
Securitas North America	87	90
Securitas Europe	92	91
Securitas Ibero-America	90	93
Other	96	85
Group	**90**	**90**

1 Client retention rate is defined as the opening balance client contract portfolio adjusted for annualized terminations in percent of opening balance client contract portfolio.

Contracts included in the client contract portfolio can be based on hours of work performed or with fixed monthly, quarterly or yearly invoicing and also including service level agreements.

In addition to its client contract portfolio, the Group also has revenue of a non-recurring nature. For Security services this can be from either contract clients or event-based sales. Within Technology, alarm installations are considered non-recurring revenue even if the same clients can order new installations from Securitas. Maintenance services performed upon request (time and material) is also considered a non-recurring revenue even if the same clients can revert and order further maintenance services for the same or for a different site/installation. Product sales (alarms and components) is also considered non-recurring revenue.

Risk management services include both recurring and non-recurring revenue services.

Deferred revenue for performance obligations that is expected to be satisfied mainly during 2025 amounts to MSEK 1 862 (1 665).

Note 7
Financial risk management

Financial risk factors

The Group's business activities create exposure to financial risks, such as interest rate risk, foreign currency risk, financing and liquidity risk and credit/counterparty risk, as detailed in the sections below. The Group's overall financial risk management program focuses on the unpredictability of the financial markets and aims to minimize potential adverse effects on the financial performance of the Group.

Treasury organization and activities

The aim of the treasury organization in Securitas is to support business operations by identifying, quantifying and managing financial risks and to the extent possible, to take advantage of economies of scale in the treasury operations.

Group Treasury Centre (GTC)

By concentrating financial risk management in a single location, the Group can readily monitor and control the financial risks and benefit from the expertise of dedicated treasury personnel. Also, by concentrating internal and external financing through Group Treasury Centre (GTC), economies of scale can be used to obtain the best possible pricing of investments and loans. GTC also has responsibility for matching local liquidity surpluses and deficits between countries and cash-pools. GTC identifies, evaluates and hedges financial risks in co-operation with the operating units. The Board of Directors of Securitas AB establishes policies for overall risk management, as well as policies covering specific areas such as foreign exchange risks, interest rate risk, credit risk, use of derivative financial instruments and investing excess liquidity.

Derivatives are used for the following main purposes: hedging the interest rate element of external debt and changing its currency profile, gearing ratio hedging and hedging of internal borrowings and investments.

Business segments

Treasury operations in the business segments concentrate on improving cash flow by focusing on profitability in the business operations, reducing capital tied-up in accounts receivable and managing local liquid funds in the most efficient way.

Countries

In countries with extensive operations, liquidity surpluses and liquidity deficits in local subsidiaries are matched at country level with the help of local cash-pooling solutions. In addition, Securitas operates an overall cash-pooling structure incorporating countries in the Eurozone, Sweden, the UK and the US. All local long-term financial requirements are financed directly from the Group's internal bank, Group Treasury Centre (GTC), in Dublin.

Interest rate risk

Interest rate risk is the risk that the Group's net income will be affected by changes in interest payable and/or receivable arising from changes in market interest rates. The Group has raised fixed and floating rate debt predominately in USD, EUR and SEK. Detailed information on non-current borrowings is provided in note 32. The Group uses interest rate derivatives in designated fair value and cash flow hedges to hedge changes in the risk-free rate, converting the interest rate profile of this debt. As of December 31, 2024, MEUR 2 078 (1 753) of issued debt is swapped from fixed to floating. Securitas does not expect any ineffectiveness between the hedged item and the hedging instrument in fair value hedges as a result of the transition to a new benchmark rate due to the IBOR reform.

Free cash flow to net debt as of December 31, 2024, was 0.13 (0.13). The Group's interest coverage ratio, a measure of its ability to pay interest costs, was 4.3 (4.2) as of December 31, 2024.

Information regarding the Group's debt profile, interest rate fixings and sensitivity analysis is provided in the tables below.

The Group's interest bearing liabilities and assets per currency as per December 31, 2024 and 2023

Currency	Amount, MSEK	Duration (days)	Current book cost (incl. credit margin)	Interest rates, +1%	Net impact on income statement due to 1% increase[1]	Interest rates, -1%	Net impact on income statement due to 1% decrease[1]
December 31, 2024							
USD liabilities	-19 388	221	5.2%	5.9%	-110	4.5%	110
EUR liabilities	-17 141	263	4.8%	5.6%	-108	3.9%	116
SEK liabilities	-4 124	28	3.0%	3.9%	-31	2.0%	31
Other currencies liabilities	-6 175	107	5.4%	6.3%	-44	4.5%	44
Total liabilities	**-46 828**	**204**	**4.9%**	**5.7%**	**-293**	**4.1%**	**301**
USD assets	2 061	3	2.9%	3.6%	12	2.2%	-11
EUR assets	3 870	6	2.4%	3.3%	29	1.5%	-29
SEK assets	1 274	6	0.3%	0.4%	1	0.2%	-1
Other currencies assets	1 700	7	0.0%	0.0%	0	0.0%	0
Total assets	**8 905**	**5**	**1.7%**	**2.3%**	**42**	**1.2%**	**-41**
Total	**-37 923**	**–**	**5.6%**	**–**	**-251**	**–**	**260**
December 31, 2023							
USD liabilities	-20 209	264	5.9%	6.6%	-112	5.2%	112
EUR liabilities	-14 826	86	4.2%	4.9%	-86	3.5%	86
SEK liabilities	-5 786	45	4.5%	5.5%	-44	3.5%	44
Other currencies liabilities	-6 481	97	6.1%	7.0%	-46	5.2%	46
Total liabilities	**-47 302**	**158**	**5.2%**	**6.0%**	**-288**	**4.5%**	**288**
USD assets	1 367	7	3.3%	4.0%	8	2.7%	-7
EUR assets	4 337	5	3.4%	4.4%	33	2.4%	-34
SEK assets	2 412	1	3.8%	4.8%	18	2.9%	-18
Other currencies assets	1 656	7	0.0%	0.0%	0	0.0%	0
Total assets	**9 772**	**5**	**2.9%**	**3.7%**	**59**	**2.2%**	**-59**
Total	**-37 530**	**–**	**6.0%**	**–**	**-229**	**–**	**229**

1 The 1 percent increase/decrease in interest rates is calculated by adjusting the floating rate accordingly and applying this rate to the asset/liability to establish the impact on net financial items in the income statement. This is further adjusted by the effective corporation tax rate.

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Interest rate fixing

It is the policy of Securitas to use interest rate derivatives if required to manage its interest rate risk and consequently the Group's financing costs. The duration of these derivatives does not normally exceed the duration of the underlying debt. Group policy allows for the use of both options-based and fixed-rate products. There were no options-based products in the financial reporting in 2024 or 2023.

Interest fixing per currency[1,2]

	December 31, 2024			December 31, 2025			December 31, 2026			
Currency	Amount[3] MSEK	Amount[3] MLOC	Rate[4]	Amount[3] MSEK	Amount[3] MLOC	Rate[4]	Amount[3] MSEK	Amount[3] MLOC	Rate[4]	Final maturity[5]
USD	3 584	326	3.93%	3 584	326	3.93%	3 584	326	3.93%	2029
EUR	1 953	170	4.44%	1 953	170	4.44%	1 953	170	4.44%	2030
Total	**5 537**	–	–	**5 537**	–	–	**5 537**	–	–	–

1 Refers to interest rate fixing with a maturity in excess of three months.
2 Where fixed rate for EUR debt is swapped into floating it is rate set either quarterly or semi-annually. No fixed USD debt is swapped to floating.
3 Includes non-current lease liabilities which are assumed to be fixed.
4 Average rate including credit margin.
5 The longest maturity date in fixed USD debt is to year 2029 at 5.9 percent. The longest maturity date in fixed EUR debt is to year 2030 at 3.875 percent.

Foreign currency risks

Transaction risk

Transaction risk is the risk that the Group's net income will be affected by changes in the value of flows in foreign currencies due to fluctuating exchange rates. The nature of the business is domestic rather than cross-border and consequently foreign currency transaction risk is not significant.

Financing of foreign assets – translation risk

Translation risk is the risk that the SEK value of foreign currency equity will fluctuate due to changes in foreign exchange rates.

Securitas' foreign currency capital employed as of December 31, 2024, was MSEK 78 025 (70 314). Capital employed is financed by loans in local currency and shareholders' equity. This means that Securitas, from a Group perspective, has shareholders' equity in foreign currency that is exposed to changes in exchange rates. This exposure gives rise to a translation risk and consequently unfavorable changes in exchange rates could have a negative effect on the Group's foreign net assets when translated into SEK. Foreign exchange swaps and cross currency interest rate swaps are used to change the currency of the underlying debt where required in order to achieve this. Net investment hedge and cash flow hedge accounting is applied to these swaps.

The consolidated statement of income is affected by the translation to SEK of the statements of income of foreign subsidiaries. As these subsidiaries essentially operate only in local currency, their competitive situation is not affected by changes in exchange rates and since the Group as a whole is geographically diversified, this exposure is not hedged.

The Group's currency exposure as per December 31, 2024 and 2023

	2024			2023		
MSEK	Equity[1]	Total Group +10%[2]	Total Group -10%[2]	Equity[1]	Total Group +10%[2]	Total Group -10%[2]
EUR	7 951	8 746	7 156	9 705	10 676	8 735
USD	26 549	29 204	23 894	20 200	22 220	18 180
Other currencies[3]	8 354	9 189	7 519	6 273	6 900	5 646
Total foreign currencies	**42 854**	**47 139**	**38 569**	**36 178**	**39 796**	**32 561**
SEK	-178	-178	-178	517	517	517
Total Group	**42 676**	**46 961**	**38 391**	**36 695**	**40 313**	**33 078**

1 Refers to equity excluding non-controlling interest.
2 Changes in equity due to changes in foreign exchange rates are either accounted for in other comprehensive income or offset against changes in underlying debt. Consequently, they do not impact net income.
3 Other currencies are composed of various currencies none of which, individually, have a significant exposure.

Net debt

The table below details the changes to net debt during the year.

Change in interest-bearing net debt as per December 31, 2024 and 2023

MSEK	2024 Liquid funds	2024 Loans and other net debt	2024 Total	2023 Liquid funds	2023 Loans and other net debt	2023 Total
Opening balance	7 942	-45 472	**-37 530**	6 323	-46 857	**-40 534**
Cash flow from operating activities[1]	9 395	–	**9 395**	8 185	–	**8 185**
Interest income received	290	–	**290**	202	–	**202**
Interest expense paid[2]	-2 435	–	**-2 435**	-2 064	–	**-2 064**
Other financial items received	52	–	**52**	119	–	**119**
Other financial items paid	-63	–	**-63**	-156	–	**-156**
Current taxes paid	-2 162	–	**-2 162**	-1 348	–	**-1 348**
Payments for acquisition-related items	-186	–	**-186**	-170	–	**-170**
Payments for items affecting comparability	-882	–	**-882**	-1 403	–	**-1 403**
Dividend paid	-2 177	–	**-2 177**	-1 977	–	**-1 977**
Lease liabilities	–	171	**171**	–	291	**291**
Bond proceeds	7 664	-7 664	**–**	14 660	-14 660	**–**
Bond redemption	-9 041	9 041	**–**	-553	553	**–**
Commercial paper proceeds	5 216	-5 216	**–**	6 335	-6 335	**–**
Commercial paper redemption	-7 108	7 108	**–**	-4 442	4 442	**–**
Change in term loans	-119	119	**–**	-15 801	15 801	**–**
Other changes	935	-935	**–**	186	-186	**–**
Real change	**-621**	**2 624**	**2 003**	**1 773**	**-94**	**1 679**
Revaluation of financial instruments[3]	–	283	**283**	–	2	**2**
Translation[4]	106	-2 785	**-2 679**	-154	1 477	**1 323**
Closing balance	**7 427**	**-45 350**	**-37 923**	**7 942**	**-45 472**	**-37 530**

1 Includes interest expense accounted for under IFRS 16 Leases.
2 Excludes interest expense accounted for under IFRS 16 Leases.
3 Relates to unrealized gains and losses on fair value hedges and cash flow hedges including hedge ineffectiveness.
4 Whereof MSEK -2 003 (1 125) is related to USD and MSEK -496 (102) is related to EUR.

Liabilities from financing activities 2024 and 2023

MSEK	Opening balance Jan 1	Cash flows[1]	Non-cash changes: Reclassification	Non-cash changes: New leases[2]	Non-cash changes: Other changes	Non-cash changes: Translation	Closing balance Dec 31
2024							
Non-current borrowings	31 687	9 337	-6 593	–	-192	2 588	**36 827**
Current borrowings	10 946	-12 758	6 593	–	202	302	**5 285**
Lease liabilities	4 669	-1 481	–	1 192	555	-219	**4 716**
Assets held to hedge borrowings	-324	–	–	–	-30	–	**-354**
Total	**46 978**	**-4 902**	**–**	**1 192**	**535**	**2 671**	**46 474**
2023							
Non-current borrowings	41 784	69	-8 902	–	-423	-841	**31 687**
Current borrowings	1 481	521	8 902	–	79	-37	**10 946**
Lease liabilities	5 054	-1 373	–	1 252	-170	-94	**4 669**
Assets held to hedge borrowings	–	–	–	–	-324	–	**-324**
Total	**48 319**	**-783**	**–**	**1 252**	**-838**	**-972**	**46 978**

1 Excluding other derivative positions and dividend paid to shareholders of the Parent Company, which are included in cash flow from financing activities in the consolidated statement of cash flow.
2 Refer to note 21 for further information.

Financing and liquidity risk

The Group's short-term liquidity is ensured by maintaining a liquidity reserve (cash and bank deposits, short-term investments and the unutilized portion of committed credit facilities), which should correspond to a minimum of 5 percent of consolidated annual sales. As of December 31, 2024, the short-term liquidity reserve corresponded to 13 percent (9) of the Group's annual sales.

The Group's long-term financing risk is minimized by ensuring that the level of long-term financing (shareholders' equity, long-term committed loan facilities and long-term bond loans) at least matches the Group's capital employed. Per December 31, 2024, long-term financing corresponded to 112 percent (107) of the Group's capital employed.

Financing of the Group should be well balanced among different sources and long-term. The aim is that committed loan facilities and bond loans should have an average maturity of more than 3.5 years. As per December 31, 2024, the average maturity was 2.6 years. In February, 2025, Securitas issued a new MEUR 300 Eurobond which extended the average maturity to 3.0 years.

The following tables summarize the Group's liquidity risk at end of 2024 and 2023, respectively.

Liquidity report as per December 31, 2024 and 2023

MSEK	Total	< 1 year	Between 1 year and < 3 years	Between 3 years and 5 years	> 5 years
December 31, 2024					
Borrowings, principal amount	-41 526	-5 549	-16 087	-14 147	-5 743
Borrowings, interest amount	-5 085	-1 409	-2 266	-1 188	-222
Derivatives outflows, gross	-26 603	-20 088	-1 324	-5 152	-39
Lease liabilities	-5 029	-1 582	-2 241	-668	-538
Accounts payable	-5 006	-5 006	–	–	–
Total outflows[1]	**-83 249**	**-33 634**	**-21 918**	**-21 155**	**-6 542**
Investments, principal amount	5 123	4 937	3	3	180
Derivatives receipts, gross	25 890	19 562	1 187	4 983	158
Accounts receivable	23 028	23 028	–	–	–
Total inflows[1]	**54 041**	**47 527**	**1 190**	**4 986**	**338**
Net cash flows, total[2, 3]	**-29 208**	**13 893**	**-20 728**	**-16 169**	**-6 204**
December 31, 2023					
Borrowings, principal amount	-42 279	-10 904	-9 840	-14 168	-7 367
Borrowings, interest amount	-5 026	-1 279	-2 273	-1 163	-311
Derivatives outflows, gross	-23 048	-14 672	-3 302	-987	-4 087
Lease liabilities	-5 025	-1 459	-1 994	-846	-726
Accounts payable	-5 127	-5 127	–	–	–
Total outflows[1]	**-80 505**	**-33 441**	**-17 409**	**-17 164**	**-12 491**
Investments, principal amount	6 155	5 974	4	3	174
Derivatives receipts, gross	21 400	14 154	2 383	588	4 275
Accounts receivable	20 733	20 733	–	–	–
Total inflows[1]	**48 288**	**40 861**	**2 387**	**591**	**4 449**
Net cash flows, total[2, 3]	**-32 217**	**7 420**	**-15 022**	**-16 573**	**-8 042**

1 Refers to gross cash flows.
2 All contractual cash flows per the balance sheet date are included, including future interest payments.
3 Variable rate cash flows have been estimated using the relevant yield curve as at the balance sheet date.

MSEK	Total	< 1 year	Between 1 year and < 3 years	Between 3 years and 5 years	> 5 years
Summary of Derivative flows December 31, 2024					
Derivatives outflows interest	-2 877	-840	-1 302	-696	-39
Other derivatives outflows	-23 726	-19 248	-22	-4 456	–
Derivatives receipts interest	2 692	614	1 187	733	158
Other derivatives receipts	23 198	18 948	–	4 250	–
Net Total Derivative flows	**-713**	**-526**	**-137**	**-169**	**119**
Summary of Derivative flows December 31, 2023					
Derivatives outflows interest	-3 433	-853	-1 542	-965	-73
Other derivatives outflows	-19 615	-13 819	-1 761	-21	-4 014
Derivatives receipts interest	1 916	326	811	587	192
Other derivatives receipts	19 484	13 828	1 573	–	4 083
Net Total Derivative flows	**-1 648**	**-518**	**-919**	**-399**	**188**

Securitas has a Revolving Credit Facility with 11 key relationship banks. The credit facility comprises one tranche of MEUR 1 029 and matures in 2027. On December 31, 2024, the facility was undrawn. Securitas also has a MEUR 400 Term Facility agreement. As of December 31, 2024, the facility was undrawn. The facility was cancelled on the Februray 25, 2025, by Securitas.

Securitas also has a Euro Medium Term Note Program (EMTN) with a limit of MEUR 5 000 under which public and private funding can be raised on international capital markets. As of December 31, 2024, there were ten outstanding bond loans with maturities ranging from 2025 to 2030.

In addition, Securitas also has a short-term Swedish commercial paper program in the amount of MSEK 5 000. On December 31, 2024, the facility was undrawn.

Securitas policy is to not engage in arrangements that take the form of supply chain financing on accounts receivable or any form of reverse factoring transactions.

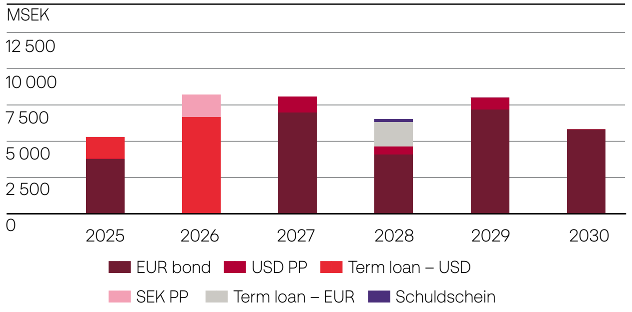
The table below shows a summary of the credit facilities as of December 31, 2024.

Credit facilities as per December 31, 2024

Type	Currency	Facility amount (million)	Available amount (million)	Maturity
EMTN Eurobond, 1.125 % fixed	EUR	300	0	2025
Term Facility	USD	135	0	2025
Term Facility	EUR	400	400	2025
Term Facility	USD	600	0	2026
EMTN private placement, floating	SEK	1 500	0	2026
Revolving Credit Facility	EUR	1 029	1 029	2027
EMTN private placement, fixed	USD	40	0	2027
EMTN private placement, fixed	USD	60	0	2027
EMTN Eurobond, 4.25 % fixed	EUR	600	0	2027
Schuldschein dual currency facility	EUR	15	0	2028
EMTN Eurobond, 0.25 % fixed	EUR	350	0	2028
Term Facility	EUR	147	0	2028
EMTN private placement, floating	USD	50	0	2028
EMTN private placement, fixed	USD	75	0	2029
EMTN Eurobond, 4.375 % fixed	EUR	600	0	2029
EMTN Eurobond, 3.875 % fixed	EUR	500	0	2030
Commercial Paper (uncommitted)	SEK	5 000	5 000	n/a

In combination with Securitas' strong cash flow, these sources of financing provide liquidity on a short- and long-term basis as well as flexibility to finance the Group's expansion.

The graph below shows the maturity profile as of December 31, 2024, for the Group's interest-bearing debt.



Rating

In order to access international debt capital markets in an effective manner, Securitas has obtained long-term and short-term credit ratings from Standard & Poor's Global Rating. The rating as of December 31, 2024, was BBB with stable outlook for long-term debt and A2 for short-term debt.

Credit/counterparty risks

Counterparty risk – accounts receivable

The Group has generally low risk in accounts receivables for a number of reasons. A large proportion of sales are based on contracts with well-known large and medium sized clients with an established and long-term relationship. This provides for transparent and safe collection of invoices. New clients are duly reviewed in terms of credit worthiness.

The contract portfolio sales are also diversified in several ways, of which the most important is that there are few/no clients that represent a significant portion of total sales. Default by a single client then has little overall effect. In addition, Securitas provides its services to geographically dispersed clients in a large number of sectors including governments, utilities, financial sector, travel, logistics and industrial. Hence, the exposure to financial distress in any particular sector or region is relatively limited.

Securitas' services are also, although vital in many aspects, mostly ancillary to the business of the clients. This means that the cost of security services represents a small fraction of total costs of running clients' business, making Securitas less exposed to payment defaults than suppliers of services or goods more directly involved in the value chain.

All of this provides for secure collection of the sales generated which is evidenced by low bad debt losses, historically in the range of 0.1 to 0.2 percent of sales over a long period of time. Refer to note 27 for further information.

Counterparty risk – liquid funds

The credit quality of interest-bearing assets is described below, where 84 percent (86) of interest-bearing assets have a rating from Standard & Poor's of A1 or from Moody's of P1.

Credit quality interest-bearing assets

MSEK	2024	2023
A1/P1	7 520	8 400
Other	1 385	1 372
Total interest-bearing assets	**8 905**	**9 772**

The Group has policies in place that limit the amount of credit exposure to any one financial institution. The use of Credit Support Annexes reduces the Group's counterparty exposures on its outstanding derivatives. Investments of liquid funds may only be made in government paper or with financial institutions with a high credit rating. As of December 31, 2024, the weighted average credit rating of these institutions was short-term A1/P1. The largest total exposure for all instrument types to any one institution was MSEK 1 966 (1 910).

Fair value of financial instruments

The methods and assumptions used by the Group in estimating the fair value of the financial instruments are:

- Cash and bank deposits and short-term investments: carrying amounts approximate fair values.
- Derivatives and other financial instruments: fair values are estimated based on quoted market prices, on prices provided by independent brokers, or are calculated by discounting future cash flows using prevailing market rates. The prices used are fair values stated excluding accrued interest.
- Debt: fair values of fixed rate debt are based on either quoted prices or are estimated using discounted cash flow calculations based upon the Group's current incremental borrowing rates for similar types of borrowings with maturities consistent with those remaining for the debt being valued. The fair value of floating rate debt is assumed to equal the carrying value of the debt.

Revaluation of financial instruments[1]

MSEK	2024	2023
Recognized in the statement of income		
Other financial income and expenses[2,3]	2	2
Impact on net income for the year	**2**	**2**
Recognized in other comprehensive income		
Transfer to cash flow hedging reserve before tax	291	-368
Transfer to cost of hedging reserve before tax	50	-1
Deferred tax on transfer to hedging reserve	-46	48
Transfer to hedging reserve net of tax	**295**	**-321**
Transfer to statement of income before tax	-60	369
Deferred tax on transfer to statement of income	11	-48
Transfer to statement of income net of tax	**-49**	**321**
Change of cash flow hedging reserve before tax	231	1
Change of cost of hedging reserve before tax	50	-1
Total change of hedging reserve before tax[4]	**281**	**0**
Deferred tax on total change of hedging reserve[4]	-35	-1
Total change of hedging reserve net of tax	**246**	**-1**
Total impact on shareholders' equity as specified above		
Total revaluation before tax[5]	283	2
Deferred tax on total revaluation[5]	-35	-1
Total revaluation after tax	**248**	**1**

1 Securitas has adopted the amendments to IFRS 9, specifically the temporary relief from certain accounting requirements to hedging relationships directly affected by the IBOR reform.
2 Related to financial assets and financial liabilities at fair value through profit or loss.
3 There was no significant ineffectiveness in the fair value hedges or in the cash flow hedges.
4 Total of transfer to hedging reserve and transfer from hedging reserve to statement of income.
5 Total revaluation and deferred tax recognized via statement of income and via other comprehensive income.

Fair value – hierarchy as per December 31, 2024 and 2023[1]

	Quoted market prices		Valuation techniques using observable market data		Valuation techniques using non-observable market data		Total	
MSEK	2024	2023	2024	2023	2024	2023	2024	2023
Financial assets at fair value through profit or loss	–	–	47	69	–	–	**47**	**69**
Financial liabilities at fair value through profit or loss	–	–	-33	-112	-36[2]	-104[2]	**-69**	**-216**
Derivatives designated for hedging with positive fair value	–	–	354	481	–	–	**354**	**481**
Derivatives designated for hedging with negative fair value	–	–	-729	-640	–	–	**-729**	**-640**

1 There have been no transfers between any of the valuation levels during the year.
2 Related to deferred considerations. These have been recognized mainly based on an assessment of the future profitability development in the acquired entities for an agreed period. For further information refer to note 11 and note 17.

The table below discloses carrying values and fair values of financial instruments according to the categories in note 2.

Financial instruments by category – carrying and fair values as per December 31, 2024 and 2023

	2024		2023	
MSEK	Carrying value	Fair value	Carrying value	Fair value
Assets				
Financial assets at amortized cost				
Interest-bearing financial non-current assets (note 24)	936	936	1 126	1 126
Other interest-bearing current assets (note 29)	141	141	154	154
Other non-current receivables (note 25)[1]	2 112	2 112	1 855	1 855
Accounts receivable (note 27)	23 028	23 028	20 733	20 733
Other current receivables (note 28)[2]	7 918	7 918	7 526	7 526
Liquid funds (note 30)	7 427	7 427	7 942	7 942
Total financial assets at amortized cost	**41 562**	**41 562**	**39 336**	**39 336**
Liabilities				
Financial liabilities at amortized cost				
Non-current loan liabilities (note 32)	16 252	16 123	14 317	14 193
Current loan liabilities (note 35)	2 950	2 950	8 276	8 238
Accounts payable	5 006	5 006	5 127	5 127
Other current liabilities (note 36)[3]	4 706	4 706	4 773	4 773
Non-current financial liabilities designated as hedged item in a fair value hedge (note 32)[4,5]	23 423	23 822	20 103	20 202
Current financial liabilities designated as hedged item in a fair value hedge (note 35)[4,5]	3 441	3 431	3 853	3 845
Total financial liabilities at amortized cost	**55 778**	**56 038**	**56 449**	**56 378**
Derivatives and other financial assets and liabilities at fair value				
Interest-bearing financial current assets (note 29)	48	48	163	163
Interest-bearing financial non-current assets (note 24)	353	353	387	387
Total financial assets at fair value	**401**	**401**	**550**	**550**
Interest-bearing financial current liabilities (note 35)[6]	352	352	150	150
Interest-bearing financial non-current liabilities (note 32)	410	410	603	603
Other current liabilities at fair value (note 36)[3]	8	8	61	61
Other non-current liabilities at fair value (note 32)	28	28	43	43
Total financial liabilities at fair value	**798**	**798**	**857**	**857**
Total derivatives and other financial assets and liabilities at fair value, net	**-397**	**-397**	**-307**	**-307**
1 Excluding all pension balances and reimbursement rights (note 25).	530	530	476	476
2 Excluding prepaid expenses, other accrued income and value-added tax (note 28).	3 063	3 063	3 099	3 099
3 Excluding employee-related accrued expenses, prepaid income and value-added tax (note 36).	16 301	16 301	15 155	15 155
4 The adjustment to the carrying value of the hedged item in fair value hedges amounted to MSEK -489 (-308).				
5 The difference between the carrying value and fair value of current and non-current loan liabilities is due to the credit margin in the discount rate.				
6 Related to derivatives designated for hedging with negative fair value.				

Hedging reserve as per December 31, 2024 and 2023

MSEK	Cost of hedging reserve	Interest rate cash flow hedges	Currency cash flow hedges	Total before tax	Deferred tax	Total net of tax
Opening balance January 1, 2024	**6**	**0**	**-14**	**-8**	**0**	**-8**
Change in fair value of hedging instrument recognized in other comprehensive income	50	13	448	**511**	-68	**443**
Reclassified from other comprehensive income to profit or loss	–	–	-230	**-230**	33	**-197**
Closing balance December 31, 2024	**56**	**13**	**204**	**273**	**-35**	**238**
Opening balance January 1, 2023	**7**	**0**	**-15**	**-8**	**1**	**-7**
Change in fair value of hedging instrument recognized in other comprehensive income	-1	–	-303	**-304**	39	**-265**
Reclassified from other comprehensive income to profit or loss	–	–	304	**304**	-40	**264**
Closing balance December 31, 2023	**6**	**0**	**-14**	**-8**	**0**	**-8**

Offsetting financial assets and financial liabilities

For the financial assets and liabilities subject to enforceable master netting arrangements or similar arrangements, each agreement between the Group and the counterparty allows for net settlement of the relevant financial assets and liabilities when both elect to settle on a net basis. In the absence of such an election, financial assets and liabilities will be settled on a gross basis. However, each party to the master netting agreement or similar agreement will have the option to settle all such amounts on a net basis in the event of default of the other party. Per the terms of each agreement, an event of default includes failure by a party to make payment when due, failure by a party to perform any obligation required by the agreement (other than payment) if such failure is not remedied within periods of 30 to 60 days after notice of such failure is given to the party, or if the party went bankruptcy.

Derivatives financial assets and financial liabilities as per December 31, 2024 and 2023

The following financial assets and liabilities are subject to offsetting, enforceable master netting arrangements or similar agreements.

	2024		2023	
MSEK	Assets	Liabilties	Assets	Liabilties
Gross amounts of recognized financial assets and liabilities	401	761	550	752
Collateral recived/paid	-279	-466	-29	-694
Net amount after Collateral	**122**	**295**	**521**	**58**
Financial instruments not offset in the balance sheet	-122	-201	-270	-55
Net amount after offsetting	**–**	**94**	**251**	**3**

References to other notes

For further information regarding financial instruments, refer to:

- Note 2 Accounting principles
- Note 15 Net financial items
- Note 24 Interest-bearing financial non-current assets
- Note 29 Other interest-bearing current assets
- Note 32 Non-current liabilities excluding provisions
- Note 35 Current loan liabilities
- Note 44 Financial risk management (Parent Company)

Note 8
Related party disclosures

On July 25, 2023, the divestment of Securitas Argentina to local management was completed. Securitas exited the country due to the weak macroeconomic prospects and challenging business environment with limited opportunity to execute our long-term strategy and provide quality services to our clients with healthy profitability.

Guarantees on behalf of related parties amount to MSEK 0 (0).

Information on the remuneration to the Board of Directors and Senior Management is provided in note 9. Information on total payroll expenses for the Board of Directors and the Presidents of the Group is provided in note 12.

For information on the Parent Company's transactions with related parties, refer to note 43 and note 46.

The Group has transactions with its associated companies, mainly related to reinvocing of certain cost which are not material in aggregate and dividend, for further information regarding the dividend amount please refer to note 23.

Note 9
Remuneration to the Board of Directors and Group Management

General

Board of Directors

The Chair of the Board and the Directors receive fees in accordance with the decision of the Annual General Meeting, which includes separate fees for committee work. The employee representatives do not receive Directors' fees.

Fees to the Board of Directors, relating to the period up to the Annual General Meeting 2025 are provided according to the Annual General Meeting's decision on May 8, 2024. For the 2024 financial year, the Chair Jan Svensson receives a director's fee, including committee work fee, of MSEK 2.9. The other Directors receive an aggregate director's fee, including committee work fee, of MSEK 7.9. The remuneration for each member of the Board of Directors is disclosed in the tables below. The Board of Directors is otherwise not entitled to any other compensation except for travel and lodging expenses.

