Q1 2026 Results Presentation

May 5th 2026

Investor Relations Department

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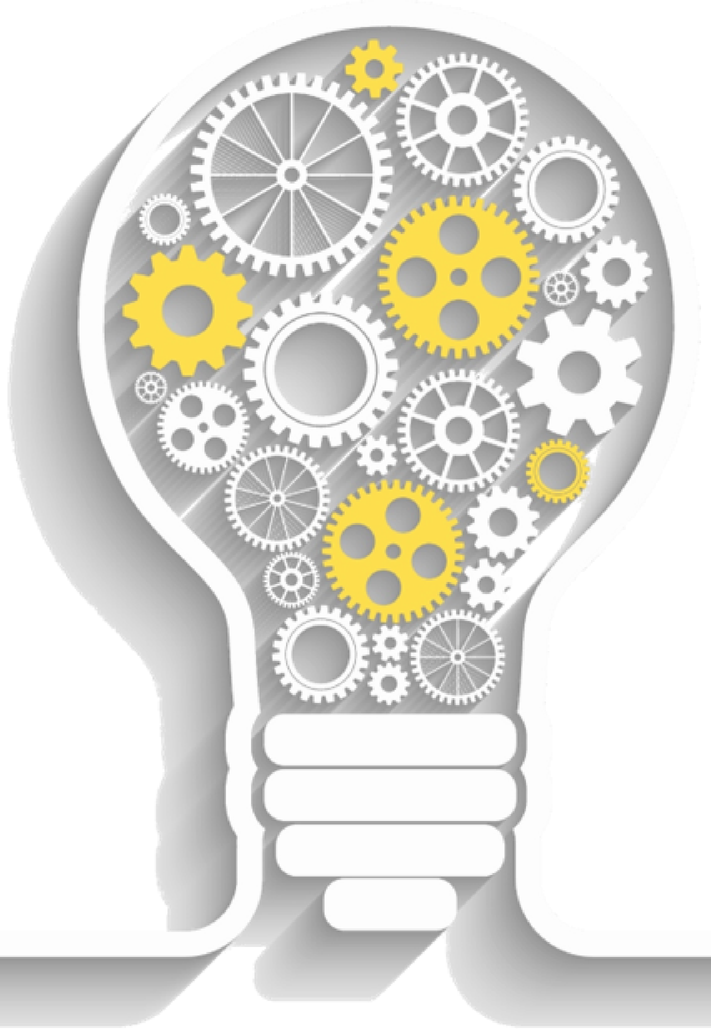


Key milestones

Growth

Sales
1,274 €M
+1.5% YoY

1 Sales growth

- **Organic growth** close to **8%**
- **Volume growth** across **all business** lines

2 Diversified growth

- **Spain, United States** and **APAC** region **leading** growth

Profitability

EBITA
87 €M
+0.7% YoY

1 Cash

- **EBITA** margin impacted by the **macroeconomic environment** and the **country mix** evolution

2 Security

- **12.7% YoY increase** driven by **solid** and **healthy growth**

3 Alarms

- Implemented a **strategic** commintment to **quality growth**

Cash Flow

Operating CF
8 €M
+143% YoY

1 Working capital improvement

- Efficient management driven by **stock** and **DSO**

2 Net Debt reduction

- **28€M** reduction

3 Record cash generation in Security in Q1

- **Cash break-even** reached for the **first time** in **Q1**

News

Net Profit
▲ **15%**
YoY

1 Cash bond repayment

- **600€M Prosegur Cash** bond amortization

2 EIB Financing

- **60€M** loan formalized with the **European Investment Bank**

3 Cipher integrated into Security

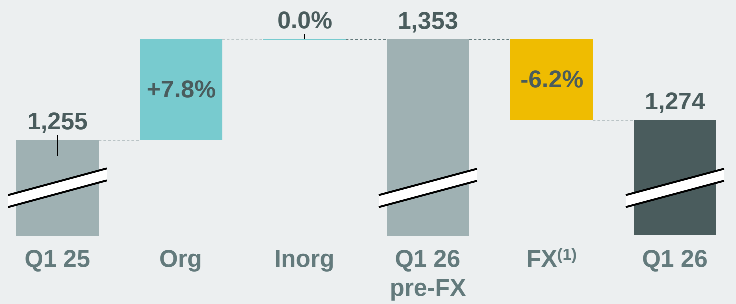
- The **Cybersecurity** division **complements Security** business

