

PROSEGUR

Investing in Innovation



PROSEGUR



History and Evolution

Our purpose: A safer world

In Prosegur, we do of the world a safer place. By taking care of people and businesses, which keeps us at the forefront of innovation.

1976
1997

Foundation and initial expansion

- Founded in **1976**
- 1980: Entry in **Portugal**
- 1987: **IPO in Madrid stock market**
- 1995: Beginning of **LatAm activity**

1998
2008

Expansion in LatAm & Europe. Increase of portfolio services

- **Focus on Security:** disposal of Facility Management and Cleaning businesses
- 2001: Entry completed in **LatAm and France**
- Creation of the **Security Technology** business unit
- 2008: Entry in **Mexico and Colombia**

2009
2016

Consolidation of the integrated model and expansion to Asia Pacific

- **Reorganization** into **Business Lines** vs. Geographies
- Specialization in **Security Solutions** for different client sectors
- 2011: Entry in **Singapore, India and Germany**
- 2012: Entry in **China**
- 2013: **BBB stable** grade in S&P. 500 million € issue in Bonds and entry in **Australia**
- 2016: Entry in **South Africa**

2017
2023

Focus on business lines profitability and expansion to US

- Launching of **AVOS TECH** (Added Value Outsourcing Services)
- Launching of **CIPHER** (Cybersecurity unit)
- 2017: **Prosegur Cash IPO**
- 2018: Entry in **Central America and the Philippines**
- 2019: Entry in **EEUU and Indonesia**
- Joint-venture with **Telefónica** to create "**Movistar Prosegur Alarmas**"
- 2020: Entry in **Ecuador**
- 2023: **Merger in Australia** with the main CIT operator



Prosegur in numbers

Steady Growth with Strong Operating Cash Flow Supported by Innovation

GLOBAL OPERATOR

31 COUNTRIES
+150,000 EMPLOYEES

EXCELLENT RETURNS

≈1.4 €B DIVIDEND DISTRIBUTED
2010-2022

COVERING ALL THE PRIVATE SECURITY INDUSTRY AREAS



PROSEGUR
SECURITY



PROSEGUR
CASH



PROSEGUR
ALARMS

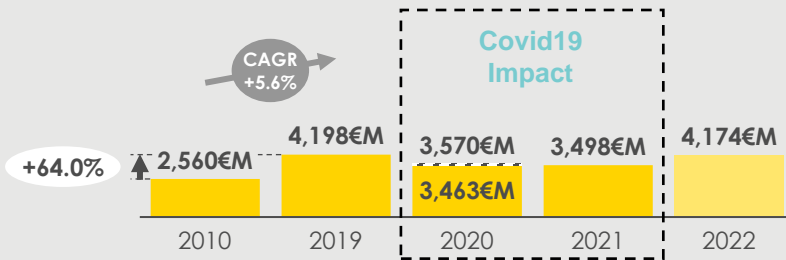


CIPHER

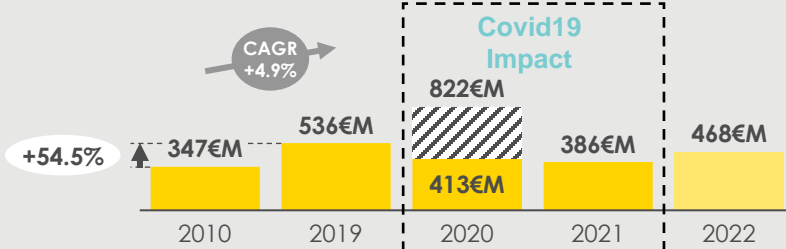


AVOS TECH

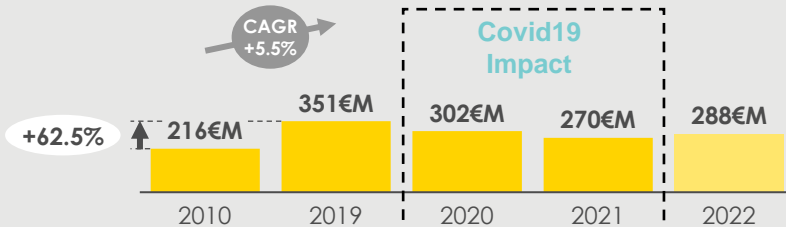
REVENUES



EBITDA



OPERATING CASH FLOW

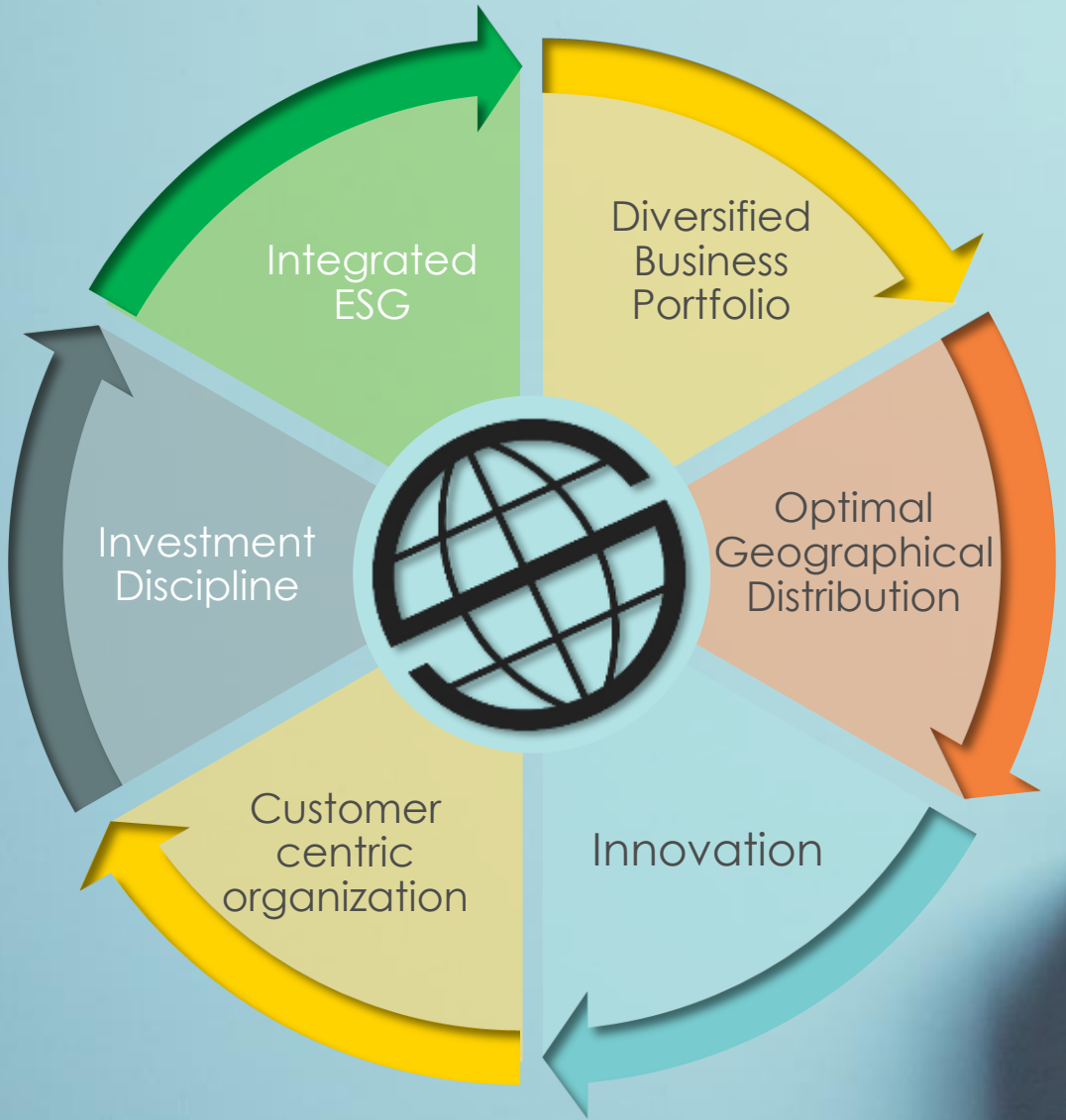


Inc. One-offs, mainly 50% sale of Prosegur Alarms



* COSTA RICA, EL SALVADOR, GUATEMALA, HONDURAS & NICARAGUA

Business Model



Diversified Business Portfolio



 | Prosegur covers all activities related to the Private Security industry

 **PROSEGUR CASH**



- 2º Largest Global Cash Transfer Operator
- Profitability above the average industry levels
- Leader in emerging markets
- Business with high entry barriers and high recurrence
- Excellent future projection based on new products
- **Cash automation systems in Retail**
- **Cryptocurrency Custody**
- **Bank agency outsourcing**
- **Comprehensive management of ATMs**

 **PROSEGUR SECURITY**



- # 5 Global company, with a leadership position in selected markets
- Leader in the technology solutions sector
- Expansion on mature markets with a disruptive value proposition.
- Committed to technological innovation with Intellectual Property, based on:
 - **Intelligent Security Operation Centers (iSOC)**
 - **Specialized solutions by sectors**
 - **Extensive use of artificial intelligence, IOT and machine learning**

 **PROSEGUR ALARMS**



- Subscription-based business model with a very high cash generation
- Market leader in residential security in all the countries where it operates
- Low customer churn rates
- High double-digit growth, taking advantage of low market penetration and high demand
- Exponential accelerated growth through alliances with telco operators and banks



 **AVOS TECH**
a Prosegur company



- Outsourcing of High Added Value Financial Services (Front Office and Back Office)
- Strong growing market, driven by bank consolidation processes and online customer development
- Very attractive margins and double-digit growth
- Based on proprietary technologies and a high level of automation
- **Compliance with Anti-Money Laundering regulation**
- **Bank Reconciliation Software**
- **Software for comprehensive insurance management**