Guidelines for remuneration to Group Management in Securitas for 2024

Scope

The Annual General Meeting 2024, adopted the following guidelines for remuneration to the individuals who are included in the Group Management of Securitas. The guidelines apply until the Annual General Meeting 2028 unless any changes are adopted by the general meeting.

The guidelines are forward-looking, i.e., they shall apply to remuneration agreed and amendments to remuneration already agreed after the Annual General Meeting 2024. These guidelines do not apply to any remuneration decided or approved by the general meeting.

Promotion of Securitas' business strategy, long-term interests and sustainability etc.

In short, Securitas' business strategy is to deliver comprehensive, scalable, and innovative security solutions. By using and developing world-leading technology and expertise, Securitas strives to be a security solution partner that ensure the safety of its clients' assets and people. In order to attract and keep competent members of Group Management, Securitas shall offer a competitive total remuneration that is in line with the market conditions on the relevant market for each member of Group Management. This is expected to contribute to Securitas' business strategy and long-term interests, including its sustainability. More information on Securitas' business strategy is available on Securitas' website securitas.com, section About us – Our strategy.

From time to time, the Annual General Meeting may resolve on share-based long-term incentive programs (the "LTI Programs") including the CEO, other members of the Group Management and certain other key employees within the Securitas Group. The LTI Programs adopted by the Annual General Meeting are conditional upon the participant's own investment and holding periods of several years. The LTI Programs have been resolved by the general meeting and are therefore excluded from these guidelines. The LTI Program proposed by the Board of Directors and submitted to the Annual General Meeting 2024 for approval is excluded for the same reason. More information on Securitas' incentive plans is available on Securitas' website securitas.com, section Corporate Governance – Remuneration to Group Management.

Types of remuneration

The total remuneration to Group Management shall consist of a fixed basic salary, variable cash remuneration, pension benefits and other benefits. Additionally, the general meeting may – irrespective of these guidelines – resolve on, among other things, share-based or share price-related remuneration.

The fixed basic salary shall be competitive and reflect each member of Group Management's responsibility and performance. The variable cash remuneration shall amount to a maximum of 85 percent of the fixed basic salary for the President and CEO and a maximum of 60–200 percent of the fixed basic salary for other members of Group Management.

The members of Group Management shall be subject to defined contribution pension plans for which insurance premiums are transferred from the individual's total cash remuneration and paid by the company during the term of employment. In exceptional cases, the value of such insurance premiums can instead be paid as part of the cash remuneration to a member of Group Management. Variable cash remuneration shall not qualify for pension benefits unless required by mandatory collective agreement provisions. Insurance premiums may amount to not more than 35 percent of the fixed basic salary.

Other benefits, such as company car, life insurance, special health insurance or occupational health service shall be provided to the extent this is considered customary for members of Group Management holding equivalent positions on the labor market where the member of Group Management is active. Premiums and other costs relating to such benefits may amount to not more than 15 percent of the fixed basic salary.

Pension benefits and other benefits may be duly adjusted for compliance with mandatory rules. For employments governed by rules other than Swedish, pension benefits and other benefits may also be duly adjusted for compliance with local practice, taking into account, to the extent possible, the overall purpose of these guidelines.

In addition to remuneration set out above, members of Group Management who relocate for the position or who work in multiple countries may also receive such remuneration and benefits as are reasonable to reflect the special circumstances associated with such arrangements, taking into account the overall purpose of these guidelines and alignment with the general policies and practices within the Securitas Group applicable to cross border work. Remuneration and benefits as described above may amount to not more than 50 percent of the fixed basic salary.

Criteria for awarding variable cash remuneration

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.

The Remuneration Committee shall, for the Board of Directors, prepare, monitor and evaluate matters regarding variable cash remuneration to the members of Group Management. Ahead of each measurement period for the criteria for awarding variable cash remuneration, which can be one or several years, the Board of Directors shall, based on the work of the Remuneration Committee, establish which criteria that are deemed to be relevant for the upcoming measurement period. After a measurement period has ended, it shall be determined to which extent the criteria have been satisfied. Evaluations regarding fulfilment of financial targets shall be based on established financial information for the relevant period.

Variable cash remuneration can be paid after the measurement period has ended or be subject to deferred payment. If payment of variable cash remuneration has been effected on grounds later proven to be obviously inaccurate, Securitas shall, to the extent legally possible, have the possibility to reclaim such paid remuneration.

Termination of employment

At dismissal, the notice period for members of Group Management shall not exceed twelve months, with a right to redundancy payment equivalent to a maximum of 100 percent of the fixed basic salary for a period not exceeding twelve months after the end of the notice period. At resignation by a member of Group Management, the notice period shall amount to a maximum of six months without a right to redundancy payment.

Additionally, remuneration may be paid for non-compete and non-solicitation undertakings in accordance with mandatory rules or local practice. The remuneration shall be based on the fixed cash salary at the time of termination of employment and be paid during the time the non-compete or the non-solicitation undertaking applies, however not for more than 24 months following termination of employment.

Salary and employment conditions for employees

In the preparation of the Board of Directors' proposal for these guidelines, salary and employment conditions for employees of the company have been taken into account by including information on the employees' total income, the components of the remuneration and increase and growth rate over time, in the Remuneration Committee's and the Board of Directors' basis of decision when evaluating whether the guidelines and the limitations set out herein are reasonable.

The decision-making process to determine, review and implement the guidelines

The Remuneration Committee's tasks include preparing the Board of Directors' decision to propose guidelines for remuneration to Group Management. The Board of Directors shall prepare a proposal for new guidelines at least every fourth year and submit it to the general meeting. The guidelines shall be in force until new guidelines are adopted by the general meeting. The Remuneration Committee shall also monitor and evaluate programs for variable remuneration for Group Management, the application of the guidelines for remuneration to Group Management as well as the current remuneration structures and compensation levels in Securitas. The members of the Remuneration Committee are independent of the company and the members of Group Management. The CEO and other members of Group Management do not participate in the Board of Directors' processing of and resolutions regarding remuneration-related matters in so far as they are affected by such matters.

Deviation from the guidelines

The Board may temporarily resolve to deviate from the guidelines, in whole or in part, if in a specific case there is special cause for the deviation and a deviation is necessary to serve Securitas' long-term interests, including its sustainability, or to ensure Securitas' financial viability. As set out above, the Remuneration Committee's tasks include preparing the Board of Directors' resolutions in remuneration-related matters. This includes any resolutions to deviate from the guidelines.

President and Chief Executive Officer

The President and CEO Magnus Ahlqvist's salary for the 2024 financial year, amounted to MSEK 19.5 including vacation pay. Pension premiums are paid for a defined contribution pension plan and a defined benefit plan which in total amounts to 30 percent of the base salary. The pension costs for the financial year 2024 amounted to MSEK 5.6, which includes premiums to a Swedish defined benefit plan (ITP), limited to deductible amounts for tax purposes. The defined benefit plan guarantees a lifetime pension from the age of 65 and the pension compensation corresponds to a certain percentage of the final salary, the maximum pensionable income is currently MSEK 2.3. The pension cost for the defined benefit pension plan in 2024 amounted to MSEK 0.5 (included in the total pension cost for the President and CEO, see also the table below). No pension benefits are conditioned by future employment.

Other salary benefits amounted to MSEK 0.2.

Upon dismissal, the notice period for the President and CEO amounts to twelve months with a right to a severance pay after the end of the notice period, equivalent to twelve months fixed salary.

Other members of Group Management

The other Group Management consisted by the end of 2024 of the following twelve members: Hillevi Agranius (Chief Information Officer), Martin Althén (President, Securitas Digital), Helena Andreas (Chief Human Resources Officer and Chief Marketing Officer), Tony Byerly (Global President, Securitas Technology), José Castejon (Chief Operating Officer, North American Guarding, Securitas North America), Jorge Couto (Divisional President, Securitas North America), Zacarías Erimias (Divisional President, Securitas Ibero-America), Andreas Lindback (CFO), Brian Riis Nielsen (President Global Clients), Frida Rosenholm (Senior Vice President, General Counsel, Group Legal, Risk, Ethics & Sustainability), Axel Sundén (Divisional President, AMEA) and Henrik Zetterberg (Divisional President, Securitas Europe).

In the 2024 financial year the other members of Group Management have received the following remuneration during the time as members. Aggregate fixed salaries amounted to MSEK 76.8, and other salary benefits to MSEK 5.0.

The other members of Group Management have individual pension plans. The retirement age varies from country to country and pension plan. As described under Types of remuneration above, members can allocate part of their remuneration to a defined contribution pension plan. All members of Group Management have defined contribution pension plans for which pension premiums are allocated from the member's total remuneration and paid by the company during the term of employment. These premiums may vary but are limited to amounts deductible for tax purposes by the company. In 2024 the pension costs for other members of Group Management amounted to MSEK 19.4. No pension benefits are conditioned by future employment.

During 2024 five members had a Swedish defined benefit pension plan (ITP) but can also allocate part of their remuneration to a defined contribution plan. The Swedish defined benefit plan guarantees a lifetime pension from the age of 65. The pension compensation corresponds to a certain percentage of the final salary, and the maximum pensionable income is MSEK 2.3 per employee. This pension benefit is funded through annual premiums paid by the company during the term of employment, and the pension cost for these five members in 2024 was MSEK 3.9 (included in the total pension cost for other Group Management, see also the table below).

Upon dismissal, the notice period and a right to a severance pay after the end of the notice period, is equivalent to a maximum of 24 months fixed salary, for members of Group Management.

Short- and long-term incentives

Short-term as well as long-term incentives for eligible employees in Securitas include clearly measurable performance-based targets that are set as close to the local business as possible and aim for long-term profitability of the Group. The performance targets that are required to achieve maximum bonus vary depending on the position of the employee but are as a principle based on year-on-year improvement of the operating result and operating margin (EBITA) in the area of responsibility, targets relating to growing higher-margin business as well as targets based on cash flow and the development of real change earnings per share.

Securitas' long-term share-based incentive scheme

Securitas' Annual General Meeting May 8, 2024, resolved on a new share-based bonus scheme, LTI 2024/2026, for the President and CEO, other members of Group management and certain key employees all in all including around 70 participants. The scheme runs in parallel with the share-based bonus scheme LTI 2023/2025 decided by the Annual General Meeting on May 4, 2023, and LTI 2022/2024 decided by the Annual General Meeting on May 5, 2022. To participate in the scheme, participants have to invest Securitas series B shares at market price or nominate already vested shares.

The LTI 2022/2024, LTI 2023/2025 and LTI 2024/2026 incentive schemes includes the President and CEO Magnus Ahlqvist and 11 members of other Group Management. One member of Group Management that joined in 2022 is so far only included in the LTI 2023/2025 and LTI 2024/2026 schemes.

For every share thus purchased or invested the company will grant so called performance awards free of charge in as per below:

- Category 1 (the President and CEO): maximum five performance awards per each invested share.
- Category 2 (Group Management): maximum four performance awards per each invested share.

The performance condition for the scheme covering the period 2022 to 2024 is linked to the development of real change in earnings per share (if applicable excluding items affecting comparability) and the outcome is calculated yearly, whereby one third is measured against the outcome of the first year, one third against the second year and one third against the third year. For the scheme covering the period 2023 to 2025 the performance condition is linked to the full year 2025 operating margin being operating income before amortization as a percentage of total sales. For the scheme covering the period 2024 to 2026 the performance condition is linked to the full year 2026 operating margin being operating income before amortization as a percentage of total sales and to the reduction of Securitas' greenhouse gas emissions. The award of shares is in addition to the fulfilment of performance conditions contingent on the employment as per the vesting day and that the invested shares are kept during the whole vesting period. The number of shares awarded will also include compensation for dividend during the vesting period by increasing the number of shares awarded.

The cost for the service rendered under the long-term incentive program is spread over the vesting period and is based on a fair value on the grant date for Securitas series B share of SEK 84.57 per share for the program 2022 to 2024, of SEK 86.00 per share for the program 2023 to 2025 and of SEK 108.55 per share for the program 2024 to 2026.

Information regarding the potential allocation of shares in 2025, 2026 and 2027 under the long-term share-based incentives LTI 2022/2024, LTI 2023/2025 and LTI 2024/2026, respectively, and the fair value of these shares, are disclosed in the table below.

Short- and long-term variable compensation 2024

	Variable short-term cash compensation	Variable long-term cash compensation	Long-term share-based incentive scheme
President and CEO	√	n/a	√
Other members of Group Management	√	√*	√

√ = illustrates the eligibility to participate.
√* = relating to three of the other members of Group Management.
n/a = illustrates that the member is not eligible to participate.

For the President and CEO Magnus Ahlqvist the variable short-term cash compensation relating to the 2024 performance amounted to MSEK 16.0 and will be paid in 2025. The long-term variable share-based compensation referring to the LTI 2022/2024, LTI 2023/2025 and LTI 2024/2026 relating to the 2024 performance amounted to MSEK 12.3.

The aggregate short-term variable cash compensation relating to the 2024 performance to the other members of Group Management amounted to MSEK 56.3 and will be paid in 2025. The long-term variable share-based compensation referring to the LTI 2022/2024, LTI 2023/2025 and LTI 2024/2026 relating to the 2024 performance amounted to MSEK 30.9.

During 2024 three members of other Group Management have had other long-term variable cash incentive schemes, which are provided for during the performance year. A provision was reversed due to a member of Group Management leaving the Group resulting in a cost reduction for MSEK 5.0. One scheme runs for the period 2024-2026 with payment due in 2027. Finally, three schemes are reconciled to the annual performance of 2022, 2023 and 2024 respectively with payment due in 2023 to 2025, 2024 to 2026 and 2025 to 2027, respectively. The accumulated provision for other long-term variable cash incentive schemes amounted to MSEK 15.5 as of December 31, 2024, whereof MSEK 2.5 will be paid in 2025. At resignation by a management employee, any unpaid long-term cash incentive will stay with the company.

Allocation of shares to Group Management relating to Securitas' long-term share-based incentive schemes 2024

	Number of shares[1]	Fair value, MSEK
	2024	2024
Magnus Ahlqvist, President and CEO	135 055	12.3
Other members of Group Management	341 187	30.9
Total	**476 242**	**43.2**

1 Potential allocation of shares for Securitas' long-term share-based incentive LTI 2022/2024, LTI 2023/2025 and LTI 2024/2026, to be allocated in 2025, 2026 and 2027, respectively. The award of shares is in addition to the fulfilment of performance conditions contingent on the employment as per the vesting day in 2025, 2026 and 2027, respectively, and that the invested shares are kept during the whole vesting period.

Remuneration to the Board of Directors and Group Management

Remuneration related to 2024

KSEK	Base salary/fee	Other benefits	Variable compensation[5]	Pension	Total remuneration
Jan Svensson, Chair of the Board[1]	2 930	–	–	–	**2 930**
Åsa Bergman[1]	1 123	–	–	–	**1 123**
Ingrid Bonde[1]	377	–	–	–	**377**
John Brandon	930	–	–	–	**930**
Fredrik Cappelen[1]	1 365	–	–	–	**1 365**
Gunilla Fransson[1]	988	–	–	–	**988**
Sofia Schörling Högberg	930	–	–	–	**930**
Harry Klagsbrun	930	–	–	–	**930**
Johan Menckel[1]	1 210	–	–	–	**1 210**
Subtotal Board of Directors[2]	**10 783**	**–**	**–**	**–**	**10 783**
Magnus Ahlqvist, President and CEO[3]	19 475	159	28 255	5 639	**53 528**
Other members of Group Management[4]	76 767	5 028	97 250	19 397	**198 442**
Subtotal President and CEO and Group Management	**96 242**	**5 187**	**125 505**	**25 036**	**251 970**
Total	**107 025**	**5 187**	**125 505**	**25 036**	**262 753**

Above information refers to full year remuneration for the current Group Management, unless stated otherwise. The Board of Directors has no pension benefits.

1 Including remuneration for committee work.
2 Refer to the cost for 2024 for board fees, according to decision by the Annual General Meetings 2023 and 2024.
3 Base salary including vacation pay.
4 Other members of Group Management consisted as of December 31, 2024, of 12 persons. The compensation for members who left the Group Management is included.
5 Refer to the cost for 2024 for Securitas' incentive scheme for cash bonus and long-term incentive plans, see also separate table for the share-based part. The award of shares is in addition to the fulfilment of performance conditions contingent on the employment as per the vesting day in 2025, 2026 and 2027, respectively, and that the invested shares are kept during the whole vesting period.

Remuneration related to 2023

KSEK	Base salary/fee	Other benefits	Variable compensation[5]	Pension	Total remuneration
Jan Svensson, Chair of the Board[1]	2 717	–	–	–	**2 717**
Åsa Bergman	580	–	–	–	**580**
Ingrid Bonde[1]	1 117	–	–	–	**1 117**
John Brandon	860	–	–	–	**860**
Fredrik Cappelen[1]	1 260	–	–	–	**1 260**
Gunilla Fransson[1]	914	–	–	–	**914**
Sofia Schörling Högberg	860	–	–	–	**860**
Harry Klagsbrun	860	–	–	–	**860**
Johan Menckel[1]	1 117	–	–	–	**1 117**
Subtotal Board of Directors[2]	**10 285**	**–**	**–**	**–**	**10 285**
Magnus Ahlqvist, President and CEO[3]	18 359	160	16 456	5 426	**40 401**
Other members of Group Management[4]	81 493	4 737	59 121	20 064	**165 415**
Subtotal President and CEO and Group Management	**99 852**	**4 897**	**75 577**	**25 490**	**205 816**
Total	**110 137**	**4 897**	**75 577**	**25 490**	**216 101**

Above information refers to full year remuneration for the current Group Management, unless stated otherwise. The Board of Directors has no pension benefits.

1 Including remuneration for committee work.
2 Refer to the cost for 2023 for board fees, according to decision by the Annual General Meetings 2022 and 2023.
3 Base salary including vacation pay.
4 Other members of Group Management consisted as of December 31, 2023, of 12 persons. The compensation for members who left the Group Management is included.
5 Refer to the cost for 2023 for Securitas' incentive scheme for cash bonus and long-term incentive plans, see also separate table for the share-based part. The award of shares is in addition to the fulfilment of performance conditions contingent on the employment as per the vesting day in 2024, 2025 and 2026, respectively, and that the invested shares are kept during the whole vesting period.

Shareholdings

The Board of Directors' and Group Management's shareholdings as of December 31, 2024 are detailed in the table below.

Board of Directors' and Group Management's holdings of Securitas series A and B shares[1]

	A shares 2024	A shares 2023	B shares 2024[7]	B shares 2023[7]	B shares Allocation 2025[8]
Jan Svensson, Chair of the Board	–	–	92 928	92 928	–
Åsa Bergman	–	–	3 014	0	–
Ingrid Bonde[2]	–	–	–	5 342	–
John Brandon	–	–	10 000	10 000	–
Fredrik Cappelen	–	–	94 885	62 885	–
Gunilla Fransson	–	–	3 142	3 142	–
Sofia Schörling Högberg[3]	7 071 428	7 071 428	21 761 146	21 761 146	–
Harry Klagsbrun	–	–	157 142	157 142	–
Johan Menckel	–	–	15 714	15 714	–
Magnus Ahlqvist, President and CEO	–	–	500 335	440 249	128 136
Hillevi Agranius	–	–	13 727	11 158	6 130
Martin Althén	–	–	58 689	47 050	22 853
Greg Anderson[4]	–	–	–	77 248	60 603
Helena Andreas	–	–	27 263	21 607	16 830
Tony Byerly	–	–	71 159	53 220	45 450
José Castejon[5]	–	–	–	34 733	29 290
Jorge Couto	–	–	61 358	41 961	26 650
Zacarías Erimias[6]	–		76 879	–	12 794
Andreas Lindback	–	–	38 799	29 765	22 665
Brian Riis Nielsen	–	–	22 148	17 225	20 867
Frida Rosenholm	–	–	32 354	26 814	16 457
Axel Sundén	–	–	16 107	11 469	0
Henrik Zetterberg	–	–	50 326	39 769	27 627
Total holdings	**7 071 428**	**7 071 428**	**23 107 115**	**22 960 567**	**436 352**

1 Information refers to shareholdings as of December 31, 2024 and 2023.
2 Declined re-election to the Board at the AGM May 8, 2024, why actual holdings is not applicable.
3 Through family and Melker Schörling AB.
4 Has left Group Management during 2024, why actual holdings is not applicable.
5 Has left Group Management in January 2025, why actual holdings is not applicable.
6 Has joined the Group Management November 1, 2024, why earlier holdings is not applicable.
7 Holdings as of December 31 excluding potential allocation of shares according to Securitas' share-based incentive schemes LTI 2022/2024, LTI 2023/2025 and LTI 2024/2026.
8 Allocation of shares in 2025 according to Securitas' share-based incentive scheme LTI 2022/2024, including estimated shares corresponding to dividend related to potential allocation of shares during 2024. The gross number of allocated shares is stated, of which part of the shares may have been sold to cover tax on the benefit. Other holdings of Securitas Series B shares at the time allocation in 2025 are not included.

Note 10
Segment reporting

Segment structure

A combination of factors has been used in order to identify the Group's segments. Most important is the characteristic of the services provided and the geographical split. The operating segments are regularly reviewed by the chief operating decision maker, which is the President and CEO. The Group's operations are divided into three reportable segments and Other. The reportable segments are also referred to as business segments in the Group's financial reports. The three reportable segments are Securitas North America, Securitas Europe and Securitas Ibero-America.

Security solutions based on client-specific needs are built through different combinations of on-site, mobile and remote guarding, technology and solutions, fire and safety and corporate risk management.

All segments apply the accounting principles explained in note 2. The segment reporting follows the format of Securitas' financial model, which provides a foundation for financial planning and reporting from branch office level up to the Board of Directors. Acquisitions of subsidiaries are therefore excluded from the operating cash flow. All material acquisitions are stated at business segment level in the report of the Board of Directors under the heading Acquisitions and divestitures and also in note 17.

Securitas North America

Securitas North America provides protective services in the US, Canada and Mexico. The operations in the US are organized in three specialized units – Guarding, Technology and Pinkerton Corporate Risk Management. In total, the operations have 96 000 employees.

Securitas Europe

Securitas Europe provides protective services in 21 countries. In total, the operations have 120 000 employees.

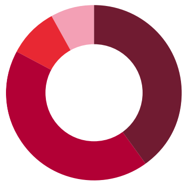
Securitas Ibero-America

Securitas Ibero-America provides protective services in six Latin American countries as well as in Portugal and Spain in Europe. In total, the operations have 48 000 employees.

Other

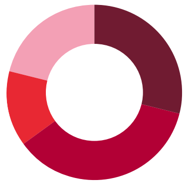
Other includes all other operating segments as well as general administrative expenses, expenses for head offices and other central expenses. All other operating segments comprise the operations in Africa, the Middle East, Asia and Australia (AMEA) and the Securitas Critical Infrastructure Services in North America. Number of employees: 72 000.

Sales per segment



- Securitas North America 40%
- Securitas Europe 43%
- Securitas Ibero-America 9%
- Other 8%

Employees per segment



- Securitas North America 29%
- Securitas Europe 36%
- Securitas Ibero-America 14%
- Other 21%

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Consolidated financial statements
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January – December 2024

MSEK	Securitas North America	Securitas Europe	Securitas Ibero-America	Other	Total segments	Eliminations	Group
Income							
Sales, external	64 091	70 175	14 845	12 810	161 921	–	161 921
Sales, intra-group	180	2	–	1	183	-183	–
Total sales	**64 271**	**70 177**	**14 845**	**12 811**	**162 104**	**-183**	**161 921**
Organic sales growth, %	*3*	*8*	*6*	–	–	–	*5*
Operating income before amortization[1]	**5 819**	**4 584**	**1042**	**-245**	**11 200**	**–**	**11 200**
of which share in income of associated companies	–	*0*	–	*66*	*66*	–	*66*
Operating margin, %	*9.1*	*6.5*	*7.0*	–	*6.9*	–	*6.9*
Amortization of acquisition-related intangible assets	-293	-272	-6	-68	-639	–	-639
Acquisition-related costs	-1	-11	–	32	20	–	20
Items affecting comparability	-218	-494	-20	-553	-1 285	–	-1 285
Operating income after amortization	**5 307**	**3 807**	**1 016**	**-834**	**9 296**	**–**	**9 296**
Financial income and expenses	–	–	–	–	–	–	-2 277
Income before taxes	**–**	**–**	**–**	**–**	**–**	**–**	**7 019**
Taxes	–	–	–	–	–	–	-1 847
Net income for the year	**–**	**–**	**–**	**–**	**–**	**–**	**5 172**

MSEK	Securitas North America	Securitas Europe	Securitas Ibero-America	Other	Total segments	Eliminations	Group
Operating cash flow							
Operating income before amortization	**5 819**	**4 584**	**1 042**	**-245**	**11 200**	**–**	**11 200**
Investments in non-current tangible and intangible assets	-921	-2 232	-423	-453	-4 029	–	-4 029
Reversal of depreciation[1]	991	1 997	384	351	3 723	–	3 723
Change in operating capital employed	-407	-206	-51	-835	-1 499	–	-1 499
Cash flow from operating activities	**5 482**	**4 143**	**952**	**-1 182**	**9 395**	**–**	**9 395**
Cash flow from operating activities, %	*94*	*90*	*91*	–	–	–	*84*

December 31, 2024

MSEK	Securitas North America	Securitas Europe	Securitas Ibero-America	Other	Total segments	Eliminations	Group
Capital employed and financing							
Non-current tangible and intangible assets	**2 888**	**6 474**	**1 112**	**1 242**	**11 716**	**–**	**11 716**
Trade receivables	13 844	8 944	2 672	2798	28 258	-415	27 843
Operating payables	-5 779	-10 202	-1376	-1 592	-18 949	415	-18 534
Other net working capital	120	285	-447	-114	-156	–	-156
Net working capital	**8 185**	**-973**	**849**	**1 092**	**9 153**	**–**	**9 153**
Net working capital as % of sales	*13*	*-1*	*6*	–	–	–	*6*
Total operating capital employed	**11 073**	**5 501**	**1 961**	**2 334**	**20 869**	**–**	**20 869**
Goodwill	30 528	21 529	1 432	1 406	54 895	–	54 895
Acquisition-related intangible assets	3 228	2 729	24	151	6 132	–	6 132
Shares in associated companies	0	39	–	341	380	–	380
Other capital employed	-20	-101	-15	-1 537	-1 673	–	-1 673
Total capital employed	**44 809**	**29 697**	**3 402**	**2 695**	**80 603**	**–**	**80 603**
Return on capital employed, %	*13*	*15*	*31*	–	–	–	*14*
Net debt	–	–	–	–	–	–	37 923
Shareholders' equity	–	–	–	–	–	–	42 680
Total financing	**–**	**–**	**–**	**–**	**–**	**–**	**80 603**
Net debt equity ratio, multiple	–	–	–	–	–	–	*0.89*

MSEK	Securitas North America	Securitas Europe	Securitas Ibero-America	Other	Total segments	Eliminations	Group
Assets and liabilities							
Non-interest-bearing assets	54 319	45 090	5 661	6 863	111 933	-418	111 515
Unallocated non-interest-bearing assets[2]	–	–	–	–	–	–	3 168
Unallocated interest-bearing assets	–	–	–	–	–	–	8 905
Total assets	**–**	**–**	**–**	**–**	**–**	**–**	**123 588**
Shareholders' equity	**–**	**–**	**–**	**–**	**–**	**–**	**42 680**
Non-interest-bearing liabilities	9 509	15 393	2 260	3 262	30 424	-418	30 006
Unallocated non-interest-bearing liabilities[2]	–	–	–	–	–	–	4 074
Unallocated interest-bearing liabilities	–	–	–	–	–	–	46 828
Total liabilities	**–**	**–**	**–**	**–**	**–**	**–**	**80 908**
Total shareholders' equity and liabilities	**–**	**–**	**–**	**–**	**–**	**–**	**123 588**

1 Depreciation and amortization of tangible and non-acquisition-related intangible assets are included in operating income before amortization and are specified per segment on the line Reversal of depreciation in the statement of cash flow. Further information regarding depreciation and amortization is provided in note 13.
2 Included in Other in the table Capital employed and financing.

Note
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

January – December 2023

MSEK	Securitas North America	Securitas Europe	Securitas Ibero-America	Other	Total segments	Eliminations	Group
Income							
Sales, external	62 353	66 604	15 449	12 843	157 249	–	157 249
Sales, intra-group	208	1	0	2	211	-211	–
Total sales	**62 561**	**66 605**	**15 449**	**12 845**	**157 460**	**-211**	**157 249**
Organic sales growth, %	*6*	*12*	*15*	–	–	–	*9*
Operating income before amortization[1]	**5 625**	**4 095**	**991**	**-464**	**10 247**	–	**10 247**
of which share in income of associated companies	–	*0*	–	*61*	*61*	–	*61*
Operating margin, %	*9.0*	*6.1*	*6.4*	–	*6.5*	–	*6.5*
Amortization of acquisition-related intangible assets	-293	-281	-6	-40	-620	–	-620
Acquisition-related costs	–	-10	–	0	-10	–	-10
Items affecting comparability	-345	-863	-3 389	-72	-4 669	–	-4 669
Operating income after amortization	**4 987**	**2 941**	**-2 404**	**-576**	**4 948**	–	**4 948**
Financial income and expenses	–	–	–	–	–	–	-2 115
Income before taxes	–	–	–	–	–	–	**2 833**
Taxes	–	–	–	–	–	–	-1 536
Net income for the year	–	–	–	–	–	–	**1 297**
Operating cash flow							
Operating income before amortization	**5 625**	**4 095**	**991**	**-464**	**10 247**	–	**10 247**
Investments in non-current tangible and intangible assets	-1 047	-2 214	-501	-352	-4 114	–	-4 114
Reversal of depreciation[1]	918	1 922	390	326	3 556	–	3 556
Change in operating capital employed	-1 643	-77	-135	351	-1 504	–	-1 504
Cash flow from operating activities	**3 853**	**3 726**	**745**	**-139**	**8 185**	–	**8 185**
Cash flow from operating activities, %	*68*	*91*	*75*	–	–	–	*80*

December 31, 2023

MSEK	Securitas North America	Securitas Europe	Securitas Ibero-America	Other	Total segments	Eliminations	Group
Capital employed and financing							
Non-current tangible and intangible assets	**2 828**	**6 212**	**1 096**	**1 145**	**11 281**	–	**11 281**
Trade receivables	12 378	8 389	2 722	2293	25 782	-415	25 367
Operating payables	-5 387	-9 687	-1 371	-1619	-18 064	415	-17 649
Other net working capital	-61	183	-571	-179	-628	–	-628
Net working capital	**6 930**	**-1 115**	**780**	**495**	**7 090**	–	**7 090**
Net working capital as % of sales	*11*	*-2*	*5*	–	–	–	*5*
Total operating capital employed	**9 758**	**5 097**	**1 876**	**1 640**	**18 371**	–	**18 371**
Goodwill	27 756	20 503	1 376	1 281	50 916	–	50 916
Acquisition-related intangible assets	3 199	2 901	29	211	6 340	–	6 340
Shares in associated companies	0	39	–	215	254	–	254
Other capital employed	-69	-187	-13	-1484	-1 753	–	-1 753
Total capital employed	**40 644**	**28 353**	**3 268**	**1 863**	**74 128**	–	**74 128**
Return on capital employed, %	*14*	*14*	*30*	–	–	–	*14*
Net debt	–	–	–	–	–	–	37 530
Shareholders' equity	–	–	–	–	–	–	36 698
Total financing	–	–	–	–	–	–	**74 228**
Net debt equity ratio, multiple	–	–	–	–	–	–	*1.02*
Assets and liabilities							
Non-interest-bearing assets	49 947	43 013	5 593	5 924	104 477	-425	104 052
Unallocated non-interest-bearing assets[2]	–	–	–	–	–	–	2 568
Unallocated interest-bearing assets	–	–	–	–	–	–	9 772
Total assets	–	–	–	–	–	–	**116 392**
Shareholders' equity	–	–	–	–	–	–	**36 698**
Non-interest-bearing liabilities	9 303	14 658	2 326	2 591	28 878	-425	28 453
Unallocated non-interest-bearing liabilities[2]	–	–	–	–	–	–	3 939
Unallocated interest-bearing liabilities	–	–	–	–	–	–	47 302
Total liabilities	–	–	–	–	–	–	**79 694**
Total shareholders' equity and liabilities	–	–	–	–	–	–	**116 392**

1 Depreciation and amortization of tangible and non-acquisition-related intangible assets are included in operating income before amortization and are specified per segment on the line Reversal of depreciation in the statement of cash flow above. Further information regarding depreciation and amortization is provided in note 13.
2 Included in Other in the table Capital employed and financing.