Sales and Profitability

Total Sales

€M amounts

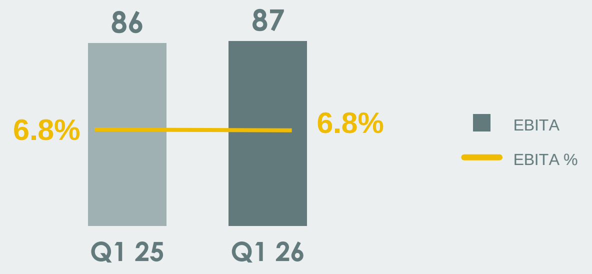
1.5%



Profitability – EBITA (€M)

€M amounts

0.7%



Evolution Q1 26 vs 25

CASH

Sales 3.7%

EBITA 7.3%

Security

Sales 4.4%

EBITA 12.7%

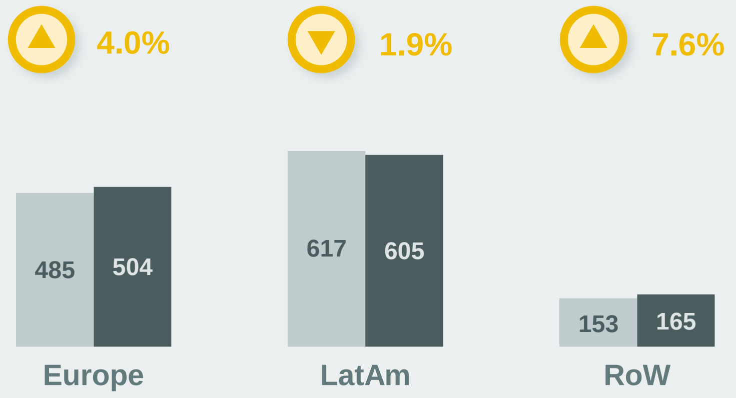
Prosegur Alarms (2)

Sales 7.8%

Service Margin % 2 bps

Sales by Region

€M amounts



Cash
Organic growth of **3.2%,** led by the **APAC** region

Security
4% sales growth and **profitability** above **12%**, particularly driven by the U.S.

Alarms
Double-digit organic growth.
Strategy implemented with a **focus on solid, high-quality growth**

(1) Includes FX and IAS 21 and 29

(2) Prosegur Alarms ex-MPA

Income Statement

€M amounts	Q1 2025	Q1 2026	Variation
SALES	1,255	1,274	1.5%
Organic Growth	+16.2%	+7.8%	▲
Inorganic Growth	1.8%	0.0%	
FX	-6.6%	-6.2%	▼
EBITDA	138	141	2.4%
Margin	11.0%	11.1%	
Depreciation	(52)	(54)	
EBITA	86	87	0.7%
Margin	6.8%	6.8%	
Amortization of intangibles and impairments	(8)	(7)	
EBIT	78	79	1.2%
Margin	6.2%	6.2%	
Financial result	(15)	(14)	
Profit before taxes	63	65	3.0%
Margin	5.0%	5.1%	
Taxes	(29)	(27)	
Tax Rate	46.51%	42.01%	
Net Profit	34	37	11.7%
Minorities	(5)	(5)	
CONSOLIDATED NET PROFIT	28	33	15.2%

Net profit

Net Profit

▲ **15%**

Compared with the same period last year

- ***Efficient management*** *of* ***financial results*** *and* ***taxes*** *continues to drive an* ***improvement in net profit***

Taxes

Tax Rate

▼ **449bps**

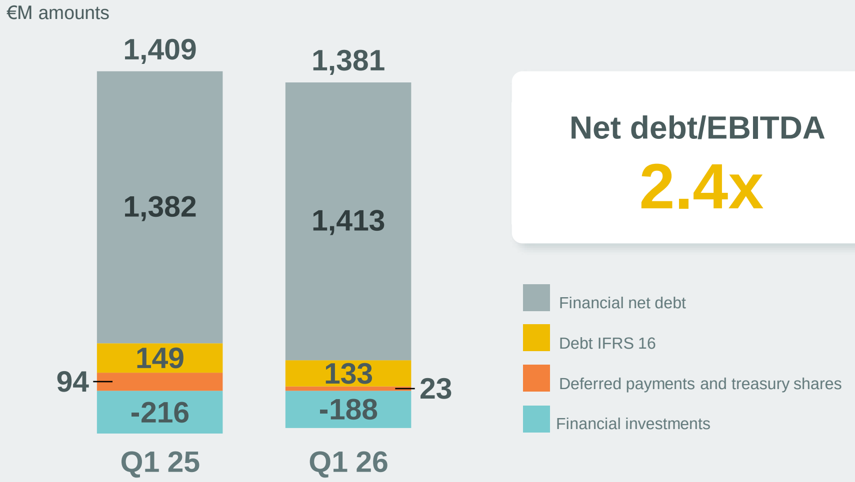
Significant improvement during the period

