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Q3 2026 Results Presentation



November 04th 2026

Investor Relations Department

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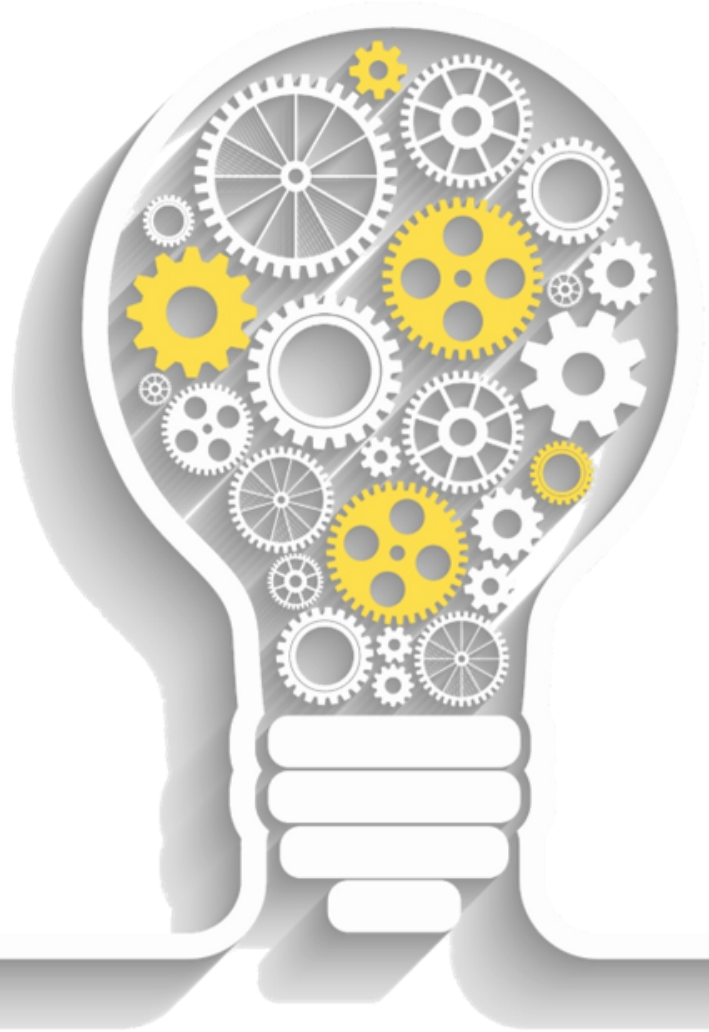
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Key milestones

Growth

Sales
3,946 €M
+7.5% YoY

1 Sales growth

- **Outstanding organic growth** of **7%,** led by **the U.S**
- **Positive foreign exchange** impact

2 Diversified growth

- **Sustained growth** in sales across **all regions**

Profitability

EBITA
254 €M
-1.7% YoY

1 Cash

- **EBITDA improvement** of **1.2%**

2 Security

- **EBITA increased by 9%** YoY**. Continued** quarter-on-quarter **improvement**

3 Alarms

- **Higher contribution** from **MPA**
- **Impact** from **customer portfolio optimization**