Geographical information[1]

	Total sales from external clients[2]		Non-current assets[3]	
MSEK	2024	2023	2024	2023
The US	67 062	64 709	35 449	32 525
France[1]	–	–	7 541	7 299
Sweden[1]	8 035	7 791	4 710	4 807
All other countries[4]	86 824	84 749	27 955	26 488
Total countries	**161 921**	**157 249**	**75 655**	**71 119**
Non-current assets not listed by country[3]	–	–	3 430	3 583
Total non-current assets	**–**	**–**	**79 085**	**74 702**

1 Geographical information related to sales and non-current assets is disclosed for Sweden (which is Securitas' country of domicile) and for all individual countries where the sales or non-current assets exceed 10 percent of the total amount for the Group.
2 Based on the location of sales offices and corresponds in all material aspects to the geographical location of the clients.
3 Financial instruments, deferred tax assets and post-employment benefit assets are not specified by country. These are instead reported on the line Non-current assets not listed by country.
4 Including elimination of intra-Group sales.

Note 11
Operating income

Statement of income

The table below illustrates the statement of income in summary classified according to type of cost.

MSEK	2024	2023
Total sales	**161 921**	**157 249**
Other operating income	71	64
Salaries (note 12)	-96 933	-93 831
Social benefits (note 12)	-21 128	-20 557
Depreciation and amortization (notes 13, 19, 20, 21, 22)	-4 362	-4 176
Bad debt losses (note 27)	-183	-315
Other operating expenses	-30 900	-33 486
Total operating expenses	**-152 696**	**-152 365**
Operating income	**9 296**	**4 948**

Exchange rate differences

Exchange rate differences included in operating income amounted to MSEK -1 (-27).

Government grants

Government grants are accounted for as cost reductions in operating result. Government grants only include support that qualify as government grants according to IAS 20. Other support measures are thus not included in the table for government grants.

Government grants in 2023 and 2024 were mainly related to salaries paid for partial unemployment. Securitas has also received government grants related to for example training and education, incentives for hiring new staff and compensation for sickness costs.

The grants recognized in the statement of income are based on Securitas' assessment of having fulfilled all conditions pertaining to the particular grant. If there are conditions for which there is uncertainty relating to the fulfilment of any condition at the time of preparing the Annual Report, these have been deferred until the assessment is that all conditions have been fulfilled.

The table below specifies how government grants have been accounted for in the statement of income.

Government grants allocated per function

MSEK	2024	2023
Reduction of production expenses	154	171
Reduction of selling and administrative expenses	24	19
Total government grants allocated per function	**178**	**190**

Acquisition-related costs

The tables below specify what acquisition-related costs are related to and how they would have been classified per function in the statement of income if the items had not been disclosed separately on the face of the statement of income. The tables also specify how the acquisition-related costs are split by segment. There is also a specification of the cash flow impact from acquisition-related costs.

Acquisition-related costs

MSEK	2024	2023
Restructuring and integration costs	-8	-6
Transaction costs	-4	–
Revaluation of deferred considerations	32	-4
Total acquisition-related costs	**20**	**-10**

Acquisition-related costs allocated per function

MSEK	2024	2023
Production expenses	–	–
Selling and administrative expenses[1]	20	-10
Total acquisition-related costs allocated per function	**20**	**-10**

1 All transaction costs and revaluation of deferred considerations would have been classified as selling and administrative expenses in the statement of income if they had not been disclosed separately on the face of the statement of income.

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Acquisition-related costs allocated per segment

MSEK	2024	2023
Securitas North America	-1	–
Securitas Europe	-11	-10
Securitas Ibero-America	–	–
Other	32	0
Total acquisition-related costs allocated per segment	**20**	**-10**

Cash flow impact from acquisition-related costs

MSEK	2024	2023
Acquisition-related costs according to the statement of income	20	-10
Cash flow	-13	-9
Adjustment for effect on cash flow from acquisition-related costs	**-33**	**1**

Items affecting comparability

Items affecting comparability consists of two major parts. The first part is related to the transformation programs in Securitas Europe and Securitas Ibero-America for the further digitization of the company. Costs for these programs relate primarily to the impairment of assets, organizational restructuring charges and other non-recurring items.

The previous transformation programs related to global IS/IT foundation throughout the Group, while the other program was driving business transformation of Securitas North America, were finalized during 2021, but the program has impacted cash flow 2023.

The second part is related to acquisition-related costs such as transaction cost, restructuring- and integration cost regarding the acquisition of STANLEY Security.

In addition, in 2024 items affecting comparability also included costs related to a provision for an investigation into Paragon Systems, Inc.

In addition, in 2023 items affecting comparability also included a capital loss from the divestiture of Securitas Argentina.

Previous cost savings programs in Group and Securitas Europe are both finalized in previous years and no additional costs have been recognized in the statement of income, but the cost savings program in Group have impacted cash flow both years and cost savings program in Securitas Europe impacted cash flow in 2023.

Items affecting comparability

MSEK	2024	2023
Transformation programs, Group	-155	-686
Acquisition of STANLEY Security	-594	-662
Divestiture of Securitas Argentina	–	-3 321
US Government investigation in Paragon Systems	-536	–
Total items affecting comparability	**-1 285**	**-4 669**

Items affecting comparability allocated per function[1]

MSEK	2024	2023
Production expenses	-25	-9
Selling and administrative expenses	-1 260	-4 660
Total items affecting comparability allocated per function	**-1 285**	**-4 669**

1 All items affecting comparability would have been classified per function according to above table if they had not been disclosed separately on the face of the statement of income.

Items affecting comparability allocated per segment

MSEK	2024	2023
Securitas North America	-218	-345
Securitas Europe	-494	-863
Securitas Ibero-America	-20	-3 389
Other	-553	-72
Total items affecting comparability allocated per segment	**-1 285**	**-4 669**

Cash flow impact from items affecting comparability

MSEK	2024	2023
Transformation programs, Group	-265	-624
Cost-savings program, Group	-17	-15
Cost-savings program, Securitas Europe	–	0
Acquisition of STANLEY Security	-577	-761
Divestiture of Securitas Argentina	-23	-3
Cash flow from items affecting comparability	**-882**	**-1 403**
Items affecting comparability according to the statement of income as per the table above	-1 285	-4 669
Adjustment for effect on cash flow from items affecting comparability	**403**	**3 266**

Audit fees and reimbursements

The table below specifies what audit fees and reimbursements are related to.

MSEK	2024	2023
EY		
Audit assignments	101	81
Additional audit assignments	5	5
Tax assignments	2	1
Other assignments	1	4
Total EY	**109**	**91**
Other auditors		
Audit assignments	9	5
Total Other auditors	**9**	**5**
Total audit fees and reimbursements	**118**	**96**

Additional audit assignments mainly comprise review of the interim report for the second quarter and sustainability reporting review. Tax assignments mainly comprise tax return compliance, transfer pricing and questions related to tax legislation compliance. Other assignments mainly comprise of process reviews and business acquisitions.

Note 12
Personnel

Average number of yearly employees: Distribution between women and men[1]

	Women		Men		Total	
	2024	2023	2024	2023	2024	2023
Securitas North America	28 581	30 028	60 381	62 213	88 962	92 241
Securitas Europe	22 106	23 025	82 990	86 831	105 096	109 856
Securitas Ibero-America	11 138	10 923	36 605	42 603	47 743	53 526
Other	4 445	4 960	17 432	18 896	21 877	23 856
Total	**66 270**	**68 936**	**197 408**	**210 543**	**263 678**	**279 479**

In 2024, the number of Board members and Presidents was 84 (85), of whom 17 (16) were women.

Staff costs for Board of Directors and Presidents

	2024			2023			Of which bonuses	
MSEK	Salaries	Social benefits	(of which pensions)	Salaries	Social benefits	(of which pensions)	2024	2023
Securitas North America	189	35	(11)	165	37	(18)	102	76
Securitas Europe	145	40	(12)	134	34	(11)	67	59
Securitas Ibero-America	56	7	(0)	65	8	(0)	26	31
Other	181	54	(15)	150	49	(16)	83	47
Total	**571**	**136**	**(38)**	**514**	**128**	**(45)**	**278**	**213**

Staff costs for other employees

	2024			2023		
MSEK	Salaries	Social benefits	(of which pensions)	Salaries	Social benefits	(of which pensions)
Securitas North America	38 622	6 078	(203)	37 189	6 033	(260)
Securitas Europe	39 626	10 723	(1 195)	37 528	10 160	(1 121)
Securitas Ibero-America	8 909	2 312	(64)	9 371	2 397	(56)
Other	9 205	1 879	(488)	9 229	1 839	(508)
Total	**96 362**	**20 992**	**(1 950)**	**93 317**	**20 429**	**(1 945)**

Total staff costs: Board of Directors, Presidents and other employees

	2024			2023		
MSEK	Salaries	Social benefits	(of which pensions)	Salaries	Social benefits	(of which pensions)
Securitas North America	38 811	6 113	(214)	37 354	6 070	(278)
Securitas Europe	39 771	10 763	(1 207)	37 662	10 194	(1 132)
Securitas Ibero-America	8 965	2 319	(64)	9 436	2 405	(56)
Other	9 386	1 933	(503)	9 379	1 888	(524)
Total	**96 933**	**21 128**	**(1 988)**	**93 831**	**20 557**	**(1 990)**

1 Average number of yearly employees excludes employees in associated companies. A complete specification of the average number of yearly employees by country can be obtained from the Parent Company. Further information regarding the Group's pensions and other long-term employee benefits is provided in note 33.

Securitas' short-term share-based incentive scheme

The short-term share-based incentive scheme was discontinued after the financial year 2021. No further variable compensation has thus been earned during the financial years 2023 and 2024 for this scheme.

The incentive scheme included approximately 1 300 participants that were entitled to receive the share part (one third of the total bonus potential for each participant) according to the scheme. The shares for the financial year 2021 have been hedged in March 2022, through a swap agreement, based on the current market price at the time. The number of shares that have been hedged amounts to a total of 1 201 467 at a value of MSEK 134. The number of hedged shares were reduced to take account of taxation and leavers and the remaining shares were allotted to the participants during 2023.

Securitas' long-term share-based incentive scheme

Securitas' Annual General Meeting 2024 resolved on a new share-based bonus scheme, LTI 2024/2026, similar to the LTI 2023/2025 and LTI 2022/2024 that the Annual General Meetings in 2023 and 2022 resolved on. The schemes are intended for the CEO, other members of Group Management and certain key employees, including around 70 participants. To participate in the schemes, which run over the period 2024 to 2026, 2023 to 2025 and 2022 to 2024, respectively, participants have to invest in Securitas series B shares at market price or nominate already vested or currently vesting shares. For every share purchased or invested the company will grant so called performance awards free of charge as per below for each of the schemes:

- Category 1 (CEO): maximum five performance awards per each invested share.
- Category 2 (Group Management): maximum four performance awards per each invested share.
- Category 3 (other participants): maximum three performance awards per each invested share.

For further information on the performance conditions and other information for each scheme, refer to note 9.

During 2024 the performance cost for the LTI schemes was MSEK 78 (52), net after adjusting for leavers which have reduced the cost by MSEK 2 (3) but excluding costs for social benefits. Costs for social benefits amount to MSEK 20 (13). During 2024 LTI 2021/2023 vested and consequently this program is now closed.

The share purchase in Securitas may be handled by a swap agreement with a third party.

Costs for share-based incentive schemes: Presidents and other employees

MSEK	2024	2023
Bonus costs for share-based incentive schemes	78	52
Social benefits for share-based incentive schemes[1]	20	13
Total	**98**	**65**

1 Liability for social benefits related to share-based incentive schemes amounted to MSEK 39 (29).

Note 13
Depreciation and amortization

MSEK	2024	2023
Software licenses	377	349
Other intangible assets	250	178
Right-of-use assets	1 616	1 574
Buildings	16	16
Machinery and equipment	1 464	1 439
Total depreciation and amortization	**3 723**	**3 556**

Depreciation and amortization for the year is distributed in the statement of income as below

MSEK	2024	2023
Amortization of intangible assets		
Production expenses	18	39
Selling and administrative expenses	609	488
Total amortization of intangible assets	**627**	**527**
Depreciation of right-of-use assets		
Production expenses	560	521
Selling and administrative expenses	1 056	1 053
Total depreciation of right-of-use assets	**1 616**	**1 574**
Depreciation of tangible non-current assets		
Production expenses	1 002	1 027
Selling and administrative expenses	478	428
Total depreciation of tangible non-current assets	**1 480**	**1 455**
Total depreciation and amortization	**3 723**	**3 556**

Note 14
Remeasurement for hyperinflation

As of second quarter 2022, Securitas' operation in Türkiye is accounted for according to IAS 29, Financial reporting in Hyperinflationary economies. IAS 29 was applied also on the operations in Argentina until the operations was divested in 2023. The impact on the consolidated statement of income and other comprahensive income from the remeasurement according to IAS 29, as described in note 2, is illustrated below. The index used by Securitas for the remeasurement of the financial statements is the consumer price index with base period January 2003 for Argentina and 2005 for Türkiye.

Exchange rates and index

	2024	2023
Exchange rate, Türkiye, SEK/TRY	0.31	0.34
Index, Türkiye	23.45	16.24

Net monetary gain recognized in the consolidated statement of income

MSEK	2024	2023
Net monetary gain, Argentina	–	48
Net monetary gain, Türkiye	129	138
Total net monetary gain recognized in financial income and expenses	**129**	**186**

Remeasurement impact recognized in Other comprehensive income

MSEK	2024	2023
Remeasurement, Argentina	–	141
Remeasurement, Türkiye	245	296
Total remeasurement impact recognized in other comprehensive income	**245**	**437**

Note 15
Net financial items

MSEK	2024	2023
Interest income from financial assets at fair value through profit or loss	47	18
Interest income from loans and receivables at amortized cost	241	188
Total interest income	**288**	**206**
Net monetary gain on remeasurement for hyperinflation	129	186
Revaluation of financial instruments	2	2
Other financial income	22	3
Exchange rate differences, net[1]	31	116
Total financial income	**472**	**513**
Interest expenses from financial liabilities at fair value through profit or loss	-207	-161
Interest expenses from financial liabilities designated as hedged item in a fair value hedge	-705	-319
Interest expenses from derivatives designated for hedging	-371	-330
Interest expenses from lease liabilities	-243	-194
Interest expenses from other financial liabilities at amortized cost	-1 144	-1 495
Total interest expenses	**-2 670**	**-2 499**
Other financial expenses	-79	-129
Total financial expenses	**-2 749**	**-2 628**
Net financial items	**-2 277**	**-2 115**

1 Exchange rate differences included in operating income are reported in note 11.

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Note 16
Taxes

Statement of income

Tax expense

MSEK	2024	%	2023	%
Tax on income before taxes				
Current taxes	-1 767	-25.2	-1 552	-54.8
Deferred taxes	-80	-1.1	16	0.6
Total tax expense	**-1 847**	**-26.3**	**-1 536**	**-54.2**

The Swedish corporate tax rate was 20.6 percent (20.6). The Group's tax rate was 26.3 percent (54.2). The full year tax rate for 2023 increase was negatively affected by the non-deductible capital loss from the divesture of Securitas Argentina and was positively affected by the reversal of tax provisions related to Spanish tax cases after a judgement from the Audiencia Nacional in Spain in favor of Securitas. The tax rate adjusted for tax on items affecting comparability was 25.3 percent (26.6)

Difference between statutory Swedish tax rate and actual tax expense for the Group

MSEK	2024	%	2023	%
Income before taxes according to the statement of income	**7 020**		**2 833**	
Tax based on Swedish tax rate	-1 446	-20.6	-584	-20.6
Difference between tax rate in Sweden and weighted tax rates for foreign subsidiaries	-238	-3.4	27	1.0
Tax related to previous years	133	1.9	-34	-1.2
Recognition of previously unvalued tax losses	30	0.4	27	1.0
Revaluation of deferred tax following a change in tax rate	-12	-0.2	-1	0.0
Other non-deductible items	-373	-5.2	-1 071	-37.9
Other tax exempt items	59	0.8	100	3.5
Actual tax expense	**-1 847**	**-26.3**	**-1 536**	**-54.2**

Tax on items affecting comparability amounted to MSEK 253 (460).

Tax expense that may arise from dividends out of the distributable earnings has not been provided for. An estimated temporary difference exist, but no deferred tax liability has been recognized as the parent company can control the timing of the dividends from subsidaries and distrubution of these retained earnings is not expected to occur in foreseeable future. If distributed the tax expense arising would amount to MSEK 88 (76).

Changes in deferred taxes between 2023 and 2024 are mainly explained by provisions for pensions, tax loss carry forwards, acquisition-related intangible assets and other temporary differences. There are no unrecognized temporary differences related to subsidiaries or associated companies.

Global Minimum Tax (Pillar Two)

The Group is subject to the global minimum top-up tax under Pillar Two legislation. Income tax expense recognised in the consolidated statement of profit or loss in 2024 includes MSEK 38 (2023: not applicable) related to Pillar Two income taxes. This component of current tax expense mainly relates to profits earned in Ireland and Saudi Arabia. The Group has applied the temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

Other comprehensive income

Tax on other comprehensive income

MSEK	2024	2023
Deferred tax on remeasurements of defined benefit pension plans	18	-21
Deferred tax on remeasurement for hyperinflation	-3	-8
Deferred tax on cash flow hedges	-6	-1
Deferred tax on cost of hedging	-29	0
Deferred tax on net investment hedges	236	-101
Deferred tax on net investment hedges included in translation differences	-151	114
Deferred tax on other comprehensive income	**65**	**-17**

Balance sheet

Current tax assets/liabilities

MSEK	2024	2023
Current tax assets	1 134	595
Current tax liabilities	1 404	1 312
Current tax assets/liabilities, net	**-270**	**-717**

Deferred tax assets were attributable to

MSEK	2024	2023
Pension provisions and employee-related liabilities	753	668
Lease liabilities	1 023	1 075
Tax loss carryforwards	135	209
Acquisition-related intangible assets	500	334
Machinery and equipment	184	144
Other temporary differences[1]	1 599	1 376
Total deferred tax assets	**4 194**	**3 806**
Whereof deferred tax assets expected to be used within 12 months	*2 076*	*2 082*
Net accounting[2]	-2 163	-1 838
Total deferred tax assets according to the balance sheet	**2 031**	**1 968**

Deferred tax liabilities were attributable to

MSEK	2024	2023
Pension provisions and employee-related liabilities	78	76
Acquisition-related intangible assets	2 487	2 186
Right-of-use assets	952	1 031
Machinery and equipment	175	174
Other temporary differences	555	405
Total deferred tax liabilities	**4 247**	**3 872**
Whereof deferred tax liabilities expected to be used within 12 months	*548*	*365*
Net accounting[2]	-2 163	-1 838
Total deferred tax liabilities according to the balance sheet	**2 084**	**2 034**
Deferred tax assets/liabilities, net	**-53**	**-66**

1 Other temporary differences includes deferred tax related to bad debt of MSEK 446 (572).
2 Deferred tax assets and liabilities are reported in the balance sheet partly on a net basis after considering the set-off possibilities.

Deferred tax assets change analysis

MSEK	2024	2023
Opening balance deferred tax assets	3 806	3 489
Change due to:		
Deferred tax recognized in the statement of income	139	243
Changed tax rate	1	2
Acquisitions	1	92
Divestitures	-1	50
Recognized in other comprehensive income	-64	17
Translation differences	312	-87
Closing balance deferred tax assets	**4 194**	**3 806**
Change during the year	**388**	**317**

Deferred tax liabilities change analysis

MSEK	2024	2023
Opening balance deferred tax liabilities	3 872	3 753
Change due to:		
Deferred tax recognized in the statement of income	126	273
Changed tax rate	–	–
Acquisitions	7	–
Divestitures	–	-53
Recognized in other comprehensive income	41	18
Translation differences	201	-119
Closing balance deferred tax liabilities	**4 247**	**3 872**
Change during the year	**375**	**119**

Deferred tax assets change analysis per category in 2024

MSEK	Opening balance	Deferred tax recognized in the statement of income	Changed tax rate	Acquisitions	Divestitures	Recognized in other comprehensive income	Translation differences	Closing balance
Pension provisions and employee-related liabilities	668	31	–	–	–	2	52	753
Lease liabilities	1 075	-52	–	–	–	–	–	1 023
Tax loss carryforwards	209	-78	–	–	–	–	4	135
Acquisition-related intangible assets	334	159	1	–	-1	-26	33	500
Machinery and equipment	144	-15	–	1	–	12	42	184
Other temporary differences	1 376	94	–	–	–	-52	181	1 599
Total deferred tax assets	**3 806**							**4 194**
Change during the year		**139**	**1**	**1**	**-1**	**-64**	**312**	**388**

Deferred tax liabilities change analysis per category in 2024

MSEK	Opening balance	Deferred tax recognized in the statement of income	Changed tax rate	Acquisitions	Divestitures	Recognized in other comprehensive income	Translation differences	Closing balance
Pension provisions and employee-related liabilities	76	5	–	–	–	–	-3	78
Acquisition-related intangible assets	2 186	138	–	7	–	7	149	2 487
Right-of-use assets	1 031	-79	–	–	–	–	–	952
Machinery and equipment	174	-5	–	–	–	-2	8	175
Other temporary differences	405	67	–	–	–	36	47	555
Total deferred tax liabilities	**3 872**							**4 247**
Change during the year		**126**	**–**	**7**	**–**	**41**	**201**	**375**

Tax loss carryforwards

Tax loss carryforwards relate primarily to subsidiaries in United Kingdom, Belgium, Germany and Sweden. The Group's total tax loss carryforwards on December 31, 2024, amounted to MSEK 2 028 (1 661). The tax loss carryforwards expire as follows:

Maturity for tax loss carryforwards

2025	31
2026	7
2027	18
2028	97
Unlimited duration	1 875
Total tax loss carryforwards	**2 028**

Deferred tax assets related to tax losses are accounted for when it is probable that they can be utilized by future profits in the foreseeable future. As of December 31, 2024, tax loss carryforwards for which deferred tax assets had been recognized amounted to MSEK 575 (786) and deferred tax assets related to the tax losses amounted to MSEK 135 (209). Tax losses can be used to reduce future taxable income and tax payments.

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Note 17
Acquisitions and divestitures of subsidiaries

Acquisition calculations are subject to final adjustment up to one year after the date of acquisition. For further information refer to note 4.

MSEK	Purchase price paid/ received[5]	Acquired/ divested net debt	Enterprise value	Goodwill	Acquisition-related intangible assets	Operating capital employed	Total capital employed	Share-holders' equity	Total
Other acquisitions and divestitures, and adjustments[1,2,3]	-176	3	-173	7	28	170	205	-32[4]	173
Total acquisitions and divestitures	**-176**	**3**	**-173**	**7**	**28**	**170**	**205**	**-32**	**173**
Liquid funds according to acquisition/divestiture analyses	3	–	–	–	–	–	–	–	–
Total effect on Group's liquid funds	**-173**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

1 Related to other acquisitions for the year: Securion Beveiliging BV & Securion Facilities BV, the Netherlands and Verifact Investigations Pty Ltd, Australia.
2 Related to updated previous year acquisition calculations for the following entities: KONTROLL DATA SERVICES Gesellschaft für Sicherheit und Kontrollwesen (KDS), Kika/Leiner and NoFire Safety GmbH, Austria, Securitas Technology Türkiye, Türkiye and Fredon Security, Australia. As well as to deferred considerations paid in the US, Austria, Türkiye, Spain, Australia and South Korea. Includes the final payment for the acquisition of STANLEY Security.
3 Deferred considerations have been recognized mainly based on an assessment of the future profitability development in the acquired entities for an agreed period. The net of new deferred considerations, payments made from previously recognized deferred considerations and revaluation of deferred considerations was MSEK -71. Total deferred considerations, current and non-current, in the Group's balance sheet amount to MSEK 36.
4 Related to revaluation of deferred considerations of MSEK -32 over income statement.
5 No equity instruments have been issued in connection with the acquisitions.

Acquisition of the business in STANLEY Security

On December 8, 2021, Securitas announced that it had signed an agreement to acquire the Electronic Security Solutions business from Stanley Black & Decker Inc. ("STANLEY Security") for a purchase price of MUSD 3 200 on a debt and cash free basis. All regulatory conditions were approved as communicated on July 14, 2022. The transaction was completed on July 22, 2022, and consolidated into Securitas as of the same date. The finalized net working capital reconciliation resulted in a final payment, which was paid during 2024.

Other acquisitions and divestitures, and adjustments

Summary balance sheet

MSEK	Fair value acquisition balance
Operating non-current assets	0
Accounts receivable	4
Other assets	2
Other liabilities	93
Deferred considerations[1]	71
Total operating capital employed	**170**
Goodwill from acquisitions/divestitures[2]	7
Acquisition-related intangible assets[3]	28
Total capital employed	**205**
Net debt	3
Total acquired/divested net assets[4]	**208**
Purchase price paid/received[4]	-176
Liquid funds in accordance with acquisition/divestiture analyses	3
Total impact on the Group's liquid funds	**-173**

1 Deferred considerations for acquisitions made during 2024 have been recognized mainly based on assessment of the future profitability development for an agreed period. The recognized amount is Securitas' best estimate of the final outcome. Thus, no estimate of the range of outcomes has been calculated. Deferred consideration is linked to the future development of profitability in the acquired companies and the final outcome of the payment may consequently exceed the estimated amount.
2 Related to the acquisition of Securion Beveiliging BV & Securion Facilities BV, the Netherlands.
3 Related to acquisitions of Securion Beveiliging BV & Securion Facilities BV, the Netherlands and Verifact Investigations Pty Ltd, Australia.
4 Purchase price paid/received differs from total acquired/divested net assets due to revaluation of deferred considerations of MSEK -32.

Note 18
Goodwill and impairment testing

MSEK	2024	2023
Opening balance	51 335	51 444
Acquisitions	7	2 145
Divestitures	–	-527
Translation differences and remeasurement for hyperinflation	3 989	-1 727
Closing accumulated balance	**55 331**	**51 335**
Opening impairment losses	-419	-423
Translation differences	-17	4
Closing accumulated impairment losses	**-436**	**-419**
Closing residual value	**54 895**	**50 916**

Goodwill allocated per segment

MSEK	2024	2023
Securitas North America	30 528	27 756
Securitas Europe	21 529	20 503
Securitas Ibero-America	1 432	1 376
Other	1 406	1 281
Total goodwill	**54 895**	**50 916**

Impairment testing

For the purpose of impairment testing, assets are grouped at the lowest levels for which there are separately identifiable cash flows (Cash Generating Unit), that is, per segment. The segment level corresponds to the lowest level where complete financial information that is reviewed and used for control is available.

Goodwill and intangible assets with indefinite useful life

Goodwill is tested on an annual basis for possible impairment. Securitas also carries out impairment testing for other intangible assets for which there is an indefinite useful life. The value of these assets are MSEK 16 (16) and relate to the consideration paid for the brand Securitas in one of the Group's countries of operations and also product brand names of MSEK 447 (403), which arose in connection with the acquisition of STANLEY Security and related to Securitas North America.

The annual impairment test of all Cash Generating Units (CGUs), which is required under IFRS, took place during the third quarter of 2024 in conjunction with the business plan process for 2025. During this year's assessment a total number of five CGUs were tested for impairment of goodwill. The five CGUs are Securitas North America, Securitas Europe, Securitas Ibero-America, Africa, the Middle East, Asia and Australia (AMEA) and Securitas Critical Infrastructure Services.

Valuation methodology and material assumptions

Value in use is measured as expected future discounted cash flows and is based upon a five year discounted cash flow model. The cash flows have been calculated based on financial plans developed in each segment. The financial plans are built upon the regular business plan for the next financial year which has been ascertained by Group Management and has been presented to the Board of Directors. The cash flow for the last year of the five-year period is used as the base for a perpetuity calculation.

The calculation of the value in use is based on certain material assumptions and assessments. The most significant of these relate to the organic sales growth, the development of the operating margin, the change in operating capital employed, long-term growth rate as well as the relevant WACC (Weighted Average Cost of Capital) for the valuation, that is, WACC after tax used to discount the future cash flows. These assumptions and judgments are also based on financial plans developed in each business segment and are built upon the regular business plan for the next financial year which has been ascertained by Group Management and presented to the Board of Directors. In addition to this, the assumptions and judgments are based on each business segment growth and profitability level.

In terms of long-term growth rate a rate of 2 percent for guarding services in mature markets is at present regarded as being a reasonable estimate in view of the business areas' historical organic growth rate and also taking into consideration external estimates of the future. Freedonia for example, estimates that the market for guarding services in Europe and North America will grow at an average rate of some 3 percent per annum during the period 2021 to 2031. The market for integrated security solutions is estimated to grow faster than traditional guarding. In developing markets such as Eastern Europe, Latin America, Africa, the Middle East and Asia the growth rate for guarding services is estimated at 5 percent. Since the CGUs consist of countries from both mature and developing markets the long-term growth rate for the CGU has been calculated as the weighted average of the mature or developing markets share of the segment operating result. Assumptions relating to WACC are calculated individually for each country and weighted to an average for each CGU based on the countries share of the segment operating result.

The table below shows the assumptions and estimates that have formed the base for the impairment testing in summary and by segment.

	Estimated growth rate beyond forecasted period, %	WACC, %	WACC before tax, %
2024			
Securitas North America	2.0	7.9	10.2
Securitas Europe	2.1	7.5	9.3
Securitas Ibero-America	2.5	8.2	10.4
Other[1]	2.5	8.4	10.3
2023			
Securitas North America	2.0	7.7	9.9
Securitas Europe	2.1	7.7	9.6
Securitas Ibero-America	2.4	8.3	10.4
Other[1]	2.4	8.4	10.4

1 The operations in Africa, the Middle East, Asia and Australia and the Securitas Critical Infrastructure Services in North America are included in Other.

Impairment testing of goodwill and intangible assets with indefinite useful life

The 2024 impairment test showed that none of the CGUs tested for impairment had a carrying amount that exceeded the recoverable amount. Thus no impairment losses have been recognized in 2024. No impairment losses of goodwill or other acquisition-related intangible assets were recognized in 2023 either.

Sensitivity analysis

The following sensitivity analyses have been made of the estimates of value in use in connection with impairment testing, assumption by assumption: general reduction of 1 percentage point in the organic sales growth rate during the forecasting period; general reduction of 0.5 percentage points in the operating margin; general increase of 0.5 percentage points in the WACC and general decrease of the estimated growth after the forecasted period by 0.5 percentage points. A sensitivity analysis for changes in the assumptions used in the impairment testing has been established for all CGUs.

For conducted sensitivity analyses, the conclusion is that none of the adjustments of assumptions stand alone would result in an impairment loss in any CGU.

Note 19
Acquisition-related intangible assets[1]

MSEK	2024	2023
Opening balance	9 270	9 734
Acquisitions and divestitures	28	1
Derecognition of fully amortized assets[2]	-45	-134
Translation differences and remeasurement for hyperinflation	374	-331
Closing accumulated balance	**9 627**	**9 270**
Opening amortization	-2 930	-2 554
Reversal of amortization on derecognized assets[2]	45	134
Amortization for the year	-639	-620
Translation differences and remeasurement for hyperinflation	29	110
Closing accumulated amortization	**-3 495**	**-2 930**
Closing residual value	**6 132**	**6 340**

1 The balance consists mainly of contract portfolios and related client relations. Furthermore product brand names that arose in connection with the acquisition of STANLEY Security are included with MSEK 447 (403).
2 The Group derecognizes fully amortized acquisition-related intangible assets if a reliable estimate of future cash flows cannot be established. The net impact of such derecognition on the closing residual value is nil.

