

Earnings Presentation.

FY 2022

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Banking platforms collapse in Colombia

"On December 1, Colombia's payday, the banking platforms of several banks collapsed. People were unable to withdraw money from ATMs, pay with their cards in supermarkets, restaurants and gas stations, or perform operations in branches and banking applications. Many users complained about the failures in their banks' services on social networks, calling the debacle the **"Bancaída."**

Source: Cash Essentials

Bank card payment volume declines in the U.S.

"As economic headwinds batter consumers, bank card volumes in the fourth quarter of 2022 **"decelerated sequentially"** by an estimated 4%, according to financial firm RBC Capital Markets, which reviewed last week's quarterly data from major U.S. card issuers JPMorgan Chase, Bank of America, Citi and Wells Fargo."

Source: Payments Dive

Preference for cash rises in Spain

"According to the latest survey conducted by the social research consultancy GAD3, cash has gained preference amongst the population. **46% of Spaniards choose coins and banknotes over any other method of payment; a figure five points higher than a year ago.** Although we live in the midst of the digital age, **global crises such as pandemics or war** make people **prefer cash** to deal with emergency situations."

Source: Onda Cero

Cash spending rises in UK for first time in a decade

"**Cash usage has risen for the first time in more than a decade**, as struggling households avoid bank cards and turn to physical cash to better manage their finances. **The cost of living crisis is thought to be behind a surge in cash withdrawals**, the first time the use of coins and bills has risen in 13 years, according to research by Nationwide Building Society."

Source: The Telegraph

Highlights of the period



Highlights of the period

Significant growth in volumes

Firm progress in Transformation

Sustained margin improvement

Robust cash generation and deleveraging

Relentless commitment to ESG

Q4 2022 Transformation validated



PERFORM

	<u>FY YoY</u>	<u>Q4</u>
Sales	+23.3%	+4.2%
Organic growth	+28.4%	+32.4%
EBITA	+26.8%	+1.6%
%/ Sales	13.9%	14.3%
FCF	148M €	40M €
Leverage		2.0x
CO2 offsetted	+38,000 tons	



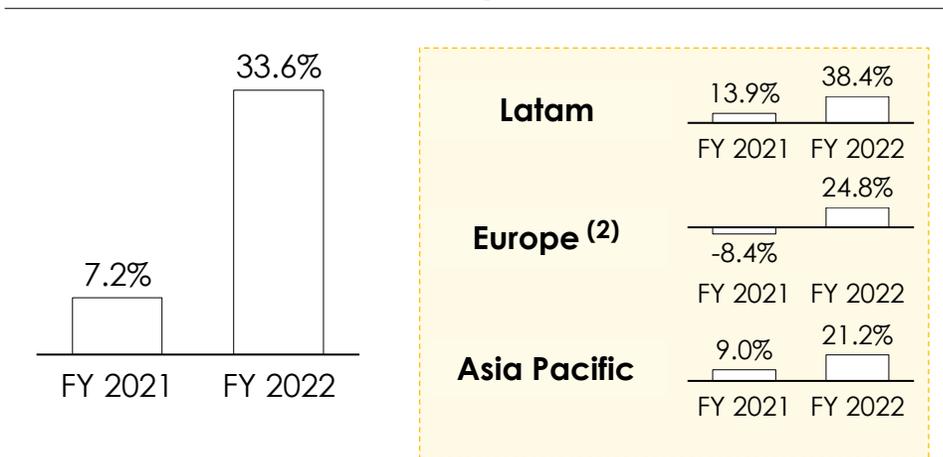
TRANSFORM

	<u>FY</u>
New Products sales	+47.5%
% / total sales	25.6% +420b.p.

