

Europe

Latin America

Asia



Annual Report 2011



PROSEGUR

2011



Annual Report



PROSEGUR



Annual Report

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Christian Gut
CEO

Message from the CEO

I once again have the pleasure of presenting our annual report. We intend, with this document, to inform you of the Company's activities throughout 2011, and familiarise all those groups interested in Prosegur with our business and management model. In these efforts at transparency and self-assessment, we are sharing the analysis of our achievements, an evaluation of what we do, and the identification of the challenges, uncertainties and areas in which we must make progress.

It is our hope that through reading this report you will gain a greater understanding of our philosophy and way of understanding security.

At Prosegur we work to protect individuals and assets important to our clients and to society. A task for which the trust our clients place in our rigour, honesty and professionalism is paramount. This trust is an asset which may only be built up by keeping an eye on the future, with long-term planning and short-term execution.

Commitment to innovation is essential for the Company. It allows us to put onto the market products and services which meet the needs of our clients more efficiently. Our sector demands a clear understanding of the real interests of companies to provide the quality responses expected of associate partner such as Prosegur. In an uncertain macroeconomic

context such as the current one, these aspects take on particular relevance.

**The rigour,
honesty and
professionalism
of the people
who make
up Prosegur
is essential
to earning
client
trust**

We grow to be closer to our clients

The initiatives which our Company is putting into effect are aimed at building a more secure world for individuals, families and organisations. To this end, we have formulated a Global Specialisation Plan, a project which includes comprehensive security solutions tailored to particular sectors, and which boasts the most advanced technology.

We want to provide our clients with an ever-improving service, wherever they are, adding value and improving our portfolio of services. The trust that our customers place in us is the motor of growth in the markets in which we are present.

One of the elements that set us apart is consistency in our

Our added value lies in innovation, the skills of our professional employees and our ability to offer the highest levels of quality in a range of services and geographic areas

services. We work closely with the client, through teams with first-hand knowledge of their needs, and which set out and offer those solutions best suited to their circumstances. We maximise innovation, which allows us to continuously improve in order to meet the demands of our clients and exceed their expectations. These are the factors which drive our growth and which are hidden behind the added value of the Prosegur brand; what we at the Company call “the value of yellow”.

We are proud of the trust placed in us by more than 28,000 corporate clients, 126,000 companies and nearly 182,000 homes around the world. We have 320 regional offices spread across three continents and dispose of a fleet of 3,800 armoured vehicles. Our client portfolio is a mark of excellence throughout those markets in which we operate; approximately 80% of the 500 major Spanish and Latin American companies have chosen us as their security partner.

The profits achieved encourage us to keep on progressing

In 2011 our sales went up 9.7%, reaching 2,809m Euros, representing 9% organic growth. EBITDA levels reached 364m Euros, 4.7% up on the previous year. Against a backdrop of particular uncertainty in Europe, Latin

American business became the motor of growth at the Company.

Despite this context, there has been a marked increase in costs, especially labour, which has forced us to launch various improvement initiatives and thus make every effort to be more efficient. Faced with this situation, we have combined our organic business growth with acquisitions carried out to focus our efforts on cash management.

Organic growth at our Company reached 9% in 2011

We would also like to highlight our desire to complete our portfolio of services in those countries in which we operate. To do so we have carried out 12 acquisitions at a total cost of 125m Euros, which brought 66m to our 2011 turnover, and an added 14,000 to the Prosegur workforce. These operations have allowed us to enter strategic markets of great potential, such as Asia (to be exact Singapore and India), and have given us a privileged position in cash management in markets as important as Germany. Furthermore, they have strengthened our market-leading position in Latin



America. A good indication of this is Colombia, where we have diversified the services offered to our clients.

One piece of breaking news is that following the close of the 2011 financial year we finalised a highly important acquisition for us; the purchase of Nordeste Segurança and Transbank in Brazil, which bring on board a turnover of 345m Euros and 21,000 more employees to help offer our clients a comprehensive service.

The know-how and capabilities developed by Prosegur over recent years have been fundamentally aimed at

detecting opportunities and completing handover processes efficiently, speedily and without surprises.