Note 20
Other intangible assets

	Software licenses and similar assets		Other intangible assets[1,2]		Total intangible assets	
MSEK	2024	2023	2024	2023	2024	2023
Opening balance	4 858	4 980	1 924	1 579	6 782	6 559
Acquisitions	–	-233	–	-8	–	-241
Divestitures of subsidaries	–	-74	–	-1	–	-75
Capital expenditures	441	538	471	286	912	824
Disposals/write-offs	-231	-212	-11	-47	-242	-259
Reclassification	-110	-1	14	106	-96	105
Translation differences and remeasurement for hyperinflation	243	-140	39	9	282	-131
Closing accumulated balance	**5 201**	**4 858**	**2 437**	**1 924**	**7 638**	**6 782**
Opening amortization	-3 186	-3 183	-959	-820	-4 145	-4 003
Divestitures of subsidaries	–	74	–	1	–	75
Disposals/write-offs	125	173	9	36	134	209
Reclassification	39	3	-9	0	30	3
Amortization for the year	-377	-349	-250	-178	-627	-527
Translation differences and remeasurement for hyperinflation	-142	96	-5	2	-147	98
Closing accumulated amortization	**-3 541**	**-3 186**	**-1 214**	**-959**	**-4 755**	**-4 145**
Closing residual value	**1 660**	**1 672**	**1 223**	**965**	**2 883**	**2 637**

1 Mainly related to capitalized costs to obtain contracts. For further information refer to note 6. Furthermore, the brand name Securitas in one of the Group's countries of operations is included with MSEK 16 (16). The brand name is estimated to have an indefinite useful life, it is not amortized but is tested annualy for impairment.
2 Development costs that have not been capitalized amounted to MSEK 40 (45).

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Note 21
Right-of-use assets

MSEK	Buildings	Vehicles	Other right-of-use assets	Total right-of-use assets
2024				
Opening balance	3 469	1 006	20	**4 495**
New contracts	292	887	13	**1 192**
Terminated/changed lease contracts	169	-15	-2	**152**
Depreciation	-983	-623	-10	**-1 616**
Translation differences	156	52	1	**209**
Closing balance	**3 103**	**1 307**	**22**	**4 432**
2023				
Opening balance	4 021	858	24	**4 903**
New contracts	478	761	13	**1 252**
Terminated/changed lease contracts	124	-28	-3	**93**
Depreciation	-991	-569	-14	**-1 574**
Translation differences	-163	-16	0	**-179**
Closing balance	**3 469**	**1 006**	**20**	**4 495**

MSEK	2024	2023
Total cash flow for leases	-2 091	-1 919
Amounts recognized in the income statement		
Expenses for short-term lease contracts	356	360
Expenses for lease contracts of low value	12	8
Interest expenses	243	194
Depreciation	1 616	1 574
Total cost	**2 227**	**2 136**

References to other notes

For further information regarding right-of-use assets, refer to:
Note 2 Accounting principles
Note 7 Financial risk management
Note 13 Depreciation and amortization
Note 15 Net financial items
Note 16 Taxes

Note 22
Tangible non-current assets

	Buildings and land[1]		Machinery and equipment[2]	
MSEK	2024	2023	2024	2023
Opening balance	732	826	17 123	17 018
Acquisitions	–	-44	0	4
Divestitures of subsidaries	–	-21	–	-461
Capital expenditures	1	3	1 551	1 700
Disposals/write-offs	-2	-7	-788	-782
Reclassification	11	-18	-61	2
Translation differences and remeasurement for hyperinflation	31	-7	729	-358
Closing accumulated balance	**773**	**732**	**18 554**	**17 123**
Opening depreciation	-475	-473	-13 210	-13 189
Divestitures of subsidaries	–	7	–	431
Disposals/write-offs	–	3	669	654
Reclassification	-11	-2	144	8
Depreciation for the year	-16	-16	-1 464	-1 439
Translation differences and remeasurement for hyperinflation	-20	6	-520	325
Closing accumulated depreciation	**-522**	**-475**	**-14 381**	**-13 210**
Opening impairment losses	-22	-22	–	–
Translation differences	-1	0	–	–
Closing accumulated impairment losses	**-23**	**-22**	**–**	**–**
Closing residual value	**228**	**235**	**4 173**	**3 913**

1 The closing residual value of land included in buildings and land above was MSEK 64 (61).
2 Machinery and equipment comprise vehicles, equipment, security equipment (including alarm systems) and IT and telecom equipment.

Note 23
Shares in associated companies[1]

MSEK	2024	2023
Opening balance	354	394
Share in income of associated companies	66	61
Dividend	-57	-87
Translation differences	17	-14
Closing balance[2]	**380**	**354**

1 A complete specification of associated companies can be obtained from the Parent Company.
2 Of which goodwill MSEK 148 (140).

Financial information associated companies

Summarized financial information regarding the Group's associated companies is specified in the table below. The information is on 100 percent basis for the companies.

The Group's shares of capital in associated companies amounts to 17–49 percent.

In the company where the Group's share of capital is 17 percent it is considered an associated company due to shareholders agreement.

MSEK	2024	2023
Sales	2 147	1 943
Net income	134	123
Assets	881	766
Liabilities	404	334

Note 24
Interest-bearing financial non-current assets[1]

MSEK	2024	2023
Derivatives with positive fair value, non-current		
Derivatives designated for hedging[2]	13	192
Derivatives in fair value hedges	340	195
Total derivatives with positive fair value, non-current	**353**	**387**
Collateral paid[3]	717	907
Other items[4]	219	219
Total interest-bearing financial non-current assets	**1 289**	**1 513**

1 Further information regarding financial instruments is provided in note 7.
2 Related to derivatives designated for hedging.
3 Collateral paid mainly refers to derivatives with negative Fair Value held with third parties.
4 Related to loans and receivables.

Note 25
Other non-current receivables

MSEK	2024	2023
Pension balances, defined contribution plans[1]	277	234
Pension balances, defined benefit plans[2]	110	103
Reimbursement rights[3]	143	139
Other non-current receivables[4]	2 112	1 855
Total other non-current receivables	**2 642**	**2 331**

1 Refers to assets relating to insured pension plans excluding social benefits.
2 Refers to assets related to pensions and other non-current employee benefit plans. Further information is provided in note 33.
3 Refers to assets relating to defined benefit pension plans where compensation is received from another party.
4 Including non-current finance lease receivables amounting to MSEK 1 175 (1 082).

Note 26
Inventories

MSEK	2024	2023
Material and consumables	1 699	1 443
Advance payments to suppliers	45	35
Total inventories	**1 744**	**1 478**

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Note 27
Accounts receivable

MSEK	2024	%	2023	%
Accounts receivable before deduction of provisions for bad debt losses	24 888	100	22 664	100
Provisions for bad debt losses	-1 860	-7	-1 931	-9
Total accounts receivable	**23 028**	**93**	**20 733**	**91**
Opening balance provision for bad debt losses	-1 931		-1 478	
Provision for expected losses	-571		-654	
Reversed provisions	388		339	
Actual losses	456		193	
Acquisitions and divestitures	–		-402	
Translation differences	-202		71	
Closing balance provision for bad debt losses[1]	**-1 860**		**-1 931**	

1 Expenses for bad debt losses amounted to MSEK 183 (315).

Ageing of accounts receivable before deduction of provision for bad debt losses

MSEK	2024	%	2023	%
Overdue 1–30 days	4 441	18	4 834	21
Overdue 31–60 days	1 415	6	1 405	6
Overdue 61–90 days	655	3	729	3
Overdue 91–180 days	837	3	838	4
Overdue 181–365 days	999	4	905	4
Overdue >365 days	882	3	617	3
Total overdue	**9 229**	**37**	**9 328**	**41**

Specification of provision for bad debt as of December 31, 2024 and 2023

MSEK	Expected loss rate	Accounts receivable before deduction of provisions for bad debt losses	Provision for bad debt losses	Accounts receivable after deduction of provisions for bad debt losses
December 31, 2024				
Current	0.15%	15 659	24	**15 635**
Up to 30 days past due	0.15%	4 441	7	**4 434**
More than 30 days past due	2.5%	1 415	35	**1 380**
More than 60 days past due	5.0%	655	33	**622**
More than 90 days past due	15.5%	837	130	**707**
More than 180 days past due	75.0%	999	749	**250**
More than 365 days past due	100.0%	882	882	**0**
Total		**24 888**	**1 860**	**23 028**
December 31, 2023				
Current	0.15%	13 336	20	**13 316**
Up to 30 days past due	0.15%	4 834	7	**4 827**
More than 30 days past due	2.5%	1 405	35	**1 370**
More than 60 days past due	5.0%	729	36	**693**
More than 90 days past due	64.0%	838	537	**301**
More than 180 days past due	75.0%	905	679	**226**
More than 365 days past due	100.0%	617	617	**0**
Total		**22 664**	**1 931**	**20 733**

Note 28
Other current receivables

MSEK	2024	2023
Accrued sales income	6 678	6 300
Prepaid expenses	2 546	2 622
Other accrued income	189	179
Insurance-related receivables	69	27
Value added tax	331	298
Other items[1]	1 168	1 199
Total other current receivables	**10 981**	**10 625**

1 Including current finance lease receivables amounting to MSEK 708 (732).

Note 29
Other interest-bearing current assets[1]

MSEK	2024	2023
Derivatives with positive fair value, current		
Derivatives in net investment hedges	1	94
Other derivatives[2]	47	69
Total derivatives with positive fair value, current	**48**	**163**
Other interest-bearing current assets	141	154
Total other interest-bearing current assets	**189**	**317**

1 Further information regarding financial instruments is provided in note 7.
2 Related to financial assets at fair value through profit or loss with positive fair value.

Note 30
Liquid funds[1]

MSEK	2024	2023
Short-term investments[2]	4 243	5 081
Cash and bank deposits[3]	3 184	2 861
Total liquid funds	**7 427**	**7 942**

1 Liquid funds include short-term investments with a maximum duration of 90 days that are readily convertible to a known amount of cash and subject to an insignificant risk of change in value. Liquid funds also include cash and bank deposits.
2 Short-term investments refer to fixed interest rate bank deposits.
3 The net position in Group country cash-pool accounts is reported as cash and bank deposits where netting reflects the legal structure of the arrangement.

Note 31
Shareholders' equity

Number of shares and share capital December 31, 2024

	Number of shares	Share capital, MSEK
Series A	26 938 371	27
Series B	546 454 181	546
Number of shares/total share capital	**573 392 552**	**573**
Less: Treasury shares	-475 000	–
Number of shares outstanding[1]	**572 917 552**	**–**

1 The quota value is SEK 1.00 per share.

The number of Series A and B shares is unchanged in relation to December 31, 2023. As of December 31, 2024, there were no outstanding convertible debenture loans that could result in any dilution of the share capital.

Each Series A share carries ten votes and each Series B share one vote. This is the only difference between the two series of shares.

Shareholders with more than 10 percent of the votes

The principal shareholders are Investment AB Latour with 10.9 percent of the capital and 29.6 percent of the votes, and Melker Schörling AB with 5.0 percent of the capital and 11.3 percent of the votes.

Dividend

The Board of Directors propose a dividend to the shareholders of the Parent Company of SEK 4.50 per share, or a total of MSEK 2 578. The dividend to the shareholders for the financial year 2023, which was paid in 2024, was SEK 3.80 per share, or a total of MSEK 2 177.

Presentation of shareholders' equity

According to IAS 1 a company should as a minimum present issued capital and other reserves in the balance sheet. Securitas has chosen to specify shareholders' equity into further components as per below:

- Share capital
- Other capital contributed
- Other reserves
- Retained earnings

Share capital shows the registered share capital of the Parent Company.

In other capital contributed, the total amount of all transactions Securitas AB has had with its shareholders is included except for share capital. Transactions that have taken place with shareholders are issued capital to premium. The amount presented in this sub-component corresponds to capital received (reduced by transaction costs) in excess of par value of issued capital.

Other reserves show income and expense items that according to certain standards should be recognized in other comprehensive income. In the case of Securitas, other reserves consist of translation differences attributable to the translation of foreign subsidiaries and associated companies according to IAS 21, the cost of hedging reserve and the cash flow hedge reserve. The amount in the hedging reserve will be transferred to the statement of income over the coming six years.

Retained earnings correspond to the accumulated profits earned and losses incurred in total for the Group. Retained earnings also include effects of the Group's share-based incentive schemes, repurchase of treasury shares, remeasurements for hyperinflation and remeasurements of post-employment benefits posted in other comprehensive income. Retained earnings are further reduced by dividend paid to shareholders of the Parent Company. Transactions with non-controlling interests are also recorded in retained earnings.

Share-based incentive schemes

Securitas' share-based incentive schemes have had the following impact on retained earnings:

MSEK	2024	2023
Non-vested shares[1]	–	2
Total short-term incentive schemes	**–**	**2**
Share-based remuneration to employees	80	55
Settlement of share-based remuneration to employees	-51	-33
Non-vested shares	-2	-3
Total long-term incentive schemes	**27**	**19**
Repurchase of shares	–	–
Total impact on retained earnings	**27**	**21**

1 Refers to an adjustment of non-vested shares of MSEK 2 related to Securitas' short-term share-based incentive scheme 2021. The short-term share-based incentive scheme was discontinued after the financial year 2021.

Non-controlling interests

The table below specifies the Group's non-controlling interests:

MSEK	2024	2023
Opening balance	3	14
Dividend	-12	-21
Total transactions with non-controlling interests	**-12**	**-21**
Share in net income	12	12
Share in other comprehensive income, translation differences	1	-2
Total comprehensive income for the year	**13**	**10**
Closing balance	**4**	**3**

Note
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Note 32
Non-current liabilities excluding provisions[1]

MSEK	2024	2023
Non-current lease liabilities	3 258	3 336
Total non-current lease liabilities	**3 258**	**3 336**
EMTN Nom MEUR 300, 2018/2025, Annual 1.25%[2]	–	3 279
EMTN Nom MUSD 40, 2021/2027, Fixed Rate Note[2]	440	397
EMTN Nom MUSD 60, 2022/2027, Fixed Rate Note[2]	659	595
EMTN Nom MEUR 350, 2021/2028, Annual 0.25%[2]	3 700	3 432
EMTN Nom MEUR 600, 2023/2027, Annual 4.25%[3]	7 005	6 719
EMTN Nom MEUR 600, 2023/2029, Annual 4.375%[3]	6 861	6 673
EMTN Nom MUSD 75, 2023/2029, Fixed Rate Note[2]	824	744
EMTN Nom MUSD 50, 2024/2028, Floating Rate Note[2]	549	–
EMTN Nom MEUR 500, 2024/2030, Annual 3.875%[3]	5 857	–
EMTN Nom MSEK 1 500, 2024/2026, Floating Rate Note[2]	1 500	–
Term facilities	8 401	9 131
Collateral received	618	109
Other non-current loans	3	5
Derivatives in fair value hedges	410	430
Derivatives designated for hedging[4]	–	173
Total other non-current loan liabilities	**36 827**	**31 687**
Pensions balances, defined contribution plans[5]	277	234
Deferred considerations[6]	28	43
Other non-current liabilities	33	26
Total other non-current liabilities	**338**	**303**
Total non-current liabilities	**40 423**	**35 326**

1 For further information regarding financial instruments, refer to note 7.
2 Issued by the Parent Company.
3 Issued by Securitas Treasury Ireland DAC and guaranteed by the Parent company.
4 Related to derivatives designated for hedging with negative fair value.
5 Refers to liability for insured pension plan excluding social costs.
6 Recognized at fair value.

Non-current liabilities fall due for payment as follows

MSEK	2024	2023
Maturity < 5 years	33 843	27 079
Maturity > 5 years	6 580	8 247
Total non-current liabilities	**40 423**	**35 326**

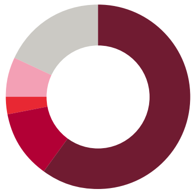
Note 33
Provisions for pensions and similar commitments

Overview

The Group operates or participates in a number of defined benefit and defined contribution pension and other long-term employee benefit plans throughout the world. These plans are structured in accordance with local rules and practices.

The graphs below provide an overview of the Group's defined benefit plans.

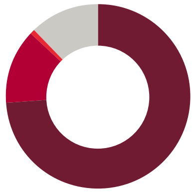
Defined benefit obligations



- Switzerland MSEK 2 608, 60%
- Canada MSEK 464, 11%
- The US MSEK 102, 2%
- France MSEK 332, 7%
- Other countries[1] MSEK 865, 20%

Total MSEK 4 371

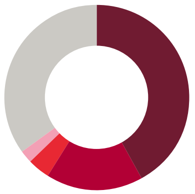
Plan assets



- Switzerland MSEK 2 602, 73%
- Canada MSEK 406, 11%
- The US MSEK 19, 1%
- Other countries[1] MSEK 533, 15%

Total MSEK 3 560

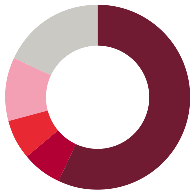
Pension costs



- Switzerland MSEK 84, 43%
- Canada MSEK 10, 5%
- The US MSEK 6, 3%
- France MSEK 18, 9%
- Other countries[1] MSEK 78, 40%

Total MSEK 196

Employer contributions



- Switzerland MSEK 116, 54%
- Canada MSEK 6, 3%
- The US MSEK 15, 7%
- France MSEK 17, 8%
- Other countries[1] MSEK 59, 28%

Total MSEK 213

1 In total 17 countries. Most of these countries have unfunded plans. Further information is provided in the section Other countries below.

The table below shows a specification of the members in the Group's significant defined benefit plans, the plans' duration and life expectancy for the members.

December 31, 2024

	Switzerland	Canada	The US	France
Active members	3 025	147	–	15 030
Deferred members	–	26	3	–
Pensioner members	273	240	30	–
Total number of members	**3 298**	**413**	**33**	**15 030**
Duration of plans (years)	12	14	5	8
Number of years current pensioners are expected to live beyond age 65:				
Men	23	21	23	–
Women	25	24	25	–
Number of years future pensioners currently aged 45 are expected to live beyond age 65:				
Men	25	22	25	19
Women	27	25	26	23

The Group's significant defined benefit plans are described below.

Switzerland

The Group's Swiss operations participate in a plan that is a defined benefit plan according to IAS 19 as a result of the residual risk described below. The Swiss operations have chosen to set up an own foundation, which means that the foundation only covers employees of Securitas' Swiss operations. The plan is open to new employees of Securitas' Swiss operations and benefits are being accrued under the plan. There are no terminated vested members in the plan since pension obligations are transferred to the new employer upon termination.

The benefits provided constitute pension benefits, disability benefits and death-in-service pension to previous employees and their spouses. The pension benefits are normally paid as an annuity based on capital conversion rates. The disability benefits are calculated as a maximum of the pensionable salary and the death-in-service benefit is in its turn calculated as a percentage of the disability pension. Plan contributions are subject to legal minimum requirements. Rates increase with age and at least half must be paid by the employer while the employee pays the remainder. In the case of Securitas' Swiss subsidiary, the contributions in the plan are split equally with half paid by the company and the other half by the employee. Contributions payable to the plan are calculated each month as a fixed percentage based on the annual salary and age.

Although the contribution levels are defined, there is still a risk of a shortfall in the pension fund as the minimum requirements for interest on capital and conversion to pension need to be met. If there is a shortfall the fund will take steps before asking the company for additional contributions. These steps could include changing plan benefits, lowering returns credited to employees or changing the conversion rate, where possible. The fund has several years to balance a shortfall and payments will never be required from the company for past periods. This means that the actions can be planned and budgeted for. If additional contributions are required from the company, this is also required from the employees.

The pension plan is covered under federal Swiss law that regulates the so called second pillar of the pension system, the pension benefits arising from employment. The pension plan is governed by the board of the pension fund, which is made up of an equal number of employer and employee representatives. The administration is run in-house by a pension fund expert. The pension fund chooses how and where to invest the assets. Swiss law limits both the total share of assets that should be held in certain categories, and for individual asset holdings. The fund has given mandates to manage the investments to three banks and retains an investment committee, a sub-committee of the main fund board. The investment committee compares and reviews the performance of these mandates on a regular basis. In addition, the pension fund engages an external independent advisor as support for the investment committee regarding investments.

The latest funding valuation was carried out on December 31, 2023 and resulted in a funding ratio of 109 percent based on a defined benefit obligation for funding purposes of MCHF 170 and plan assets for funding purposes of MCHF 186.

Canada

The Group's Canadian operations participate in one defined benefit pension plan as the named plan sponsor. This plan is a funded plan and is closed to new entrants. Current active participants receive future benefit accruals.

The benefits provided constitute pension payments to previous employees and their spouses in the form of annuities or lump sums. In general, the benefits are monthly pensions based on the greater of (i) a formula based on earnings and years of service, and (ii) a minimum benefit expressed as a dollar amount per month for each year of service. These benefits are defined with the only uncertainties being how long they will be paid, whether benefits will be paid as a lump sum or as an annuity and if paid as lump sums, the prescribed discount rate used for the present value calculation. Plan contributions are determined annually or triennially, if the plan is funded in excess of certain regulatory thresholds.

The pension plan is subject to regulations under the Pension Benefits Act (Ontario) and the Income Tax Act (the "Acts"). Various parts of the Acts are governed by the Financial Services Regulatory Authority of Ontario and the Canada Revenue Agency. The plan also pays required premiums to the Pension Benefits Guarantee Fund, which insures certain pension plans up to certain limits in the case the sponsor defaults in respect of members reporting to work in Ontario, Canada, which is where all active members currently are employed.

The pension plan is governed by the Pension Committee, which is made up of Securitas US management representatives and local Canadian representatives. Administration is outsourced to an external service provider. Independent investment managers are utilized and evaluated by independent investment advisors.

Under IAS 19, the funded ratio was 140 percent based on a defined benefit obligation of MCAD 42 and plan assets of MCAD 59. The effect of the asset ceiling amounted to MCAD 6. A funding going-concern valuation would typically result in a higher funding percentage, since funding going-concern valuations are permitted to take into consideration future expected returns on the plan's asset portfolio when setting the discount rate. On a plan termination basis, the plan's funded ratio would be expected to be lower than both the funding going-concern and accounting funded ratios as it would incorporate the use of lower interest rates as well as other factors which would be assumed to come into play in the event of a complete plan termination and settlement.

The Canadian operations also participate in a group savings plan, known as the Group Retirement Savings Plan and Deferred Profit Sharing Plan for the Employees of Securitas Canada. The plan is voluntary in nature. Employees are eligible to join after six months of employment. Employee contributions can be made via payroll deduction or lump sum and are directed to the Group Retirement Savings Plan. Employees can contribute up to the prescribed limit as per the Canada Revenue Agency. Securitas contributes between one and five percent depending on the position of the employee. Employer contributions are directed to the Deferred Profit Sharing Plan and are fully vested upon two years of plan membership.

The Canadian operations offer a non-pension post-employment benefit plan that provides retiree medical, dental, and life insurance benefits to a small group of employees at a client site where Securitas provide security services. The plan is closed to new entrants. The plan reimburses benefit expenses incurred by retirees and their dependents, including prescription drugs, semi-private hospital, nursing home, vision care, other medical care and dental care. It also pays the premiums for life insurance in retirement. The non-pension post-employment benefits are funded on a pay-as-you-go basis and no assets are set aside for the purposes of paying benefits under the plan. The costs for this plan are carried by Securitas who, in turn, are reimbursed by the client. This reimbursement right, amounting to MCAD 19 as per December 31, 2024, is accounted for under other long-term receivables in note 25. Under IAS 19, the defined benefit obligation of the non-pension post-employment benefit plan is MCAD 19.

The US

The Group's US operations participated in one defined benefit pension plan as the named plan sponsor in 2024. This plan is unfunded and closed to new entrants and any future benefit accrual. Under IAS 19, the defined benefit obligation for the plan was MUSD 8 as of December 31, 2024.

In general, the benefits are monthly pensions based on earnings and years of service. These benefits are defined with the only uncertainties being how long they will be paid and whether benefits will be paid as a lump sum or as an annuity. Plan contributions are determined annually.

The US operations also participate in a defined contribution plan, generally known as a 401(k) plan. There are also a few multi-employer plans, which are governed by collective bargaining agreements. These plans, in most cases, require the employees to contribute to the plan, typically with the employee contributions being partially matched by the employer. In relation to the overall workforce the take up rates are generally low, with voluntary participation rates of approximately five percent. In the federal government sector, Securitas' subsidiary participates on a modified basis, subject to special rules, in the same 401(k) plan. Securitas' subsidiary in the federal government sector also participates in a few union-sponsored defined contribution plans of a similar type. Due to the federal Service Contract Act, under which Securitas' subsidiary in the federal government sector operates, hourly allowances must be paid to employees that can be used for various elected benefits, such as health and disability, with unused portions of the allowances contributed to the 401(k) plan, without additional employer contributions.

France

The Group's operations in France participate in unfunded retirement indemnity plans. The plans are compulsory and covers all employees of Securitas' French operations. Benefits are currently being accrued under these plans. The plans currently covers approximately 15 000 active members.

The benefits provided constitute lump-sum payments at retirement. The amount of the benefits and its payment conditions vary depending on the employee's seniority, age and salary. A distinction is made according to whether retirement is voluntary or at the initiative of the employer. In the event of voluntary retirement, the employer is only required to pay the benefits if the employee can prove that they have been in the company for more than ten years. In 2023 legislation was enacted, increasing the pension age in France from 62 to 64 years. Under IAS 19 the defined benefit obligation was MEUR 29 as of December 31, 2024.

Other countries

There are also less significant defined benefit arrangements in countries other than those accounted for above. These plans are in Belgium (funded plans with plan assets held by insurance companies providing pension and death in-service benefits), the Netherlands (funded and unfunded plans providing pension and jubilee benefits for our consultancy operations only), Germany (unfunded arrangements for pensions and jubilee plans), Austria (unfunded plans providing pension and termination benefits) and the UK (funded plan providing pension and death-in-service benefits). The Group also currently has plans that are not significant in 12 other countries.

Other pension plans

In the Netherlands, the defined benefit arrangement for clerical staff in the guarding operations is accounted for as a defined contribution plan, which is closed to new entrants. New employees are enrolled in another defined contribution plan. The security officers in the guarding operations in the Netherlands participate in a multi-employer defined benefit plan that is mandatory for all guards from the age of 21 and up. The supervision and administration of the plan is carried out by a collective pension foundation for the security industry. This foundation determines the annual premium. Premiums paid to the plan in 2024 amounted to MEUR 10 (9). The contribution for the next annual reporting period is expected to be in line with the pension premiums in 2024. Securitas' share of total premiums to the plan is approximately 15 percent. This plan covers around 3 620 active employees for Securitas and a total of 32 500 active employees in the security industry. Since the administrator is unable to separately identify the company's share of the total plan assets and total defined benefit obligations for this arrangement, the plan is accounted for on a defined contribution basis. The funding ratio in this plan, calculated under the plan rules, was 125 percent (130) as of December 31, 2024.

In Sweden, security officers are covered by the SAF-LO collective pension plan, an industry-wide multi-employer defined contribution arrangement. Clerical workers are covered by the ITP plan, which is also based on a collective agreement and operated industry-wide on a multi-employer basis. According to a statement (UFR 10) issued by the Swedish Financial Reporting Board, the ITP 2-plan funded by insurance in Alecta, is a multi-employer defined benefit plan. Alecta has been unable to provide Securitas, or other Swedish companies, with sufficient information to determine its share of the total assets and liabilities for this arrangement. Consequently, this arrangement is accounted for on a defined contribution basis. The cost for 2024 amounts to MSEK 27 (23). The contribution for the next annual reporting period is expected to be broadly in line with the current year's premium. Securitas' share of Alecta's total premiums amounts to less than 0.1 percent. The surplus in Alecta can be allocated to the insured employer and/or the insured employees. Alecta's funding ratio, calculated under the plan rules, was 162 percent (158) as of December 31, 2024.

In Norway, the AFP-plan (collective pension agreement) is a multi-employer defined benefit plan covering all employees. Since the administrator is unable to separately identify the company's share of the total plan assets and total defined benefit obligations, it is accounted for on a defined contribution basis. Premiums paid to the plan in 2024 amounted to MNOK 23 (26). The contribution for the next annual reporting period is expected to be broadly in line with the current year's premium. Securitas' share of total premiums to the plan is approximately 0.3 percent. The latest available funding ratio in this plan, calculated under the plan rules, was 73 percent (66) as of December 31, 2023.

Consolidated statement of income

The table below shows expense (+) and income (-) from the Group's defined benefit and defined contribution plans.

MSEK	2024	2023
Current service cost	186	165
Administration cost	8	6
Interest income or expense[1]	19	22
Remeasurements of other long-term employee benefits	0	0
Past service cost and gains and losses arising from settlements	-17	-12
Total pension costs for defined benefit plans	**196**	**181**
Pension costs for defined contribution plans	1 792	1 809
Total pension costs	**1 988**	**1 990**

1 Whereof MSEK 2 (6) is related to interest on the effect of the asset ceiling.

The table below shows costs for defined benefit plans allocated per function.

MSEK	2024	2023
Production expenses	145	167
Selling and administrative expenses	51	14
Total pension costs for defined benefit plans	**196**	**181**

Consolidated balance sheet

The table below shows how the net defined benefit obligations have been determined. It also shows the Group's reimbursement rights.

MSEK	2024	2023
Present value of the defined benefit obligations	4 371	3 705
Fair value of plan assets[1]	-3 560	-2 987
Defined benefit obligations, net[2]	**811**	**718**
Reimbursement rights (note 25)	143	139

1 Includes effect of the asset ceiling amounting to MSEK 64 (76). The effect is related to Canada, the UK and Switzerland.
2 Related to the net of plans reported under provisions for pensions and similar commitments, MSEK 921 (821), and plans reported under other non-current receivables (note 25), MSEK -110 (-103).

The reimbursement rights are related to a contractual agreement where Securitas provide security services at a client site in Canada. The agreement requires Securitas to make provisions for post-retirement medical benefits. The costs of this benefit are carried by Securitas who, in turn, are reimbursed by the client. This reimbursement right is accounted for as an other non-current receivable in note 25.

The table below shows how remeasurements net of taxes recognized in other comprehensive income have been determined.

MSEK	2024	2023
Remeasurements of provisions for pensions and similar commitments before taxes	82	-67
Remeasurements of reimbursement rights before taxes	1	1
Taxes	-18	21
Total remeasurements recognized in other comprehensive income	**65**	**-45**

Movement in provisions for pensions and similar commitments

			2024			2023
MSEK	Obligations	Plan assets	Net	Obligations	Plan assets	Net
Opening balance	3 705	-2 987	**718**	3 079	-2 262	**817**
Current service cost	186	–	**186**	165	–	**165**
Administration cost	8	–	**8**	6	–	**6**
Interest income (-) or expense (+)[1]	88	-69	**19**	91	-69	**22**
Remeasurements of other long-term employee benefits	0	–	**0**	0	–	**0**
Past service cost and gains and losses arising from settlements	-17	–	**-17**	-12	–	**-12**
Total pension costs included in the consolidated statement of income	**265**	**-69**	**196**	**250**	**-69**	**181**
Remeasurements of post-employment benefits:						
Return on plan assets, excluding amount included in interest income or expense	–	-191	**-191**	–	-55	**-55**
Changes in the effect of the asset ceiling, excluding amount included in interest income or expense[2]	–	-18	**-18**	–	-278	**-278**
Actuarial gains (-) and losses (+) from changes in demographic assumptions	2	–	**2**	-7	–	**-7**
Actuarial gains (-) and losses (+) from changes in financial assumptions	152	–	**152**	257	–	**257**
Actuarial gains (-) and losses (+) due to experience	137	–	**137**	16	–	**16**
Total remeasurements of post-employment benefits[3]	**291**	**-209**	**82**	**266**	**-333**	**-67**
Contributions by employers[4]	–	-213	**-213**	–	-181	**-181**
Contributions by plan participants	125	-125	**–**	104	-104	**–**
Benefits paid to plan participants	-208	208	**–**	-252	252	**–**
Administration costs paid	-8	8	**–**	-6	6	**–**
Acquisitions/divestitures/reclassifications	96	-96	**0**	221	-221	**0**
Translation difference	105	-77	**28**	43	-75	**-32**
Closing balance	**4 371**	**-3 560**	**811[5]**	**3 705**	**-2 987**	**718[5]**

1 Whereof MSEK 2 (6) is related to interest on the effect of the asset ceiling.
2 Related to Canada, the UK and Switzerland.
3 Included net of taxes in other comprehensive income.
4 Contributions by employers are estimated to be on approximately the same level in 2025 as in 2024.
5 Related to the net of plans reported under provisions for pensions and similar commitments, MSEK 921 (821), and plans reported under other non-current receivables (note 25), MSEK -110 (-103).