- *The rate* ***continues to improve****, thanks to a* ***sound fiscal strategy*** *underpinned by improved results across all regions*

Consolidated cash flow

€M amounts	Q1 2025	Q1 2026
EBITDA	**138**	**141**
Provisions and other non-cash ítems	(19)	(24)
Tax on profit	(28)	(24)
Changes in working capital	(97)	(74)
Interest payments	(13)	(11)
Operating Cash Flow	**(19)**	**8**
Acquisition of property, plant & equipment	(35)	(40)
Free Cash Flow	**(54)**	**(32)**
Payments for the acquisition of subsidiaries	(2)	(2)
Dividend payments	(3)	(5)
Treasury shares and others	(14)	(4)
Total Net cash flow	**(73)**	**(43)**
Initial Net Financial Debt	**(1,305)**	**(1,377)**
Net increase / (decrease) in cash	(73)	(43)
Exchange rate	(4)	7
Final Net Financial Debt	**(1,382)**	**(1,413)**
Financial investments [1]	216	188
Outstanding deferred payments and treasury shares	(94)	(23)
IFRS 16 Debt	(149)	(133)
Net Debt	**(1409)**	**(1,381)**

Net Debt



Net debt/EBITDA
2.4x

S&P Rating
BBB

Average cost of debt
2.9%

- ***Leverage** remains at **comfortable levels** and the **financial cost** of debt is **under control***
- *Significant **improvement in operating cash flow,** driven **by efficient working capital management***
- ***28€M net debt reduction***

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

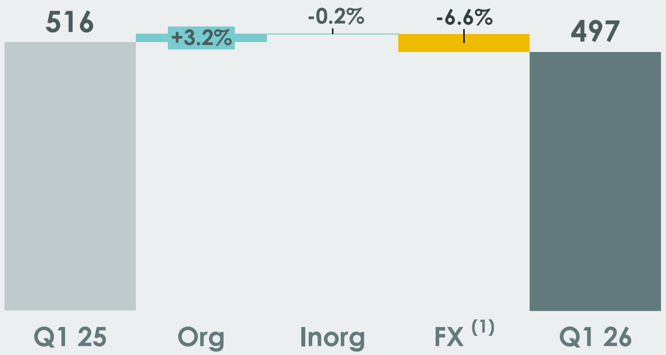
2

Results by Business

PROSEGUR CASH

Growth €M

3.7%



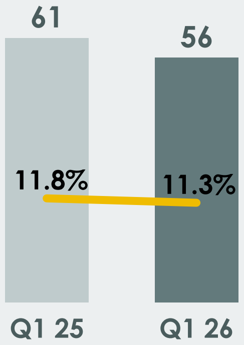
Transformation Products on sales

36.4%

- ***Organic growth of 3.2%,*** *driven by the* ***APAC*** *region and* ***Europe***
- ***Transformation Products*** *reached* ***36.4%*** *of total sales*

Profitability EBITA €M

7.3%



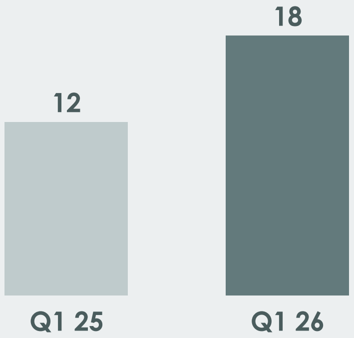
EBITA margin

11.3%

- ***EBITA margin*** *impacted by* ***currency devaluation*** *and* ***geographic mix***
- ***EBITA*** *positively driven by a* ***higher share of Transformation Products and efficiencies*** *from prior years*