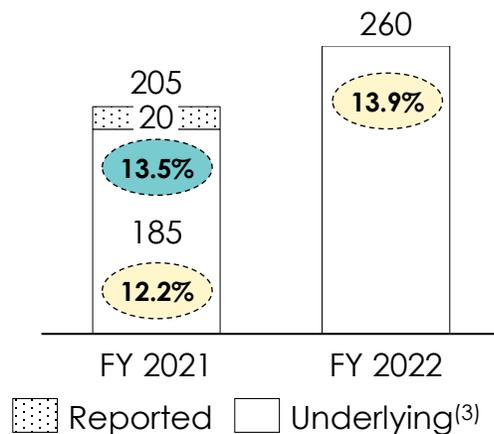


Sales and margin meet Capital Markets Day 2023 targets

% Local growth⁽¹⁾



EBITA Margin (M€, %)



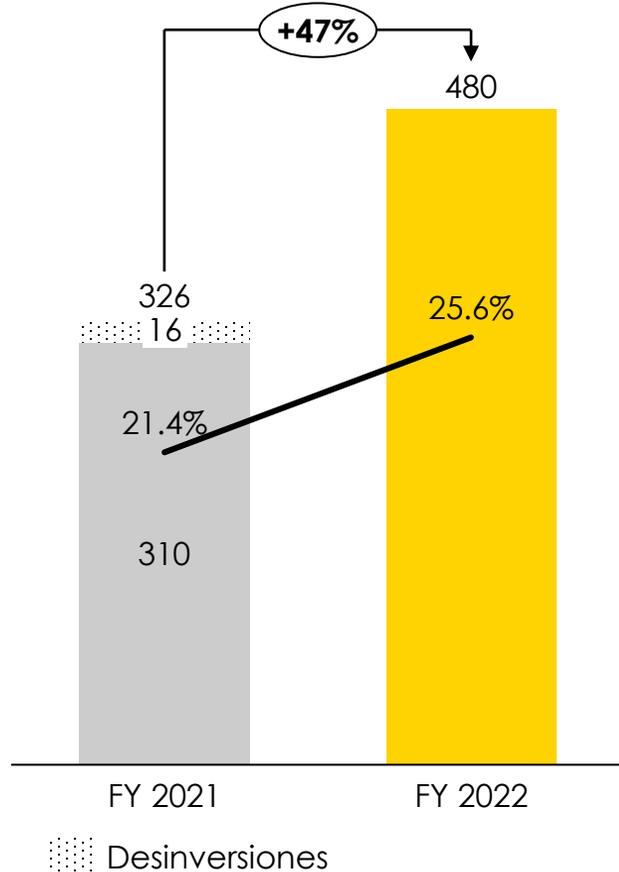
- **Sustained local growth reached 33.6%.**
- **Double-digit organic growth in all geographies.**
- **Underlying EBITA YoY +40.7%**, absorbing the increase in volumes and improving margins **+170 b.p.**
- Consistent **quarter-on-quarter margin improvement.**

(1) Includes organic and inorganic growth; (2)) Europe: organic growth +0.8% (FY 2021); +13.8% (FY 2022); (3) Underlying EBITA excludes capital gains from 2021 divestments (20 M€).



Transformation accelerates significantly anticipating Capital Markets Day's 2023 target

New Products (M€, Penetration in %)⁽¹⁾



- **Growth** reached **+47.5%** (+55.0% excluding divestments).
- Acceleration of **NNPP penetration to 25.6%** (+420 b.p. / +500 b.p. ex divestments).
- New Product sales continue to **improve in all regions** ⁽²⁾.
- **Strong performance** of **Cash Today, Corban** and **Forex** solutions.

(1) 2021-2022 figures reported as per IAS 21 & 29 (hyperinflation accounting). (2) Europe grows its New Products penetration ex divestments (+780b.p.).

Regional dynamics



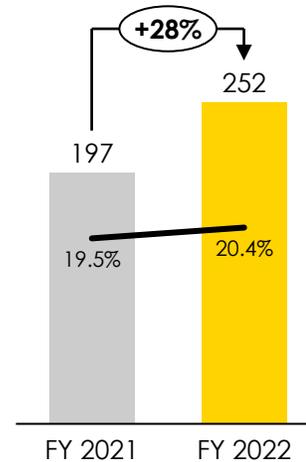
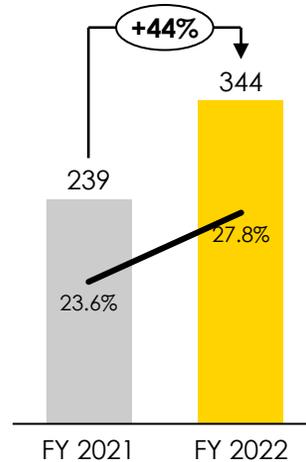
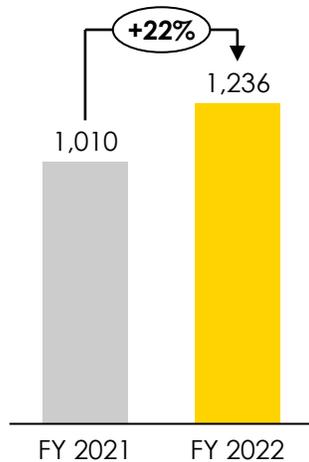
66% of the group's sales