Plan assets

The table below presents a breakdown of the various types of investments in which the assets of the Group's funded benefit arrangements are invested.

MSEK	2024	%	2023	%
Equity instruments				
Switzerland	399		356	
The US	428		368	
Canada	71		57	
Other countries	186		176	
Total equity instruments	**1 084**	**31**	**957**	**32**
Debt instruments				
Government bonds	370		373	
Corporate bonds, investment grade (AAA to BBB-)	900		750	
Corporate bonds, non-investment grade (below BBB-)	4		–	
Total debt instruments	**1 274**	**36**	**1 123**	**38**
Property	611	17	565	19
Qualifying insurance policies	498	14	314	11
Cash and cash equivalents	157	4	104	3
Effect of the asset ceiling	-64	-2	-76	-3
Total plan assets	**3 560**	**100**	**2 987**	**100**

The plan assets are well diversified on countries and industries, so the failure of any single investment is not estimated to have a material impact on the overall level of assets.

The plan assets do not include any property owned by Securitas or financial instruments issued by Securitas. The share of unquoted plan assets is non-material.

Actuarial assumptions and sensitivity analysis

The table below shows the significant financial actuarial assumptions used for determining the defined benefit obligations at the end of the year as well as in determining the pension costs for the coming year.

	%, per annum				
	Discount rate	Salary increases	Inflation	Pension increases	Mortality
2024					
Switzerland	1.00	1.00	1.00	0.00	LPP 2020
Canada	4.70	2.50	2.00	n/a	CPM-RPP 2014 Private Sector Table, CPM-B scale 110% males, 100% females
The US	5.20	n/a	n/a	n/a	Pri-2012 white collar with MP-2021 improvements
France	3.20	3.25–3.75[3]	2.00	n/a	INSEE 2019-2021
Other countries in the Eurozone	2.80–3.50	2.80–3.20	2.00–2.20	1.25–2.15	–
The UK	5.45	n/a	2.90–3.40	2.30/2.90/3.25	SAPS (S3NA), CMI 2021 with a smoothing factor of 7.0, an initial adjustment of 0.50% p.a., a long-term rate of improvement of 1.00% p.a. and w2020 and w2021 parameters of 0%
2023					
Switzerland	1.50	1.25	1.25	0.00	LPP 2020
Canada	4.60	2.50[1]	2.00	n/a	CPM-RPP 2014 Private Sector Table, CPM-B scale 110% males, 100% females
The US	4.60	n/a	n/a	n/a	Pri-2012 white collar with MP-2021 improvements
France	3.00–3.10[2]	3.25–3.75[3]	2.00	n/a	INSEE 2019-2021
Other countries in the Eurozone	3.10–4.10	3.00–3.90	2.50	1.25–2.50	–
The UK	4.50	3.00	2.90-3.35	2.90-3.35	SAPS (S3NA), CMI 2021 with a smoothing factor of 7.0, an initial adjustment of 0.50% p.a., a long-term rate of improvement of 1.00% p.a. and w2020 and w2021 parameters of 0%

1 Salary increases are 0.00% p.a. in 2023, and 2.50% p.a. thereafter.
2 The discount rate is 3.00% p.a. for the Services plan and 3.10% p.a. for the Technology plan.
3 Salary increases are 3.25% p.a. for the Services plan and 3.75% p.a. for the Technology plan.

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

The table below shows the methods used to set significant actuarial assumptions for the Group's main defined benefit plans.

	Discount rate	Salary increases	Inflation	Pension increases	Mortality
Switzerland	Chamber of Pensions Actuaries	Company's best estimate	Long-term expectations in Switzerland	When financially bearable by pension plan	Latest tables available
Canada	Canadian Institute of Actuaries	Company's best estimate	Long-term expectations in Canada	n /a	Latest tables available
The US	Cash flow matching approach applied to the FTSE Pension yield curve	n /a	n /a	n /a	Latest tables available
France	Based on iBoxx € AA 7-10 year index for boths plans with adjustment for the plan's duration	Company's best estimate	European Central Bank target for inflation	n /a	Latest tables available

Assumptions are set by the company based on actuarial advice and the company's experience in each territory.

The table below indicates the sensitivity to changes in significant assumptions for provisions for pensions and similar commitments.

MSEK		Increase (+)/decrease (-) in provision
Discount rate – pension plans	increase of 0.1 percentage points	-41
	decrease of 0.1 percentage points	41
Salary increases – pension plans[1]	increase of 0.1 percentage points	8
	decrease of 0.1 percentage points	-8
Inflation – pension plans	increase of 0.1 percentage points	5
	decrease of 0.1 percentage points	-5
Life expectancy – pension plans	one year increase	58

1 Adjusted for inflation.

The sensitivity analysis has been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period and may not be representative of the actual change. The sensitivity analysis is further based on a change in one assumption while holding all other assumptions constant, although in reality changes in some assumptions may be correlated.

The same method used to calculate the provisions for pensions and similar commitments, that is the projected unit credit method, is used for calculating the sensitivities.

There have been no changes in the methods and assumption changes used in preparing the sensitivity analysis compared to the previous year.

Risks

The table below shows significant risks that the Group is exposed to through its defined benefit plans.

Asset volatility	The plan liabilities are calculated using a discount rate set with reference to corporate bond yields. If plan assets underperform this yield, a deficit will be created. In a long-term perspective, equities are expected to outperform corporate bonds, but in the short-term perspective the yield on the Group's investments in equity instruments may cause volatility.
Changes in bond yields	A decrease in corporate bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the plans' bond holdings.
Inflation risk	Some of the Group's pension obligations are linked to inflation, and higher inflation will lead to higher liabilities. However, the fact that not all pension plans in the Group are linked to inflation makes the inflation risk less significant for the Group.
Life expectancy	The majority of the plans' obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the plans' liabilities. In some countries, the benefit provided at retirement is a lump sum payment and therefore increases in life expectancy do not impact liabilities in these countries.

Note 34
Other non-current provisions

The movement in the balance sheet for provisions for pensions and similar commitments is provided in note 33. The movement in the balance sheet for deferred tax liabilities is provided in note 16.

December 31, 2024

MSEK	Claims reserves	Other provisions	Total
Opening balance	510	369	**879**
Acquisitions and divestitures	–	-4	**-4**
Reclassification	-14	0	**-14**
New/increased provisions	26	98	**124**
Utilized provisions	–	-48	**-48**
Reversal of unutilized provisions	–	-17	**-17**
Translation differences	55	17	**72**
Closing balance	**577**	**415**	**992**

December 31, 2023

MSEK	Claims reserves	Other provisions	Total
Opening balance	489	405	**894**
Reclassification	-13	0	**-13**
New/increased provisions	79	51	**130**
Utilized provisions	–	-65	**-65**
Reversal of unutilized provisions	-19	-11	**-30**
Translation differences	-26	-11	**-37**
Closing balance	**510**	**369**	**879**

Claims reserves

Liability insurance-related claims reserves primarily consist of provisions for the portion of claims payable by the Group, that is its self-retention. Claims reserves comprise a large number of individual insurance cases where some cases are compensated with a lump sum payment and others are paid over a longer period of time. It is thus not possible to disclose any detailed information regarding the timing of outflows from claims reserves.

Other provisions

Other provisions include various long-term items, among them provisions related to litigations. Other provisions are difficult to assess from a timing perspective. It is thus not possible to disclose any detailed information regarding the timing of outflows from other provisions.

Note 35
Current loan liabilities[1]

MSEK	2024	2023
Current lease liabilities	1 458	1 333
Total current lease liabilities	**1 458**	**1 333**
EMTN Nom MUSD 50, 2019/2024, Fixed Rate Note[2]	–	496
EMTN Nom MUSD 105, 2019/2024, Fixed Rate Note[2]	–	1 042
EMTN Nom MEUR 350, 2017/2024, Annual 1.125%[2]	–	3 853
EMTN Nom MSEK 2 000, 2022/2024, Floating Rate Note[2]	–	2 000
EMTN Nom MSEK 1 500, 2022/2024, Floating Rate Note[2]	–	1 500
EMTN Nom MEUR 300, 2018/2025, Annual 1.25%[2]	3 441	–
Commercial paper issued[3]	–	1 894
Term facilities	1 484	–
Other current loans	8	11
Derivatives in net investment hedges[4]	112	28
Derivatives in Fair Value hedges[4]	3	10
Other derivatives[5]	237	112
Total other current loan liabilities	**5 285**	**10 946**
Total current loan liabilities	**6 743**	**12 279**

1 For further information regarding financial instruments refer to note 7.
2 Issued by the Parent Company.
3 Commercial paper is issued by the Parent Company within the framework of a MSEK 5 000 Swedish commercial paper program. Commercial paper is accounted for at the issued amount.
4 Related to derivatives designated for hedging with negative fair value.
5 Related to financial liabilities at fair value through profit or loss with negative fair value.

Note 36
Other current liabilities

MSEK	2024	2023
Employee-related items[1]	12 332	11 231
Deferred sales revenue	1 862	1 665
Other prepaid income	50	107
Accrued interest expenses	585	593
Other accrued expenses	3 044	3 205
Value-added tax	2 057	2 152
Deferred considerations	8	61
Other items	1 077	975
Total other current liabilities	**21 015**	**19 989**

1 Related to accrued salaries, vacation pay, payroll overhead, bonus and similar items. Accounted for net of government grants and support when applicable.

Note 37
Current provisions

December 31, 2024

MSEK	Claims reserves	Other provisions	Total
Opening balance	947	980	**1 927**
Reclassification	-31	52	**21**
New increased provisions	548	900	**1 448**
Utilized provisions	-451	-654	**-1 105**
Reversal of unutilized provisions	-2	-95	**-97**
Translation differences	97	29	**126**
Closing balance	**1 108**	**1 212**	**2 320**

December 31, 2023

MSEK	Claims reserves	Other provisions	Total
Opening balance	899	1 018	**1 917**
Acquisitions and divestitures	–	39	**39**
Reclassification	12	21	**33**
New increased provisions	469	433	**902**
Utilized provisions	-385	-445	**-830**
Reversal of unutilized provisions	-4	-74	**-78**
Translation differences	-44	-12	**-56**
Closing balance	**947**	**980**	**1 927**

Claims reserves
Liability insurance-related claims reserves primarily consist of provisions for the portion of claims payable by the Group, that is its self-retention.

Other provisions
Other provisions include various short-term items, among them provisions related to items affecting comparability and litigations.

Note 38
Pledged assets

MSEK	2024	2023
Pension balances, defined contribution plans long-term	277	234
Total pledged assets	**277**	**234**

1 Related to assets relating to insured pension plans excluding social benefits.

Note 39
Contingent liabilities

MSEK	2024	2023
Guarantees[1]	–	–
Guarantees related to discontinued operations	16	16
Total contingent liabilities	**16**	**16**

1 Guarantees on behalf of related parties are disclosed in note 8.

In addition to the contingent liabilities accounted for in the table, the following contingent liabilities, for which no amount can be determined, also exist:

Argentina – Investigation into improper behavior
As communicated in the Annual Report for 2019, following internal whistleblowing, Securitas has conducted an investigation into potentially improper conduct through specialized external parties.

The findings revealed that certain individuals had engaged in local business practices in violation of the Securitas Values and Ethics Code. The investigation indicated compliance issues, including conflicts of interest and irregular supplier and other business relationships. Disciplinary measures against these individuals, including terminations where appropriate, have been taken.

Securitas is proactively collaborating with the appropriate authorities to ensure that Securitas fulfills all obligations as a responsible company. This included correcting the income and value added tax by paying the corresponding additional tax and interest charges. In the beginning of 2020, a tax contingency payment of MSEK 139 was paid to the local tax administration in Argentina. The tax contingency payment was covered by existing provisions. The Group assesses that the impact of the misconduct will not have a material effect on the result or financial position of the Group. In July 2023, the Group exited the country by the divestment of Securitas Argentina to local management.

Belgium – Competition authority investigation
As communicated in the annual report for 2020, Securitas is aware that competition authorities are conducting investigations into the security sector in Belgium and is cooperating fully. The Group assesses that the result or the financial position of the Group will not be materially affected by this investigation.

Brazil – Estrela Azul
In connection with the efforts of Securitas to expand its activities in Latin America, Securitas entered into an agreement in 2005 with respect to the possible acquisition of a guarding company in Brazil, Estrela Azul (the EA

Group). The governmental approvals took much longer than anticipated to obtain and during such period the financial condition of the target group substantially deteriorated. Given the decline in the financial condition of the group, Securitas exercised its right to withdraw from the acquisition process in December 2006.

The companies within the EA Group filed for protection from its creditors under Brazilian legislation in 2007 providing for a judicial restructuring process. The companies within the group were declared bankrupt in 2009 and the restructuring process was replaced by bankruptcy proceedings. The bankruptcy process continues to be led by the trustee in the bankruptcy court. Various attempts by the trustee to increase the liability of Securitas in the bankruptcy has been vigorously rejected.

The EA Group in bankruptcy has asserted claims against Securitas in the bankruptcy court trying to extend liability to Securitas for the bankruptcy and the claims in the bankruptcy. The estate has not quantified its claims. The cases are slowly moving through the Brazilian legal system.

The EA Group in bankruptcy also asserted a claim of MBRL 314, which as of December 31, 2024, was equivalent to MSEK 557 in the civil court against Securitas, alleging that Securitas is responsible for the company's financial failure. Securitas denies all allegations. The defense of this case has been entrusted to one of the leading law firms in Brazil. In a decision by the first instance court in Brazil the case was fully rejected. The judgment was appealed by the bankruptcy estate to the Brazilian Court of Appeals and the Court of Appeals decided on formal grounds to nullify the judgment and to remand the case to the first instance court for retrial (and production of evidence). The retrial has since moved slowly through the Brazilian legal system and after further delays due to corona pandemic, the first instance court ruled in March 2024 fully in favour of Securitas. The bankruptcy estate since appealed the judgment to the Court of Appeals, where the case is currently handled Securitas has maintained its previous position to the claims.

In addition, several former employees of the EA Group have sued Securitas and other parties in labor courts and claimed inter alia wages and other compensations. The number of labor law cases involving Securitas continued to decrease and the claimed amounts are in average relatively low. Securitas denies all responsibility for such labor claims.

Portugal – Portuguese competition authority

The Portuguese competition authority has completed the previously communicated investigation regarding alleged violations by several Portuguese security companies, among them Securitas – Servicos E Tecnologia de Seguranca SA, of anti-trust regulations for public tenders in Portugal. The Portuguese competition authority has fined Securitas – Servicos E Tecnologia de Seguranca SA MEUR 10. Securitas has carefully assessed the information and appealed the decision, and we do not expect any material impact on the result or the financial position of the Group.

Spain – Tax audit

In connection with an audit of Securitas Spain in 2014, the Spanish tax authority decided to reject a deduction for a currency related liquidation loss in the financial year 2010, relating to a company that was acquired in 2004.

The Spanish National Court, Audiencia Nacional, issued their resolution in October 2023 that was negative. Securitas has received a leave for appeal in the beginning of 2025 and has appealed the case to the Spanish Supreme Court.

If finally upheld by the Supreme Court, the resolution by the Spanish tax authority regarding the liquidation loss would result in a tax of MEUR 20.8, equivalent to MSEK 239, including interest up to December 31, 2024 (as of December 31, 2023, this exposure was estimated to MEUR 20.3, equivalent at the time to MSEK 224).

Securitas believes it has acted in accordance with applicable law and will defend its position in the Spanish Supreme Court. However, the tax resolution causes some uncertainty, and it may take several years until a final judgment has been received.

Spain – Mutua

Securitas in Spain has received a claim of MEUR 6.3 from the social security authorities relating to services allegedly received from Mutua Universal in the period 1998 to 2007. The authorities are questioning whether such services, in such case, were allowed to be provided under applicable regulations. This is a consequence of a lawsuit against some of Mutua Universal's former employees. Securitas is affected, as over 2 000 other companies, as an indirect beneficiary of the services rendered. Securitas is convinced that it has acted in accordance with applicable law.

The US – Government investigation

As communicated in the full-year report January-December 2023, the US Government is conducting an investigation into Paragon Systems Inc, a US-based subsidiary operating under a proxy agreement as required by the US authorities to be eligible for US government business. The investigation relates to alleged misconduct by certain former employees and to Paragon's relationship with various small business entities which were a direct or indirect party to contracts with the US Government starting around 2012. Paragon is cooperating fully with the investigation. On September 13, 2024, Securitas communicated that as result of an ongoing constructive dialog with the authorities and in line with applicable accounting standards, Securitas had set a provision of MUSD 53 (MSEK 551), related to this matter. The provision is accounted for as an item affecting comparability under the heading Other in the segment reporting where the business unit Securitas Critical Infrastructure Services is reported. Further, on November 14, 2024, Securitas communicated that the settlement was concluded at MUSD 52. In addition, other costs related to the investigation totals approximately MUSD 1. The settlement amount will be paid throughout 2025.

Other proceedings

Over the years, Securitas has made a number of acquisitions in different countries. As a result of such acquisitions, certain contingent liabilities of the businesses acquired have been assumed. The risks relating to such contingent liabilities are covered by contractual indemnification, insurance or adequate reserves.

Companies within the Securitas Group are also involved in a number of proceedings, including legal proceedings and tax audits arising out of the business. Any liabilities arising out of such proceedings are not expected to be material to the business operations or the financial position of the Group.

Note 40
Financial five year overview[1]

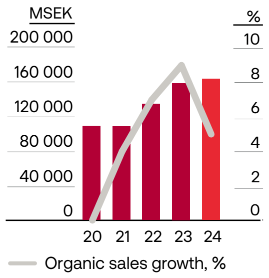
MSEK	2020	2021	2022	2023	2024
INCOME					
• **Total sales**	**107 954**	**107 700**	**133 237**	**157 249**	**161 921**
of which acquired business	1 312	1 162	8 293	9 437	21
• *Acquired sales growth, %*	*1*	*1*	*8*	*7*	*0*
• *Organic sales growth, %*	*0*	*4*	*7*	*9*	*5*
• *Real sales growth, %*	*1*	*5*	*14*	*15*	*4*
Operating income before amortization	**4 892**	**5 978**	**8 033**	**10 247**	**11 200**
• *Operating margin, %*	*4.5*	*5.6*	*6.0*	*6.5*	*6.9*
Amortization and impairment of acquisition-related intangible assets	-286	-290	-414	-620	-639
Acquisition-related costs	-137	-122	-49	-10	20
Items affecting comparability	-640	-871	-1 086	-4 669	-1 285
Financial income and expenses	-500	-364	-758	-2 115	-2 277
• **Income before taxes**	**3 329**	**4 331**	**5 726**	**2 833**	**7 019**
Taxes	-913	-1 197	-1 410	-1 536	-1 847
Net income for the year	**2 416**	**3 134**	**4 316**	**1 297**	**5 172**
of which attributable to non-controlling interests	-3	1	6	12	12
Average number of shares after dilution ('000)[2]	438 863	438 627	468 284	572 918	572 918
• Earnings per share before and after dilution (SEK)[2]	5.51	7.14	9.20	2.24	9.01
CASH FLOW					
Operating income before amortization	**4 892**	**5 978**	**8 033**	**10 247**	**11 200**
Investments in non-current tangible and intangible assets	-2 787	-2 824	-3 567	-4 114	-4 029
Reversal of depreciation	2 690	2 704	3 120	3 556	3 723
Change in trade receivables	476	-360	-2 426	-2 986	-837
Change in operating payables	2 241	170	562	1 477	181
Changes in other operating capital employed	-305	-92	-2	5	-843
Cash flow from operating activities	**7 207**	**5 576**	**5 720**	**8 185**	**9 395**
• *as % of operating income before amortization*	*147*	*93*	*71*	*80*	*84*
Financial income and expenses paid	-401	-312	-657	-1 899	-2 156
Current taxes paid	-862	-1 265	-1 641	-1 348	-2 162
• **Free cash flow**	**5 944**	**3 999**	**3 422**	**4 938**	**5 077**
Free cash flow per share[3]	13.5	9.1	7.3	8.6	8.9
Cash flow from investing activities, acquisitions and divestitures	-1 801	-1 366	-32 274	-170	-186
Cash flow from items affecting comparability	-405	-602	-1 171	-1 403	-882
Cash flow from financing activities	-2 762	-1 935	31 393	-1 592	-4 630
Cash flow for the year	**976**	**96**	**1 370**	**1 773**	**-621**
Interest-bearing net debt at beginning of year	-17 541	-14 335	-14 551	-40 534	-37 530
Change in lease liabilities	-139	107	-1 274	291	171
Change in loans	1 010	475	-23 485	-385	2 453
Revaluation of financial instruments	17	-56	-50	2	283
Translation differences on interest-bearing net debt	1 342	-838	-2 544	1 323	-2 679
Interest-bearing net debt at year-end	**-14 335**	**-14 551**	**-40 534**	**-37 530**	**-37 923**

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

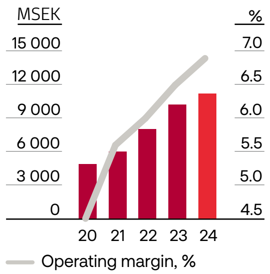
MSEK	2020	2021	2022	2023	2024
CAPITAL EMPLOYED AND FINANCING					
Non-current tangible and intangible assets	**8 384**	**8 665**	**11 620**	**11 281**	**11 716**
Trade receivables	16 531	17 796	24 732	25 367	27 843
Operating payables	-11 936	-12 412	-16 372	-17 649	-18 534
Other net working capital	-2 953	-2 908	-75	-628	-156
Net working capital	**1 642**	**2 476**	**8 285**	**7 090**	**9 153**
• *Net working capital as % of total sales*	*2*	*2*	*6*	*5*	*6*
Goodwill	21 414	23 373	51 021	50 916	54 895
Acquisition-related intangible assets	1 424	1 732	7 180	6 340	6 132
Shares in associated companies	311	338	394	354	380
Other capital employed	-1 133	-1 233	-1 527	-1 753	-1 673
Capital employed	**32 042**	**35 351**	**76 972**	**74 228**	**80 603**
• *Return on capital employed, %*	*15*	*17*	*10*	*14*	*14*
Net debt	**-14 335**	**-14 551**	**-40 534**	**-37 530**	**-37 923**
Net debt equity ratio, multiple	0.81	0.70	1.11	1.02	0.89
Net debt to EBITDA ratio[3]	1.9	1.7	3.3	2.7	2.5
Interest coverage ratio, multiple	9.1	13.8	8.7	4.2	4.3
• Free cash flow in relation to net debt	0.41	0.27	0.08	0.13	0.13
Shareholders' equity attributable to equity holders of the Parent Company	**17 697**	**20 792**	**36 424**	**36 695**	**42 676**
Non-controlling interests	**10**	**8**	**14**	**3**	**4**
Equity per share[2]	40	47	78	64	74
Return on equity, %	*13*	*16*	*15*	*4*	*13*
Equity ratio, %	*30*	*33*	*32*	*32*	*35*
Financing of capital employed	**32 042**	**35 351**	**76 972**	**74 228**	**80 603**

1 For definitions and calculation of key ratios refer to note 3.
2 Number of shares outstanding have been adjusted for the right issue completed on October 11, 2022.
3 The definition and calculation has changed. Refer to note 3, for additional information.
• Group key ratios according to Securitas' financial model. Refer to pages 54–55.

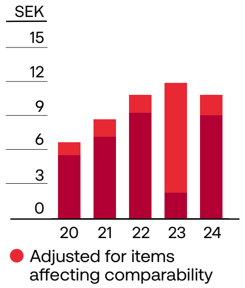
Total sales and organic sales growth



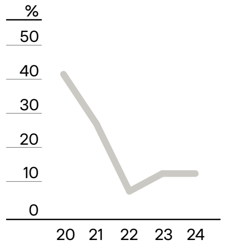
Operating income before amortization and operating margin



Earnings per share



Free cash flow in relation to net debt



Parent Company statement of income

MSEK	Note	2024	2023
License fees and other income	43	2 603	2 667
Gross income		**2 603**	**2 667**
Administrative expenses	45, 46	-1 852	-1 589
Other operating income	45	60	56
Operating income		**811**	**1 134**
Result of financial investments			
Dividend	43	1 397	10 374
Interest income	43	585	849
Interest expenses	43	-996	-1 181
Other financial income and expenses, net	47	-463	-313
Total financial income and expenses		**523**	**9 729**
Income after financial items		**1 334**	**10 863**
Appropriations			
Group contributions from subsidiaries	43	480	409
Group contributions to subsidiaries	43	-955	-889
Depreciation and amortization in excess of plan	56	0	0
Transfer to tax allocation reserve	56	206	–
Total appropriations		**-269**	**-480**
Income before taxes		**1 065**	**10 383**
Current taxes	48	-37	-111
Deferred taxes	48	8	-78
Net income for the year		**1 036**	**10 194**

Parent Company statement of comprehensive income

MSEK	Note	2024	2023
Net income for the year		**1 036**	**10 194**
Other comprehensive income			
Items that subsequently may be reclassified to the statement of income			
Cash flow hedges net of tax	44	2	7
Cost of hedging net of tax	44	-5	1
Total items that subsequently may be reclassified to the statement of income		**-3**	**8**
Other comprehensive income	48	**-3**	**8**
Total comprehensive income for the year		**1 033**	**10 202**

Parent Company statement of cash flow

MSEK	Note	2024	2023
Operations			
Operating income		811	1 134
Reversal of depreciation	49, 50	4	4
Financial items received		2 037	1 618
Financial items paid		-1 108	-1 034
Current taxes paid/received		-93	40
Change in other operating capital employed		8 830	-815
Cash flow from operations		**10 481**	**947**
Investing activities			
Investments in and disposals of non-current tangible and intangible assets	49, 50	0	0
Shares in subsidiaries	51	-8 858	-84
Cash flow from investing activities		**-8 858**	**-84**
Financing activities			
Dividend paid		-2 177	-1 977
Proceeds from bond loans		2 029	786
Redemption of bond loans		-9 041	-553
Proceeds from commercial paper		5 216	6 335
Redemption of commercial paper		-7 108	-4 442
Change in other interest-bearing net debt excluding liquid funds[1]		7 405	-1 270
Cash flow from financing activities		**-3 676**	**-1 121**
Cash flow for the year		**-2 053**	**-258**
Liquid funds at beginning of year		2 118	2 376
Liquid funds at year-end	54	**65**	**2 118**

1 Includes changes in intercompany loans.

Parent Company balance sheet

MSEK	Note	2024	2023
ASSETS			
Non-current assets			
Intangible assets	49	16	16
Machinery and equipment	50	29	33
Shares in subsidiaries	51	72 971	63 933
Shares in associated companies	52	112	112
Interest-bearing non-current receivables from subsidiaries	44	510	534
Other interest-bearing financial non-current assets	44	907	1 079
Deferred tax assets	48	57	47
Other non-current receivables		286	235
Total non-current assets		**74 888**	**65 989**
Current assets			
Current receivables from subsidiaries		631	10 807
Interest-bearing current receivables from subsidiaries	44	3 581	10 666
Other current receivables		30	61
Current tax assets		54	–
Prepaid expenses and accrued income	53	106	61
Other interest-bearing current assets	44	1	65
Cash and bank deposits	54	65	2 118
Total current assets		**4 468**	**23 778**
TOTAL ASSETS		79 356	89 767

MSEK	Note	2024	2023
SHAREHOLDERS' EQUITY AND LIABILITIES			
Shareholders' equity			
Restricted equity			
Share capital		573	573
Legal reserve		7 363	7 363
Total restricted equity		**7 936**	**7 936**
Non-restricted equity			
Hedging reserve		-2	1
Share premium reserve		9 304	9 304
Retained earnings		37 270	29 225
Net income for the year		1 036	10 194
Total non-restricted equity		**47 608**	**48 724**
Total shareholders' equity	**55**	**55 544**	**56 660**
Untaxed reserves	**56**	**366**	**571**
Non-current liabilities			
Non-current loan liabilities	44	7 980	9 042
Other non-current liabilities		275	230
Total non-current liabilities	**57**	**8 255**	**9 272**
Current liabilities			
Current liabilities to subsidiaries		1 261	1 477
Interest-bearing current liabilities to subsidiaries	44	9 724	10 429
Other current loan liabilities	44	3 755	10 832
Accounts payable		25	64
Accrued expenses and prepaid income	58	420	447
Current tax liabilities		0	2
Other current liabilities		6	13
Total current liabilities		**15 191**	**23 264**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		79 356	89 767

Parent Company statement of changes in shareholders' equity

MSEK	Share capital[1]	Legal reserve	Hedging reserve	Share premium reserve	Retained earnings and net income for the year	Total shareholders' equity
Opening balance 2023	573	7 363	-7	9 304	31 049	48 282
Net income for the year	–	–	–	–	10 194	10 194
Other comprehensive income						
Items that subsequently may be reclassified to the statement of income						
Cash flow hedges net of tax[2]	–	–	7	–	–	7
Cost of hedging net of tax[2]	–	–	1	–	–	1
Total items that subsequently may be reclassified to the statement of income	–	–	8	–	–	8
Other comprehensive income	–	–	8	–	–	8
Total comprehensive income for the year	–	–	8	–	10 194	10 202
Share-based incentive schemes[1]	–	–	–	–	153	153
Dividend paid to shareholders of the Parent Company	–	–	–	–	-1 977	-1 977
Closing balance 2023	573	7 363	1	9 304	39 419	56 660
Opening balance 2024	573	7 363	1	9 304	39 419	56 660
Net income for the year	–	–	–	–	1 036	1 036
Other comprehensive income						
Items that subsequently may be reclassified to the statement of income						
Cash flow hedges net of tax[2]	–	–	2	–	–	2
Cost of hedging net of tax[2]	–	–	-5	–	–	-5
Total items that subsequently may be reclassified to the statement of income	–	–	-3	–	–	-3
Other comprehensive income	–	–	-3	–	–	-3
Total comprehensive income for the year	–	–	-3	–	1 036	1 033
Share-based incentive schemes[1]	–	–	–	–	28	28
Dividend paid to shareholders of the Parent Company	–	–	–	–	-2 177	-2 177
Closing balance 2024	573	7 363	-2	9 304	38 306	55 544

1 Further information is provided in note 55.
2 A specification can be found in note 44, in the table revaluation of financial instruments, as well as in note 48.

Parent Company notes

Note 41
Accounting principles

The Parent Company's financial statements are prepared in accordance with the Swedish Annual Accounts Act and the Swedish Financial Reporting Board's standard RFR 2 Accounting for Legal Entities. The Parent Company thus follows the same accounting principles as the Group, which are described in note 2, when relevant and except in the cases stated below. The differences that exist between the Parent Company's and the Group's accounting principles are a result of the restrictions that the Swedish Annual Accounts Act, the Swedish Act on Safeguarding of Pension Commitments and the options that RFR 2 allow for IFRS in the Parent Company.

RFR 2: IFRS 3 Business combinations

The Parent Company measures the acquisition cost as the sum of the acquisition-date fair values of assets transferred, liabilities incurred or transferred and all costs that are directly attributable to the acquisition. Contingent considerations are recognized as part of the acquisition cost if it is probable that they will be realized. The acquisition cost is adjusted in subsequent periods if the initial assessment needs to be revised.

RFR 2: IFRS 9 Financial instruments

The Parent Company follows IFRS 9 except for financial guarantees in relation to subsidiaries. For further information refer to the accounting principles adopted by the Group for financial instruments in note 2.