Operating Cash Flow €M

53.6%



Operating cash generation

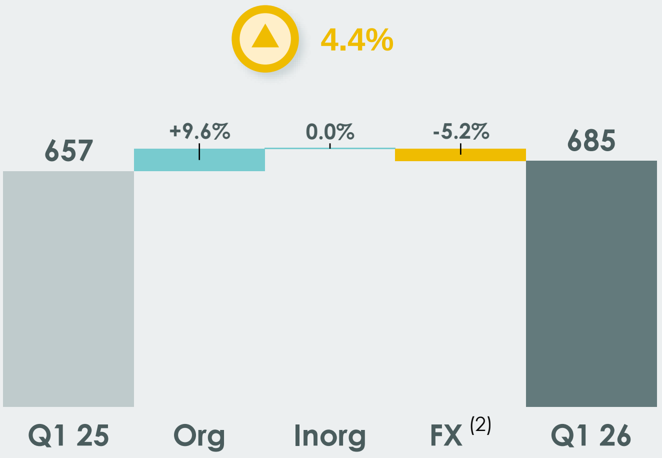
18€M

- *Significant* ***improvement*** *in* ***cash generation****, driven by* ***sound working capital management***
- ***Strict CAPEX discipline***

(1) Includes FX and IAS 21 and 29

PROSEGUR SECURITY [1]

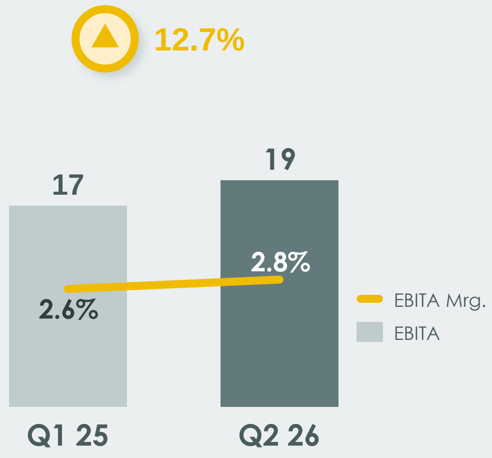
Growth €M



Organic Growth
YoY
9.6%

- ***Sales growth*** *driven by the* ***U.S.*** *market*
- ***The U.S.*** *strengthens its* ***leadership*** *through* ***double-digit growth****, becoming the* ***second-largest contributor*** *to sales*

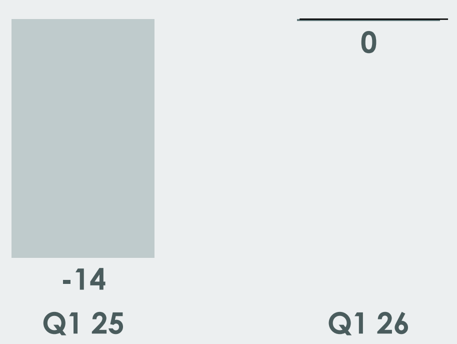
Profitability EBITA €M



Profitability increase
YoY
12.7%

- ***Margin improvement*** *leveraged by* ***scalability*** *and growth in* ***sales productivity***
- ***Price revision*** *underway and* ***progressing well***

Operating Cash Flow €M



Operating cash flow
YoY
+14€M

- *Strong 14€M* ***improvement in operating cash flow****, with* ***Security*** *consolidating its position as a* ***strong cash generator*** *for the Group*
- *Trend explained by* ***excellent working capital management****, driven by* ***improved DSO***

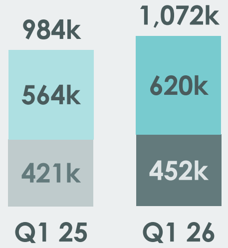
(1) Includes Security and Cipher
(2) Includes FX and IAS 21 and 29

PROSEGUR ALARMS

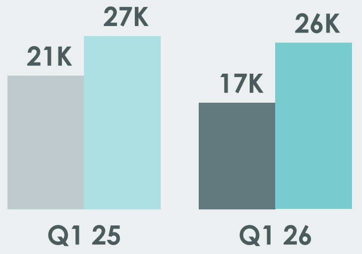
Customer base

BTC

8.9%



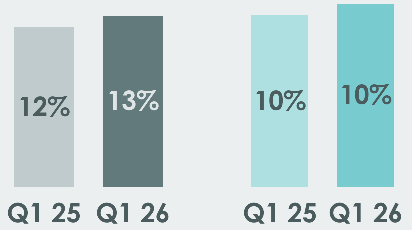
New Clients



Churn Rate

95 bps

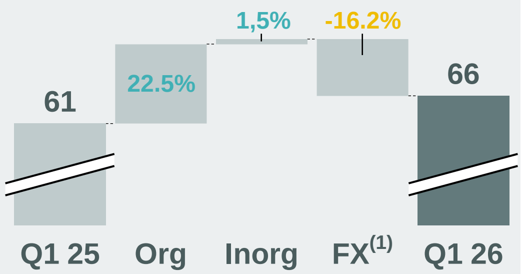
67 bps



Revenues (2)