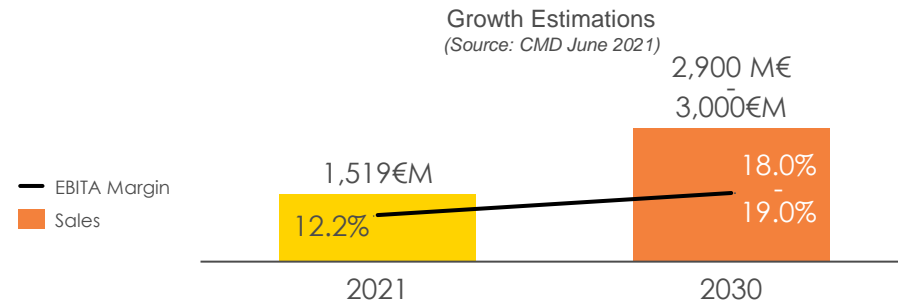
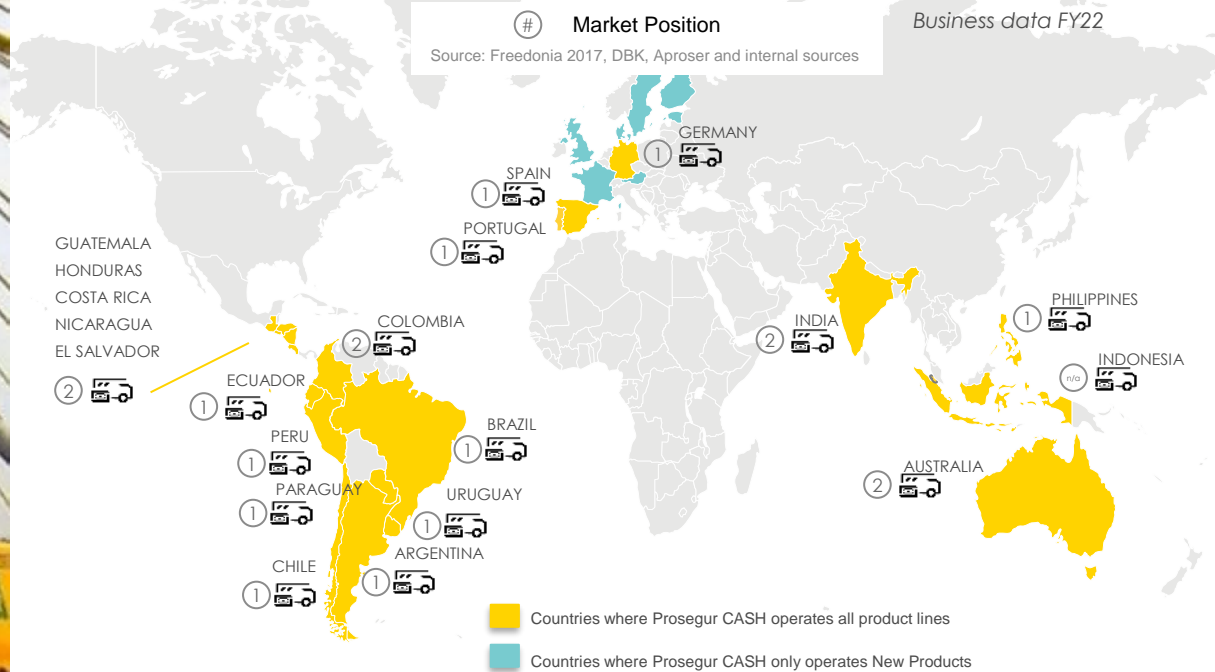
 **cipher**
a Prosegur company



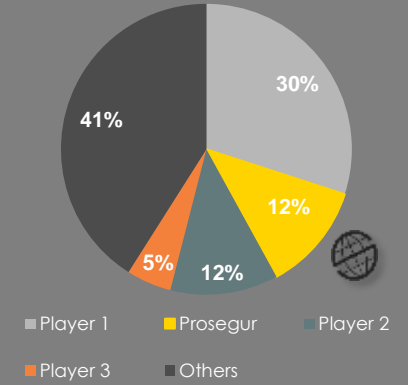
- Powerful Cybersecurity service provider with global deployment
- Extended Managed Detection and Response services
- Cybersecurity Intelligence
- Managed Security services
- Proprietary own Products
 - **XMDR**
 - **CipherBOX**
 - **CipherMSS**
 - **Virtual Cyberanalyst WALDO**
- Differentiated offering, strongly supported by Prosegur customer base



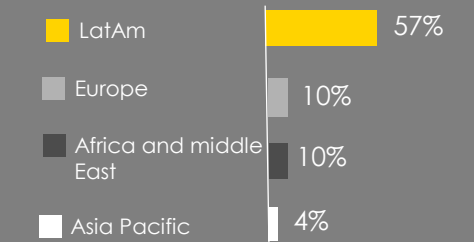
Global leader with resilient growth, great cash generation and a wide range of new solutions for the future



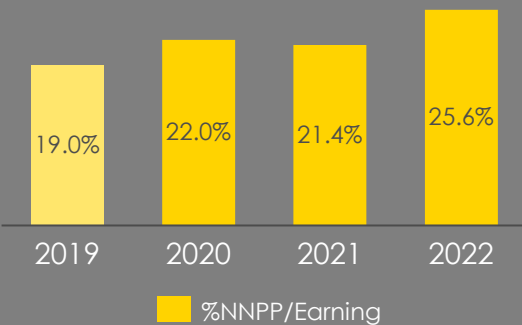
GLOBAL MARKET SHARE



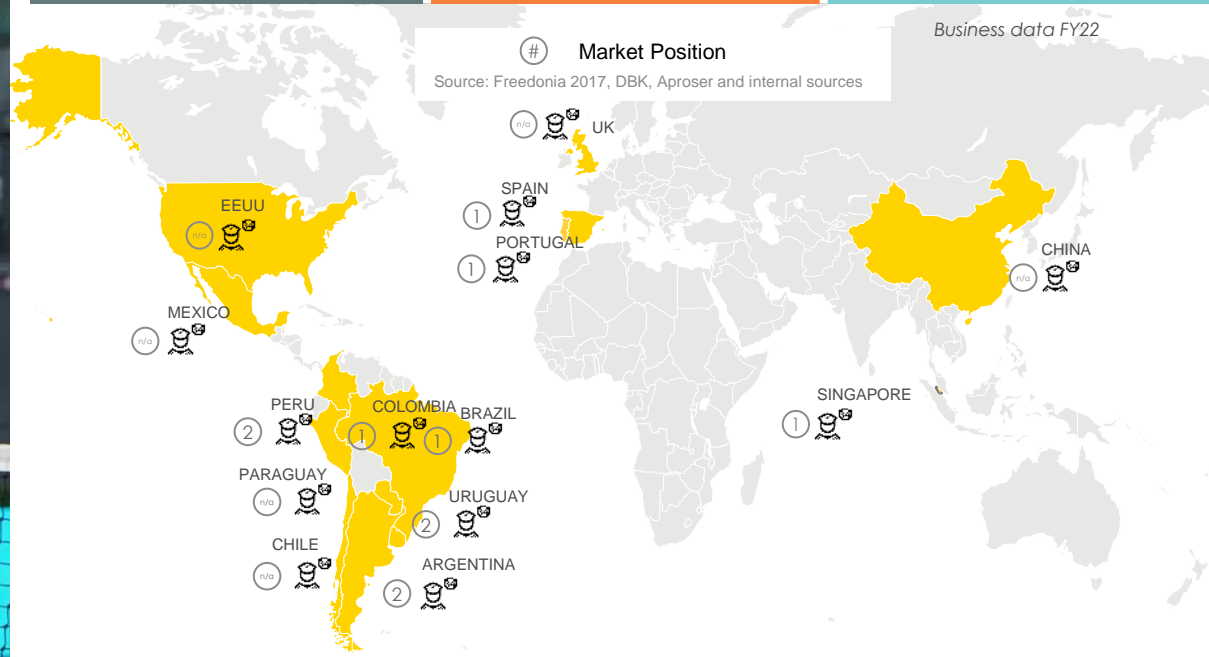
GEOGRAPHICAL DISTRIBUTION



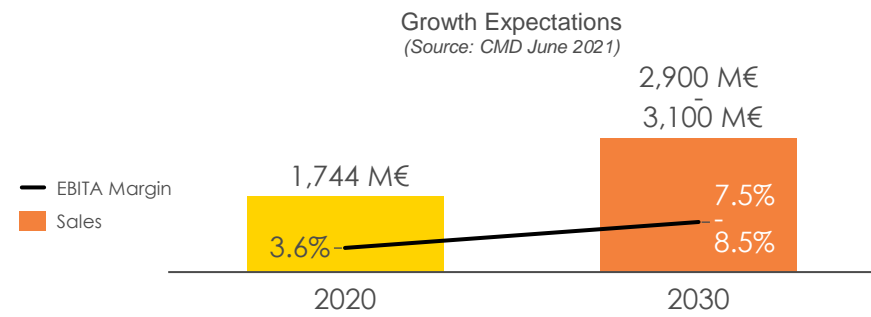
BOOSTING THE IMPACT OF NEW PRODUCTS



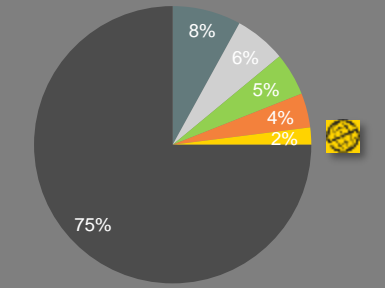
Technology as the boost for future growth



Growth Expectations
(Source: CMD June 2021)



GLOBAL MARKET SHARE



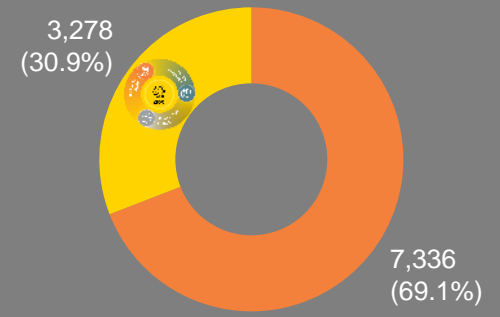
■ Player 1 ■ Player 2 ■ Player 3
■ Player 4 ■ Prosegur ■ Others