Cash Flow

Operating CF
135 €M
+11.0% YoY

1 Improved operating cash flow

- **Alarms: quality** based growth
- **Efficient tax** management

2 Working capital mix

- **Effective management** in CASH
- Volume growth in **Security USA**

3 Reduction in leverage ratio

- Focus on the **gradual reduction** of debt

News

Net Profit
▲5.6%
YoY

1 Rating S&P

- **BBB** rating **affirmed** and **outlook upgraded** to **Stable**

2 Prosegur Technology & Defense

- Advanced Solutions **Integrator**
- **Trusted technology partner**

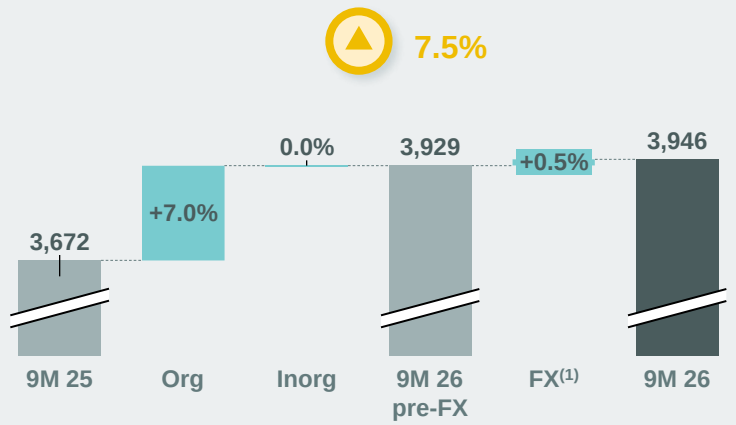
3 Movistar Prosegur Alarmas

- Surpassed **650,000 connections**, with an **annual growth projection of 10%**
- **Smart lock**

Sales and Profitability

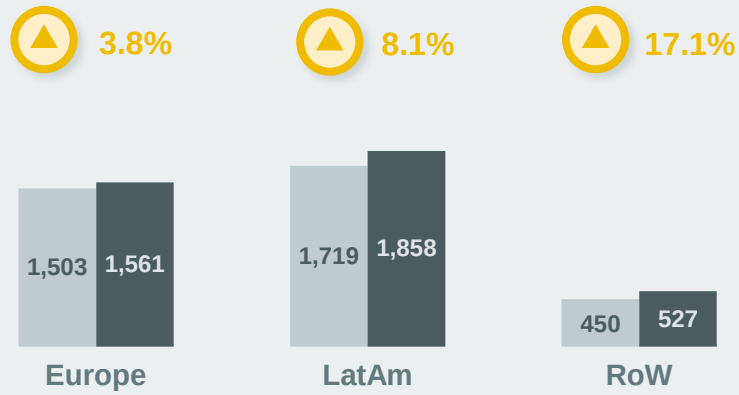
Total Sales

€M amounts



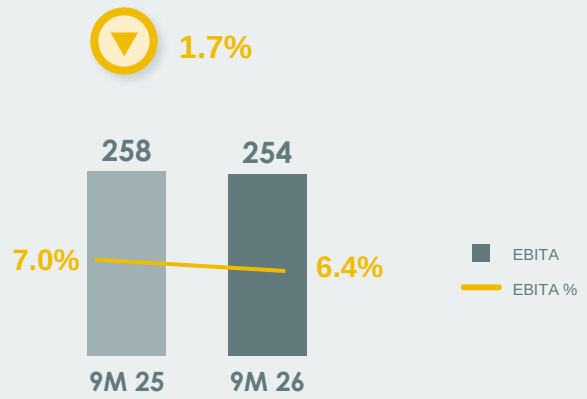
Sales by Region

€M amounts



Profitability – EBITA €M

€M amounts



Cash
2.6% organic growth and FX slightly **positive**
Sales in euros **increased** by **5.3%** during the **quarter**

Security
Q3 standalone **EBITA margin** of **3.8%**
Organic growth of 32% in the **United States**

Alarms
Improved service margin, **despite** the **macroeconomic** environment in **Argentina**

Evolution 9M 26 vs 25

CASH

Sales	1.4%
EBITA	2.4%

Security (2)

Sales	9.8%
EBITA	9.0%

Prosegur Alarms (3)

Sales	16.3%
Service Margin%	1.7%

(1) Includes FX and IAS 21 and 29 (2) Includes Security and Cipher (3) Prosegur Alarms excludes MPA

Income Statement

€M amounts	9M 2025	9M 2026	Variation
SALES	**3,672**	**3,946**	*7.5%*
Organic Growth	*+11.2%*	*+7.0%*	▲
Inorganic Growth	*+0.5%*	*0.0%*	
FX	*-9.2%*	*+0.5%*	▲
EBITDA	**409**	**435**	*6.2%*
Margin	***11.1%***	***11.0%***	
Depreciation	*(151)*	*(181)*	
EBITA	**258**	**254**	*-1.7%*
Margin	***7.0%***	***6.4%***	
Amortization of intangibles and impairments	*(22)*	*(23)*	
EBIT	**236**	**230**	*-2.3%*
Margin	***6.4%***	***5.8%***	
Financial result	*(61)*	*(61)*	
Profit before taxes	**175**	**169**	*-3.4%*
Margin	***4.8%***	***4.3%***	
Taxes	*(79)*	*(70)*	
Tax Rate	*45.01%*	*41.04%*	
Net Profit	**96**	**100**	*3.6%*
Minorities	*(14)*	*(13)*	
CONSOLIDATED NET PROFIT	**82**	**87**	*5.6%*

