

FY 2020 Results

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Cash in the media

Dutch Central Bank says Cash must remain Accessible and Available.

“A new study by De Nederlandsche Bank concludes that cash plays an essential role in society. The cash infrastructure is under pressure and this threatens the access to and acceptance of cash as a means of payment”.

Source: De Nederlandsche Bank

European Central Bank slams Italian Policy to Promote Digital Payments.

“Introducing a cashback program for electronic means of payment is disproportionate in the light of the potentially adverse impact on the cash payment system that such a mechanism could have. It also undermines the objective of having a neutral approach to the different means of payment available”.

Source: European Central Bank

Australia scraps Legislation restricting Cash Payments.

“A controversial law that would have banned cash payments over \$10,000 has been voted out by the Australian Senate. Many saw it as infringing on the freedom to use cash and to protect one’s financial privacy”.

Source: Australian Government

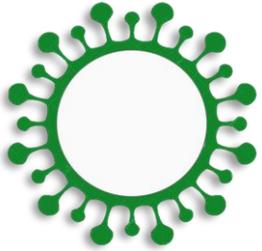
MasterCard Changes Tack on a Future without Cash.

“Mr. Banga recognises that cashless is something we are not going to get to. There are people who rely on cash because they are unbanked or underbanked, because they are on the wrong side of the digital divide or because they lack a formal proof of identity”.

Source: Ajay Banga, Executive Chairman

Highlights of the period





COVID - 19

- **Impact on volumes and macro environment.**
- **Cash is an essential service** despite false rumors.
- **Priorities:**
 - ✓ Well-being of **employees**.
 - ✓ Business continuity of **clients**.
 - ✓ Cooperation and support in **communities**.



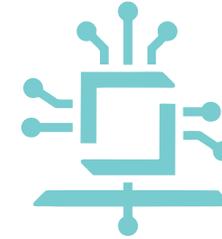
Agility

- **Local currency growth of 1.7%⁽¹⁾** in FY 2020.
- **Efficiency programs (29 M€)** launched in FY 2020.
- **EBITA margin reached 14.2%⁽²⁾** in FY 2020.



Consolidation

- **94 M€⁽³⁾ invested in M&A** in FY 2020.
- **Completion of the integration** of the acquired companies.
- **Reduction of deferred payments** derived from inorganic activity.



Transformation

- New products ended in **18.8% of total sales** (16.2% in FY 2019).
- New Services continued to be **more resilient**.
- **Acceleration of Digital Transformation** and Innovation investments.