Source: Freedonia 2017 report and internal sources

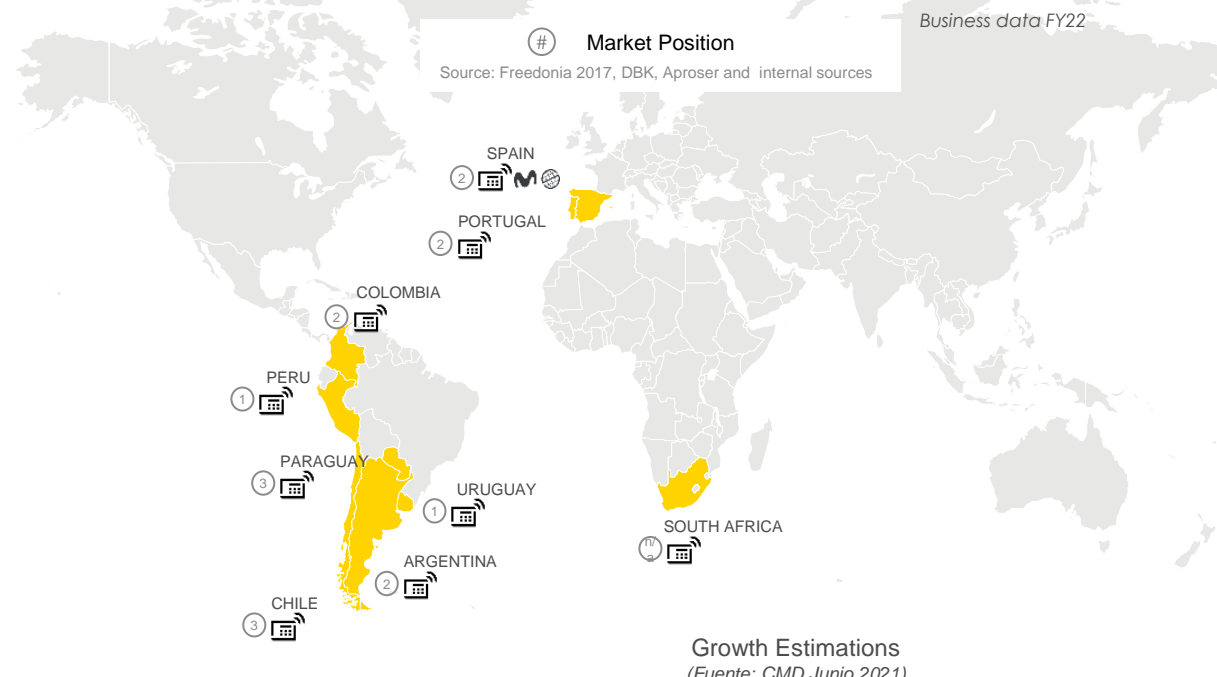
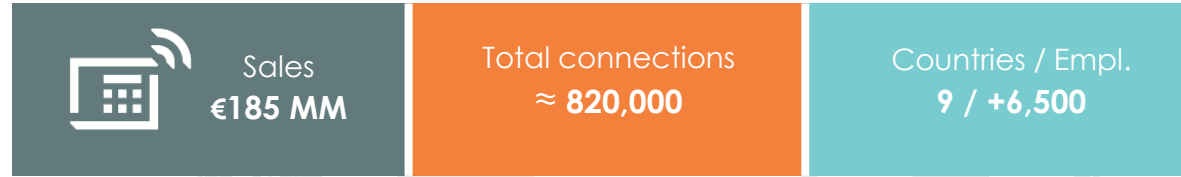
- #5 Global company with a leadership position in selected markets
- Leader in technology solutions sector
- Expansion to mature markets with a disruptive value proposition

HIGH IMPACT OF NEW PRODUCTS

Clients



A constantly growing opportunity to offer new services (physical and virtual) to an exponentially growing customer base



Growth Estimations
 (Fuente: CMD Junio 2021)

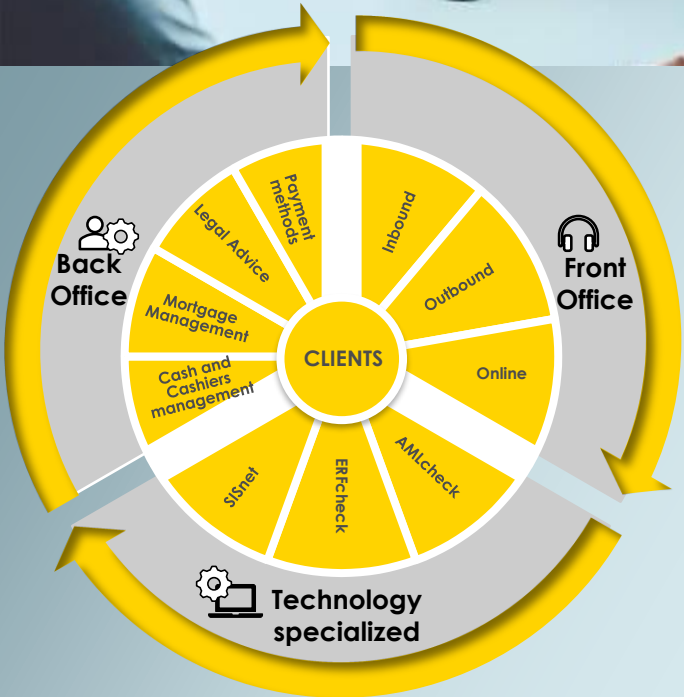
	2020	2030
Portfolio (#x1,000)	353 251	~500-700 ~1,000-1,500
EBITDA pre-SAC (%)	47.9%	>60%
SAC (€)		↓ 20-30%
Churn rate (%)		↓ 2-4pp

- Significant investments made in the last 5 years to enter and reach critical mass in 9 countries
- Next Generation Product development based on artificial intelligence, "SMART" Alarms
- Fast and steady growth that benefits from low penetration in focus markets
- Exponential accelerated growth through strategic alliances



- Presence in 9 countries with high potential growth
 - Close to 7,000 employees
 - 9 Alarm Reception Centers
 - Current base of more than 800k clients
 - More than 20,000 vehicles tracked
- | | | |
|-------------|--|-----|
| Commercial | | 45% |
| Residential | | 55% |

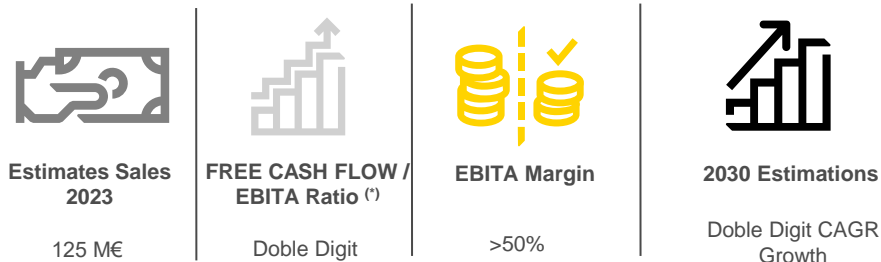
The capacity to provide a new way of doing things in the Business Process Outsourcing sector



Business data FY22



Growth Estimations (Source: CMD June 2021)



(*) FREE CASH FLOW / EBITA Ex M&A

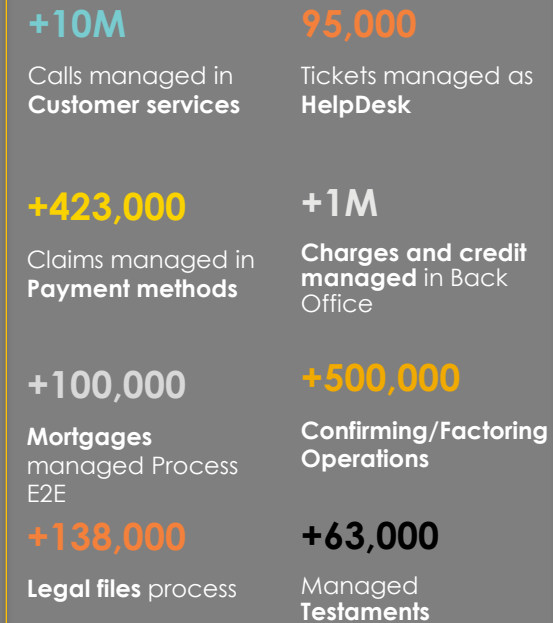
CUSTOMER CENTRIC APPROACH

- Differentiated Management structure
- Proprietary Software Platform
- Independent communication systems