Net Profit

Net Profit
▲ 5.6%
Compared with the same period last year

- ***Continued growth** in consolidated **net profit,** supported by **effective tax** management and **disciplined financing cost control***

Taxes

Tax Rate
▼ 397bps
Significant improvement during the period

- *Continued **improvement** in the **effective tax rate,** supported by **disciplined tax management** and **stronger profitability across geographies***

Financial Result

Financial Result
▲ 0.7%
Compared with the same period last year

- ***Strict control** of **financial expenses**, which is particularly **noteworthy** in the current environment **of rising interest rates***

Foreign Exchange

Foreign Exchange
+0.5%
Impact on YTD sales

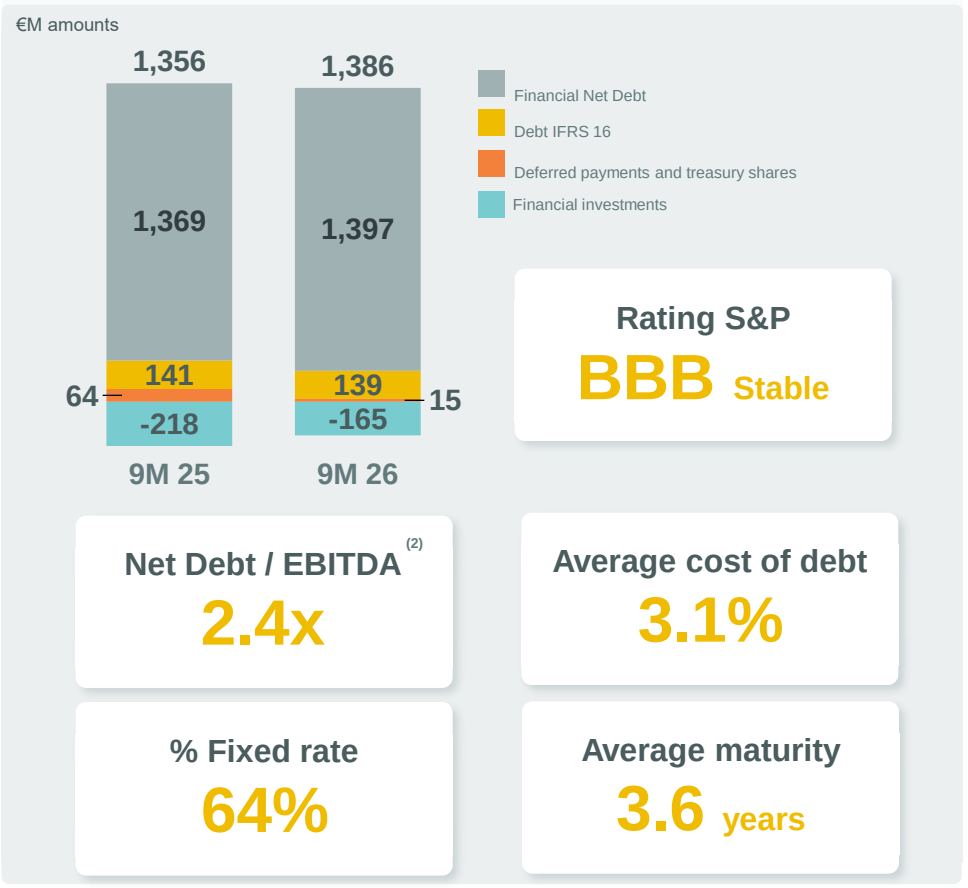
- ***Favorable foreign exchange** impact during the period*

Consolidated cash flow

€M amounts	9M 2025	9M 2026
EBITDA	**409**	**435**
Provisions and other non-cash items	(47)	(66)
Tax on profit	(81)	(69)
Changes in working capital	(127)	(128)
Interest payments	(33)	(37)
Operating Cash Flow	**121**	**135**
Acquisition of property, plant & equipment	(124)	(115)
Free Cash Flow	**(2)**	**19**
Payments for the acquisition of subsidiaries	(12)	(10)
Dividend payments	(3)	(5)
Treasury shares and others	(26)	(33)
Total Net cash flow	**(44)**	**(29)**
Initial Net Financial Debt	**(1,305)**	**(1,377)**
Net increase / (decrease) in cash	(44)	(29)
Exchange rate	(20)	8
Final Net Financial Debt	**(1,369)**	**(1,397)**
Financial investments (1)	218	165
Outstanding deferred payments and treasury shares	(64)	(15)
IFRS 16 Debt	(141)	(139)
Net Debt	**(1,356)**	**(1,386)**