RFR 2: IFRS 16 Leases

The Parent Company does not apply IFRS 16. Consequently, leases where the Parent Company is the lessee are recognized as an operating expense in the statement of income on a linear basis over the lease term. There are no lease contracts where the Parent Company is the lessor.

RFR 2: IAS 19 Employee benefits

Accounting for defined benefit plans according to the Swedish Act on Safeguarding of Pension Commitments leads to differences between the accounting in the Parent Company and the Group. These differences have no material impact on the employee benefits relating to the employees of the Parent Company. Pension solutions either fall within the framework of the ITP–plan that is insured via Alecta, which is described in note 33, or in all material aspects consist of other defined contribution plans.

RFR 2: IAS 21 Effects of changes in foreign exchange rates

Exchange rate differences arising on a monetary item that forms part of the Parent Company's net investment in a foreign subsidiary are accounted for in the Parent Company's statement of income, in accordance with RFR 2.

RFR 2: IAS 27 Consolidated and separate financial statements

The Parent Company applies the alternative rule in RFR 2: IAS 27 related to Group contributions, which means that Group contributions from subsidiaries as well as Group contributions to subsidiaries are accounted for as appropriations in the statement of income.

Anticipated dividend from a subsidiary is recognized as income in the Parent Company in accordance with RFR 2 if the Parent Company has the exclusive right to decide the amount of the dividend from the subsidiary. The Parent Company must furthermore ensure that the dividend is in line with the subsidiary's dividend capacity. Dividend from a subsidiary that has not been anticipated is accounted for on a cash basis.

Shares in subsidiaries

Shares in subsidiaries are initially accounted for at cost with subsequent adjustments for capital contributions, impairment and revaluation of deferred considerations. Shares in subsidiaries are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Derivatives used to hedge investments in shares in foreign subsidiaries are recognized at fair value and changes therein are recognized in the statement of income. The corresponding fair value change on shares in subsidiaries is also recognized in the statement of income, as fair value hedge accounting is applied.

Note 42
Events after the balance sheet date

Approval of the Annual Report and Consolidated Financial Statements for 2024

This Annual Report including the Consolidated Financial Statements was approved by the Board of Directors and the President and CEO of Securitas AB on March 27, 2025.

Other significant events after the balance sheet date

On February 20, 2025, Securitas AB closed a MEUR 300 sustainability-linked bond in the Eurobond market with a maturity in 2032. The coupon was 3.375 percent including a margin of 110 basis points.

There have been no other significant events with effect on the financial reporting after the balance sheet date.

Note 43
Related party disclosures

On July 25, 2023, the divestment of Securitas Argentina to local management was completed. Securitas exited the country due to the weak macroeconomic prospects and challenging business environment with limited opportunity to execute our long-term strategy and provide quality services to our clients with healthy profitability.

Transactions between the Parent Company and subsidiaries are priced in accordance with business principles.

The Parent Company's transactions with related parties comprise

MSEK	2024	2023
License fees from subsidiaries	2 590	2 664
Other income from subsidiaries	13	3
Dividends from subsidiaries	1 397	10 374
Interest income from subsidiaries	512	735
Interest expenses to subsidiaries	-375	-434
Group contributions from subsidiaries	480	409
Group contributions to subsidiaries	-955	-889
Guarantees issued on behalf of subsidiaries	3 180	2 139

Note 44
Financial risk management

The Parent Company follows, as stated in note 41, IFRS 9 Financial instruments. Refer to note 2 and note 7 for further information about financial risks that are applicable also for the Parent Company.

Liquidity report as per December 31, 2024 and 2023

MSEK	Total	< 1 year	Between 1 year and < 3 years	Between 3 years and 5 years	> 5 years
December 31, 2024					
Borrowings	-16 422	-8 081	-2 846	-5 495	–
Derivatives outflows	-9 965	-9 604	-268	-93	–
Accounts payable	-25	-25	–	–	–
Total outflows[1]	**-26 412**	**-17 710**	**-3 114**	**-5 588**	**–**
Investments	3 106	2 886	37	3	180
Derivatives receipts	9 178	9 112	48	18	–
Total inflows[1]	**12 284**	**11 998**	**85**	**21**	**180**
Net cash flows, total[2]	**-14 128**	**-5 712**	**-3 029**	**-5 567**	**180**
December 31, 2023					
Borrowings	-20 364	-11 113	-3 501	-4 983	-767
Derivatives outflows	-9 719	-7 261	-2 190	-268	–
Accounts payable	-64	-64	–	–	–
Total outflows[1]	**-30 147**	**-18 438**	**-5 691**	**-5 251**	**-767**
Investments	12 399	12 187	4	34	174
Derivatives receipts	8 606	7 014	1 592	–	–
Total inflows[1]	**21 005**	**19 201**	**1 596**	**34**	**174**
Net cash flows, total[2]	**-9 142**	**763**	**-4 095**	**-5 217**	**-593**

1 Refers to gross cash flows excluding cash and bank.
2 Variable rate cash flows have been estimated using the relevant yield curve as of the balance sheet date.

Hedging reserve as per December 31, 2024 and 2023

MSEK	Cost of hedging reserve	Interest rate cash flow hedges	Currency cash flow hedges	Total before tax	Deferred tax	Total net of tax
Opening balance January 1, 2024	8	–	-7	1	0	1
Change in fair value of hedging instrument recognized in other comprehensive income	-6	13	53	60	-12	48
Reclassified from other comprehensive income to profit or loss	–	–	-64	-64	13	-51
Closing balance December 31, 2024	2	13	-18	-3	1	-2
Opening balance January 1, 2023	7	–	-15	-8	1	-7
Change in fair value of hedging instrument recognized in other comprehensive income	1	–	-7	-6	2	-4
Reclassified from other comprehensive income to profit or loss	–	–	15	15	-3	12
Closing balance December 31, 2023	8	–	-7	1	0	1

Revaluation of financial instruments

MSEK	2024	2023
Recognized in the statement of income		
Fair value adjustment to hedged item in fair value hedge	-137	-311
Fair value adjustment to hedging instrument in fair value hedge	137	311
Other financial income and expenses[1,2]	0	-1
Deferred tax	–	–
Impact on net income for the year	**0**	**-1**
Recognized via hedging reserve in other comprehensive income		
Transfer to cash flow hedging reserve before tax	50	-22
Transfer to cost of hedging reserve before tax	-6	1
Deferred tax on transfer to hedging reserve	-9	4
Transfer to hedging reserve net of tax	**35**	**-17**
Transfer to statement of income before tax	-48	31
Deferred tax on transfer to statement of income	10	-6
Transfer to statement of income net of tax	**-38**	**25**
Change of cash flow hedging reserve before tax	2	9
Change of cost of hedging reserve before tax	-6	1
Total change of hedging reserve before tax[3]	**-4**	**10**
Deferred tax on total change of hedging reserve[3]	1	-2
Total change of hedging reserve net of tax	**-3**	**8**
Total impact on shareholders' equity as specified above		
Total revaluation before tax[4]	-4	10
Deferred tax on total revaluation[4]	1	-2
Total revaluation after tax	**-3**	**8**

1 Related to financial assets and financial liabilities at fair value through profit or loss.
2 There was no significant ineffectiveness in the fair value hedges or in the cash flow hedges.
3 Total of transfer to hedging reserve and transfer from hedging reserve to statement of income.
4 Total revaluation and deferred tax recognized via statement of income and via other comprehensive income.

Derivatives in the balance sheet

MSEK	2024	2023
Interest-bearing financial non-current assets		
Cash flow hedges[1]	195	129
Other derivative positions[1]	1	7
Total derivatives included in interest-bearing financial non-current assets	**196**	**136**
Interest-bearing current receivables from subsidiaries		
Other derivative positions[2]	1	0
Total derivatives included in interest-bearing current receivables from subsidiaries	**1**	**0**
Other interest-bearing current assets		
Other derivative positions[1,2]	1	65
Total derivatives included in other interest-bearing current assets	**1**	**65**
Non-current loan liabilities		
Fair value hedges[1]	-299	-739
Total derivatives included in non-current loan liabilities	**-299**	**-739**
Other current loan liabilities		
Fair value hedges[1]	-492	-10
Other derivative positions[2]	-7	-37
Total derivatives included in other current loan liabilities	**-499**	**-47**

1 Cross currency interest rate swaps are split into different components, of which some elements are positive when the overall fair value is negative.
2 Related to financial assets/liabilities at fair value through profit or loss.

Fair value – Hierarchy as per December 31, 2024 and 2023

MSEK	Quoted market prices 2024	Quoted market prices 2023	Valuation techniques using observable market data 2024	Valuation techniques using observable market data 2023	Valuation techniques using non-observable market data 2024	Valuation techniques using non-observable market data 2023	Total 2024	Total 2023
Financial assets at fair value through profit or loss	–	–	2	65	–	–	**2**	**65**
Financial liabilities at fair value through profit or loss	–	–	-7	-37	–	–	**-7**	**-37**
Derivatives designated for hedging with positive fair value	–	–	196	136	–	–	**196**	**136**
Derivatives designated for hedging with negative fair value	–	–	-791	-749	–	–	**-791**	**-749**

Liabilities from financing activities 2024 and 2023

MSEK	Opening balance Jan 1	Cash flows[1]	Non-cash changes: Reclassification	Non-cash changes: Other changes	Non-cash changes: Translation differences	Closing balance Dec 31
2024						
Non-current borrowings	9 042	2 029	-3 356	11	254	**7 980**
Current borrowings	21 261	-11 745	3 356	132	475	**13 479**
Assets held to hedge borrowings	–	–	–	-13	–	-13
Total	**30 303**	**-9 716**	**–**	**130**	**729**	**21 446**
2023						
Non-current borrowings	17 527	786	-8 902	-423	54	**9 042**
Current borrowings	9 790	2 365	8 902	346	-142	**21 261**
Assets held to hedge borrowings	–	–	–	–	–	–
Total	**27 317**	**3 151**	**–**	**-77**	**-88**	**30 303**

1 Excluding other derivative positions and dividend paid to shareholders of the Parent Company, which are included in cash flow from financing activities in the consolidated statement of cash flow.

Note 45
Administrative expenses and other operating income

Administrative expenses

Audit fees and reimbursements

MSEK	2024	2023
EY		
Audit assignments	10	10
Additional audit assignments	3	2
Tax assignments	0	–
Other assignments	–	1
Total EY	**13**	**13**
Other auditors		
Tax assignments	3	3
Total Other auditors	**3**	**3**
Total audit fees and reimbursements	**16**	**16**

Additional audit assignments mainly comprise review of the interim report for the second quarter and sustainability reporting review. Tax assignments mainly comprise tax return compliance, transfer pricing and questions related to tax legislation compliance. Other assignments mainly comprise of compliance reviews.

Other operating income

Other operating income consists in its entirety of trade mark fees for the use of the Securitas' brand name.

Note 46
Personnel

Average number of yearly employees: Distribution between women and men

	Women		Men		Total	
	2024	2023	2024	2023	2024	2023
Board of Directors	3	4	5	5	8	9
President	–	–	1	1	1	1
Other employees, Sweden	54	51	38	35	92	86

Staff costs

	2024			2023			Of which bonuses	
MSEK	Salaries	Social benefits	(of which pensions)	Salaries	Social benefits	(of which pensions)	2024	2023
Board of Directors and President[1]	58	24	(6)	45	20	(5)	28	16
Other employees	205	117	(28)	152	96	(26)	65	33
Total	**263**	**141**	**(34)**	**197**	**116**	**(31)**	**93**	**49**

1 Refer to note 9 for further information regarding remuneration to the Board of Directors and President.

Note 47
Other financial income and expenses, net

MSEK	2024	2023
Realized loss, shares in subsidiaries[1]	–	-320
Impairment losses/reversal of impairment losses, other financial assets	–	1
Exchange rate differences, net	-446	24
Bank costs and similar income/expense items	-17	-17
Revaluation of financial instruments	0	-1
Total other financial income and expenses, net	**-463**	**-313**

1 Related to Securitas Argentina SA 2023.

Note 48
Taxes

Statement of income

Tax expense

MSEK	2024	2023
Tax on income before taxes		
Current taxes	-37	-111
Deferred taxes	8	-78
Total tax expense	**-29**	**-189**

The Swedish corporate tax rate was 20.6 percent (20.6).

Difference between statutory Swedish tax rate and actual tax expense for the Parent Company

MSEK	2024	2023
Income before taxes according to the statement of income	**1 065**	**10 383**
Tax based on Swedish tax rate	-219	-2 139
Tax related to previous years/foreign withholding tax	5	4
Tax related to non-taxable income	288	2 138
Tax related to non-deductible expenses	-103	-192
Actual tax expense	**-29**	**-189**

Tax related to non-taxable income in 2024 and 2023 mainly relates to dividends from subsidiaries. Tax related to non-deductible expenses in 2024 mainly relates to various non-deductible expenses. Tax related to non-deductible expenses in 2023 mainly relates to sales of shares in subsidiaries.

Other comprehensive income

Tax on other comprehensive income

MSEK	2024	2023
Deferred tax on cash flow hedges	0	-2
Deferred tax on cost of hedging	1	0
Deferred tax on other comprehensive income	**1**	**-2**

Balance sheet

Deferred tax assets are attributable to employee-related liabilities.

Tax loss carryforwards

The tax loss carryforwards for the Parent Company amounted to MSEK 0 (0) as of December 31, 2024.

Note 49
Intangible assets[1]

MSEK	2024	2023
Opening balance	88	89
Write-offs	–	-1
Closing accumulated balance	**88**	**88**
Opening amortization	-72	-72
Amortization for the year	–	0
Write-offs	–	0
Closing accumulated amortization	**-72**	**-72**
Closing residual value	**16**	**16**

1 Net book value mainly related to the brand name Securitas in one of the Group's countries of operations, amounting to MSEK 16 (16). The trademark is tested annually for impairment. Refer to note 18 section impairment testing for further information.

Note 50
Machinery and equipment

MSEK	2024	2023
Opening balance	56	56
Capital expenditures	0	0
Closing accumulated balance	**56**	**56**
Opening depreciation	-23	-19
Depreciation for the year	-4	-4
Closing accumulated depreciation	**-27**	**-23**
Closing residual value	**29**	**33**

Note 51
Shares in subsidiaries[1]

Subsidiary name	Corporate identity no.	Domicile	Number of shares 2024	% of share capital/ voting rights 2024	Book value 2024, MSEK	Book value 2023, MSEK
Grupo Securitas Mexico S.A de C.V[2]	GSM930817U48	Monterrey	23 499	99.98	66	66
Protectas S.A.	CH-550.0.084.385-3	Lausanne	50 000	100	33	33
Securitas Airport Security d.o.o.	081555405	Zagreb	–	100	0	0
Securitas Asia Holding AB	556691-8800	Stockholm	100 000	100	292	292
Securitas Aviation d.o.o.	080689871	Zagreb	1	100	1	1
Securitas Biztonsági Szolgáltatások Magyarország Kft	Cg.01-09-721946	Budapest	–	100	22	22
Securitas Canada Ltd	454437-4	Toronto	4 004	100	674	674
Securitas ČR sro	43872026	Prague	–	100	186	186
Securitas Europe Holding AB	556248-3627	Stockholm	1 000 000	100	27 281	19 389
Securitas Fire & Safety Services SRL[3]	J40 / 13561 / 2007	Bucharest	1	5	0	0
Securitas Global Client Solutions AB	556734-1283	Stockholm	1 000	100	1	1
Securitas Group Reinsurance DAC	317030	Dublin	2 000 000	100	576	576
Securitas Holding GmbH	HRB 33348	Düsseldorf	1	100	2 572	2 572
Securitas Holdings Inc.	95-4754543	Parsippany	100	100	11 756	11 576
Securitas Hrvatska d.o.o	080132523	Zagreb	1	100	177	177
Securitas Intelligent Services AB	556655-4670	Stockholm	1 000	100	50	50
Securitas Invest AB	556630-3995	Stockholm	1 000	100	7	7
Securitas Middle East and Africa Holding AB	556771-4406	Stockholm	100 000	100	229	229
Securitas NV[4]	0427.388.334	Brussels	8 238	99.90	1 905	942
Securitas Polska Sp. z o. o.	0000036743	Warsaw	18 000	100	27	27
Securitas Rental AB	556376-3829	Stockholm	1 000	100	4	4
Securitas Security Consulting Holding AB	556087-1468	Stockholm	1 000	100	152	149
Securitas Security Services Ireland Ltd	275069	Dublin	2 410 002	100	29	29
Securitas Seguridad Holding SL	B83446831	Madrid	7 462	100	8 648	8 648
Securitas Services d.o.o.	17487809	Belgrade	–	100	148	148
Securitas Services Holding U.K. Ltd	5759961	London	34 000 400	100	1 156	1 156
Securitas Services International BV	33287487	Amsterdam	25 000	100	3 022	3 022
Securitas Services Romania SRL	J40 / 2222 / 2001	Bucharest	21 980	100	49	49
Securitas Sicherheitsdienstleistungen GmbH	FN148202w	Vienna	–	100	92	92
Securitas SK sro	36768073	Bratislava	–	100	33	33
Securitas Transport Aviation Security AB	556691-8917	Stockholm	5 100 000	100	535	535
Securitas Treasury Ireland DAC	152440	Dublin	21 075 470	100	13 248	13 248
Total shares in subsidiaries					**72 971**	**63 933**

1 The main business in the subsidiaries is specialized guarding and mobile services, monitoring, technical solutions and consulting and investigations. The subsidiaries also comprise of the Group's internal bank, Securitas Treasury Ireland DAC, as well as the Group's internal insurance company, Securitas Group Reinsurance DAC. A complete specification of the subsidiaries can be obtained from the Parent Company.

2 The remaining 0.02 percent of Grupo Securitas Mexico S.A de C.V are held by Securitas Rental AB.

3 The remaining 95 percent of Securitas Fire & Safety Services SRL are held by Securitas Services Romania SRL.

4 The remaining 0.1 percent of Securitas NV are held by Securitas Rental AB.

Note 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60

Change analysis of shares in subsidiaries

MSEK	2024	2023
Opening balance	63 933	64 040
Acquisitions[1]	–	0
Capital contributions	8 858	305
Divestitures[2]	–	-304
Revaluation[3]	180	-108
Closing balance	**72 971**	**63 933**

1 2023 relates to incorporation of Securitas Airport Security doo.
2 Divesture 2023 Securitas Argentina S.A. to an external part.
3 Revaluation 2024 and 2023 of Securitas Holding Inc.

Note 52
Shares in associated companies

Holdings 2024 and 2023

Company	Domicile	Share in equity, %	Voting rights, %	Book value, MSEK
Walsons Services Pvt Ltd	Delhi	49	49	112
Holdings 2024				**112**
Walsons Services Pvt Ltd	Delhi	49	49	112
Holdings 2023				**112**

Note 53
Prepaid expenses and accrued income

MSEK	2024	2023
Prepaid software licenses and support costs	2	2
Prepaid insurance premiums	2	2
Other prepaid expenses and accrued income	102	57
Total prepaid expenses and accrued income	**106**	**61**

Note 54
Liquid funds

Liquid funds include short-term investments with a maximum duration of 90 days that are readily convertible to a known amount of cash and subject to an insignificant risk of change in value. Liquid funds also include cash and bank deposits. Short-term investments refer to fixed interest rate bank deposits.

Note 55
Shareholders' equity

Number of shares and share capital December 31, 2024

	Number of shares	Share capital, MSEK
Series A	26 938 371	27
Series B	546 454 181	546
Number of shares/total share capital	**573 392 552**	**573**
Less: Treasury shares	-475 000	–
Number of shares outstanding[1]	**572 917 552**	**–**

1 The quota value is SEK 1.00 per share.

The number of Series A shares and B shares is unchanged in relation to December 31, 2023. As of December 31, 2024 there were no outstanding convertible debenture loans that could result in any dilution of the share capital.

Each Series A share carries ten votes and each Series B share one vote. This is the only difference between the two series of shares.

Shareholders with more than 10 percent of the votes

The principal shareholders are Investment AB Latour with 10.9 percent of the capital and 29.6 percent of the votes, and Melker Schörling AB with 5.0 percent of the capital and 11.3 percent of the votes.

Proposed allocation of earnings

The statements of income and the balance sheets of the Parent Company and the Group are subject to adoption by the Annual General Meeting 2025.

Earnings in the Parent Company available for distribution

	MSEK[1]
Hedging reserve	-2
Share premium reserve	9 304
Retained earnings	37 270
Net income for the year[2]	1 036
Total	**47 608**

The Board of Directors proposed that the earnings are allocated as follows

	MSEK[1]
a dividend to the shareholders of SEK 4.50 per share[3]	2 578
retained earnings to be carried forward[3]	45 030
Total	**47 608**

1 Refer to the Report of the Board of Directors for the proposed allocation of earnings in SEK and for the Board's statement on the proposed dividend.
2 Includes Group contributions to subsidiaries of MSEK 955.
3 Calculated on the number of shares outstanding as per February 6, 2025. Excluding 475 000 treasury shares.

Share-based incentive scheme

Securitas' share-based incentive scheme has had the following impact on retained earnings:

MSEK	2024	2023
Redemption of previous year's swap agreement[1]	–	134
Settlement of previous year's share-based remuneration to employees[2]	–	-5
Non-vested shares	–	5
Total short-term incentive schemes	**–**	**134**
Share-based remuneration to employees[3]	79	52
Settlement of share-based remuneration to employees	-50	-33
Non-vested shares	-1	–
Total long-term incentive schemes	**28**	**19**
Total impact on retained earnings	**28**	**153**

1 Related to the whole Group's short-term share-based incentive scheme.
2 Related to share-based remuneration for Securitas AB's employees only.
3 The cost for LTI 2022/2024 amounts to MSEK 24 while the costs for LTI 2023/2025 is MSEK 30 and the cost for LTI 2024/2026 is MSEK 25.

Note 56
Untaxed reserves

MSEK	2024	2023
Accumulated depreciation and amortization in excess of plan	18	17
Tax allocation reserve	348	554
Total untaxed reserves	**366**	**571**

Note 57
Non-current liabilities

Non-current liabilities fall due for payment as follows

MSEK	2024	2023
Maturity < 5 years	8 035	8 326
Maturity > 5 years	220	946
Total non-current liabilities	**8 255**	**9 272**

Note 58
Accrued expenses and prepaid income

MSEK	2024	2023
Employee-related items	129	77
Accrued interest expenses	234	324
Other accrued expenses	57	46
Total accrued expenses and prepaid income	**420**	**447**

Note 59
Pledged assets

MSEK	2024	2023
Pension balances, defined contribution plans	233	195
Total pledged assets	**233**	**195**

Note 60
Contingent liabilities

MSEK	2024	2023
Guarantees	–	–
Guarantees related to discontinued operations	16	16
Total contingent liabilities[1]	**16**	**16**

1 Guarantees on behalf of subsidiaries are disclosed in note 43. There are no guarantees on behalf of associated companies.

The Board of Directors and the President declare that the consolidated financial statements have been prepared in accordance with IFRS as adopted by the EU and give a true and fair view of the Group's financial position and results of operations. The financial statements of the Parent Company have been prepared in accordance with generally accepted accounting principles in Sweden and give a true and fair view of the Parent Company's financial position and results of operations.

The statutory administration report of the Group and the Parent Company provides a fair review of the development of the Group's and the Parent Company's operations, financial position and results of operations and describes material risks and uncertainties facing the Parent Company and the companies included in the Group.

The Board of Directors and the President also submit Securitas AB's Sustainability Report for 2024. The sustainability report describes the Group's work with regards to economic, environmental and social aspects. The report is prepared according to the Sustainability Reporting Standards, issued by Global Reporting Initiative (GRI).

The statements of income and balance sheets of the Parent Company and the Group are subject to adoption by the Annual General Meeting on May 8, 2025.

Stockholm, March 27, 2025

Jan Svensson
Chair

Åsa Bergman
Director

John Brandon
Director

Fredrik Cappelen
Director

Gunilla Fransson
Director

Sofia Schörling Högberg
Director

Harry Klagsbrun
Director

Johan Menckel
Director

Åse Hjelm
Director
Employee Representative

Jan Prang
Director
Employee Representative

Mikael Persson
Director
Employee Representative

Magnus Ahlqvist
President and Chief Executive Officer

Our report has been submitted on March 27, 2025
Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

Auditor's report

(This is a translation of the Swedish original. For any interpretation the Swedish version prevail)

To the general meeting of the shareholders of Securitas AB (publ), corporate identity number 556302-7241

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of Securitas AB (publ) for the year 2024. The annual accounts and consolidated accounts of the company are included on pages 57-130 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Parent company as of December 31, 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Group as of December 31, 2024 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS Accounting Standards), as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the Parent company and the Group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the Parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the Parent company and the Group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its Parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statement.

Valuation of goodwill and intangible assets with indefinite useful lives

Description	How our audit addressed this key audit matter
Valuation of goodwill and intangible assets with indefinite useful lives are recognized at MSEK 55 358 in the Company's balance sheet as of December 31, 2024, corresponding to 45 % of the total assets. The Company's process regarding impairment test of goodwill and intangible assets with indefinite useful lives is described in Note 18. To calculate the recoverable amount, management applies significant judgement and estimates regarding future cash flows, terminal growth and discount rates. As the book value of goodwill and intangible assets with indefinite useful lives is material and due to the high degree of judgement and estimates involved in the process of conducting impairment tests, we have assessed valuation of intangible assets with an indefinite useful life as a key audit matter in our audit. Disclosures related to the Company's accounting principles, significant estimates and assumptions are described in Note 2 and Note 4. Information related to goodwill and intangible assets with indefinite useful lives and testing of impairment is presented in Note 18.	In the audit, we have evaluated and reviewed the Company's process for conducting impairment tests. Based on established criteria we have also reviewed how cash-generating units have been identified and compared to how the Company internally monitors its operations. We have evaluated applied valuation methods and calculation models and made comparisons against historical outcomes and precision in previously made forecasts. With the support of our valuation specialists, we have reviewed the used model and method for conducting impairment tests. We have evaluated the Company's own sensitivity analyses arithmetically, as well as conducted our own sensitivity analyses of key assumptions and possible influencing factors. With the support of our valuation specialists, we have reviewed the reasonableness of assumptions of discount rates and terminal growth. Finally, we have assessed the appropriateness of the disclosures provided in the annual report.

Valuation of provisions and contingent liabilities related to legal disputes

Description	How our audit addressed this key audit matter
Through subsidiaries, the Company is involved in a number of legal proceedings. The provisions and contingent liabilities are reported in accordance with the Company's best estimate of the outcome in each legal dispute, and the accounting is based on applicable standards and practices in the area. To calculate future expenses for legal disputes, the Company must develop estimations. Changes in the estimations can have a significant impact on the related provision. Based on above, we have assessed valuation of provisions and contingent liabilities related to legal disputes as a key audit matter in our audit. Disclosures related to the Company's accounting principles, significant estimates and assumptions are described in Note 2 and Note 4. Information related to provisions is described in Note 34 and Note 37, while contingent liabilities are presented in Note 39.	In the audit, we have evaluated the Company's process to assess the outcome of legal disputes as well as assessed the size of the possible provisions and contingent liabilities. Our audit procedures have included reading communication with authorities, an assessment of the situations in relation to applicable legislation, as well as review of outcomes of similar disputes. We have considered the Company's in-house legal counsels', as well as external legal counsels', views of the ongoing disputes. Finally, we have assessed the appropriateness of the disclosures provided in the annual report.

Accounting of income tax

Description	How our audit addressed this key audit matter
The Company is a global group with subsidiaries world-wide, which leads to exposure to local tax legislation. Accounting can often be complex and allow for different interpretations and judgement. Furthermore, the Company's subsidiaries are regularly subject to tax audits in which the local tax authorities might challenge applied interpretation of local legislation. In instances where the tax authorities have a different opinion on the interpretation of tax legislation, the outcome is often dependent on negotiations with local tax authorities or legal proceedings. In order to account for income taxes, there are cases where the Company needs to make significant estimates, and changes in these estimates can have a significant impact on income taxes reported. The Company consults external legal advisors and tax advisors for material matters. Based on the above, we have assessed accounting for income taxes as a key audit matter in our audit. Information related to the Company's accounting principles, significant estimates and judgements is provided in Note 2 and Note 4. Information relating to income taxes is presented in Note 16.	We have evaluated the Company's process for accounting for income taxes. For significant tax matters where uncertainty exists, we have reviewed the communication between the Company and the respective local tax authorities. Our internal specialists have evaluated the assumptions and interpretations made by the Company. We have also assessed the reasonableness of the accounting of material tax matters by comparing against historical outcomes in similar cases. Based on the above, we have evaluated whether applied accounting is consistent with IAS 12 and IFRIC 23. Balance sheet items such as the year's tax liability and deferred tax liabilities and tax assets have been reviewed and evaluated for correct calculation and valuation. We have also assessed the reasonableness of the effective tax rate. Finally, we have assessed the appropriateness of the disclosures provided in the annual report.

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1-56 and 136-157. The other information also includes the remuneration report that will be obtained after the date of this audit report. The Board of Directors and the President and CEO are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the President and CEO

The Board of Directors and the President and CEO are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the President and CEO are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the President and CEO are responsible for the assessment of the Company's and the Group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the President and CEO intends to liquidate the Company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the Company's financial reporting process.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the Company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the President and CEO.
- Conclude on the appropriateness of the Board of Directors' and the President and CEO's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the Company's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a Company and a Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated accounts. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or related safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor's report unless law or regulation precludes disclosure about the matter.

Report on other legal and regulatory requirements

Report on the audit of the administration and the proposed appropriations of the Company's profit or loss

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the President and CEO of Securitas AB (publ) for the year 2024 and the proposed appropriations of the Company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the President and CEO be discharged from liability for the financial year.

Basis for opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the Parent Company and the Group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the President and CEO

The Board of Directors is responsible for the proposal for appropriations of the Company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the Company's and the Group's type of operations, size and risks place on the size of the Parent company's and the Group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the Company's organization and the administration of the Company's affairs. This includes among other things continuous assessment of the Company's and the Group's financial situation and ensuring that the Company's organization is designed so that the accounting, management of assets and the Company's financial affairs otherwise are controlled in a reassuring manner. The President and CEO shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the Company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the President and CEO in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the Company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the Company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the Company, or that the proposed appropriations of the Company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the Company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the Company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the Company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

The auditor's examination of the ESEF report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the President and CEO have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the ESEF report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Securitas AB (publ) for the financial year 2024.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the ESEF report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the ESEF report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section. We are independent of Securitas AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the President and CEO

The Board of Directors and the President and CEO are responsible for the preparation of the ESEF report in accordance with Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the President and CEO determine is necessary to prepare the ESEF report without material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the ESEF report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the ESEF report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the ESEF report.

The audit firm applies ISQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or other Assurance or Related Services Engagements which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with professional ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the ESEF report has been prepared in a format that enables uniform electronic reporting of the annual and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the ESEF report by the Board of Directors and the President and CEO, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the President and CEO.

The procedures mainly include a validation that the ESEF report has been prepared in a valid XHTML format and a reconciliation of the ESEF report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the ESEF report have been marked with iXBRL in accordance with what follows from the ESEF regulation.

Ernst & Young AB, with Rickard Andersson as auditor–in charge, Hamngatan 26, 11 47 Stockholm, was appointed auditor of Securitas AB (publ) by the general meeting of the shareholders on the May 8, 2024 and has been the Company's auditor since the May 5, 2021.