 **CONTESTA**
a Prosegur company *Service Front Office*

 **RiskMS**
a Prosegur company *Risk management solutions*

 **SISnet**
a Prosegur company *Software for global solutions in the insurance sector*



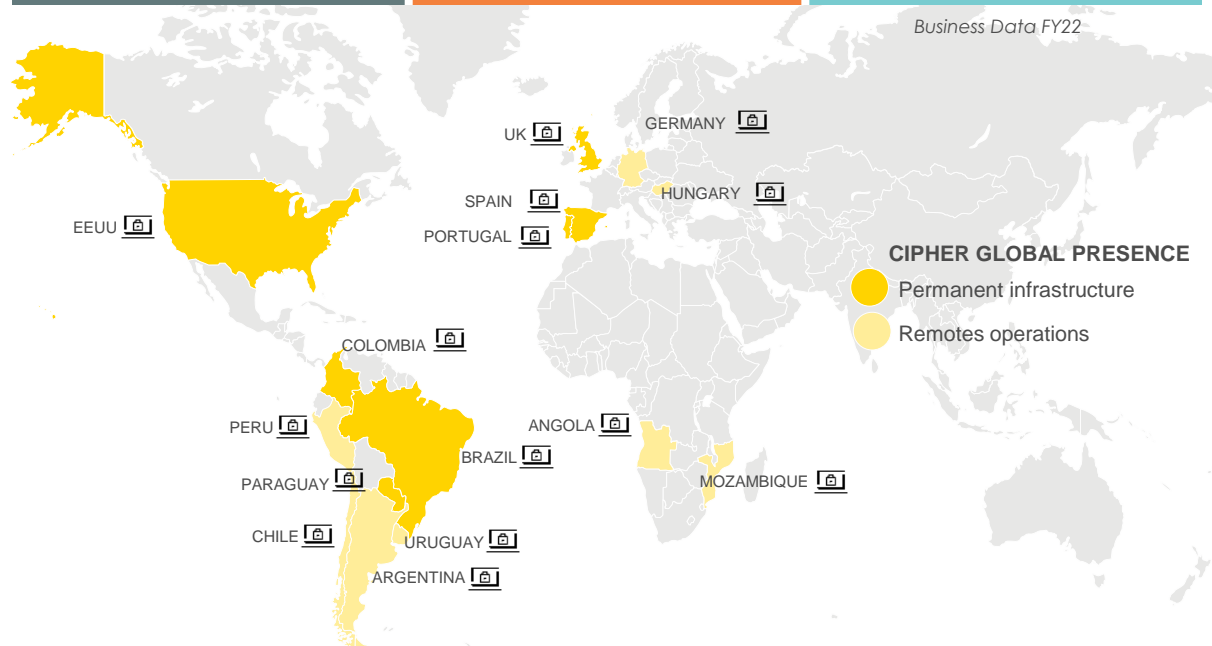




a Prosegur company



Cybersecurity specialists, with a differentiated and global offer

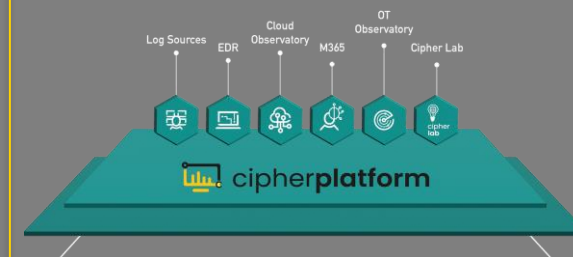
 Sales 17 MM€	Daily Monitored Events 1,000,000,000	6 SOCs 16 Countries +1,000 Clients
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	2020	2023	2019 - 2023
Revenues	€16M	€37M +131%	CAGR 28%
	2020	2023	2019 - 2023
Gross Margin	€7M 40%	€17M 46% +143%	CAGR 36%

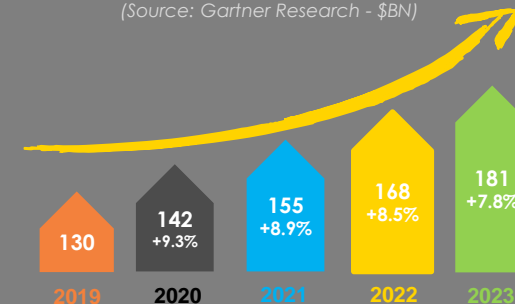
The xMDR platform

- ✓ Proprietary technology developed by Cipher to streamline threat intelligence, detection and response activities.
- ✓ Designed by our engineers and operated by our experts as one team.
 - **M365** xMDR module that tracks employee's activity across Microsoft 365 products.
 - **Cloud Observatory** xMDR module that assess cloud security in multi CSP environments.
 - **Log Sources** xMDR module that collects and normalizes logs from multiple sources.



CYBERSECURITY GLOBAL MARKET PROJECTIONS

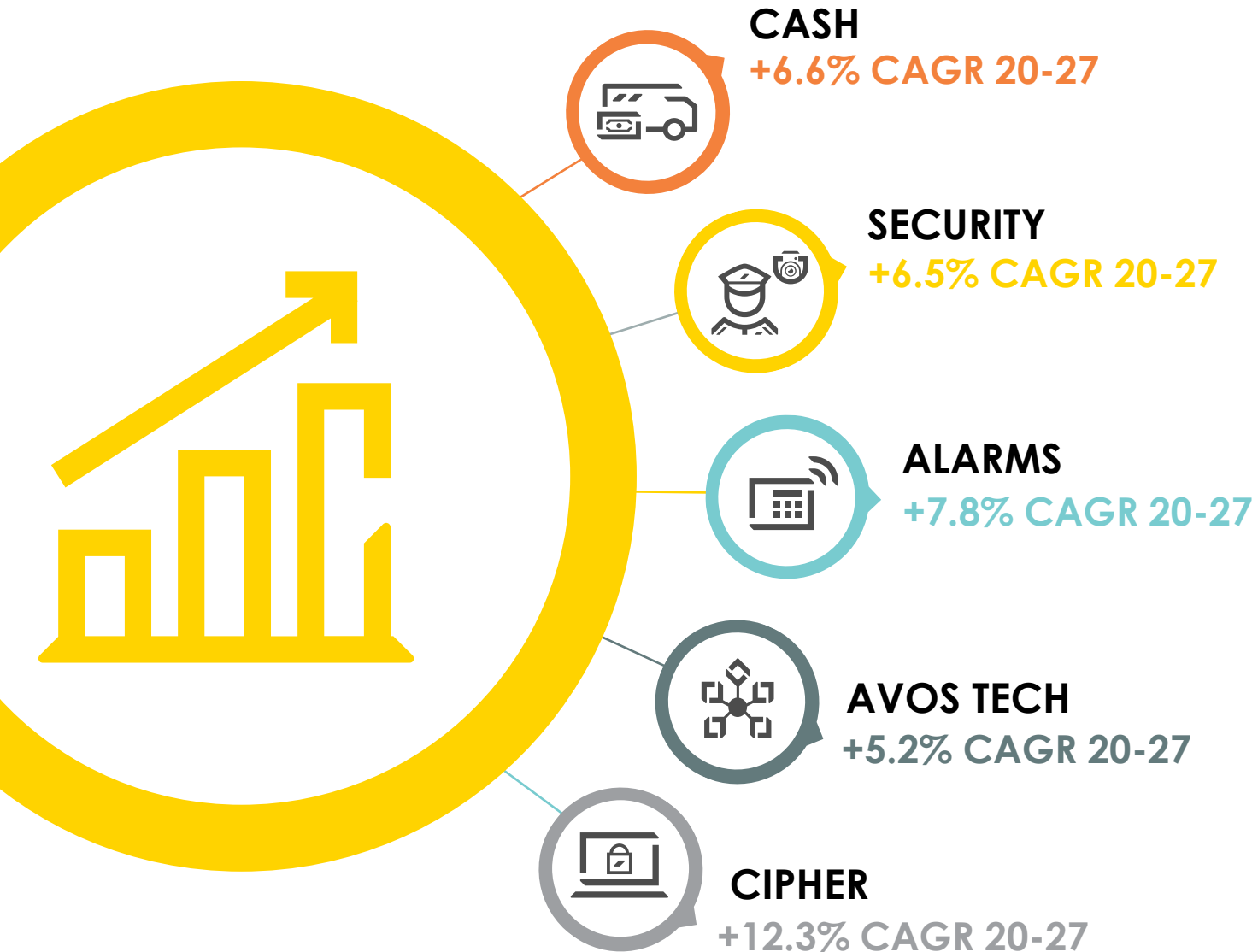
(Source: Gartner Research - \$BN)





Market Perspective

The Private Security market offers attractive levels of growth in the medium and long term



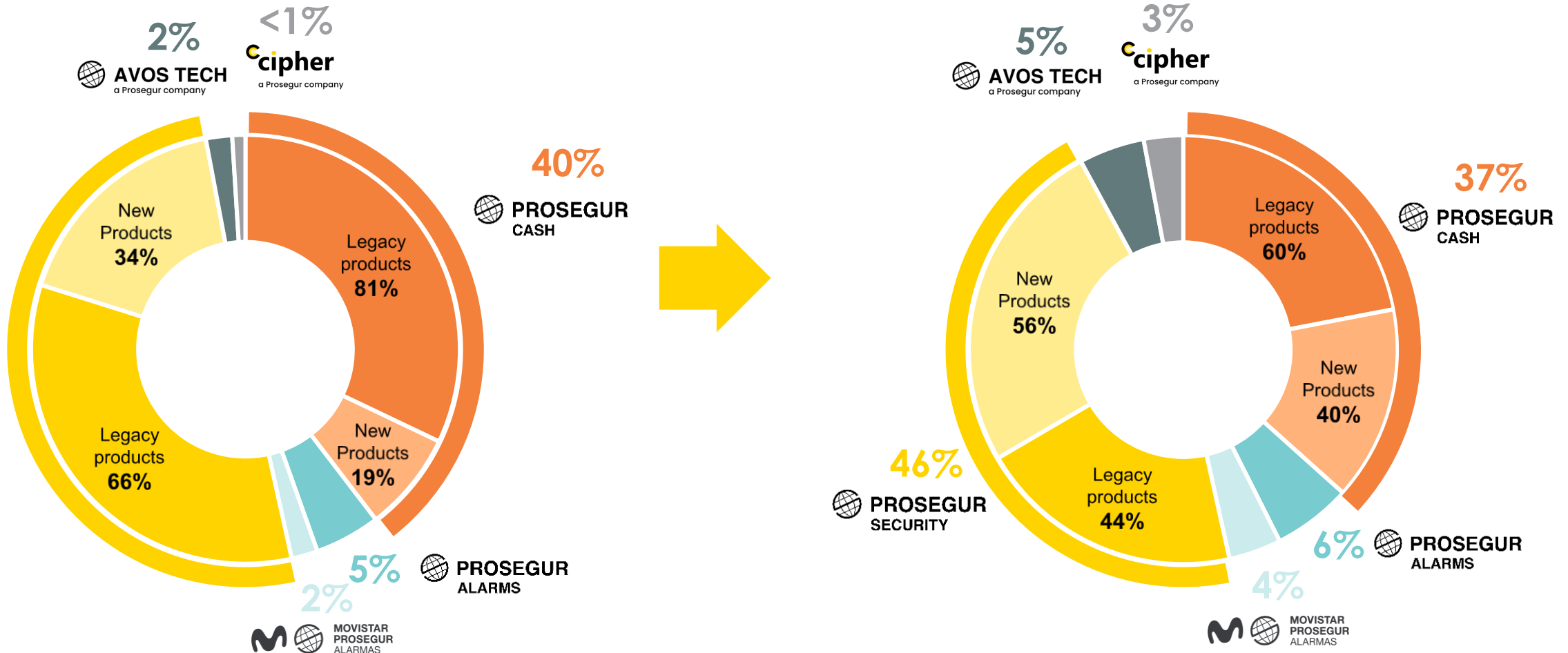


PROSEGUR looks forward to take advantage of the positive growth dynamics from the industry
By focusing the maximum on innovation, new products and maintaining stable organic growth for the next 10 years.