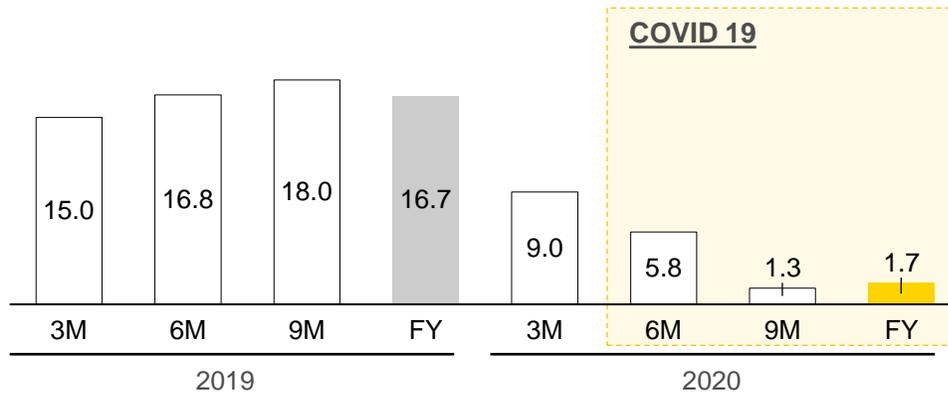


Financial Discipline

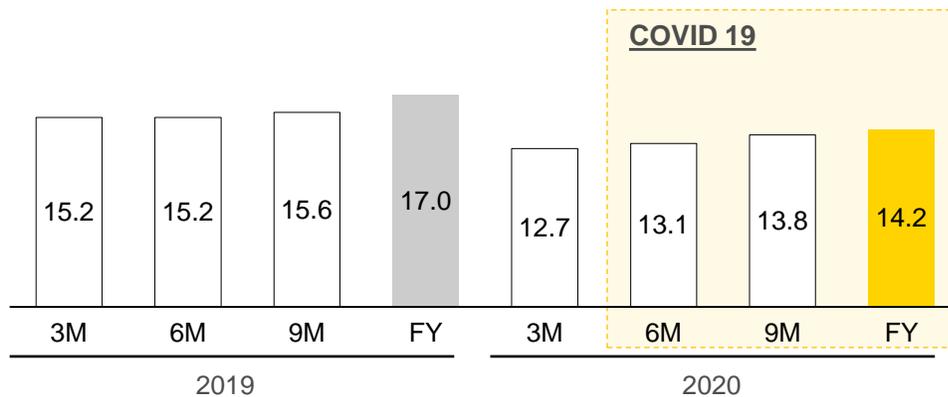
- **Excellent cashflow** (FCF 161 M€).
- **Net Debt decreased** since 3M 2020.
- **Long-term debt maturity profile** (2026).
- **IG Rating by S&P** (BBB, stable outlook).
- **New proposed dividend** (60 M€).

(1) Includes organic and inorganic growth; (2) Excludes costs related to the efficiency plans implemented in 2020 (29 M€); (3) Enterprise Value.

% Accumulated local growth⁽¹⁾



% Accumulated EBITA⁽²⁾



- Activity decrease resulting from the lockdowns partially offset by **new services and inorganic growth**.

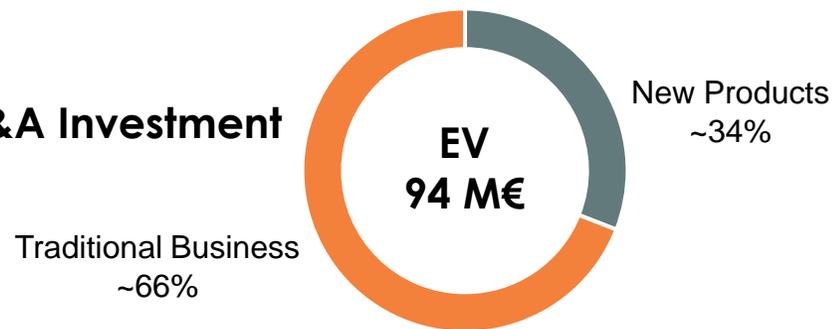
- Margin erosion as a result of the **translational effect of the currency and lower activity**.

- Gradual recovery of profitability** supported by efficiency plans and less restrictions on mobility.

(1) Includes organic and inorganic growth; (2) Excludes capital gains from 2019 divestments (17 M€) and costs related to the efficiency plans implemented in 2020 (29 M€).