Stockholm March 27, 2025
Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

Quarterly data

Statement of income 2024[1]

MSEK	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Sales	39 259	40 638	40 224	41 779
Sales, acquired business	1	0	5	15
Total sales	**39 260**	**40 638**	**40 229**	**41 794**
Organic sales growth, %	*7*	*5*	*5*	*4*
Production expenses	-31 373	-32 139	-31 576	-32 847
Gross income	**7 887**	**8 499**	**8 653**	**8 947**
Selling and administrative expenses	-5 559	-5 733	-5 679	-5 952
Other operating income	16	19	17	19
Share in income of associated companies	13	16	15	22
Operating income before amortization	**2 357**	**2 801**	**3 006**	**3 036**
Operating margin, %	*6.0*	*6.9*	*7.5*	*7.3*
Amortization of acquisition-related intangible assets	-151	-153	-151	-184
Acquisition-related costs	-1	-6	-4	31
Items affecting comparability	-217	-243	-697	-128
Operating income after amortization	**1 988**	**2 399**	**2 154**	**2 755**
Financial income and expenses	-554	-617	-577	-529
Income before taxes	**1 434**	**1 782**	**1 577**	**2 226**
Income tax	-380	-472	-409	-586
Net income for the period	**1 054**	**1 310**	**1 168**	**1 640**
Whereof attributable to:				
Equity holders of the Parent Company	1 052	1 308	1 164	1 636
Non-controlling interests	2	2	4	4
Earnings per share before and after dilution (SEK)				
Earnings per share before and after dilution and before items affecting comparability (SEK)	1.84	2.28	2.03	2.86
	2.12	2.60	3.05	3.05

Statement of cash flow 2024[1]

MSEK	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Operating income before amortization	**2 357**	**2 801**	**3 006**	**3 036**
Investments in non-current tangible and intangible assets	-1 071	-1 142	-801	-1 015
Reversal of depreciation	904	928	895	996
Change in trade receivable	-921	-869	101	852
Change in operating payables	-1 186	201	404	762
Change in other net working capital	-445	-240	-163	5
Cash flow from operating activities	**-362**	**1 679**	**3 442**	**4 636**
Cash flow from operating activities, %	*-15*	*60*	*115*	*153*
Financial income and expenses paid	-746	-490	-565	-355
Current taxes paid	-251	-760	-533	-618
Free cash flow	**-1 359**	**429**	**2 344**	**3 663**
Cash flow from investing activities, acquisitions and divestitures	-10	-144	-8	-24
Cash flow from items affecting comparability	-290	-255	-194	-143
Cash flow from financing activities	-199	-1 031	-347	-3 053
Cash flow for the period	**-1 858**	**-1 001**	**1 795**	**443**

Capital employed and financing 2024[1]

MSEK	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024
Operating capital employed	**22 021**	**22 810**	**21 464**	**20 869**
Goodwill	53 751	53 433	52 042	54 895
Acquisition-related intangible assets	6 497	6 310	6 006	6 132
Shares in associated companies	383	394	349	380
Other capital employed	-1 552	-1 289	-1 664	-1 673
Capital employed	**81 100**	**81 658**	**78 197**	**80 603**
Return on capital employed, %	*13*	*13*	*14*	*14*
Net debt	**-41 130**	**-41 867**	**-38 469**	**-37 923**
Divdend payable	**–**	**-1 088**	**-1 088**	**0**
Shareholders' equity	**39 970**	**38 703**	**38 640**	**42 680**

1 For definitions and calculation of key ratios refer to note 3.

Statement of income 2023[1]

MSEK	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Sales	33 519	35 517	39 235	39 541
Sales, acquired business	4 232	4 392	812	1
Total sales	**37 751**	**39 909**	**40 047**	**39 542**
Organic sales growth, %	*12*	*11*	*8*	*6*
Production expenses	-30 166	-31 853	-31 782	-31 322
Gross income	**7 585**	**8 056**	**8 265**	**8 220**
Selling and administrative expenses	-5 430	-5 469	-5 533	-5 572
Other operating income	14	16	18	16
Share in income of associated companies	11	17	14	19
Operating income before amortization	**2 180**	**2 620**	**2 764**	**2 683**
Operating margin, %	*5.8*	*6.6*	*6.9*	*6.8*
Amortization of acquisition-related intangible assets	-154	-157	-157	-152
Acquisition-related costs	-1	-2	-4	-3
Items affecting comparability	-281	-311	-3 673	-404
Operating income after amortization	**1 744**	**2 150**	**-1 070**	**2 124**
Financial income and expenses	-428	-541	-518	-628
Income before taxes	**1 316**	**1 609**	**-1 588**	**1 496**
Income tax	-353	-431	-465	-383
Net income for the period	**963**	**1 178**	**-2 053**	**1 209**
Whereof attributable to:				
Equity holders of the Parent Company	953	1 175	-2 052	1 209
Non-controlling interests	10	3	-1	0
Earnings per share before and after dilution (SEK)	1.66	2.05	-3.58	2.11
Earnings per share before and after dilution and before items affecting comparability (SEK)	2.03	2.46	2.66	2.44

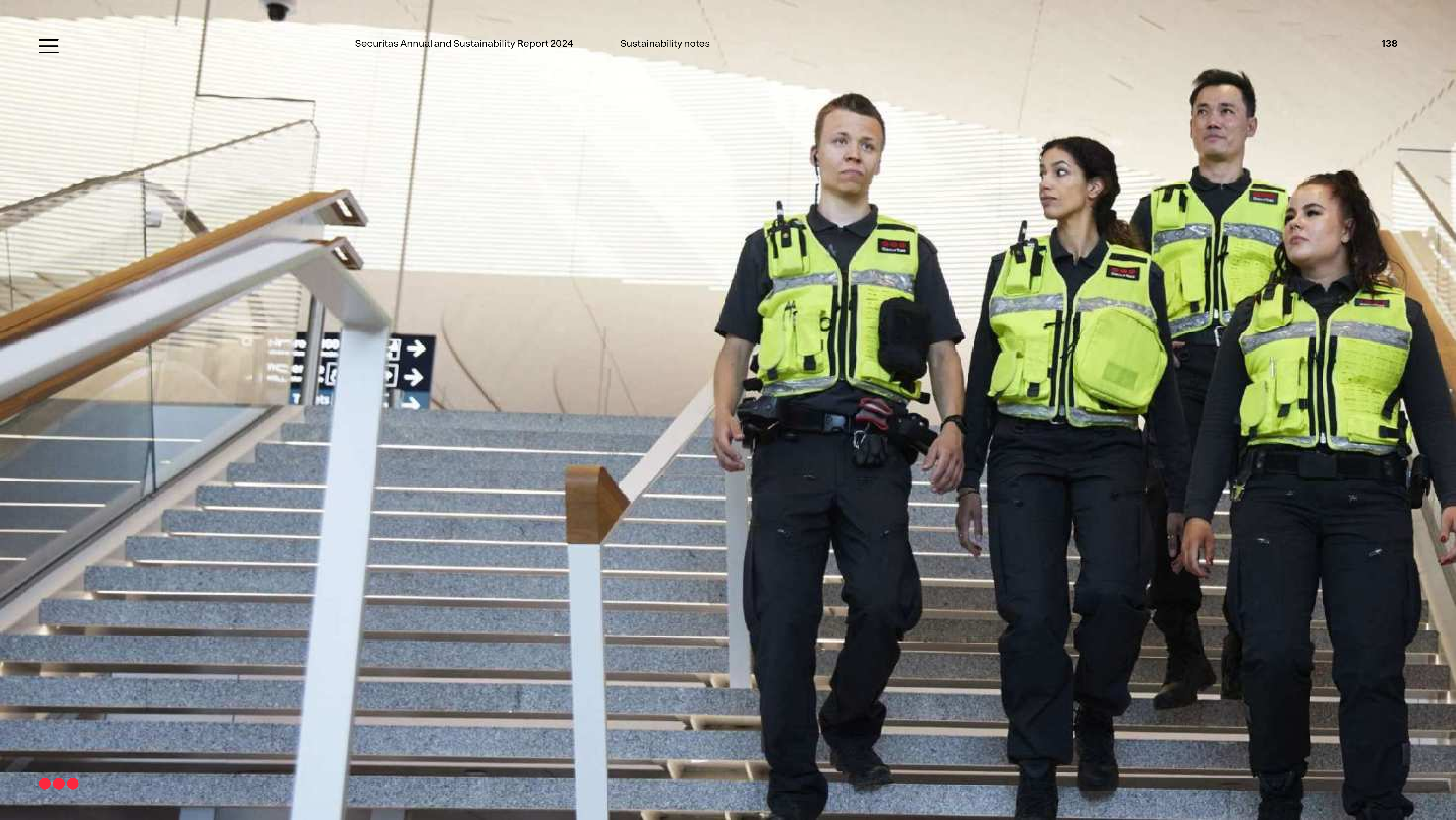
Statement of cash flow 2023[1]

MSEK	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Operating income before amortization	**2 180**	**2 620**	**2 764**	**2 683**
Investments in non-current tangible and intangible assets	-947	-1 119	-1 076	-972
Reversal of depreciation	878	895	942	841
Change in trade receivable	-419	-1 760	-1 532	725
Change in operating payables	-1 480	758	1 397	802
Change in other net workning capital	-25	-195	-161	386
Cash flow from operating activities	**187**	**1 199**	**2 334**	**4 465**
Cash flow from operating activities, %	*9*	*46*	*84*	*166*
Financial income and expenses paid	-518	-354	-607	-420
Current taxes paid	-296	-303	-202	-547
Free cash flow	**-627**	**542**	**1 525**	**3 498**
Cash flow from investing activities, acquisitions and divestitures	-5	-23	-124	-18
Cash flow from items affecting comparability	-336	-344	-358	-365
Cash flow from financing activities	22	-92	-1 383	-139
Cash flow for the period	**-946**	**83**	**-340**	**2 976**

Capital employed and financing 2023[1]

MSEK	March 31, 2023	June 30, 2023	September 30, 2023	December 31, 2023
Operating capital employed	**21 914**	**24 018**	**21 613**	**18 371**
Goodwill	51 062	53 034	55 009	50 916
Acquisition-related intangible assets	7 008	7 069	6 970	6 340
Shares in associated companies	400	433	442	354
Other capital employed	-1 598	-1 897	-1 822	-1 753
Capital employed	**78 786**	**82 657**	**82 212**	**74 228**
Return on capital employed, %	*11*	*12*	*12*	*14*
Net debt	**-41 308**	**-43 779**	**-42 579**	**-37 530**
Divdend payable	**–**	**-974**	**-974**	**–**
Shareholders' equity	**37 478**	**37 904**	**38 659**	**36 698**

1 For definitions and calculation of key ratios refer to note 3.



Sustainability notes

About this report

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Rerporting Standards for the period January 1 – December 31, 2024. The report also highlights how our priorities reflect the Ten Principles of the UN Global Compact with respect to labor and human rights, the environment and anti-corruption. The 2023 sustainability report was published on March 26, 2024. Securitas publishes a sustainability report on an annual basis. Unless otherwise noted, the report pertains to the 2024 calendar year and encompasses all companies within the Securitas Group. Wherever possible, the baseline for the report data is 2023. Information in compliance with the Swedish legal requirements on sustainability reporting is found on pages 8–10, 15–17, 29–37 and 139–152. Securitas' Sustainability governance model is found on page 29. For more information, contact: Sune Chabert Larsen, Chief Ethics and Sustainability Officer, sune.chabert-larsen@securitas.com.

Materiality analysis

Material issues are topics that have a substantial influence on the stakeholders' perception of our performance and impact our ability to create and sustain value. They indicate Securitas' most significant economic, environmental, and social impacts. Materiality determines when an issue becomes important enough to be included in the business strategy and the way we manage and report on non-financial issues. Securitas' main impact on society is contributing to making them safer. The issues that we have defined as material are vital to our ability to contribute to safer societies, and we consider social conditions to be included in the areas personnel and respect for human rights.

Our process for identifying materiality provides a future focus for our sustainability work and helps us analyze our impact across the value chain. It provides us with deeper insights into stakeholders' expectations on Securitas, how we should develop our sustainability agenda and how our stakeholders perceive the outcome of our progress and strategy. Positive and negative impacts that Securitas has across the entire value chain is also shown in the Net impact model on page 30.

In 2024, we carried out a stakeholder engagement process as part of the double materiality assessment (DMA) required by EU's Corporate Sustainability Reporting Directive (CSRD). The DMA assessment was performed supported by the topics included in the CSRD and GRI. The topics were identified based on the economy of our operating markets, environment and people as well as the sustainability related financial risks we are exposed to. From the gross list, seven topics have been identified as material. Topics that are important but not considered material include political contributions and lobbying activities and local community involvement.

So far, the DMA has confirmed that the following areas are prioritized for us to work with, measure and follow up on, thereby constituting our material topics:

- Decent working conditions
- Diversity and equal opportunity
- Health and safety
- Capacity building
- Environment
- Compliant business practices
- Client relations

Our material topics

Material aspect for Securitas	GRI Topic
Anti-corruption	205 Anti-corruption
Environment	305 Emissions
Labor practices and human rights	401 Employment
Occupational health and safety	403 Occupational health and safety
Talent training and retention	404 Training and education
Diversity and inclusion	405 Diversity and equal opportunity
Client relations	418 Client privacy

Sustainability governance

The Board of Directors decides on Securitas' sustainability strategy and policies together with the President and CEO of Securitas AB, who has ultimate responsibility for the realization of the Group's sustainability work. The Executive Sustainability Committees' (ESC) primary responsibility is to take key decisions on sustainability matters and steer the sustainability strategy and its deliverables, which includes ensuring that the sustainability activities contribute to business value. The ESC is chaired by the Group's President and CEO with the divisional presidents and function heads as members. In 2024, the committee met two times. The Group's Chief Ethics and Sustainability Officer leads the ongoing work and chairs the network of the divisions' and functions' sustainability leaders and sustainability managers, who coordinate the work in their respective entities.

Our system for managing our work related to environmental, social and governance areas comprises six key components:

1. **Securitas' Values and Ethics Code:** One of the company's most important policies, Securitas' Values and Ethics Code stipulates the basic principles that Securitas expects its employees and business partners to always follow.
2. **Employee training:** All Securitas employees undergo training in Securitas' Values and Ethics Code. An in-depth training program is available in over 30 different languages, either as an e-learning course or a classroom training. Relevant employees also receive training in other core policies, such as the anti-bribery and anti-corruption policy.
3. **System for reporting non-compliance:** The Securitas Integrity Line is a Group system used for reporting cases of non-compliance with Securitas' Values and Ethics Code. All employees are encouraged and expected to report any cases of non-compliance, with the assurance that the reporter will not be subjected to any negative consequences. Also external parties can file reports in the system.

4. **Risk management:** Securitas' enterprise risk management process includes deciding on the Group's major risk focus areas for the coming years. These are risks that Securitas' Group Management assigns special focus, including regular follow up. Among the major risks are non-compliance in the business ethics area, not being able to increase diversity and inclusion, and not being able to meet environmental targets.
5. **Monitoring:** To meet the demands of clients and other stakeholders with respect to increased transparency and communication, Securitas AB publishes a sustainability report that follows the Global Reporting Initiative (GRI) Reporting Standards. KPIs are tracked and followed up on a regular basis.
6. **Chief Ethics and Sustainability Officer:** The Chief Ethics and Sustainability Officer leads the Group's ongoing sustainability work and, in addition to following the regular reporting line, also reports to the Board of Directors' Audit Committee. Responsibilities include coordination of sustainability activities across the Group, which involves working closely together with other core functions. Other responsibilities include stakeholder engagement on sustainability issues and supporting the business in sustainability matters.

Supply chain

We must ensure that our suppliers live up to our requirements and that they comply with Securitas' Business Partner Code of Conduct. The Code of Conduct outlines the minimum standards for human rights, working conditions, health and safety, business ethics, environmental sustainability and compliance with laws and regulations that Securitas requires its business partners to comply with when doing business with us.

While selecting, assessing, and monitoring suppliers, we also evaluate whether the supplier has established a selection procedure, and conducted risk assessments of its own suppliers. We have a supplier risk management operating model and workflow in place, and we are including third party risk assessment in our GRC (governance, risk, and compliance) system. By being clear about our expectations and processes we not only lower risks, but we also build strong, long-lasting partnerships with our suppliers.

The Securitas supplier diversity program in the US covers tier one and tier two vendors and provides diverse suppliers the chance to participate in our supply chain. The program aims to enhance the communities we serve by proactively sourcing goods and services from diverse suppliers when possible as it offers opportunities for firms that may not typically be considered due to size, status or competitiveness. The commitment to supplier diversity is integral to the sourcing and procurement processes and aims at developing mutually beneficial business relationships with diverse organizations. Securitas adheres to all federal and state regulations promoting diverse supplier utilization in the US and is a corporate member of Women's Business Enterprise National Council.

Memberships and engagements in organizations

Securitas is a member in the following industry organizations:
- International Security Ligue
- ASIS International
- ASIS Europe
- Confederation of European Security Services (CoESS)
- Aviation Security Services Association International (ASSA-I)
- National organizations for security companies in most countries where we operate, such as the National Association of Security Companies (US), Bundesverband der Sicherheitswirtschaft (Germany), the British Security Industry Association (Great Britain) and the Australian Security Industry Association Ltd. (Australia).

International commitments
- UN Global Compact
- International Security Ligue's Code of Conduct and Ethics

Sustainability indexes
- FTSE4Good Index Series

Sustainability ratings (main)
- Net Impact (Upright Project)
- MSCI
- Sustainalytics

Supplier rating systems and reporting
- EcoVadis
- CDP

Management approach

Anti-corruption

Securitas operates in many countries, each with their unique business ethics challenges. Certain markets are more challenging than others, and this requires a good understanding of the risks faced and applying the right mitigating measures to each instance.

The Business Ethics compliance function's scope includes anti-bribery and anti-corruption, fair competition and anti-trust, and data privacy risks, as well as the Group's whistleblower system and supply chain risk management system. Based on the principle of zero tolerance for any business ethics related non-compliance, Securitas' Compliance Program outlines all these relevant risks, control objectives and activities that need to be undertaken by the business. In 2024, the function followed up on the action plans that were the result of the on-site workshops carried out in the years before, ensuring closure of any identified gaps. In addition, the Governance, Risk and Control (GRC) system has now been implemented and monitoring and follow up on controls is routinely done as part of the business ethics function work.

This work is supported by a solid framework that starts with the Securitas Values and Ethics Code, together with the Anti-bribery and anticorruption, Fair Competition and Anti-trust policies, as well our Business Partner Code of Conduct. These set out minimum requirements that ensure compliance with applicable local and extraterritorial laws.

Non-compliance with Securitas' Values and Ethics Code and other key policies is considered an operational risk, and as such is part of the Group's enterprise risk management process (ERM). ERM is an integral component of Securitas' operations, and risk awareness is part of the company culture. Risk assessments are conducted within the framework of the Securitas ERM process. Controls are performed on several level within the organization and are based on the process concerned.

Relevant employees must complete the e-learning course in Anti-bribery and corruption, financial misconduct and conflict of interest. In 2024, 84 percent of relevant managers and administrative staff participated in and completed the course.

Securitas encourages all employees to report incidents of non-compliance with Securitas' Values and Ethics Code or any irregularities that they encounter in their work. This can be done through various channels, for example, the Group's Securitas Integrity Line reporting system (https://securitas.integrityline.com). This channel is also available for external parties.

Environment

Securitas' environmental targets are validated by the Science Based Targets initiative's (SBTi). Securitas has committed to reduce absolute scope 1, 2, and 3 greenhouse gas emissions with 42 percent by 2030 from a 2022 base year. This ambitious target aligns with the 1.5-degree goal set by the Paris Agreement. We have reported our CO_2 emissions through CDP for many years and have increased the reporting to cover all relevant categories in scope 3. The security industry is not one of the larger emitters, but we still want to be part of the solution and contribute to make our world a more sustainable place.

The Securitas Group's environmental policy states that we should strive to continually reduce our climate impact, focusing primarily on the energy and transport areas. We strive to follow the Rio Declaration's precautionary principle regarding threats of serious or irreversible environmental damage. The Group's operations do not require a permit under the Swedish Environmental Code.

Talent training and retention

Employee training is a strategic priority for Securitas. To be able to meet our clients' increasing demands for a higher degree of security and more advanced security solutions, we must continually train and develop our employees and make the best use of the extensive experience and expertise that we have in the organization. As a result of expanding business areas within data-driven intelligent services, Securitas are employing people with relevant competencies and developing and empowering our existing employees in new capacities. With our focus on innovation, we provide our employees with the tools they need to help our clients stay safe. Using technology efficiently requires both a wide set of skills and specialized capabilities.

Securitas has its own training centers in most countries of operation to ensure that the employees have the necessary competence to provide clients with high-quality security services. By improving the knowledge and skills of employees, we contribute to their professional growth and to a better understanding of the security profession. Empowering employees means a greater focus on training, skills, and opportunities for professional development. We also encourage people to take on responsibility early in their careers. In 2024 we conducted the second consecutive global employee engagement survey, reaching participation rate of 51 percent. Recognizing the importance of employee engagement, we emphasized questions related to engagement, workplace culture, and leadership.

In 2024, the average number of training hours per employee was 35.3 (31.2 in 2023).

Occupational health and safety

Securitas' Group Health and Safety policy sets out the framework for our Health and Safety work. It is based on the ISO 45001 methodology, including risk assessments, training, reporting of all injuries and incidents, root-cause analysis, follow-ups, and clear responsibility. The health and safety – both physical and mental – of our people is a priority. We have a target to reduce the Group injury rate by five percent annually, but our most important health and safety work is preventing accidents and incidents from happening in the first place. Most of the sites where our frontline employees work are located in our clients' premises and we work closely together with the clients to mitigate Health and Safety risks and hazards.

Securitas makes extensive efforts to ensure the health and safety of both our frontline employees and the individuals they may, from time to time, need to act against. Most of our frontline employees are trained in first-aid, CPR, and fire and safety, but if threatening or dangerous situations occur, they are instructed to avoid confrontation and harm, and await the arrival of the emergency services. A small share of our frontline personnel carry weapons. Those who do have undergone specialist training and licensing requirements and are usually deployed on special assignments, for example, in a critical infrastructure facility such as an airport.

Frontline personnel receive appropriate training, instruction, and equipment for the assignment in question. We work actively with occupational health and safety issues in all countries. Our operations in 25 countries (58 percent) are ISO45001 certified, and most countries have health and safety committees. We closely monitor the number of work-related injuries and work-related ill health.

Breaches can be reported through various channels, for example, the Group's Securitas Integrity Line reporting system.

Labor practices and human rights

Securitas is the employer of 336 000 skilled and engaged employees and offering good working conditions is key. Decent labor practices, the right to organize and human rights are all vital to Securitas, our employees, and our clients. We also want to be an attractive choice for potential and future employees.

We work in many different markets around the world and in all of them we prioritize fair wages and working conditions. Securitas' Values and Ethics Code together with other key policies ensure that the company maintains and promotes the highest ethical business standards, and we also use our influence as one of the largest players in the industry in discussions with clients, unions, and industry associations.

Securitas has entered into framework agreements with UNI Global Union and the Swedish Transport Workers' Association, and the European Workers' Council in our European division. These agreements underline our joint commitment to universal principles concerning business conduct, as outlined by the UN Global Compact and ILO's core conventions. They have also been influential when it comes to determining our level of ambition. In countries where Securitas does not have collective bargaining agreements or union representation, we encourage other ways of maintaining an open dialog with our employees, including workplace meetings, employee ombudsmen, call centers and channels for reporting concerns, such as the Securitas Integrity Line.

As a leading player in the security market, it is important that we have sound processes in place to ensure we live up to all legal standards and follow local and regional legislation and regulations regarding, for example, wages, working hours, overtime, social security charges, human rights and taxation. To Securitas, human rights are closely linked to our people: sound working conditions, solid occupational health and safety processes, non-discrimination and good relations with unions and employee representatives. Our human rights due diligence work follows the principles in the UN Guiding Principles on Business and Human Rights, and the OECD Due diligence guidance for responsible business conduct. In addition, Securitas' local entities follow local legislation, such as the Act on Corporate Due Diligence Obligations in Supply Chains in Germany, the Corporate duty of vigilance law in France, and the Transparency act in Norway. Securitas' Group human rights policy ensures, together with other key policies such as Securitas' Values and Ethics Code and the Business partner Code of conduct, that all entities work actively with human rights risks. We continue to strengthen our processes. The first step was to carry out risk assessments relating to our business activities, geographies, client sectors and the supply chain.

Securitas does not employ or accept any form of child labor or forced or bonded labor. In the countries where the Group operates, there are regulations regarding who can work as a security offficer or do other frontline security work, including age limits. Licenses for security officers are not given to people under the age of 18. An employee's age is also verified as part of the recruitment processes. Securitas' UK operations comply with the disclosure obligations under the Modern Slavery Act 2015. Securitas requires its suppliers to comply with Securitas' Business Partner Code of Conduct, which includes non-acceptance of child labor and forced labor.

Human rights are included in the mandatory training in Securitas' Values and Ethics Code. Relevant employees in the organization will receive more in-depth training. The Group's different reporting channels may be used for reporting also of non-compliance with human rights.

Diversity and inclusion

Securitas is a people business, and we must make sure we are using this resource responsibly. We have invested in initiatives and processes to support our people, including the creation of a Group-wide diversity, equity and inclusion (DE&I) strategy. To support this work, we also have a mandatory e-learning course on inclusion and unconscious bias for all employees globally. These efforts continue to raise awareness about equitable treatment and offer strategies on how each and every one of us can support this important work.

In 2024 we conducted the second consecutive global employee engagement survey. In addition to an employee net promotor score, the survey included questions about diversity and inclusion which provides an inclusion index, a key KPI that we will follow to measure employee inclusion. Other activities include developing global recruitment guidelines, looking into the requirements for certain job roles and developing a people promise.

We have set a target that the share of female managers at all levels should be over 20 percent by the end of 2025. In 2024, the share of female managers was 25 percent, on average. The current diversity target is focused on gender, but we are working to broaden it to more areas.

Client relations

Developing our intelligent security services offering will create significant opportunities but will also pose challenges and set high expectations to deliver these solutions responsibly. It is vital that we protect the data that we process on behalf of our clients. It is also essential that data is only shared and retained based on client approvals, in accordance with applicable laws and in a way that protects the privacy rights of individuals.

Many large corporations have strict requirements for the use of big data. It is important to be watchful and establish processes and practices to safeguard data privacy. At Securitas, we have policies, processes, and training programs in place for managing these concerns, developed in accordance with the General Data Protection Regulations (GDPR) as well as local laws and regulations.

At a minimum, we address the negative implications of these technological advances by complying with all relevant legislative requirements. In addition, our policies – including Securitas' Values and Ethics Code and purchasing guidelines – provide us with support in addressing these issues. Our emphasis on risk assessment processes enables us to analyse risks efficiently, including the implications of increasing digitization in the industry and society.

EU taxonomy regulation 2024

As Securitas AB is in scope of the EU Non-Financial Reporting Directive (NFRD) as a parent undertaking of a large group with more than 500 employees, the company is also in scope for the Taxonomy Regulation (Regulation (EU) 2020/852 of June 18, 2020, the EU Taxonomy Climate Delegated Act (EU) 2021/2139) and the EU Taxonomy Disclosures Delegated Act (EU) 2021/2178.

Securitas AB has since 2021 analyzed our economic activities and the reporting requirements according to the Taxonomy Regulation and specifically the requirements in the Article 8 disclosures Delegated Act. We first reviewed the NACE codes and the equivalent Swedish SNI codes that define economic activites that are included in the Taxonomy regulation. The NACE codes relevant for Securitas are found under N80, Security and investigation activities, which are not included in the Taxonomy regulation. This includes the activities in sectors listed in the Taxonomy Environmental Delegated Act (supplementing Regulation (EU) 2020/852 and amending Delegated Regulation (EU) 2021/2178), dated June 27, 2023 (2023/2486).

The subsequent analysis established that Securitas does not have any capital expenditure and operating expenditure (0 percent) related to assets or processes associated with Taxonomy-eligible economic activities, in neither of the financial years 2023 and 2024.

The analysis also showed that Securitas does not make any substantial contribution to at least one of the environmental objectives outlined in the Climate Delegated Act, we do no significant harm to any other environmental objective, and we comply with minimum social safeguards. This means that the share of Securitas AB's turnover, capital expenditure and operating expenditure that relate to the environmentally sustainable economic activities that align with the EU Taxonomy criteria defined in the Climate Delegated Act, is 0 percent.

Securitas has followed the instructions in the EU Commission Delegated Regulation (EU) 2021/2178 regarding how to calculate the denominators for CapEx and OpEx. CapEx data is included in notes 18-22 on pages 103–105. OpEx data is included in note 20 (note 2) and note 21 on pages 104–105.

Financial year 2024	Year			Substantial contribution criteria						DNSH criteria									
Economic activities	Code	Turnover	Proportion of turnover, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of taxonomy-aligned (A.1) or eligible (A.2) turnover, 2023	Category (enabling activity)	Category (transitional activity)
A. Taxonomy-eligible activities																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	–	–	–	–	–	–	Y	0%	N/EL	N/A
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0%**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**–**	**–**	**–**	**–**	**–**	**–**	**Y**	**0%**		
Of which enabling		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	–	–	–	–	–	–	Y	0%	N/EL	
Of which transitional		0	0%	N/EL						–	–	–	–	–	–	Y	0%		N/A
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%	N/EL	
Turnover of Taxonomy-eligible activities (A.1 + A.2)		**0**	**0%**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**										
B. Taxonomy non-eligible activities																			
Turnover of Taxonomy-non-eligible activities		161 921	100%																
TOTAL		**161 921**	**100%**																

Financial year 2024	Year			Substantial contribution criteria						DNSH criteria									
Economic activities	Code	CapEx	Proportion of CapEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of taxonomy-aligned (A.1) or eligible (A.2) CapEx, 2023	Category (enabling activity)	Category (transitional activity)
A. Taxonomy-eligible activities																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	–	–	–	–	–	–	Y	0%	N/EL	
CapEx of environmentally sustainable activities (Taxonomy-aligned activities) (A.1)		**0**	**0%**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**–**	**–**	**–**	**–**	**–**	**–**	**Y**	**0%**	**N/EL**	
Of which enabling		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	–	–	–	–	–	–	Y	0%	N/EL	
Of which transitional		0	0%	N/EL						–	–	–	–	–	–	Y	0%		N/A
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)		0	0%																
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%		N/EL	N/EL	N/EL	N/EL	N/EL								0%		
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		**0**	**0%**		**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**										
B. Taxonomy non-eligible activities																			
CapEx of Taxonomy-non-eligible activities		3 545	100%																
TOTAL		**3 545**	**100%**																

Financial year 2024	Year			Substantial contribution criteria						DNSH criteria									
Economic activities	Code	OpEx	Proportion of OpEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of taxonomy-aligned (A.1) or eligible (A.2) OpEx, 2023	Category (enabling activity)	Category (transitional activity)
A. Taxonomy-eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	–	–	–	–	–	–	Y	0%	N/EL	
OpEx of environmentally sustainable activities (Taxonomy-aligned activities) (A.1)		**0**	**0%**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**–**	**–**	**–**	**–**	**–**	**–**	**Y**	**0%**	**N/EL**	
Of which enabling		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	–	–	–	–	–	–	Y	0%	N/EL	
Of which transitional		0	0%	N/EL						–	–	–	–	–	–	Y	0%		N/A
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		**0**	**0%**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**	**N/EL**								**0%**		
B. Taxonomy non-eligible activities																			
OpEx of Taxonomy-non-eligible activities		408	100%																
TOTAL		**408**	**100%**																

Securitas' Net impact

Securitas has been rated since 2021 according to the Upright Project's net impact method. The net impact profile of a company aims to describe what value the company creates and with what costs, or resources used. It shows the positive and negative impacts the core business of the company has on the surrounding world, that is, what resources the company uses (costs) but also what positive value, or benefits, is being created with them.

The Upright Project net impact model relies on AI-driven data and integration algorithms that consolidate information from millions of accumulated scientific and public sources. It provides a net impact by considering comprehensive costs and benefits within comparable industries in four broad dimensions of impact: society, creation and distribution of knowledge, physical and mental health of people, and environment. Each dimension consists of 4–5 impact categories, such as jobs in the society dimension and GHG emission in the environment dimension.

The model considers all types of costs and benefits, not only, for example, environmental costs or financial gains. Net impact is, therefore, a measure of net value creation of a company, especially as the model captures the entire value chain of a company, not just what happens inside the company or how it affects its immediate stakeholders, such as shareholders, clients, employees.

The overall aim of the model is to inform decision-making on resource allocation: how should humanity allocate its scarce capital, and environmental and human resources to maximize its wellbeing. This can be compared to more traditional ESG ratings, that look at how well a company manages its risks related to environmental sustainability, social issues, and corporate governance.

Securitas' result is explained more in detail on page 30.