2020

Organic Growth estimations for each business line: Sales (%)

2030

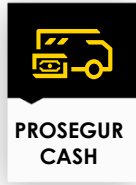


Optimal Geographical Distribution





Extracting the competitive advantages of each business in different regions



PROSEGUR
CASH

Focus in Emerging Markets

- Ibero America ▶ **72% Revenues**
- Asia Pacific

- **Favored by inflation dynamics and low level of bancarization**



PROSEGUR
SECURITY

Develop Economies

- USA
- Europe ▶ **64% Revenues**
- Singapore

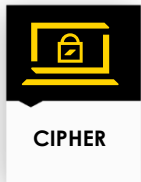
- **High demand for technology solutions**



PROSEGUR
ALARMS

Strong growth in countries with low penetration and high demand

- **Spain – Annual clients growth close to 26%**
- **Ibero America – 30% Organic Revenues Growth**



CIPHER

Global coverage

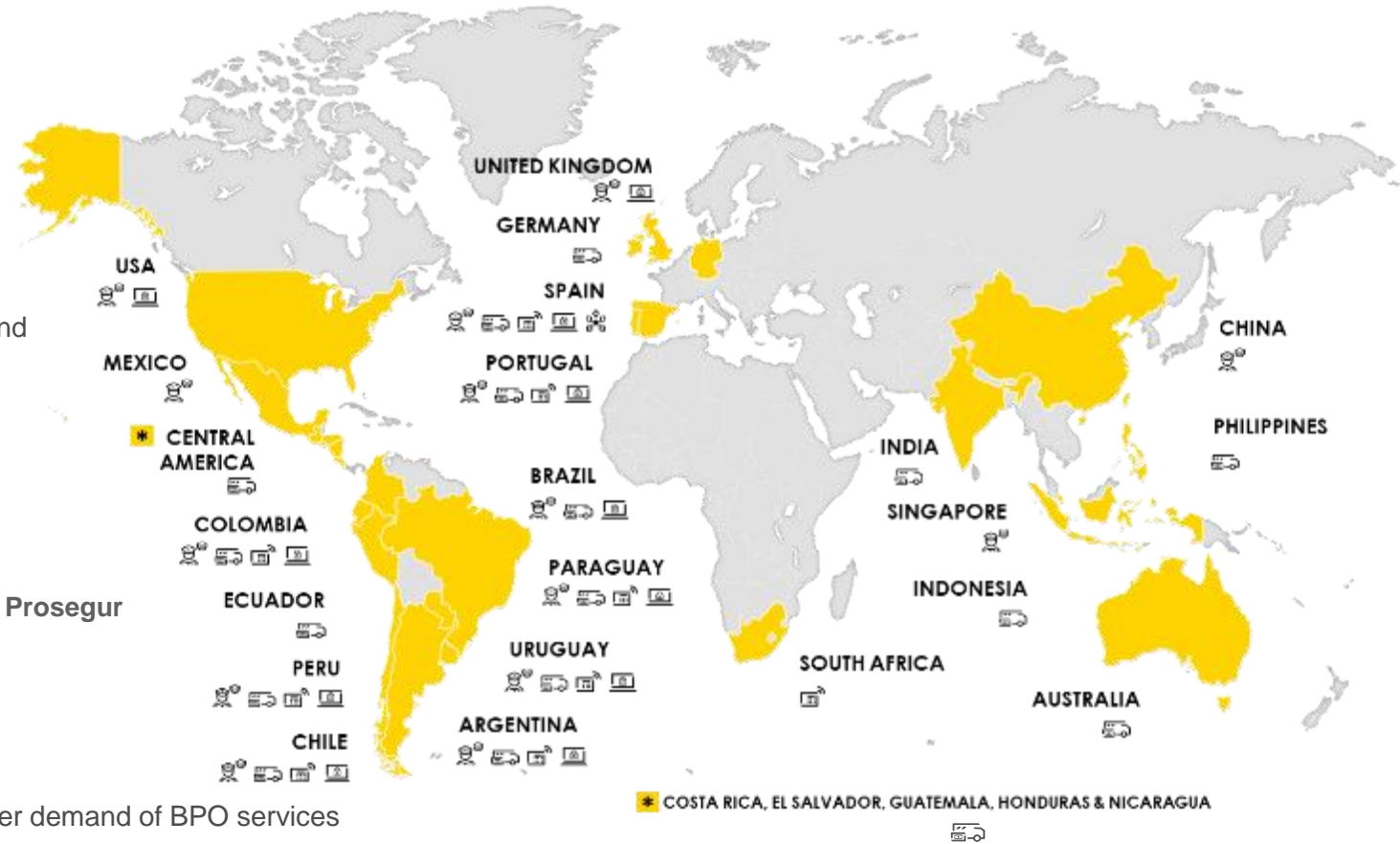
- **Ability of giving services to clients outside Prosegur geographical footprint**
- **More than 100 clients in 5 continents**



AVOS TECH

Presence in countries with higher demand of BPO services and strong expansion in LatAm

- **Spain – 90% of Earnings**
- **Ibero America – Expansion through out M&A**





Taking Advantage of the Inflationary Environment

Capacity to transfer Inflation hikes in our Service Contracts

◆ Prosegur is heavily protected both against currency volatility and inflation pressures across the jurisdictions and sectors under operation:

◆ Inflation: Efficient “Pass Through” model

- ◆ High capacity to transfer inflation hikes into service contract rollover, particularly in Cash services
- ◆ Inflation triggers higher volumes of cash in circulation in Emerging countries
- ◆ Margin increase due to application of the “ad valorem” formula
- ◆ Security drives inflation costs through collective bargaining agreements
- ◆ Alarms transfers inflation costs directly on the monthly quota

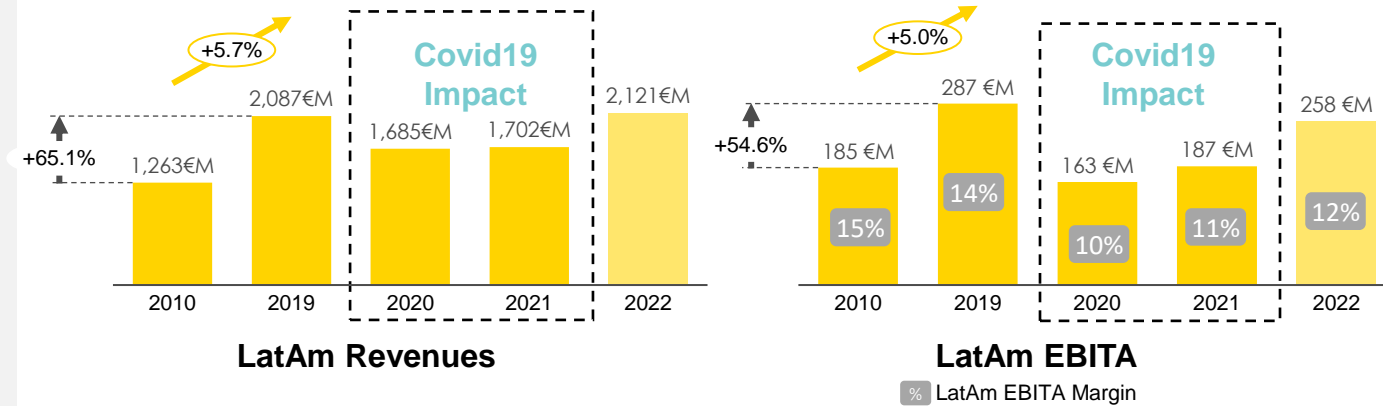
◆ Currency exposure: Natural Hedge & Proactive management

- ◆ Foreign currencies volatility partially covered through the allocation of IT / Corporate / Back-office costs (intensive in labor headcounts)
- ◆ Local debt structuring

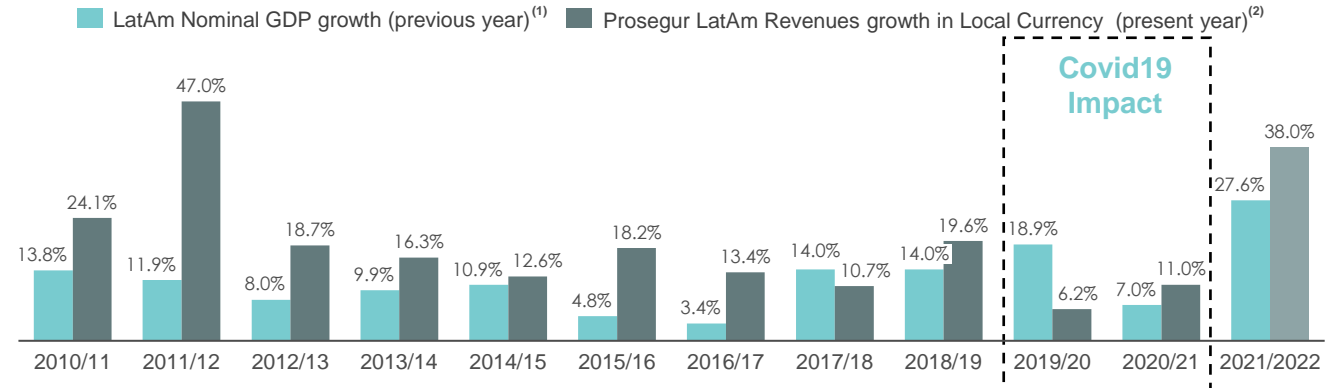
◆ Funds Repatriation: No restrictions

- ◆ Concentration and management of cash surplus at Holding Company
- ◆ No current cash repatriation restrictions in any of the existing geographies of operation

▲ € Equivalent LatAm revenues despite FX volatility (ex-Covid impact)