Sales
(M€)

Org: 35.0%
Inorg: 3.5%
FX⁽²⁾: (16.0%)

NNPP
(M€, % ventas)

EBITA
(M€, % sales)



- Consolidated organic growth (+35.0% YoY).
- Unfavorable exchange impact.
- Significant increase in **New Products +44.2%** reaching **27.8% of sales (+420 b.p.)**.
- EBITA improvement **+27.9%**, yielding a **20.4% margin on sales (+90 b.p.)**.

(1) Figures according to IAS 21 & 29 (hyperinflation accounting); (2) Includes FX and IFRS 21 & 29 impact.

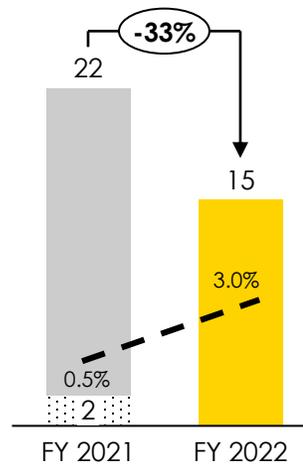
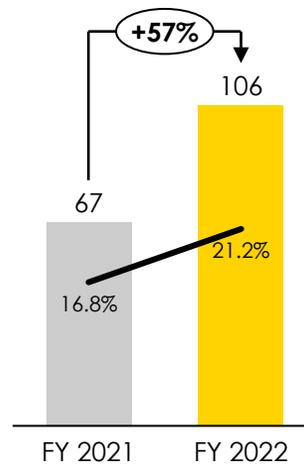
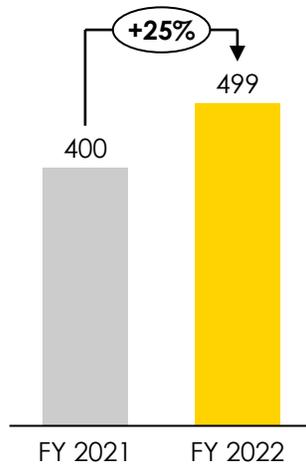
27% of the group's sales

Sales
(M€)

Org: 13.8%
Inorg: 10.9%
FX: 0.0%

NNPP
(M€, % sales)

EBITA
(M€, % sales)



■ Reported ■ Underlying⁽¹⁾

- Sustained **organic growth (+13.8% YoY)**.
- **Total growth +24.8%** due to **business recovery** and **M&A** (+29.9% YoY ex divestments).
- **New Products** (ex divestments) **doubled (2x) YoY** to **21.2% of sales (+780 b.p.)**.
- **Underlying EBITA** improvement **+13M €** vs FY 21.

(1) Underlying EBITA excludes capital gains from divestments in 2021 (€20 M).

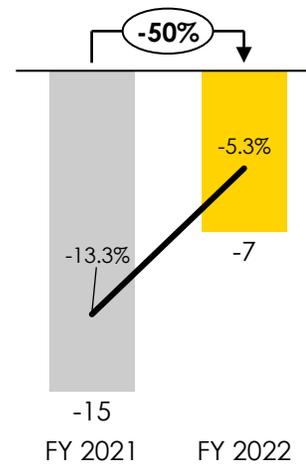
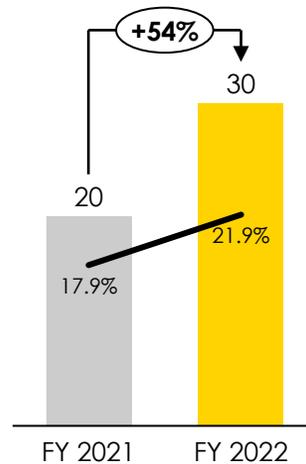
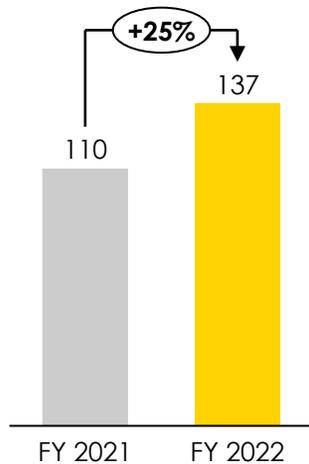
7% of the group's sales