€M amounts

7.8%



Organic growth
Only of Prosegur Alarms
22.5%

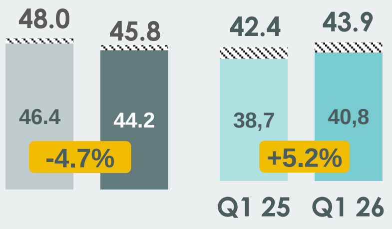
Clients Scoring (4)
Activation fee
revenue increase
35% YoY

Profitability

ARPU

4.7%

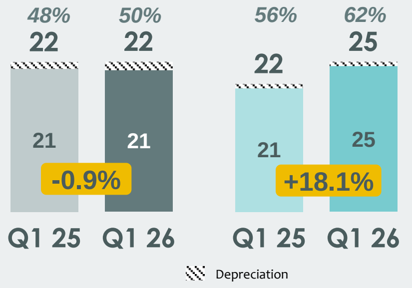
3.5%



Service margin

0.2%

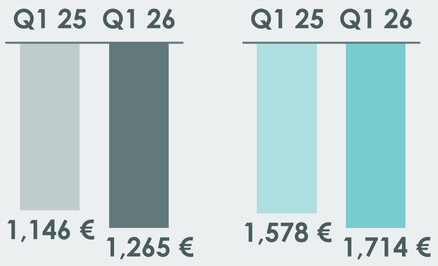
17.4%



Acquisition margin (3)

10.4%

8.6%



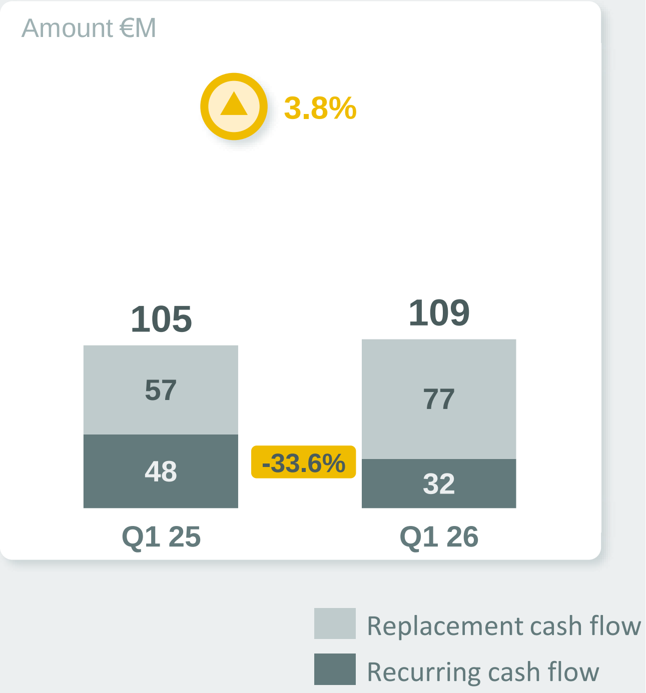
Prosegur Alarms | Movistar Prosegur Alarmas

(1) Includes FX and IAS 21 and 29
(2) Reported Alarms sales belonging exclusively to Prosegur, Movistar Prosegur Alarmas sales are not included
(3) Acquisition marging, excluding financial effects
(4) Prosegur Alarms, ex-MPA