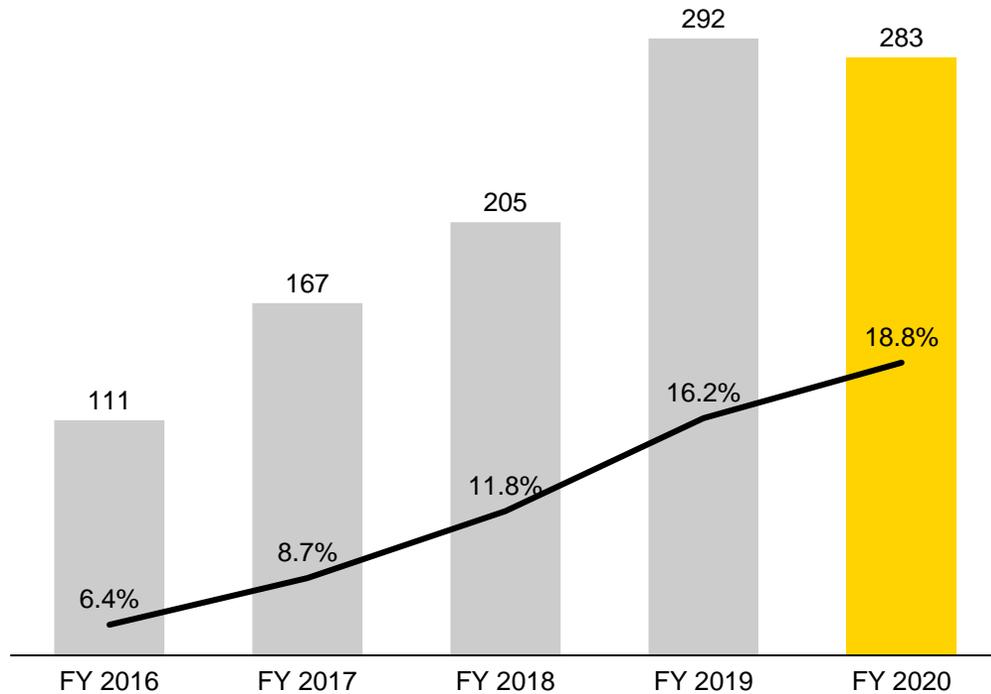
2020 M&A Investment



- **Positive contribution from the inorganic activity** carried out during the period.
- **Proactive management of our traditional business** through the divestment of Mexico and the acquisitions in Brazil and Ecuador.
- **We have strengthened our portfolio of new solutions** in Colombia, Australia and Spain.
- **Pipeline. New investment opportunities available** in both the new products and the traditional business.



New Products (M€, % of sales)⁽¹⁾



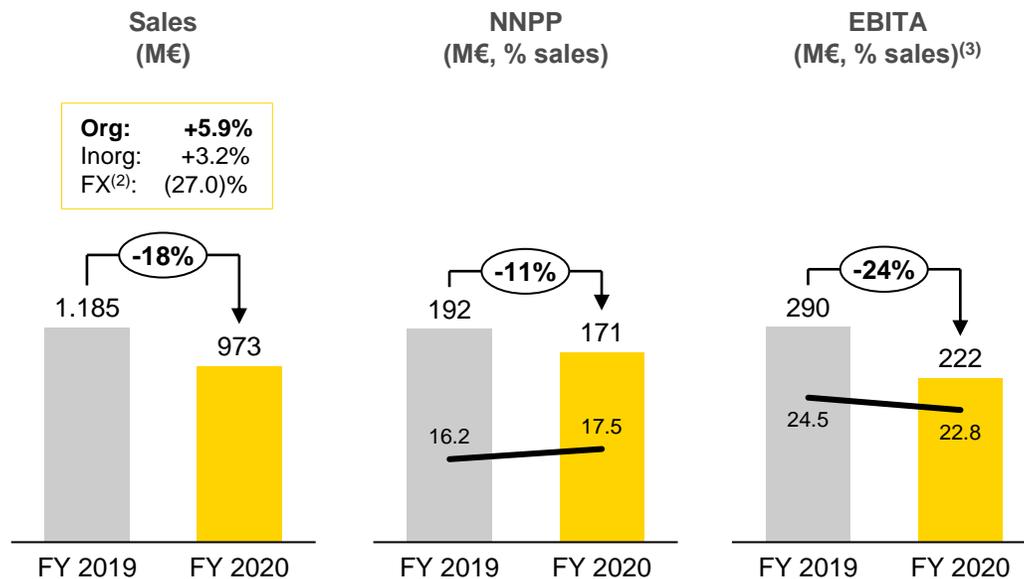
- Sales maintained **positive growth dynamics in local currency** and reached 283 M€, despite the pandemic.
- **Penetration of new solutions increased in almost all countries** in our portfolio in FY 2020.
- **Investment in Digital Transformation reinforced** (€ 17 M in FY 2020 vs. € 8 M in FY 2019) to reduce risks and face future challenges in a better position.

(1) 2018, 2019 and 2020 figures according to IAS 21 & 29 (hyperinflation accounting).