Ventas
(M€)

Org: 20.8%
Inorg: 0.5%
FX: 4.0%

NNPP
(M€, % sales)

EBITA
(M€, % sales)



- Rising organic growth quarter on quarter (+20.8% YoY).
- Positive exchange rate impact.
- New Products continue to increase penetration to 21.9% of sales (+400 b.p.).
- Loss reduction of 49.8%, reaching an EBITA margin of -5.3% (+800 b.p.).

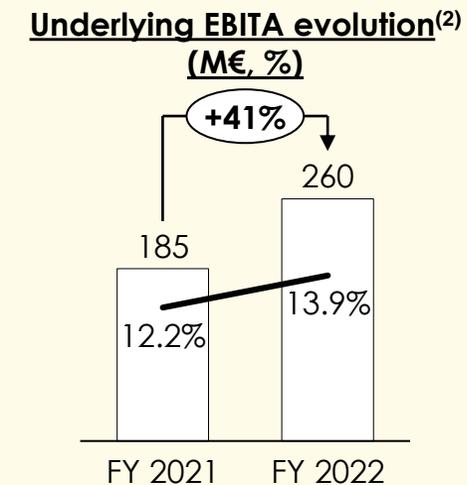
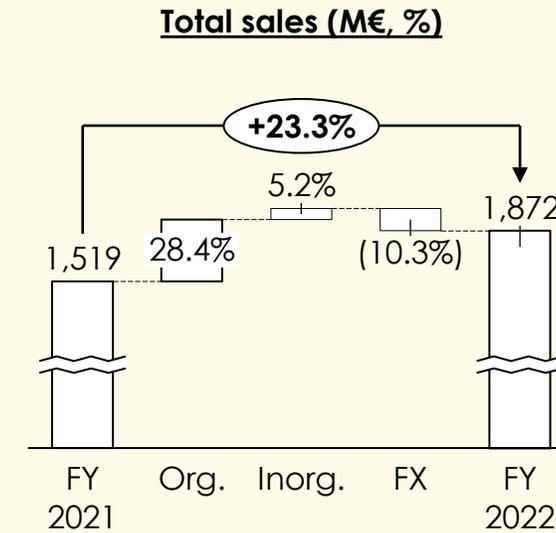
Financial results





Profit and Loss Account⁽¹⁾

Million Euros	FY 2021	FY 2022	VAR %
Sales	1,519	1,872	23.3%
EBITDA	300	363	20.9%
Margin	19.7%	19.4%	
Depreciation	(95)	(103)	
EBITA	205	260	26.8%
Margin	13.5%	13.9%	
Amortization of intangibles	(39)	(24)	
EBIT	166	236	42.3%
Margin	10.9%	12.6%	
Financial result	(59)	(51)	
EBT	107	185	72.0%
Margin	7.1%	9.9%	
Taxes	(74)	(90)	
Tax rate	(69.2%)	(49.0%)	
Net Consolidated Profit	33	94	185.0%
Margin	2.2%	5.0%	