(1) Telefónica shares valued at market price at period-end
(2) Includes net financial debt, IFRS 16, deferred payments, treasury shares and financial investments. EBITDA LTM

Net Debt



Rating S&P
BBB Stable

Net Debt / EBITDA (2)
2.4x

Average cost of debt
3.1%

% Fixed rate
64%

Average maturity
3.6 years

- ***Reduction** in **net financial debt** during the quarter*
- ***Controlled leverage** with a **solid financial structure***

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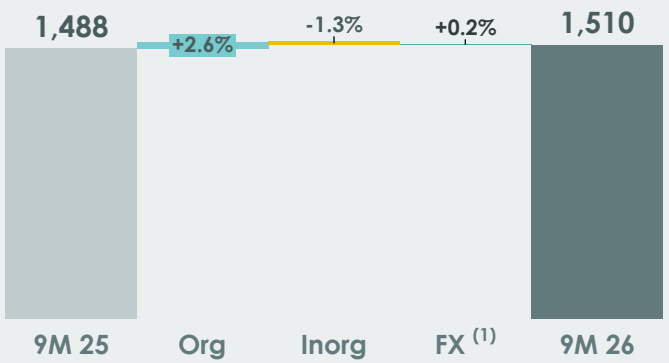
Results by Business



PROSEGUR CASH

Growth €M

1.4%

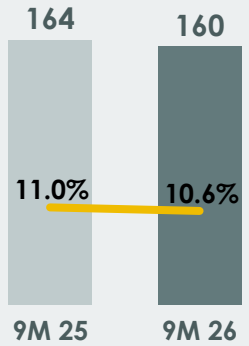


Transformation Products
as % of sales
36.2%

- ***Sales growth*** *of* ***5.3%*** *in the* ***quarter***
- ***Transformation Products*** *represented* ***36.2%*** *of sales*

Profitability EBITA €M

2.4%

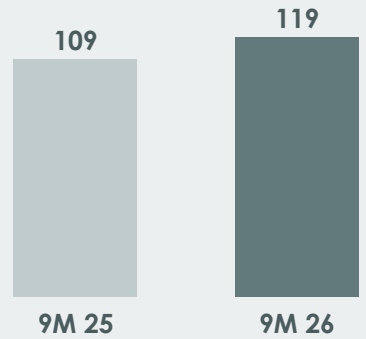


EBITA margin
10.6%

- ***EBITDA up 1.2%,*** *with* ***margin in line*** *YoY*
- ***Strong performance*** *from* ***Cash Today***

Operating Cash Flow €M

9.3%



Operating cash generation
119€M

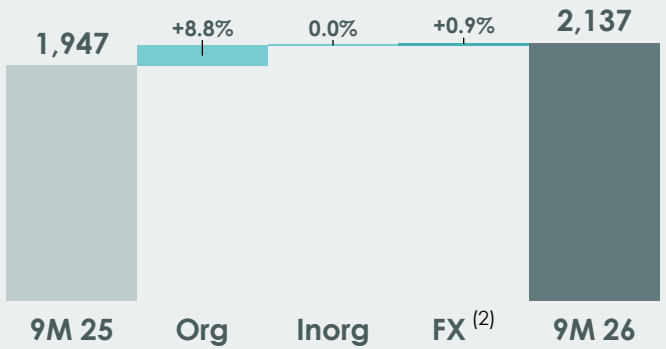
- ***Operating cash flow*** *increased by* ***9.3%,*** *supported by* ***disciplined working capital*** *management and* ***lower*** *cash outflows from* ***taxes***

(1) Includes FX and IAS 21 and 29

PROSEGUR SECURITY (1)