Regional Dynamics



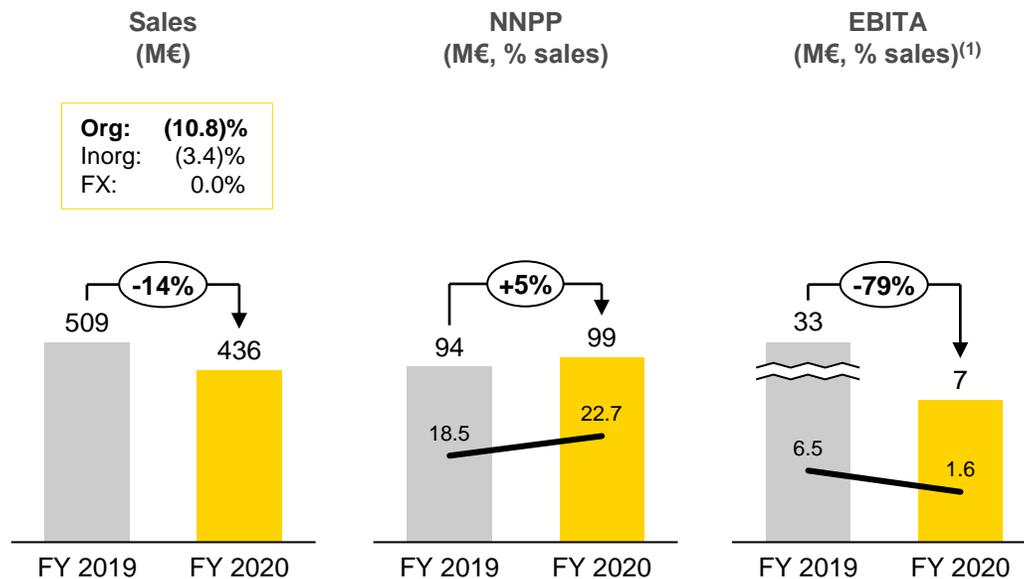
Represents 65% of the group's sales



- **Positive organic growth in FY 2020** despite COVID-19 and a demanding comparison vs. 2H 2019 due to exceptional non-recurring volumes.
- **Inorganic growth** derived from acquisitions closed in 3M 2020 **complementing the organic growth.**
- **New Products represented 17.5% of sales and continued to grow in local currency.**
- **Currency devaluation and lower level of activity negatively impacting our profitability vs. FY 2019.**

(1) Figures according to IAS 21 & 29 (hyperinflation accounting); (2) Includes FX and IFRS 21 & 29 impact; (3) FY 2020 EBITA does not include costs related to the efficiency plans implemented (27 M€).

Represents 29% of the group's sales

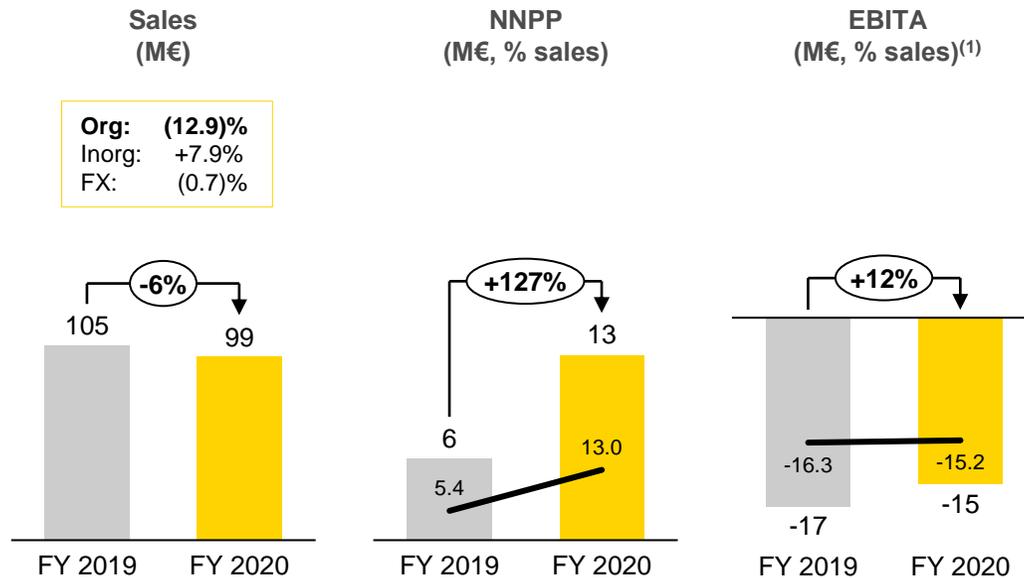


- **The drop in sales eased** compared to previous quarters **despite the new confinements established in December.**
- **Inorganic effort somewhat diluted** by the divestment of **France.**
- **New Products increased by 5%** reaching **22.7%** of sales.
- **Profitability improved vs. 1H 2020** but remained heavily penalized due to the lower activity vs. 2019.

(1) FY 2019 EBITA does not include positive impact resulting from our French divestment (6 M€); FY 2020 EBITA does not include costs related to the efficiency plans implemented (2 M€).



Represents 7% of the group's sales



- **The sequential improvement in sales continued, mainly due to new volumes in Australia.**
- **New Products doubled and reached 13.0% of sales as a result of the ATM business in Australia.**
- **Slight improvement in terms of profitability** despite lower activity and certain costs associated with the transition of new contracts in Australia.