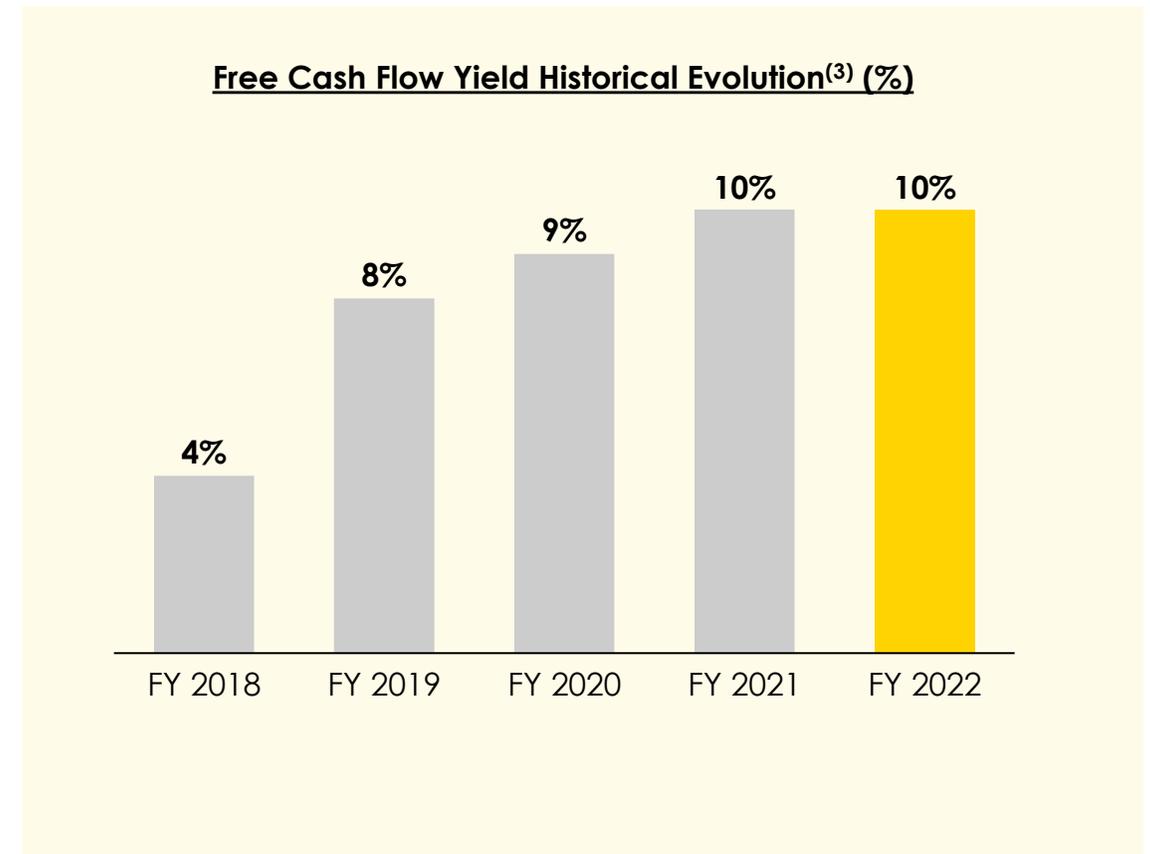


(1) Figures according to IFRS 21 & 29 (hyperinflation accounting) and IFRS 16 (leases); 2) 2021 excludes divestments capital gains (20 M€).



Cash Flow⁽¹⁾

Million Euros	FY 2021	FY 2022
EBITDA	300	363
Provisions and other items	(22)	(13)
Income tax	(39)	(91)
Acquisition of PP&E	(67)	(77)
Changes in working capital	(12)	(33)
Free Cash Flow	160	148
% Conversion ⁽²⁾	78%	79%
Interest payments	(13)	(2)
M&A payments	(33)	(44)
Dividend & Treasury stock	(71)	(43)
Others	(6)	(9)
Total Net Cash Flow	37	51