Inflation represents an opportunity



⁽¹⁾ Source IMF 2022

⁽²⁾ Business data 6M22



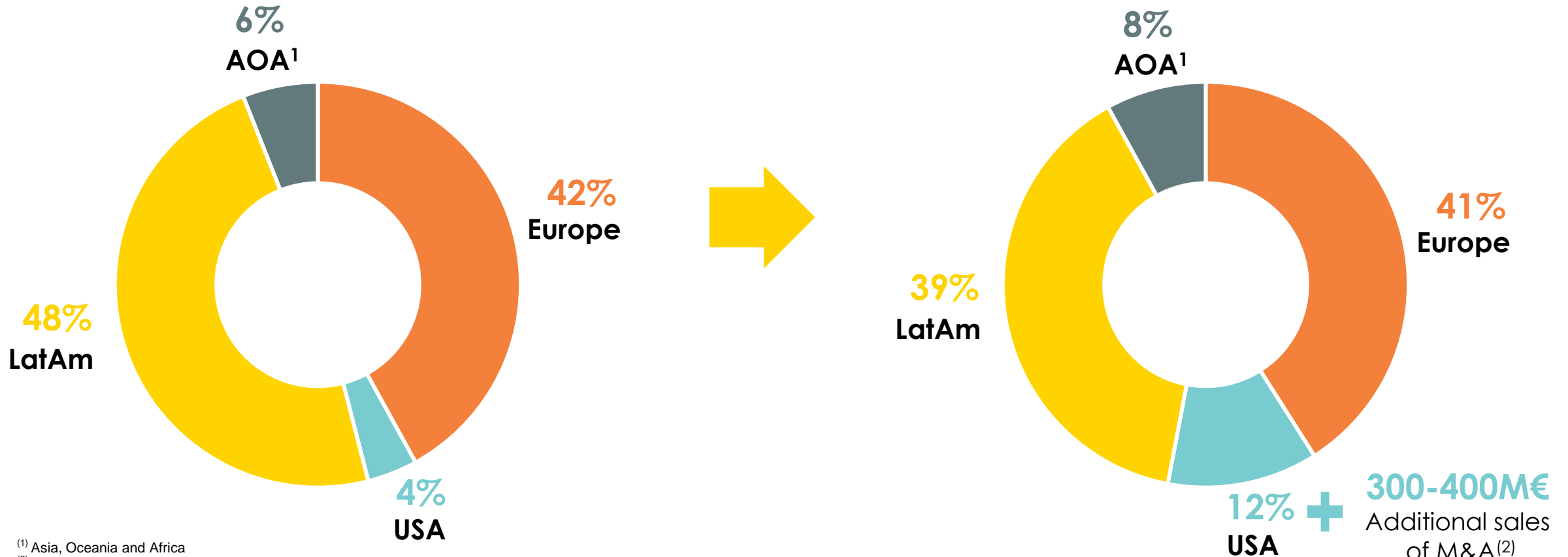
We will continue to expand our presence in a balanced way

Balancing strong organic growth opportunities in emerging countries, with further expansion in mature economies and additional M&A

2020

Geographic Development of the organic growth expectations based: Sales (%)

2030



⁽¹⁾ Asia, Oceania and Africa

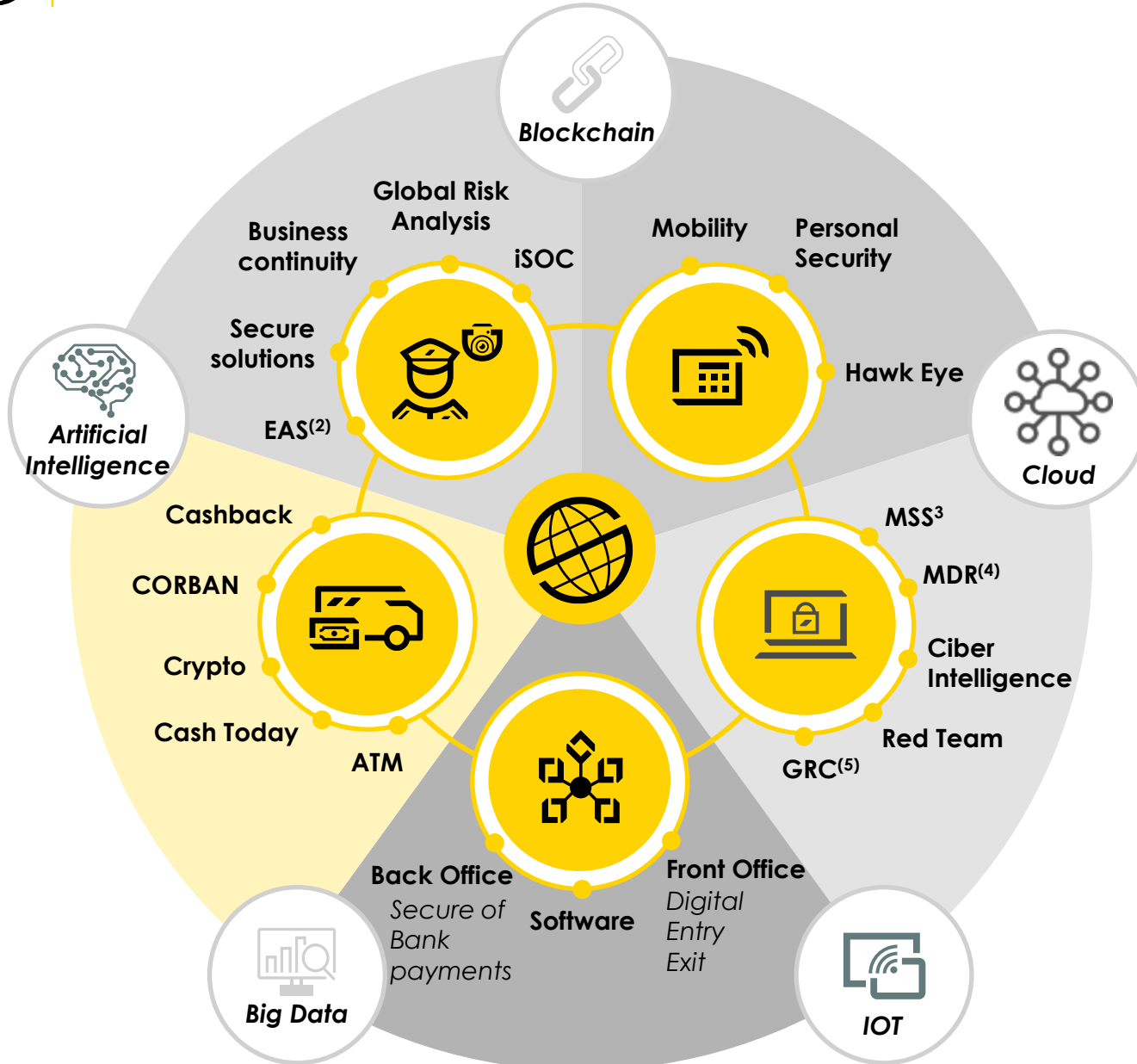
⁽²⁾ Weight in USA over total sales, includes the inorganic activity of the entire group, will reach around ~ 15%



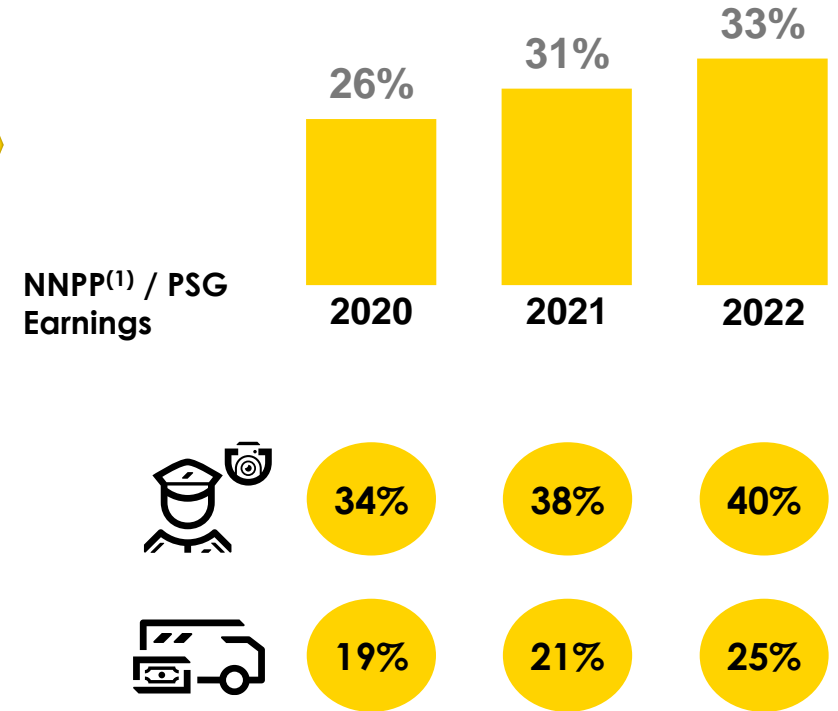
Innovation



Digital Transformation as a tool for Innovation



New Products and technological initiatives, driven by Digital Transformation, are gaining more and more weight in Prosegur's offering solutions



(1)New Products; (2) Electronic Protection of Retail Items; (3) Managed Security Services; (4) Detection and Recovery from Cyberattacks (5) Governance, risk and compliance

Innovation at Prosegur is already being transferred to products



CORBAN

Banking Correspondent Services

- Outsourcing of the bank office function.
- Wide network of more than 3,000 offices in various Ibero-American countries



Prosegur CRYPTO

Crypto asset custody

- Secure cryptocurrency storage
- Cold transactions with MMC and multi-signature approval systems
- Regulatory compliance and prevention



Cash Today

Automation of Cash in Customer

- Wide range of front-office and back-office systems to manage daily collection in the store or shop
- Real-time bank deposit certificate



Integral ATM Management

Recharge, maintenance and repair of the ATM fleet

- Comprehensive management of the entire ATM life cycle under a Service Level agreement
- ATMs own network operation



iSOC (Security Operations Center)

Remotely managed security and surveillance services

- Extensive use of Artificial Intelligence and Machine Learning
- Customer remote security of facilities/assets



EAS (Electronic Article Surveillance)

Protection of store items

- Based on RFID, BT and IOT
- Support to inventory control and warehouse traceability
- Integrated with the store's physical security system



Global Risk

Corporate risk analysis

- Expatriate protection services
- Operations intelligence
- Corporate investigations
- Security Consulting



Business continuity

Remote monitoring of your business activities

- Remote process control
- Proactive Remote Maintenance Service (SRM)
- Intervention and correction of alerts



Hawk Eye

Intelligent security system for neighborhood blocks

- 24 hour monitored surveillance
- Face-to-face interaction with security guard
- Connected to Central Station
- Immediate Intervention Service.
- Access control of the property.
- Video-surveillance and video-verification.
- Security alarm system.