(1) FY 2019 EBITA does not include positive impact resulting from our South African divestment (11 M€).

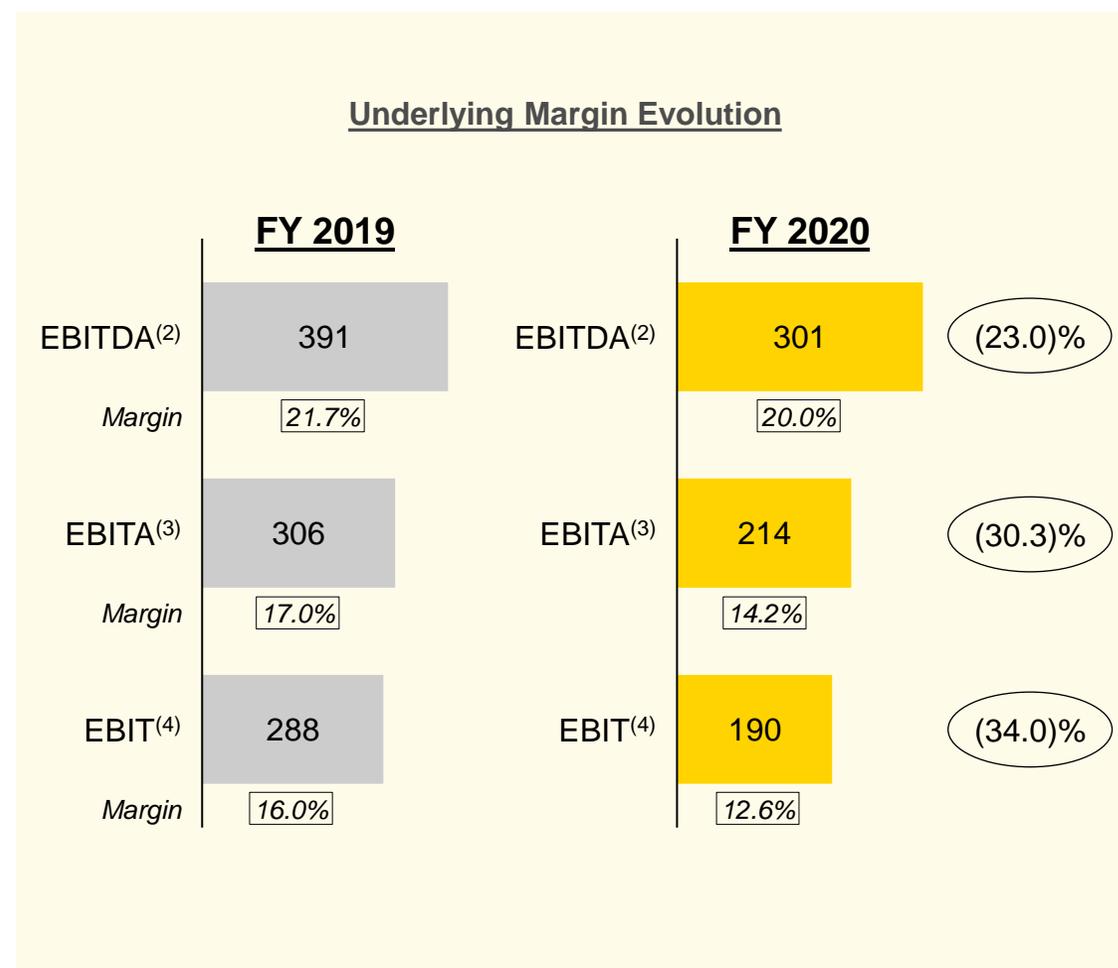
Financial Results





Profit and Loss Account⁽¹⁾

<i>Million Euros</i>	FY 2019	FY 2020	VAR %
Sales	1,799	1,508	(16.2)%
EBITDA	408	272	(33.2)%
<i>Margin</i>	22.7%	18.1%	
Depreciation	(84)	(87)	
EBITA	323	185	(42.8)%
<i>Margin</i>	18.0%	12.3%	
Amortization of intangibles	(19)	(51)	
EBIT	305	134	(55.9)%
<i>Margin</i>	16.9%	8.9%	
Financial result	(45)	(46)	
EBT	260	88	(66.0)%
<i>Margin</i>	14.4%	5.9%	
Taxes	(91)	(73)	
<i>Tax rate</i>	34.9%	82.3%	
Net Consolidated Profit	169	16	(90,8)%
<i>Margin</i>	9.4%	1.0%	