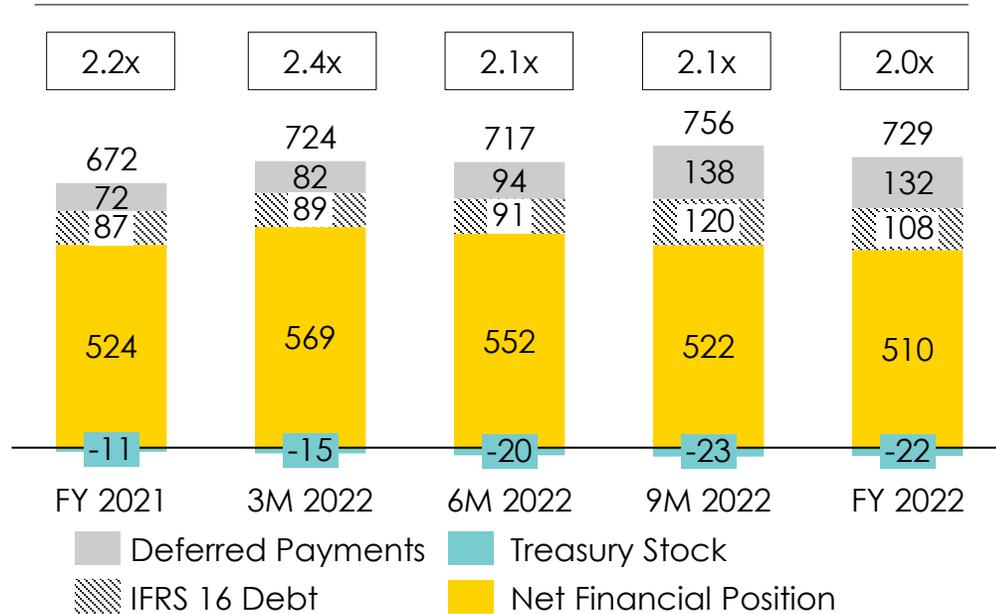


(1) Figures according to IFRS 21 & 29 (hyperinflation accounting) and IFRS 16 (leases); (2) Conversion ratio: (EBITDA - Capex) / EBITDA; (3) FCF Yield = FCF as reported / EV at the EoP (excluding IFRS 16 impact).

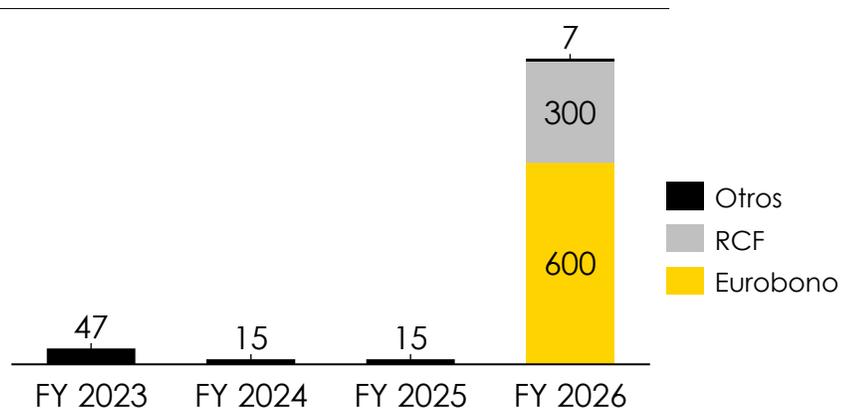


Total Net Debt

Total Net Debt and (Total Net Debt / EBITDA LTM)⁽¹⁾



Main debt maturities⁽¹⁾



(1) Figures in Million Euros

- **Net Debt decrease**, in a context of strong investment in **organic growth** and M&A thru cost containment and **prioritizing cash generation**.
- **Reduction** of the **Net Debt/EBITDA** ratio to **2.0x**, resulting from improved business performance and a reduction in the net financial position.
- **Debt profile unchanged** with no significant maturities until 2026.

ESG & Final remarks





Advancing on ESG engagement

ESG principles embedded in corporate culture, as demonstrated by S&P Global Ratings' ESG assessment (64/100).

Committed to operating with the highest corporate governance standards as recognized by AENOR (G++).

E

- Strengthening energy efficiency projects in Spain, Portugal and Brazil.
- +38,000 tons of CO2 equivalent offsetted in 2022.

S

- 26% increase in total training hours vs 2021, with special emphasis on Health and Safety (+40%).
- Adoption of the Women's Empowerment Principles established by UN Women & UN Global Compact.

G

- New Code of Ethics, with increased focus on sustainability, transparency and innovation.
- New Anti-Corruption Policy.
- Mandatory training in Compliance for new employees.
- >4,000 employees accessed Compliance training in 2022 for the first time.