ContiGO

Personal security form the phone

- User location and tracking system
- SOS button in the app for immediate help.
- Countdown function on trips for protection throughout the trip



Prosegur SMART

Alarms with Artificial Intelligence

- Facial recognition to identify users
- Learning connection and disconnection habits with programmable reminders
- Individual selection of alarm levels for different events



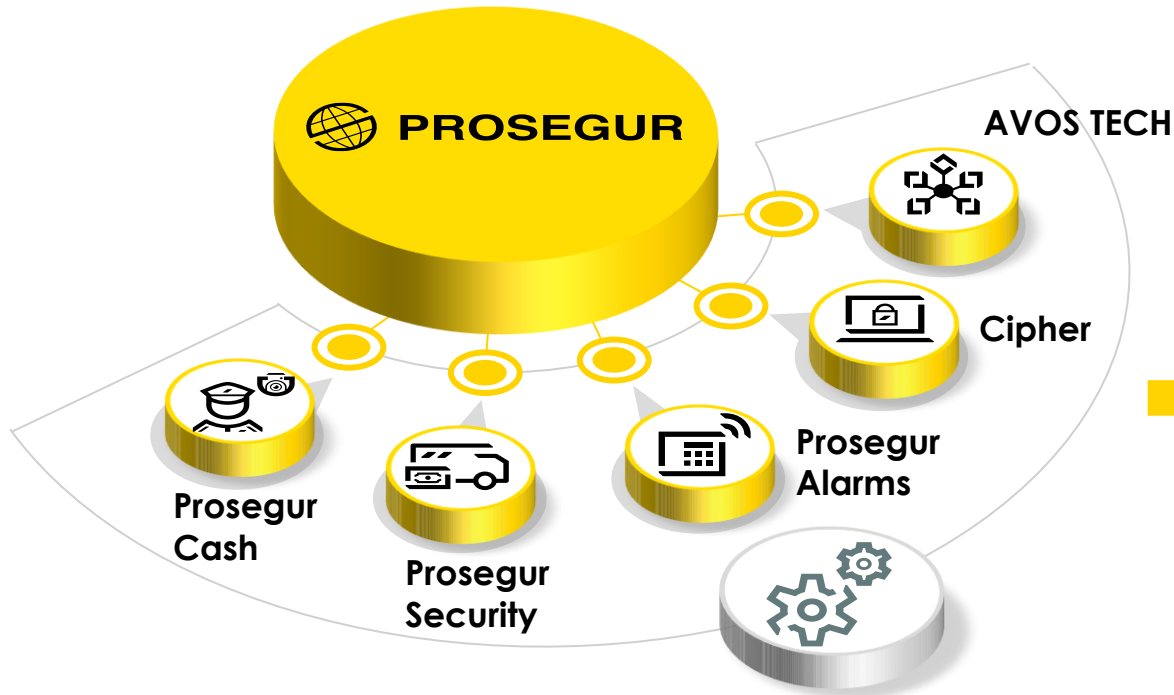
Organization
Focused on the
Client





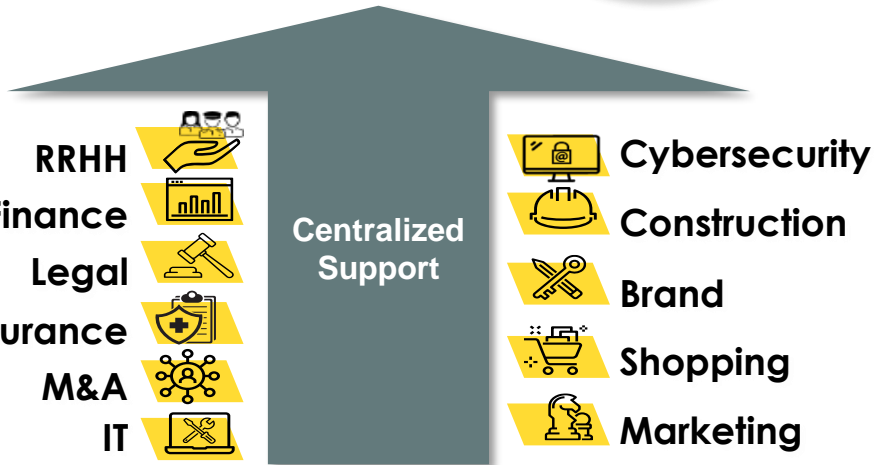
Organization Focused on the Client

A differentiated and flexible commercial structure, supported by a centralized management and control model



INDEPENDENT BUSINESS

- All businesses have reached maturity to be managed independently
- Focus on the commercialization and execution of operations
- Greater efficiency and specialization
- Different capital requirements and customer KPIs
- Centralized customer by regions
- Faster product development, offering better services between regions



CENTRALIZED SUPPORT

- Maintenance of strict financial discipline throughout the group
- Indirect cost reduction
- Corporate support costs traceable based on scalability efficiencies



Financial Discipline





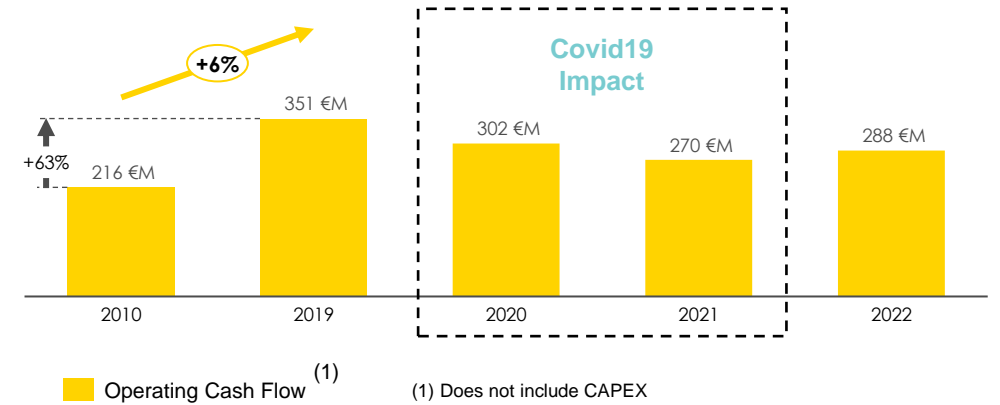
Excellent cash generator and solid balance sheet

Prosegur has been improving the generation of operating cash flow for more than a decade



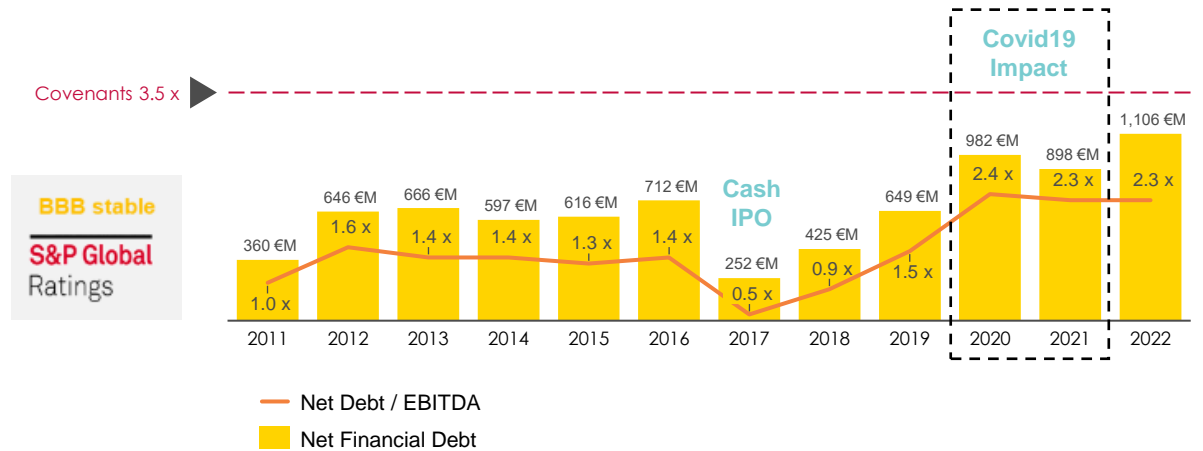
Consistent **cash flow generation** model

Driven by **strict Financial Discipline** and **Digital Transformation**



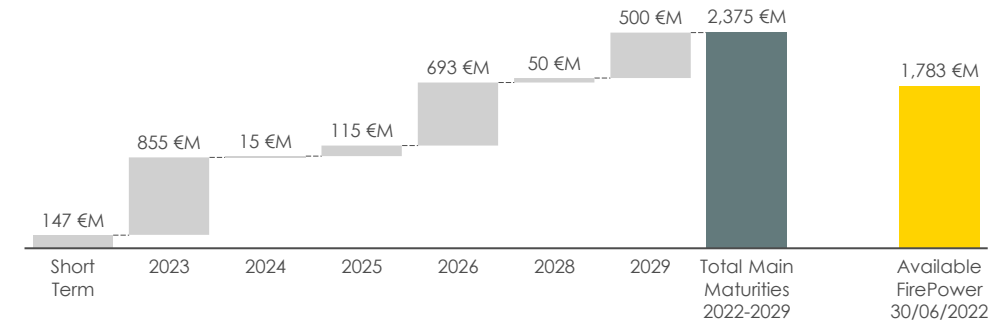
Prudent leverage level. Comfortably below **banking covenants**

Gradual deleveraging as **Covid effects** decrease



Excellent liquidity profile with current **firepower** covering **more than 75%** of major future maturities

A **solid balance sheet** capable of facing any **future investment**



Investment Grade BBB stable by S&P since 2011



Capital Allocation

Balanced Capital Allocation: New Products, Innovation, M&A and Shareholder Compensation



Growing Client Capex as NNPP continue expanding their market penetration

Infrastructure Capex sustained an average 4% of sales over past 10 years

Innovation Capex (Digital Transformation)