Growth €M

9.8%

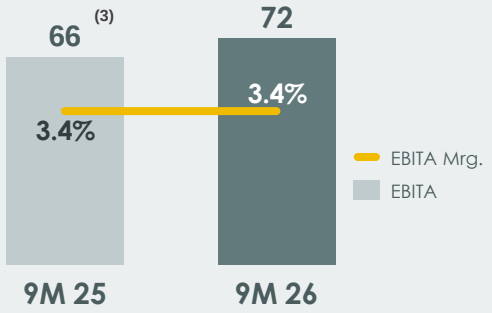


Organic Growth
8.8%

- ***Sales growth*** *was driven by the* ***U.S., Iberia*** *and* ***Colombia***
- ***The U.S.*** *is the* ***second-largest contributor*** *to* ***sales,*** *delivering* ***32% organic growth***

Profitability EBITA €M

9.0%

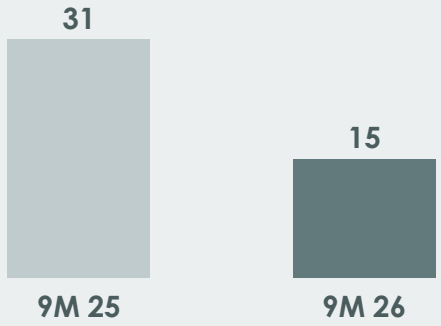


Profitability increase
9%

- *Continued quarterly* ***margin improvement,*** *supported by* ***Hybrid Security*** *and* ***geographic diversification***
- ***Profitability*** *was impacted by the* ***macroeconomic*** *environment in* ***Argentina***

Operating Cash Flow €M

50.1%



Operating cash flow
15€M

- ***Working capital*** *impacted by strong* ***volume*** *growth in* ***the U.S. market***
- ***Greater fiscal impact*** *due to* ***improved results***

(1) Includes Security and Cipher
(2) Includes FX and IAS 21 and 29
(3) September 2025 pro forma EBITA, restated in accordance with the reporting criterion adopted since December 2025 (excluding corporate costs)

Prosegur Technology & Defense

Opportunity

Market expansion

Technological Sovereignty in Spain and Europe

1 New growth vertical

- **Expansion** of the existing **Technology vertical**
- **Solutions** for the **Defense sector**

2 Positioning

- **Trusted technology partner**
- **Differentiated value proposition**

Differentiation

Advanced solutions integrator

Defense Platform

1 Value Proposition

- **Data, Sensors, and Communications**
- **Real-time** actionable insights

2 Open architecture

- **Integrated, interoperable** and **scalable**
- **Cross-functional services**

Capabilities

Decision-making

Critical technology

1 Key technological capabilities

- **AI, advanced analytics,** and **private 5G**
- **Critical communications, drones** and **robotics**

2 Areas of expertise

- **Simulation, command** and **control**
- **Security, surveillance** and **cybersecurity**

Execution

Critical and complex operating environments

Situational awareness

1 Hybrid model

- **Alliances** with **specialized partners**
- **In-house capabilities** and **real-world experience**