Ongoing & two-way communication with leading ESG proxies and stakeholders

Indexes and ratings:



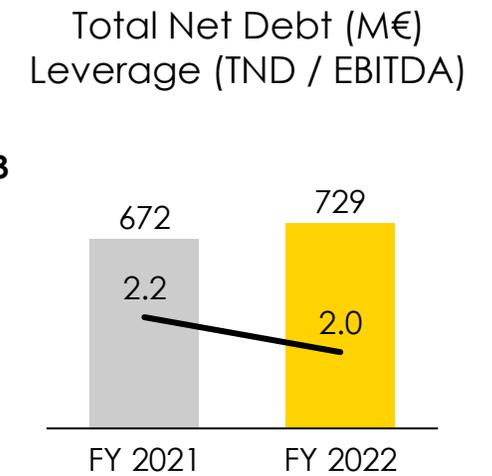
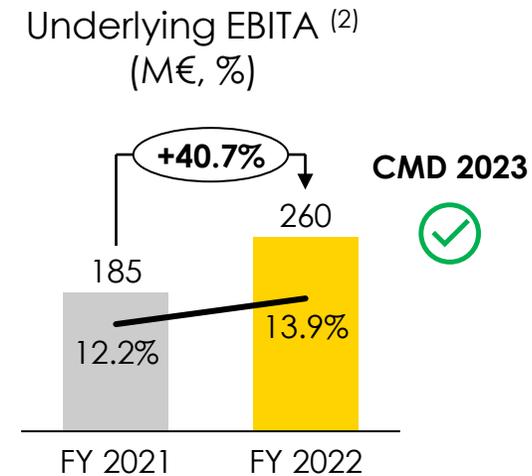
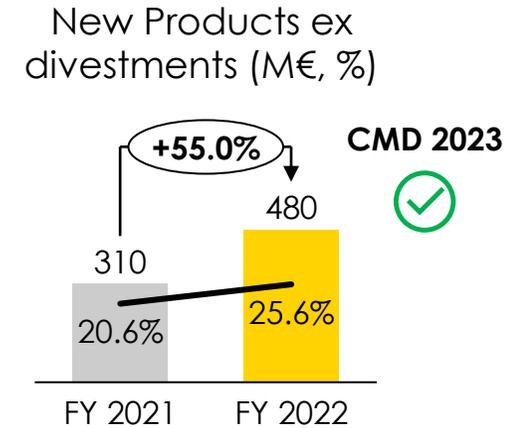
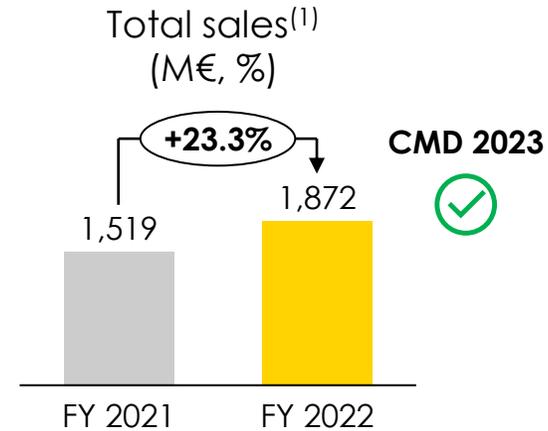
Alliances and main collaborations:





Conclusion: strong business growth, confirming Transformation and loyal to cash generation.

- 1 **Continued business growth**, combining commercial and operational initiatives in an inflationary environment.
- 2 **Company's transformation continues to accelerate.** NNPP accounted for 25.6% of sales (ex divestments +55.0%).
- 3 **Continued improvement in profitability with +170 b.p. underlying EBITA** margin as a result of adopted productivity measures.
- 4 **Top priority on cash generation, with FY FCF of €148M** (€40M in Q4) financing growth and reducing TND/EBITDA ratio to **2.0x**.
- 5 **Continued and sustained effort with our environment**, + 38,000 tons of CO2 equivalent offsetted in 2022.



(1) Figures according to IFRS 21 & 29 (hyperinflation accounting) and IFRS 16 (leases); (2) Excludes divestments capital gains (20 M€).



Earnings presentation. FY 2022

Q&A



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