Key figures

Number of employees per business segment[1]

	2024	% of total	2023	% of total	2022	% of total
Securitas North America	96 000	29	99 000	29	121 000	34
Securitas Europe	120 000	36	123 000	36	123 000	34
Securitas Ibero-America	48 000	14	50 000	15	59 000	17
Other	72 000	21	69 000	20	55 000	15
Total	**336 000**	**100**	**341 000**	**100**	**358 000**	**100**

1 Includes India and Vietnam but not the diversted entity in Argentina (2023). Other in 2023 includes Securitas Critical Infrastructure Services with 11 000 employees (moved from Securitas North America).

Salaries and benefits per business segment[1]

MSEK	2024	% of total	2023	% of total	2022	% of total
Securitas North America	44 924	38	43 424	38	37 879	38
Securitas Europe	50 534	43	47 856	42	40 110	40
Securitas Ibero-America	11 284	9	11 841	10	11 161	11
Other[2]	11 319	10	11 267	10	10 850	11
Total	**118 061**	**100**	**114 388**	**100**	**100 000**	**100**

1 Does not include India and Vietnam. 2023 and 2022 include the diversted entity in Argentina.
2 As of the third quarter 2023, the business unit Critical Infrastructure Services was moved from the business segment Securitas North America into Other. Comparatives for 2022 were restated.

Gender distribution, average number of yearly employees

	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of employees[1]	197 408	66 270	263 678	210 543	68 936	279 479	219 199	67 641	286 840
Percentage of employees	75	25	100	75	25	100	76	24	100

1 Does not include India and Vietnam. Includes the divested business in Argentina (2023, 2022).

Gender distribution, Board of Directors

	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of Board members[1]	5	3	8	5	4	9	5	3	8
Percentage of Board members	62	38	100	56	44	100	62	38	100

1 Excluding employee representatives.

Share of employees covered by collective bargaining agreements, %

	2024	2023[1]	2022[1]
Share of employees covered by collective bargaining agreements	45	45	47

1 2022 and 2023 have been restated due to reporting errors in some reporting entities.

Employee turnover, %

	2024	2023	2022
Employee turnover[1]	43	47	47

1 Does not include India and Vietnam.

Employee turnover is calculated as teminations as a percentage of actual number of employees at the start of the period. Terminations include terminations due to employee and employer decision, but not due to client decision or retirement/death.

New employees (number)

	2024	2023	2022
Actual number[1]	133 757	152 059	160 174
% of average number of yearly employees	51	54	56

1 Does not include India and Vietnam. Include the divested business in Argentina (2023, 2022).

New employees – age group and gender in relation to total new employees, %

	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Under 30 years	42	14	56	39	15	54	35	16	51
30–50 years	24	9	33	25	10	35	26	11	37
Over 50 years	8	3	11	8	3	11	9	3	12
Total	**74**	**26**	**100**	**72**	**28**	**100**	**70**	**30**	**100**

Share of employees with full-time and part-time employment, respectively, %

	2024	2023	2022
Full-time	86	85	86
Part-time	14	15	14
	100	**100**	**100**

Split per gender, %

	2024	2023	2022
Full-time, men	67	66	67
Full-time, women	19	19	19
Part-time, men	10	11	10
Part-time, women	4	4	4
	100	**100**	**100**

Share of employees with permanent and temporary work contracts, respectively, %

	2024	2023	2022
Permanent	92	94	93
Temporary	8	6	7
	100	**100**	**100**

Split per gender, %

	2024	2023	2022
Permanent employees, men	71	72	72
Permanent employees, women	21	22	21
Temporary employees, men	6	5	5
Temporary employees, women	2	1	2
	100	**100**	**100**

Workforce split on employment category

	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Managers/office personnel	12 354	6 699	19 053	11 845	6 488	18 333	11 793	6 778	18 571
Security officers/frontline personnel	245 048	69 768	314 816	250 855	72 899	323 754	255 743	72 837	328 580
Total[1]	**257 402**	**76 467**	**333 869**	**262 700**	**79 387**	**342 087**	**267 536**	**79 615**	**347 151**

1 The difference compared with total number of employees is explained by differences in accounting methods in certain reporting entities.

Managers, split on gender

	Men	Men, %	Women	Women, %	Total
Group management	9	75	3	25	12
Divisional presidents	5	100	0	0	5
Country presidents	45	83	9	17	54
Area managers	229	84	43	16	272
Branch managers	1 351	84	253	16	1 604
Other managers	6 371	72	2 425	28	8 796
All managers	**8 010**	**75**	**2 733**	**25**	**10 743**

Countries of operation with formal health and safety committees

	2024	2023	2022
Number of countries with formal health and safety committees	36	36	36
% of total number of countries	84	84	82

Work-related injuries

	2024	2023	2022
Total hours worked	648 222 198	645 427 462	658 992 241
Actual number of work-related injuries	5 529	5 539	5 235
Injury rate (200 000 hours)	1.7	1.7	1.6
Injury rate (1 000 000 hours)	8.5	8.6	8.0
Actual number of lost-time injuries	3 669	4 082	4 183
Lost-time injury frequency rate (LTIFR; 200 000 hours)	1.1	1.3	1.3
Lost-time injury frequency rate (LTIFR; 1 000 000 hours)	5.7	6.3	6.3
Actual number of work-related fatalities	6	2	1

Causes, work-related fatalities

	2024	2023	2022
Traffic accident	2	1	0
Assault	2	0	0
Accidental fall	0	0	1
Crushing accident	2	1	0
	6	**2**	**1**

Work-related fatalities 2024 per country

	Traffic accident	Assault	Crushing accident
Chile	0	0	1
Colombia	0	1	0
France	2	0	0
Mexico	0	0	1
Uruguay	0	1	0
	2	**2**	**2**

Work-related fatalities 2023 per country

	Traffic accident	Crushing accident
France	1	0
Serbia	0	1
	1	**1**

Work-related fatalities 2022 per country

	Accidental fall
Romania	1
	1

Training hours

	2024	2023	2022
Total number of hours of training	11 972 421	10 906 023	10 579 899
Average number of hours of training per employee	35.3	31.2	30.4

Training hours, per employment category

	2024	2023	2022
Managers/office personnel	390 958	354 376	338 849
Frontline personnel	11 581 463	10 551 647	10 241 050
Total	**11 972 421**	**10 906 023**	**10 579 899**

Training hours, per gender

	2024	2023	2022
Men	9 496 160	8 802 316	8 685 802
Women	2 476 261	2 103 707	1 894 097
Total	**11 972 421**	**10 906 023**	**10 579 899**

Proportion of senior management hired from the local community, %

	2024	2023	2022
Hired from local community	95	95	97
Hired from outside local community	5	5	3
	100	**100**	**100**

Gross direct GHG emissions and indirect market-based GHG emissions in metric tons of CO_2 equivalent (tCO_2e) 2024

	Direct (Scope 1)	%	Indirect (Scope 2)	%	Indirect (Scope 3)	%	Total	%
Securitas North America	39 720	33	13 508	46	558 956	37	612 184	37
Securitas Europe	57 172	48	11 524	38	527 025	35	595 721	36
Securitas Ibero-America	18 258	15	2 400	8	178 135	12	198 833	12
AMEA	1 975	2	1 357	5	171 917	12	175 249	11
Other	1 937	2	743	3	62 848	4	65 528	4
Total	**119 062**	**100**	**29 532**	**100**	**1 498 921**	**100**	**1 647 515**	**100**
Change compared to 2023, %	-6.0		37.3		-8.3		-7.6	
tCO_2 emission per employee (full-time equivalent, FTE), 2024	0.379		0.094		4.775		5.249	

Gross direct GHG emissions and indirect market-based GHG emissions in metric tons of CO_2 equivalent (tCO_2e) 2023

	Direct (Scope 1)	%	Indirect (Scope 2)	%	Indirect (Scope 3)	%	Total	%
Securitas North America	45 080	36	6 802	32	589 139	36	641 020	36
Securitas Europe	61 314	48	11 531	54	697 338	43	770 183	43
Securitas Ibero-America	18 496	15	2 440	11	174 507	11	195 443	11
AMEA	1 680	1	722	3	120 575	7	122 977	7
Other	36	0	15	0	53 091	3	53 142	3
Total	**126 606**	**100**	**21 510**	**100**	**1 634 649**	**100**	**1 782 765**	**100**
Change compared to 2022, %	-18.8		-11.0		-19.6		-19.4	
tCO_2 emission per employee (full-time equivalent, FTE), 2023	0.390		0.066		5.032		5.487	

Gross direct GHG emissions and indirect market-based GHG emissions in metric tons of CO_2 equivalent (tCO_2e) 2022

	Direct (Scope 1)	%	Indirect (Scope 2)	%	Indirect (Scope 3)	%	Total	%
Securitas North America	59 171	38	4 075	17	1 106 208	54	1 169 454	53
Securitas Europe	73 877	47	16 739	69	589 963	29	680 579	31
Securitas Ibero-America	20 159	13	1 992	8	175 401	9	197 552	9
AMEA	2 653	2	1 273	5	136 145	7	140 071	6
Other	73	0	102	1	24 613	1	24 788	1
Total	**155 933**	**100**	**24 181**	**100**	**2 032 330**	**100**	**2 212 444**	**100**
Change compared to 2021, %	37.4		-4.3		Not comparable		Not comparable	
tCO_2 emission per employee (full-time equivalent, FTE), 2022	0.483		0.075		6.299		6.858	

2022 is the base year for the market-based emissions, since it is the base year for Securitas' environmental targets, validated by Science Based Targets initiative (SBTi). The emissions reported in the Annual and Sustainability Report 2023 have been restated (see below for reasons). In 2024, 44 (44) markets were included in the reporting, for both the market-based and the location-based methods.

A GHG assessment quantifies all seven Kyoto greenhouse gases where applicable and it is measured in units of carbon dioxide equivalence, or CO_2e. For Securitas the following greenhouse gases are applicable and have been included in the assessment:
Carbon dioxide (CO_2), Methane (CH_4), Nitrous oxide (N_2O).

The Greenhouse Gas Protocol Corporate Standard is a standard for reporting climate data. The system Sphera has been used as the calculation tool. Operational control is the chosen consolidation approach.

The change in scope 2 compared with 2023 is due to improved quality in reported data.

The 2023 emissions have been restated for the following reasons:
- Errors in the 2023 scope 3 reported data were discovered in some reporting entities. Corrections have been made.
- The wrong currency rate was used for 2023 data for one entity. The correction affected several categories in scope 3.
- Incorrect emission factors were used for certain reported items, and the correction led to changes in different categories in scope 3.
- Securitas has chosen to use the dynamic IEA emission factor library, which led to slight increases in 2023 emissions in scope 2 and in categories 3 and 7 in scope 3 when the library was updated.

Company owned and leased vehicles

	2024	2023	2022
Number of vehicles	22 245	22 676[1]	16 245
Whereof Electric	*1 544*	*977[2]*	*571*
Whereof Plug-in hybrid	*1 905*	*1 617[2]*	*No data*

[1] The increase in 2023 is mainly explained by vehicles in the acquired Stanley Security entities, that were not included in the 2022 reporting, and by improved data quality.
[2] Restatement. In 2023, only electric cars were reported. Now also patrol vans, pickups, four-wheel vehicles are included.

Electric cars increased with 44 percent compared with 2023 and electric patrol vans, pickups, four-wheel vehicles increased with 126 percent.

Subscription to/endsorsement of external declarations, principles, etc.

Country	ISO 9001	ISO 14001	ISO 27001	ISO45001
Austria	■	■	■	■
Belgium	■	■	■	
Croatia	■	■	■	■
Czech Republic	■	■	■	
Denmark	■	■		■
Finland	■	■		■
Germany	■		■	
Hungary	■	■	■	
Ireland	■	■		■
Norway	■	■		■
Poland	■		■	■
Romania	■	■	■	■
Serbia	■	■	■	■
Slovakia	■			■
Sweden	■	■		
Switzerland	■	■	■	■
the Netherlands	■	■	■	■
Türkiye	■	■	■	■
UK	■	■	■	■
Chile	■			
Colombia	■	■		■
Ecuador	■			
Peru	■	■		■
Portugal	■	■		■
Spain	■	■	■	■
Uruguay	■			■
Australia	■	■	■	■
China	■			
Hong Kong	■	■		
India	■	■	■	■
Indonesia	■			■
Singapore	■			■
South Korea	■	■		■
Thailand	■		■	
UAE	■	■		■
Vietnam	■			

Client satisfaction surveys

Clients are an important stakeholder group and client satisfaction surveys is another way of maintaining a constructive dialog with this group.

84 percent of all countries of operation conduct regular client satisfaction surveys.

The three key conclusions from surveys conducted in 2024 are:

- Service quality – most clients are satisfied with the service quality
- Proactivity – suggesting solutions
- Communication –clear and transparent

GRI index

GRI 1: Foundation

Securitas AB's sustainability report is prepared according to the Global Reporting Initiative (GRI) Reporting Standards. Where relevant, this report also highlights how our priorities reflect the UN Global Compact's Ten Principles for labor and human rights, the environment and anti-corruption.

Unless otherwise stated the data includes data from the associated companies in India and Vietnam.

Statement of use	Securitas AB has reported in accordance with the GRI Reporting Standards for the period January 1–December 31, 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standard	No applicable GRI sector standard available

GRI Standard	Disclosure	Page reference	Note	UN Global Compact
Disclosures				
GRI 102: General disclosures	1. The organization and its reporting practices			
	2.1 Organizational details	23–24, 57, 71, 153–154		
	2.2 Entities included in the organization's sustainability reporting	71, 102, 127		
	2.3 Reporting period, frequency and contact point	139		
	2.4 Restatements of information	145, 148	Data for 2022 and 2023 for the share of employees covered by collective bargaining agreements has been restated (see page 145). Emission data for 2023 has been restated (see page 148 for detailed information).	
	2.5 External assurance	40, 44, 152	The report has not been subject to external assurance.	
	2. Activities and workers			
	2.6 Activities, value chain, and other business relationships	18–22, 57, 71, 72, 140–141		
	2.7 Employees	145–146		6
	2.8 Workers who are not employees		Omission due to lack of data.	
	3. Governance			
	2.9 Governance structure and composition	39–40, 45–48		
	2.10 Nomination and selection of the highest governance body	41		
	2.11 Chair of the highest governance body	45–46		
	2.12 Role of the highest governance body in overseeing the management of impacts	32–34, 139		
	2.13 Delegation of responsibility for managing impacts	29, 140–141		
	2.14 Role of the highest governance body in sustainability reporting	29, 140–141		
	2.15 Conflicts of interest	36, 45–46, 89, 140		
	2.16 Communication of critical concerns	39–44, 49–52, 140		
	2.17 Collective knowledge of the highest governance body	39–44, 139		
	2.18 Evaluation of the performance of the highest governance body	40–42		
	2.19 Remuneration policies	41–42, 46, 89–93		
	2.20 Process to determine remuneration	43		
	2.21 Annual total compensation ratio	92	Reported amounts are in absolute figures rather than ratio.	
	4. Strategy, policies, and practices			
	2.22 Statement on sustainable development strategy	6–7		
	2.23 Policy commitments	6–10, 15–17, 49, 139–141		10
	2.24 Embedding policy commitments	139–141		
	2.25 Processes to remediate negative impacts	139–141		
	2.26 Mechanisms for seeking advice and raising concerns	139–141		
	2.27 Compliance with laws and regulations	35–37, 39, 44, 139–141		
	2.28 Membership associations	140		
	5. Stakeholder engagement			
	2.29 Approach to stakeholder engagement	32–34, 139		
	2.30 Collective bargaining agreements	145		3
GRI 3: Material topics	Reporting practice			
	3.1 Process to define material topics	32–34, 139		
	3.2 List of material topics	139		
	3.3 Management of material topics		See all relevant disclosures by topic.	

Topic standards	Disclosure	Page reference	Note	UN Global Compact
Anti-corruption				10
GRI 3: Material topics	3.3 Management of material topics, 205	29, 36, 139–141		
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	140		
Environment				
Emissions				
Management approach	3.3 Management of material topics, 305	29, 37, 139–141		
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	148		7, 8, 9
	305-2 Energy indirect (Scope 2) GHG emissions	148		7, 8, 9
	305-3 Other indirect (Scope 3) GHG emissions	148		7, 8, 9
Social				
Employment				
GRI 3: Material topics	3.3 Management of material topics, 401	29, 139–141		
GRI 401: Employment	401-1 New employee hires and employee turnover	145	Omission: Total number of leavers.	6
Occupational health and safety				
GRI 3: Material topics	3.3 Management of material topics, 403	29, 35, 139		
GRI 403: Occupational health and safety	403-1 Occupational health and safety management systems	141, 147		
	403-2 Hazard identification, risk assessment and incident investigation	35, 141	Thorough risk assessments of the client sites that our employees are assigned to are carried out, to identify and scope safety hazards. All incidents are investigated and documented.	
	403-3 Occupational health services	–	In many of the countries where we operate, Securitas has agreements with company health services. Securitas complies with all relevant legal requirements related to the protection of employee data and require of any external company health service to also do so.	
	403-4 Worker participation, consultation and communication on occupational health and safety	141, 147		
	403-5 Worker training on occupational health and safety	141		
	403-6 Promotion of worker health	–	Securitas facilitates employees' access to non-occupational medical and healthcare services when possible. In many countries, access to high-quality health services exists.	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	35		
	403-8 Workers covered by an occupational health and safety management system	147, 149	86% of the employees (full-time equivalent) are covered by occupational health and safety management systems.	
	403-9 Number of work-related injuries	147		

Topic standards	Disclosure	Page reference	Note	UN Global Compact
Training and education				
GRI 3: Material topics	3.3 Management of material topics, 404	30, 35, 139–141		
GRI 404: Training and education	404-1 Average hours of training per year per employee	147		6
Diversity and equal opportunity				
GRI 3: Material topics	3.3 Management of material topics, 405	30, 139		
GRI 405: Diversity and equal opportunity	405-1 Diversity of governance bodies and employees	145–146	Omissions: Split per age group due to lack of data.	
Client privacy				
GRI 3: Material topics	3.3 Management of material topics, 418	36, 139		
GRI 418: Client privacy	418-1 Substantiated complaints concerning breaches of client privacy and losses of client data		No material substantiated complaints concerning material breaches of client privacy and losses of client data were reported in 2024.	
Company specific information: Forced labor and child labor				
GRI 3: Material topics	3.3 Management of material topics	37, 139		
Company specific information: Risk for forced labor		141		1, 2, 5
Company specific information: Risk for child labor		141		1, 2, 4

This is a translation of the Swedish original report.

Auditor's report on the statutory sustainability statement

To the general meeting of the shareholders of Securitas AB, corporate identity number 556302-7241.

Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability statement for the year 2024 which scope is defined on page 139 and that it has been prepared in accordance with the Annual Accounts Act in accordance with the old version in force before 1 July 2024.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 *The auditor's opinion regarding the statutory sustainability statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A statutory sustainability statement has been prepared.

Stockholm March 27, 2025
Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

Information about:	See page
Environment	15, 17, 30–31, 37, 140, 142–143, 148
Social conditions	35, 140–141, 145–147
Personnel	8–10, 15–17, 30–31, 35, 140–141, 145–147
Respect for human rights	37, 141
Anti-corruption	36, 140
Sustainability governance model	30
Significant risks for sustainability	35–37
GRI index	150–152

The Securitas share

Performance of the share in 2024

At year-end, the closing price of the Securitas share was SEK 136.90 (98.58) corresponding to a market capitalization of SEK 74.8 billion (53.9). The share price increased by 38.9 percent in 2024 to compare with the OMX Stockholm Price Index, which increased by 3.6 percent. The highest price paid for a Securitas share in 2024 was SEK 144.15, which was noted on November 11 and the lowest price paid was SEK 94.84 which was noted on January 8.

Trading

A total of 318 million (401) Securitas shares were traded on Nasdaq Stockholm, representing a value of MSEK 36 793 (36 085). The turnover velocity in 2024 was 58 percent (74), compared with a turnover rate of 41 percent (48) for the entire Nasdaq Stockholm. The average number of Securitas shares traded each day was 1 267 000 shares.

Share capital and shareholder structure

At December 31, 2024, the share capital amounted to SEK 573 392 552, distributed between an equal number of shares, each with a quota value of SEK 1.00. Each Series A share carries ten votes and each Series B share carries one vote. The free float of the Securitas share is 88 percent.

At December 31, 2024, Securitas had 63 007 shareholders (63 088). In terms of the number of shareholders, private individuals make up the largest shareholder category with 58 781 shareholders, corresponding to 93 percent of the total number of shareholders. In terms of capital and votes, institutional owners and other corporate entities dominate with 90 percent and 93 percent, respectively.

Shareholders based in Sweden held 58 percent (59) of the capital and 71 percent (71) of the votes. Compared with 2023, the proportion of foreign shareholders in the shareholder base has

Data per share

SEK/share	2024	2023	2022[5]	2021[5]	2020[5]
Earnings per share[3,4]	9.01	2.24	9.20	7.14	5.51
Earnings per share before items affecting comparability[3,4]	10.81	9.59	10.77	8.66	6.67
Dividend	*4.50[1]*	*3.80*	*3.45*	*3.66*	*3.33*
Dividend as % of earnings per share	*50[2]*	*170*	*38*	*51*	*60*
Yield, %	3.3[2]	3.9	4.0	3.5	3.0
Free cash flow per share	8.9	8.6	7.3	9.1	13.5
Share price at end of period	136.90	98.58	86.96	103.65	110.38
Highest share price	144.15	105.90	105.81	129.67	136.37
Lowest share price	94.84	79.54	69.63	97.66	76.47
Average share price	115.70	89.96	86.42	113.84	105.47
P/E ratio	13	10	8	12	17
Number of shares outstanding (000s)[3]	572 918	572 918	572 918	438 442	438 863
Average number of shares outstanding, after dilution (000s)[3]	572 918	572 918	468 284	438 627	438 863

1 Proposed dividend.
2 Calculated on proposed dividend.
3 There are no outstanding convertible debenture loans. Consequently, there is no potential dilution.
4 Number of shares used for calculation of earnings per share includes shares related to the Group's share-based incentive schemes that have been hedged through swap agreements.
5 Adjusted for the rights issue completed on October 11, 2022.

Largest shareholders as of December 31, 2024

Shareholder	Number of Series A shares	Number of Series B shares	Percent of capital	Percent of votes
Investment AB Latour[1]	19 866 943	42 569 999	*10.9*	*29.6*
Melker Schörling AB	7 071 428	21 753 604	*5.0*	*11.3*
SEB Investment Management		21 420 770	*3.7*	*2.6*
Vanguard		19 603 355	*3.4*	*2.4*
BlackRock		18 364 389	*3.2*	*2.3*
Incentive AS		15 206 302	*2.7*	*1.9*
Handelsbanken Fonder		13 910 877	*2.4*	*1.7*
Macquarie Investment Management Limited		12 500 000	*2.2*	*1.5*
Cliens Fonder		11 721 000	*2.0*	*1.4*
M&G Investment Management		10 173 261	*1.9*	*1.3*
Total, ten largest shareholders	**26 938 371**	**187 223 557**	***37.4***	***56.0***
Total, rest of owners	**–**	**359 230 624**	***62.6***	***44.0***
Total as of December 31, 2024	**26 938 371**	**546 454 181[2]**	***100.0***	***100.0***

1 Through Investment AB Latour and family.
2 Includes 475 000 shares of which 125 000 were repurchased in June 2019 and 350 000 in June 2021, respectively.

Source: Modular Finance

increased slightly. At December 31, 2024, shareholders outside Sweden owned 42 percent (41) of the capital and 29 percent (29) of the votes. The largest shareholdings held by foreign shareholders are in the US and Norway, with 16 percent of the capital and 11 percent of the votes in the US and 8 percent of the capital and 6 percent of the votes in Norway. Foreign shareholders are not always recorded in the share register. Foreign banks and other custodians may be recorded for multiple clients' shares, in which case the actual owners are not displayed in the register.

On December 31, 2024, the principal shareholders in Securitas were Investment AB Latour, holding 10.9 percent (10.9) of the capital and 29.6 percent (29.6) of the votes, Melker Schörling AB, holding 5.0 percent (5.0) of the capital and 11.3 percent (11.3) of the votes. These shareholders are represented on the Board of Directors by Jan Svensson and Sofia Schörling Högberg.

Dividend policy and cash dividend

With a balanced growth strategy comprising both organic and acquisition-driven growth and continued investments in technology and solutions, Securitas should be able to sustain a dividend level in the range of 50–60 percent of the annual net income. The Board of Directors proposes a dividend of SEK 4.50 per share, corresponding to 50 percent of net income. Based on the share price at the end of 2024, the dividend yield for 2024 amounted to 3.3 percent.

Authorization to repurchase shares in Securitas AB

The 2024 Annual General Meeting resolved to authorize the Board of Directors to resolve upon the acquisition of the company's own shares up to a maximum of 10 percent of all shares and for a period up to the Annual General Meeting in 2025.

Securitas share in brief

Securitas Series B shares are traded on Nasdaq Stockholm, part of Nasdaq Nordic, and on other trading venues. Securitas is listed on Nasdaq Stockholm on the Large Cap List, which includes large companies with a market capitalization of more than MEUR 1 000, and is included in the Industrial Goods & Services sector. The ISIN code for the Securitas share on Nasdaq Stockholm is SE0000163594.

The ticker code for the Securitas share is SECU-B on Nasdaq Stockholm, SECUB:SS on Bloomberg and SECUb.ST on Reuters. Securitas has been listed on the stock exchange since 1991.

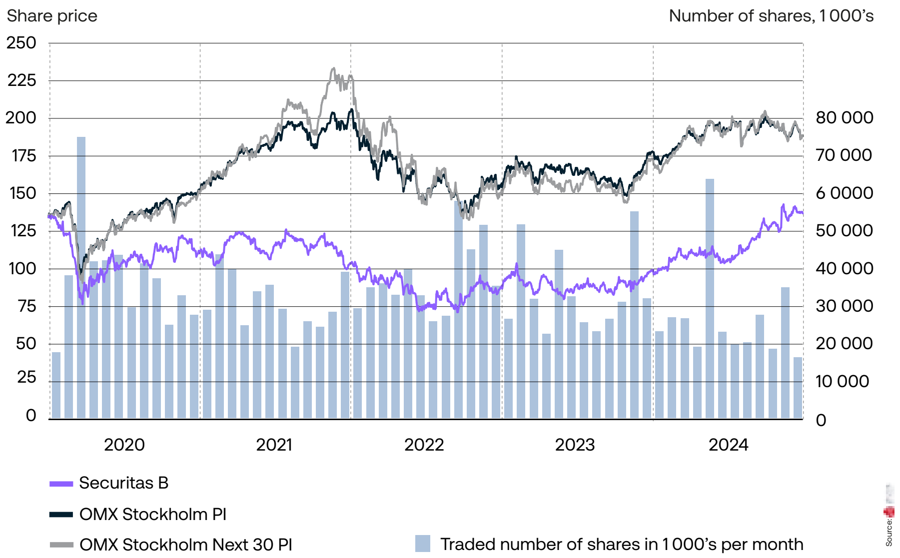
Shareholder spread as of December 31, 2024

Number of shares	Number of shareholders	Number of Series A shares	Number of Series B shares	Percent of capital	Percent of votes
1–500	47 099		5 791 298	*1.0*	*0.7*
501–1 000	6 158		4 706 208	*0.8*	*0.6*
1 001–5 000	7 374		16 549 439	*2.9*	*2.0*
5 001–10 000	1 088		7 826 922	*1.4*	*1.0*
10 001–20 000	525		7 578 451	*1.3*	*0.9*
20 001–50 000	349		10 998 609	*1.9*	*1.4*
50 001–	414	26 938 371	493 003 254	*90.7*	*93.4*
Total		**26 938 371**	**546 454 181**[1]	***100.0***	***100.0***

1 Includes 475 000 own shares of which 125 000 were repurchased in June 2019 and 350 000 in June 2021, respectively.

Source: Modular Finance

Share prices for Securitas, January 1 – December 31, 2020–2024



Definitions

Free cash flow per share: Free cash flow in relation to the number of shares outstanding.

Market capitalization: The number of shares outstanding times the market price of the share price at year-end.

P/E ratio (Price/Earnings): The share price at the end of each year relative to earnings per share after taxes.

Turnover velocity: Turnover during the year relative to the average market capitalization during the same period.

Yield: Dividend relative to the share price at the end of each year. For 2024, the proposed dividend is used.

Securitas' history

Our history

1934 Erik Philip-Sörensen acquires Hälsingborgs Nattvakt in Helsingborg, Sweden. Sörensen acquires additional security companies in Southern Sweden and combines all companies to form Förenade Svenska Vakt AB.

1942 A department is started in Stockholm, making the company nationwide in Sweden.

1949 Securitas Alarm is founded in Sweden to meet the demand for alarm technology as a complement to the guarding services.

1972 The company is renamed to Securitas and the logotype with the three red dots is created.

1981 Securitas is divided between Sörensen's two sons. Securitas in Sweden is sold to Sven Philip-Sörensen. Securitas' international operations, which later would become G4S, are sold to Jörgen Philip-Sörensen.

1983 Securitas in Sweden is sold to Skrinet.

1985 Investment AB Latour becomes Securitas' new owner.

1987 Melker Schörling is appointed CEO of Securitas and acquires 17 percent of the company.

1989 Securitas initiates its international expansion with acquisitions in Norway, Denmark and Portugal.

1991 Securitas is listed on the Stockholm Stock Exchange (now Nasdaq Stockholm).

1994 Assa is spun off and distributed to Securitas' shareholders, Assa then acquires Abloy and is listed as Assa Abloy.

1999 Securitas' establishment in the United States starts with the acquisition of Pinkerton.

2006 Securitas announces its intention to spin off and distribute three companies to its shareholders; Securitas Systems (which later became Niscayah Group), Securitas Direct (which later became Verisure), and Securitas Cash Handling Services (which later became Loomis). Both Securitas Systems and Securitas Direct are distributed the same year and listed on the Stockholm Stock Exchange.

2008 Loomis is spun off and distributed to the shareholders and listed as a separate company on the Stockholm Stock Exchange. After the spin-off, Securitas' operations are mainly focused on guarding services.

2011 Securitas announces a bid to buy back Niscayah Group but loses to a competing bid from Stanley Black & Decker Inc.

2012 Securitas increases its focus on tech-enabled security and raises its ambitions for growth within the area.

2015 Securitas acquires Diebold's North American technology business, which was the Group's largest acquisition in 15 years.

2018 Securitas achieves a milestone of over MSEK 100 000 in sales.

2020 The COVID-19 pandemic affects companies and individuals worldwide. Despite societal lockdowns, including reduced activity in aviation and entertainment, Securitas shows resilience to the unprecedented challenges.

2021 Securitas announces its largest acquisition in history after entering an agreement to acquire STANLEY Security, a global technology security provider.

2022 The acquisition is completed on July 22, 2022, after the received regulatory approvals from the relevant authorities.

2023 An intensive work on the integration of STANLEY Security and the transformation programs in Europe and Ibero-America continued.

2024 Securitas reported a record-high operating margin of 7.5 percent in the third quarter, which is the highest so far in the company's history.

Financial information

Reporting dates

Securitas will release financial information for 2025 as follows:

Interim Reports 2025

January – March	May 8, 2025
Annual General Meeting 2025	May 8, 2025
January – June	July 30, 2025
January – September	November 6, 2025

Financial information

Our financial reports are available in both English and in Swedish and can be read and downloaded on our webpage at the following address: www.securitas.com/en/investors/financial-reports-and-presentations/

We also offer an order and subscribe service for financial information at the following address: www.securitas.com/en/investors/order-and-subscribe/

Other questions concerning our financial information can be addressed to us by mail, telephone or e-mail:

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Morgan Stanley	Remi Grenu
Nordea	Raymond Ke
Pareto Securities	Stefan Wård
RBC	Andrew Brooke
SEB	Dan Johansson
UBS	Rory McKenzie

The analysts who cover Securitas could change during the year. The list above is updated regularly and can be found at www.securitas.com/en/investors

Production: Securitas AB in cooperation with Narva Communications
Photo: Ingemar Lindewall
Print: Elanders Sverige AB, 2025

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