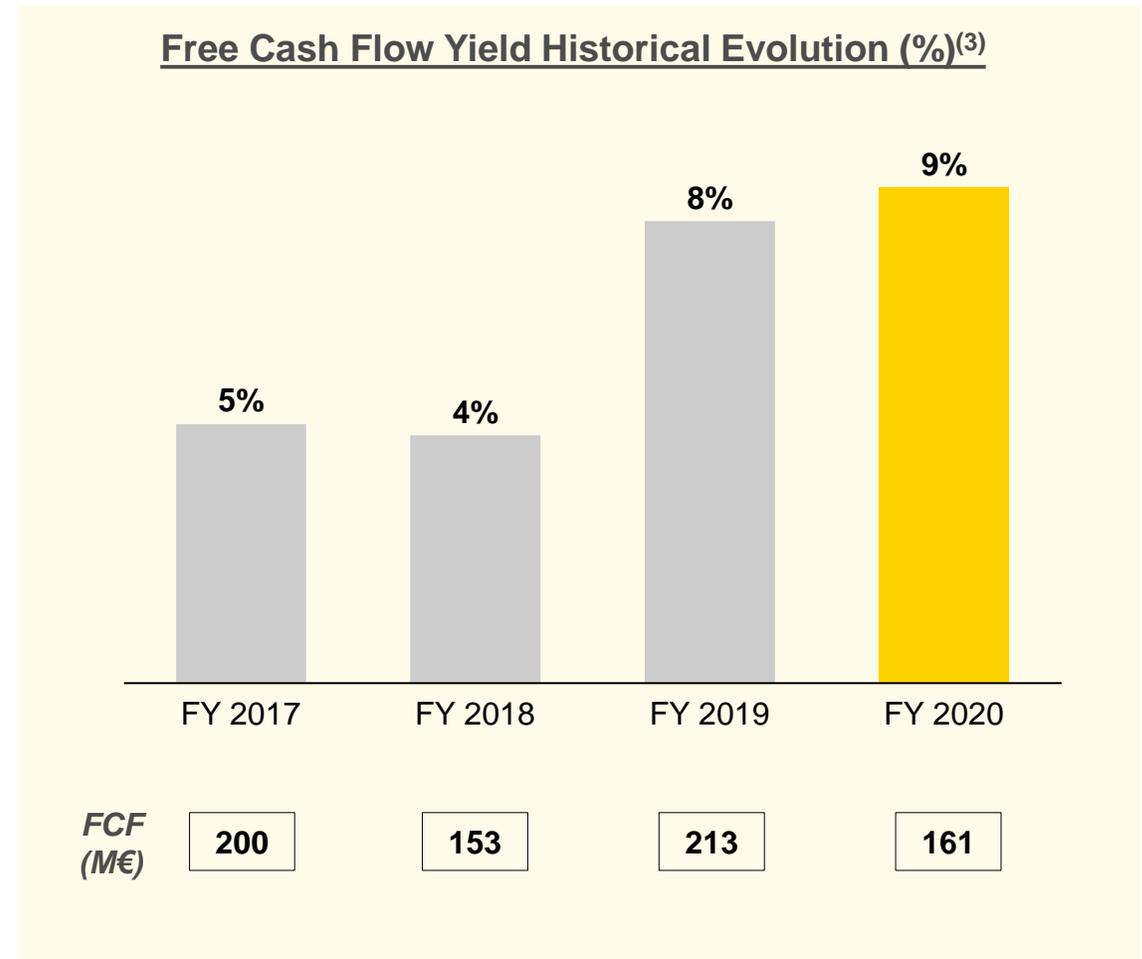


(1) Figures according to IFRS 21 & 29 (hyperinflation accounting) and IFRS 16 (leases); (2)(3) Excludes capital gains from 2019 divestments (17 M€) and costs related to the efficiency plans implemented in 2020 (29 M€); (4) Excludes capital gains from 2019 divestments (17 M€) and costs related to the efficiency plans (29 M€) and write-offs (27 M€) en FY 2020.