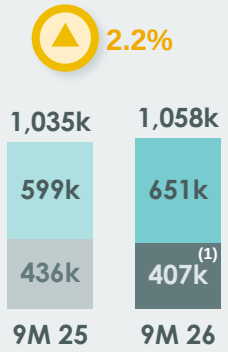
2 Ambition

- **Global positioning**
- **A major player** in the **Defense** sector

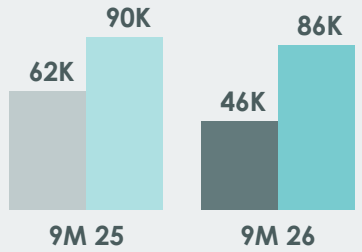
PROSEGUR ALARMS

Customer base

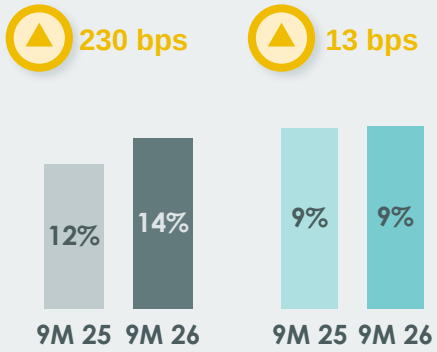
BTC



New Clients

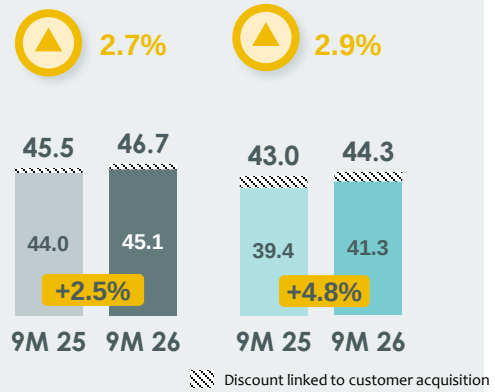


Churn Rate

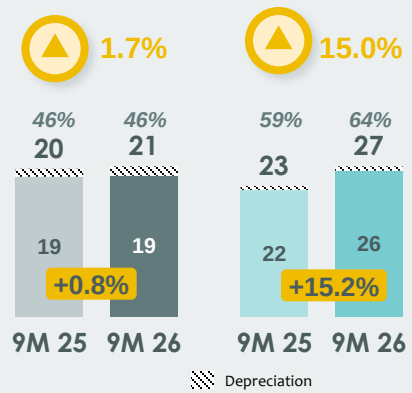


Profitability

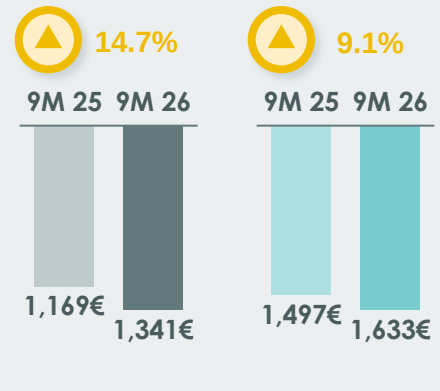
ARPU



Service margin



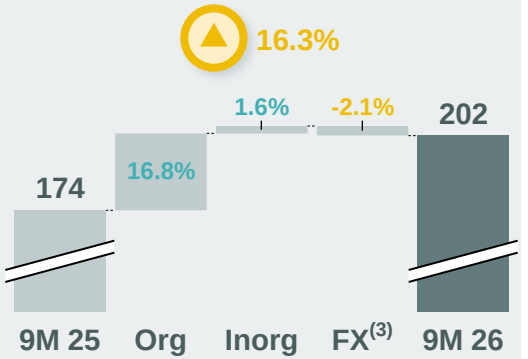
Acquisition margin (4)



Prosegur Alarms Movistar Prosegur Alarmas

Revenues (2)

€M amounts



Organic growth
Only of Prosegur Alarms
16.8%

Scoring clients (5)
Activation fee revenues increase
c.70% YoY

(1) Optimized Prosegur Alarms customer base, aligned with the new quality-customer-focused policy (2) Reported Alarms sales belonging exclusively to Prosegur Alarms, MPAs sales are not included
(3) Includes FX and IAS 21 and 29 (4) Acquisition margin, excluding financial effects (5) Prosegur Alarms only