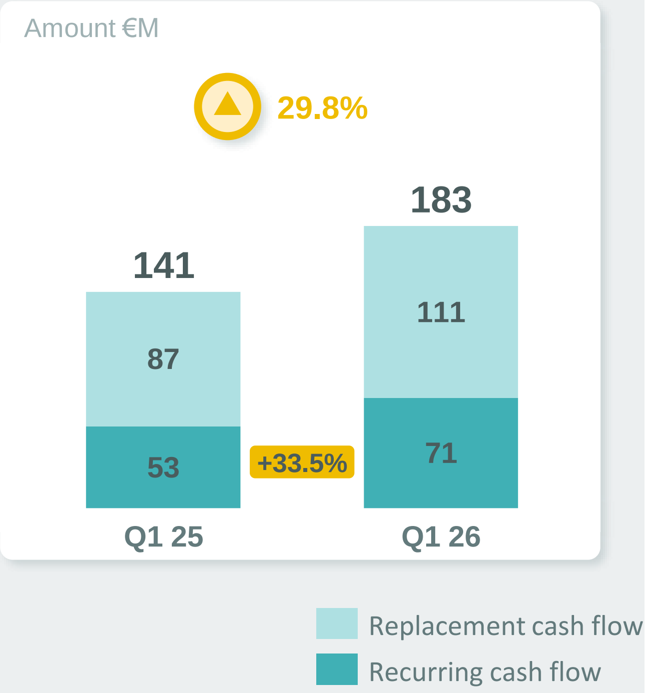
PROSEGUR ALARMS

Service cash flow

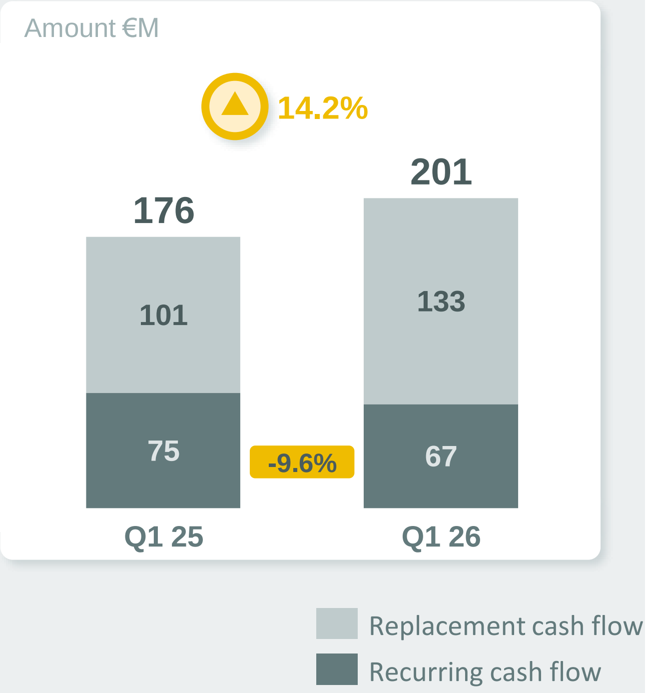
Service Cash Flow - Prosegur Alarms



Service Cash Flow - MPA



Service Cash Flow Prosegur Alarms + 50% MPA



Key corporate milestones for the period

ESG

Rating y proxies

- ***ESG ratings improvement*** *in the quarter*

MSCI ⬆ *B (iincrease 1 notch)*

ecovadis ⬆ *73/100 (0 min-100 max)*

Innovation

Corporate financing

Banco Europeo de Inversiones

- ***Financing*** *agreement with the* ***European Investment Bank***
- ***60€M*** *at a* ***fixed interest rate*** *with a* ***six-year maturity***
- *Boosting* ***R&D&i****, as well as to the* ***digital strategy***
- ***Second loan*** *granted by the European institution to* ***Prosegur***

3

Conclusions

Conclusions

	Group	Cash	Security	Alarms
Growth	**Sales increased by 1.5%,** reaching **€1,274 M**	**Organic growth** of **3.2%,** led by the **APAC región** and **Europe**	**4.4% sales growth,** led by **the U.S., second-largest country by sales**	**Double-digit organic growth,** reaching **22.5%**
Profitability	**EBITA margin** broadly in line, close to **7%. 15%** improvement in **Net Profit**	**EBITA** margin impacted by the **macro environment** and **country mix** evolution	**Margin of 2.8%.** Strong performance in **price revision**	**Service margin improvement: 50% at Prosegur Alarms** and **62% at MPA**
Cash Flow	**8€M operating cash flow,** reducing **net debt by 28€M**	**Solid working capital management,** strengthening **cash flow**	**14€M improvement,** consolidating its position as a **Group cash generator**	**€67 M in rolling recurring cash** (to be reinvested in growth)

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Q&A

Financial Calendar

26 May 2026	16 June2026	31 July 2026
MedCap Forum 2026	**Goldman Sachs Conference 2026**	**Q2 26 Results Presentation**
Madrid	Londres	Madrid

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