Cash Flow⁽¹⁾

<i>Million Euros</i>	FY 2019	FY 2020
EBITDA	408	272
Provisions and other items	31	(1)
Income tax	(88)	(76)
Acquisition of PP&E	(104)	(70)
Changes in working capital	(34)	34
Free Cash Flow	213	161
<i>% Conversion⁽²⁾</i>	74%	74%
Interest payments	(10)	(14)
M&A payments	(16)	(108)
Dividend & Treasury stock	(110)	(49)
Others	(13)	(21)
Total Net Cash Flow	63	(31)

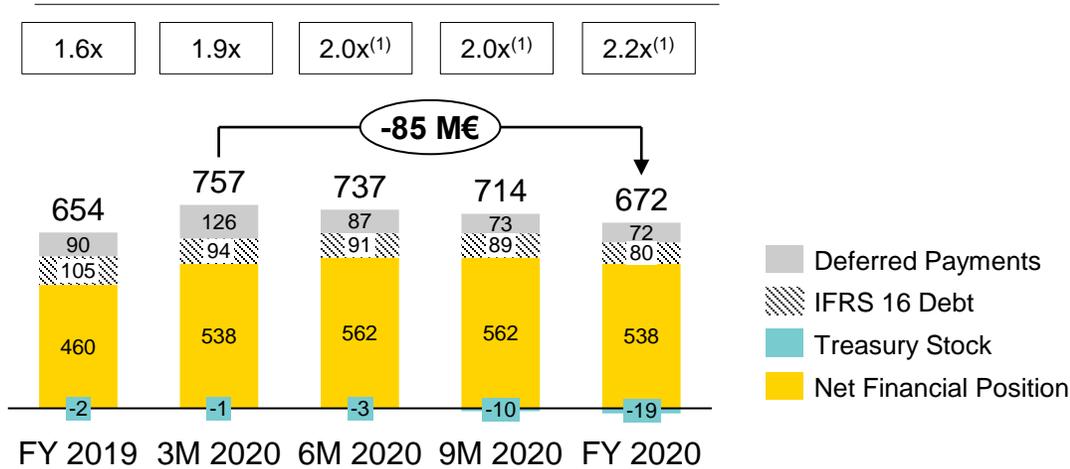


(1) Figures according to IFRS 21 & 29 (hyperinflation accounting) and IFRS 16 (leases); (2) Conversion ratio: (EBITDA - Capex) / EBITDA; (3) FCF Yield = FCF as reported / EV at the EoP (excluding IFRS 16 impact).

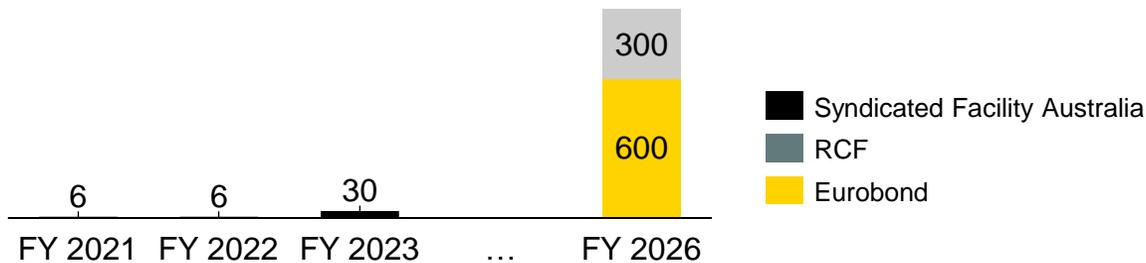


Total Net Debt

Leverage and Total Net Debt



Debt maturity profile (main facilities)



- **In absolute terms, our Total Net Debt has decreased by 85 M€** since the beginning of the pandemic.
- **In October 2020, S&P confirmed our investment grade credit rating**, which remains at BBB with a stable outlook.
- **Very comfortable debt maturity profile** with no relevant maturities until 2026.

Total Net Debt figures in Million Euros - (1) Leverage ratio excluding restructuring costs. Including these costs the ratio reached 2.2x in 6M 2020, 2.3x in 9M 2020 and 2.5x in FY 2020.