MOVISTAR PROSEGUR ALARMAS

Highest-rated by customers

Trustpilot
5/5
53.358 Reviews

Google Reviews
4,6/5
13.274 Reviews

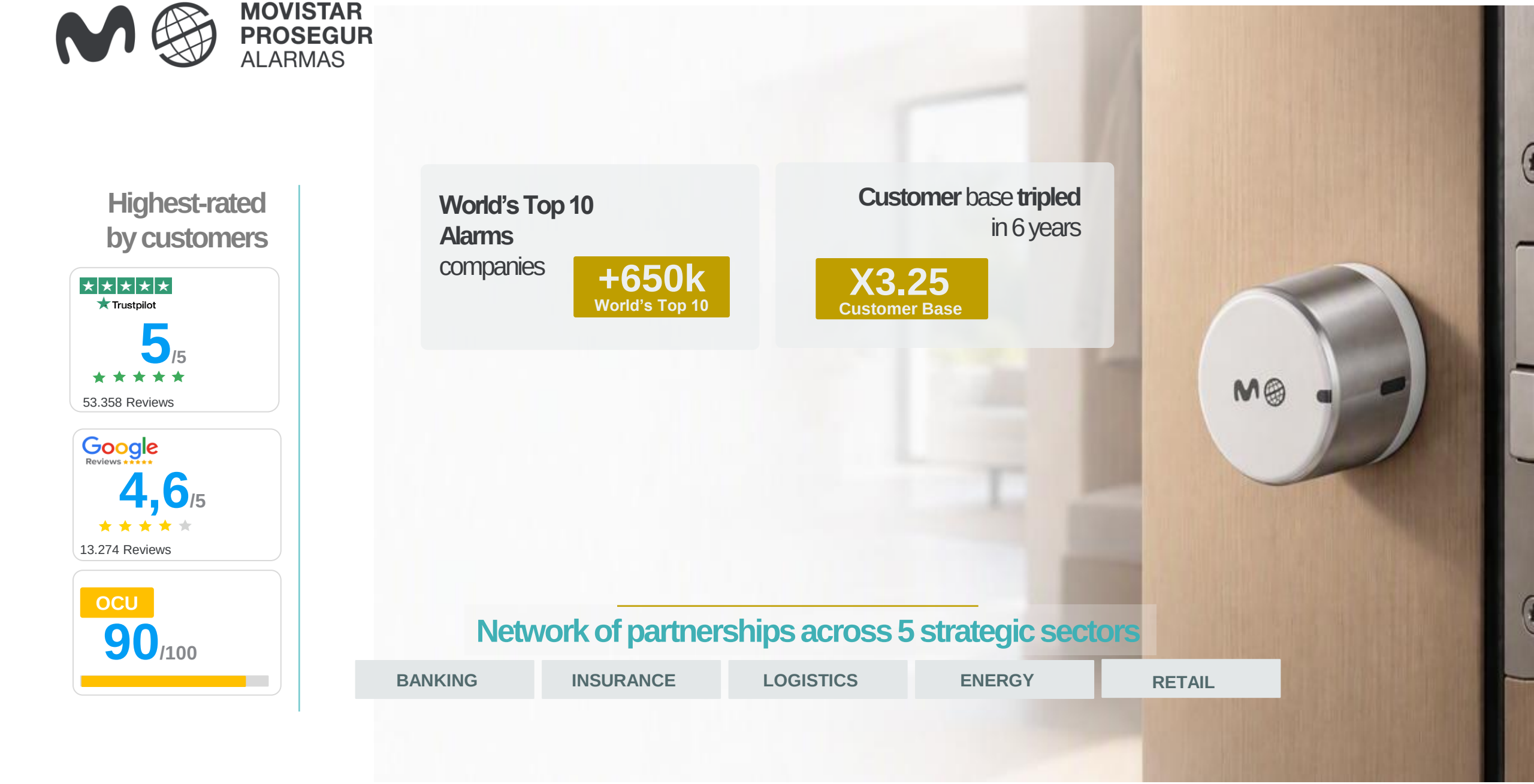
OCU
90/100

World's Top 10 Alarms companies

+650k
World's Top 10

Customer base **tripled** in 6 years

X3.25
Customer Base



Network of partnerships across 5 strategic sectors

BANKING | INSURANCE | LOGISTICS | ENERGY | RETAIL

3

Conclusions



Conclusions

	Group	Cash	Security	Alarms
Growth	**Sales increased** by **7.5%,** driven by **strong organic** growth	**2.6% organic growth,** with **Transformation** Products accounting for **36.2%** of sales	**Sales** increased by **9.8%,** led by the **U.S**., the **Group's second-largest market** by **volume**	**MPA**: BTC growth over **8%. Row**: Optimized customer portfolio
Profitability	**EBITA** impacted by **product mix, Argentina macro** and **geopolitics**	**EBITDA improvement** of **1.2%**	**EBITA up 9%** YoY, with **continued quarter-on-quarter improvement**	**MPA higher** contribution **Row: Service M. improvement**, despite **Argentina** macro
Cash Flow	**Deleveraging** and **improved S&P rating outlook**	**9.3% improvement** in **operating cash flow**	**Working capital** affected by **strong volume** growth in the **U.S**	**€67M recurring rolling cash flow,** for reinvestment in sustainable growth

4

Q&A



Financial Calendar

17 November 2026

Santander European Small & Mid Caps Opportunities
New York

13 January 2027

BNP Paribas Spain Investors Day
Madrid

27 January 2027

Santander Iberian Conference
Madrid

26 February 2027

Result Presentation FY2026

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