Average 100 €M/year of M&A investment

Additional **300 €M EV** expected to be created by **2023**

M&A active in all geographies and **business lines**

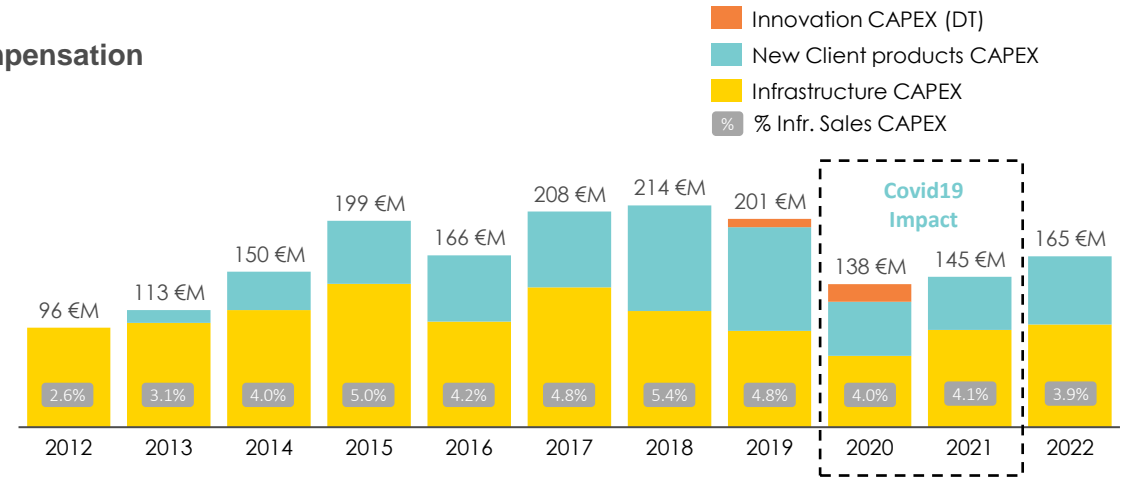


Sustained dividend, even during Covid crisis through a scrip dividend offering to shareholders

Extraordinary dividends distributed after the end of capital restrictions in Argentina in 2016 and after Prosegur Cash IPO in 2017

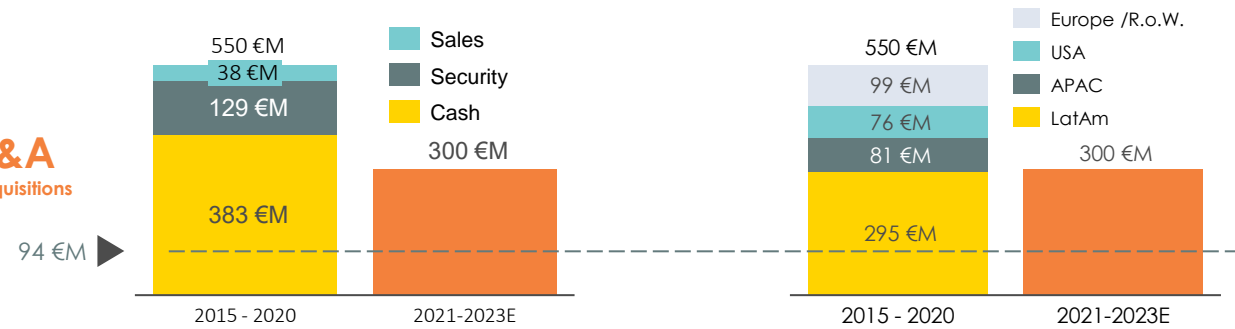
Shareholder **remuneration always been honored**

Capex

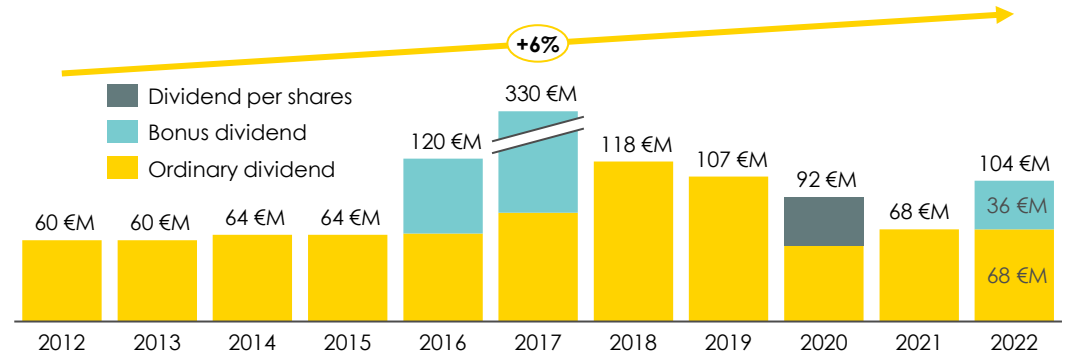


M&A

EV acquisitions



Dividend



ESG Integrated

Determined to continue being a reference in responsibility and sustainability in our industry





New Sustainability Master Plan 2021-2023

Commitment to Institutions

- Prosegur supports the United Nations Global Compact
- Channeling social action through the PROSEGUR FOUNDATION (www.fundacionprosegur.com)
- Adherence to TCP (The Climate Pledge)



Management's Commitment to Sustainability

- Prosegur as one of the 100 companies with the best corporate governance in Spain
- New Sustainability Committee at Senior Management level
- Senior Management Compensation linked to ESG performance



Fighting the Climate Change

- Accountancy and control of consumptions, and therefore, of our CO2 emissions
- 10% reduction in CO2 emissions



Commitment to sustainability in all areas

- Deactivation of 400 inefficient armored units
- New travel model that will allow to continue reducing Scope - 3 emissions
- Paper reduction during Plan 21-23 of 40%



Focus on reducing emissions

- Fleet with more than 1,500 hybrid and electric vehicles
- 100% electric armored truck in Germany
- Installation of solar panels in Brazil
- Development of fully biodegradable cash withdrawals



Continuous improvement in Health and Safety of human capital

- Drastic reduction in fatalities
- Quarterly committees and implementation of Best Practices
- More than 770 thousand hours of training in Occupational Health
- Global Road Safety Campaign in 2021



Training for employees. 33% increase during exercise

- More than 320 thousand hours on Human Rights
- Prosegur Corporate University multiplies its hours by five
- Mandatory training plan in Sustainability in 2021



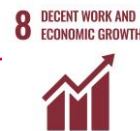
Gender Equality

- Launch of the #empoweredwomen program in 2021
- 100% of women with corporate responsibilities and other levels of the organization obtained highly remarkable evaluations



Clean and accessible Energy

- 100% of Electric energy consumption in Spain comes from renewable sources
- Green Energy Plan included in our Strategic Plan 21-23



Solid progress in Talent Management and Parity

- Continued increase in the percentage of women on the workforce
- New Talent Management mode



E

S

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Reduction of emissions

- ▲ Compensation of 48,000 equivalent tons of CO2 in 2022
- ▲ Progress in energy efficiency in Spain, Portugal and Brazil
- ▲ 100% use of renewable energy in Spain

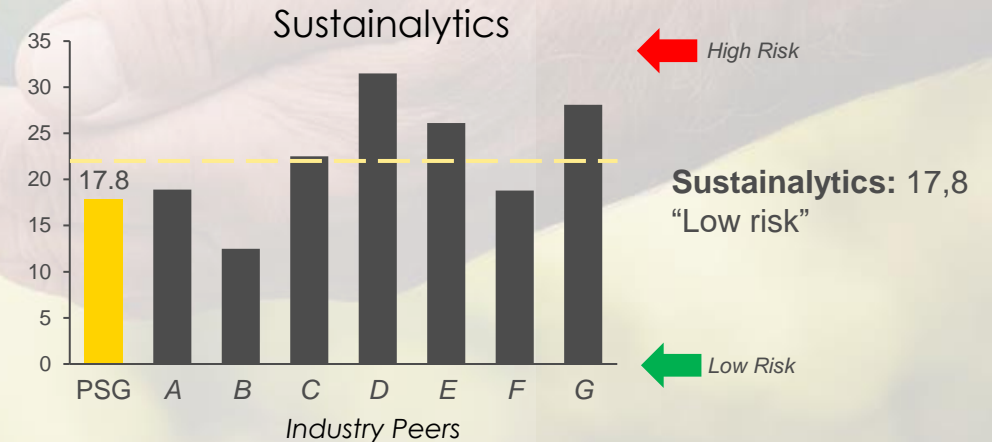
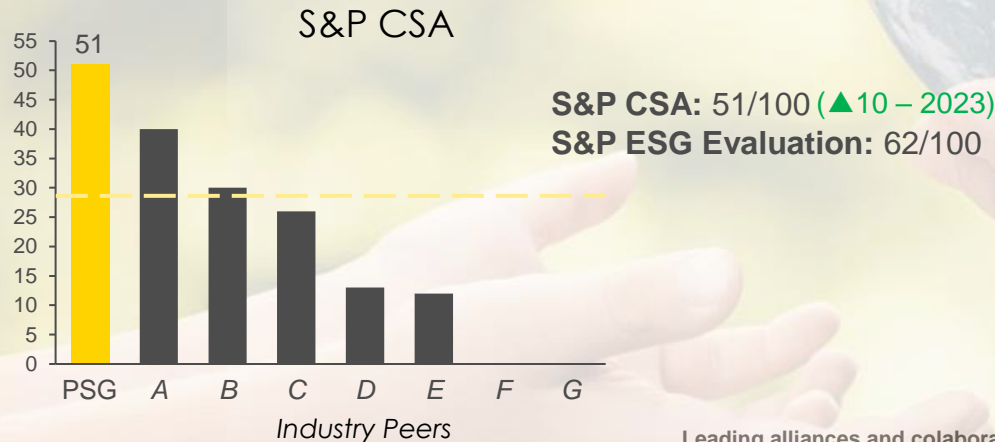
Health and Security - Training

- ▲ Women´s Empowerment Principles adoption
- ▲ Risk homologation and monitorization program for more than 23,000 suppliers partnering with GoSupply

Corporate Commitment

- ▲ New code of ethics with a greater focus on sustainability, transparency and innovation
- ▲ New anti-corruption policy

ESG Criteria embedded in the Corporate culture, demonstrated by S&P Global Ratings ESG Assessment Commitment to work with the highest Corporate governance standards, recognized by AENOR.



Leading alliances and collaborations:





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