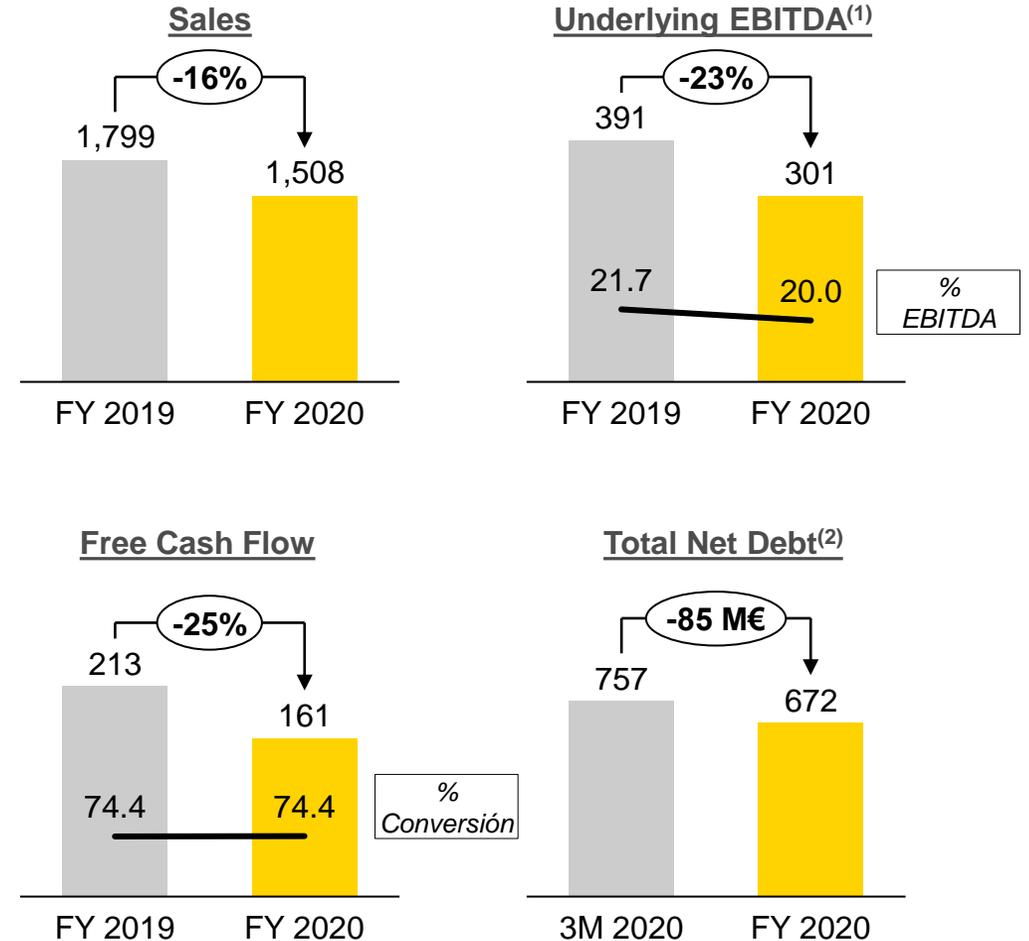
Final Remarks





Resilience, quick response to a volatile and complex environment

- 1 **Achievement of additional services** to mitigate the volume reduction derived from COVID-19.
- 2 **Reduction of discretionary expenses (travel, etc.).**
- 3 **Restructuring of operations** (1/3 of the workforce subject to temporary and structural measures).
- 4 **Acceleration of Digital Transformation and Innovation investments.**
- 5 **Preservation of cash generation and access to liquidity** (working capital and maintenance capex optimization).



(1) Excludes capital gains from 2019 divestments (17 M€) and costs related to the efficiency plans implemented in 2020 (29 M€); (2) Net Debt reduction since the beginning of the pandemic.



3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS



- **To reduce serious work accidents to zero.** Committees for monitoring and implementing best practices and specific training.
 - To increase training and improve employability of our workers through the Prosegur University.
 - To support employees (protective measures, telecommuting), clients (business continuity) and communities.
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- **To mitigate our environmental impact by reducing CO2 emissions and other consumptions.**
 - To reduce emissions by optimizing our fleet and introducing hybrid and electric vehicles.
 - To reduce paper consumption by increasing the digitalization of our processes.
 - To reduce the consumption of operational plastics by using recyclable and compostable bags.
 - To develop new solutions, which should gain more weight within the business mix.
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- **To maintain a solid corporate governance.**
 - Constant evolution of our regulatory compliance programs.
 - Long-term incentives linked to sustainable objectives.
 - Zero Tolerance with unethical behaviors.
 - United Nations Global Compact, The Climate Pledge, social action through our Foundation.

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Q&A



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