We contribute to improving the societies in which we work

We are convinced of the need for public opinion to know more about the role we play. In our day-to-day life we all have the chance to come across people who look out for our security or that of our families. For that reason, one of Prosegur's challenges is to help society to understand, evaluate and appreciate the social function of security professionals, bestowing



**Prosegur
highlights the
importance of the
social function
represented
by cash**

the respect that is due to the efforts and performance that they provide to their clients every day.

Today we are one of the major employers in the countries in which we operate, in terms of number of persons and job creation rate. Employment generated by us reached levels in excess of 124,000 employees at the end of 2011.

Security is necessary for solid and sustainable development. In fact, the existence of a consolidated private security sector which acts as a complement to the State Security Forces and Corps is a

clear indicator of a society's level of advancement. Departing from that premise, we have created new services in Surveillance and Technology which support the efforts of these public authority institutions.

Furthermore, we would like to highlight the important function of cash in the current climate. It is the means of payment at a basic level both for businesses as well as private individuals. It is easy to carry and to count, it requires no technical support, it helps many people to monitor their spending more accurately, and to carry out a freer, more autonomous and inclusive use

of their resources. As such, we invest in enabling cash to become a more efficient form of payment and, consequently, improve our clients' value chain.

Piecitos Colorados gives aid to 30 schools in seven countries, benefiting more than 3,000 children

We are aware of our responsibilities as a Company

At Prosegur we contribute to social and economic progress through responsible, advanced and efficient management which puts the stress on talent and technology. It is as such, and under the auspices of our highest Government body, that we have set out a programme of initiatives aimed at the mid- and long-term in the field of Corporate Responsibility, and starts with this comprehensive report, which for the second year running we have carried out in accordance with Global Reporting Initiative indicators.

Our efforts in social, environmental and ethical areas have been considerable. The work carried out by our Foundation in 2011 has been intense. The second phase of the *Piecitos Colorados* project was launched, one of the Foundation's most important initiatives, which is committed to education as a vehicle for societal development. More than

30,000 people have benefited from the Company's Social Action.

People concerned with the peace of mind and quality of life of their clients

Prosegur's value is no more than that of the people who make up the company. I believe that our team is the best in our sector. From the longest-standing employee to the latest Company recruit.

I want to express my thanks for the efforts and dedication of all our security professionals who, working 365 days of the year, have an enormous impact on the well-being and peace of mind of millions of people. Their efforts, commitment and dedication have made Prosegur a great enterprise. The trust placed in us is, therefore, theirs.



Key figures

Prosegur aspires to be the security services provider par excellence in all the markets in which it operates.

2,809m Euros sales in 2011 (+9,7%)

284m Euros EBIT in 2011 (+ 8,2%)

124,744 employees at the end of 2011

+28,000 corporate clients

+126,000 businesses and shops

+182,000 homes and individuals

+3,800 armoured vehicles

Leader in those markets in which it operates



Introduction

1.1 2011 Review

A sector with great potential for global growth...

The global business volume in the private security sector stands at approximately 150,000m Euros, according to various market reports. This analysis points to significant growth forecasts in emerging markets, estimating that countries such as Brazil, Russia, India and China will represent 22% of world market growth up to 2014.

Prosegur is one of the world's major companies in the private security sector in terms of market capitalisation, and the one presenting the greatest levels of growth in recent years.

By the end of 2011, Prosegur was operating in 15 countries: eight in Latin America, five in Europe and two in Asia

The Company's process of globalisation means that, at the end of 2011, Prosegur is operating in 15 countries: eight in Latin America, five in Europe and two in Asia. Greater presence on the global stage enables Prosegur to respond to

the requirements of its clients, which are also involved in processes of globalisation.

With the acquisitions carried out by Prosegur in 2011, the Company has reinforced its dominance in Latin America at the same time as entering new and attractive markets

In 2011 the Company completed 12 acquisitions at a cost of 125m Euros, reinforcing its dominance in Latin America and entering three new markets. These figures highlight the fact that, despite the moments of uncertainty being experienced in Europe, there are business opportunities to be explored. Prosegur continues to grow, invest and generate employment.

It is as such that the purchase of SecurLog, a German enterprise specialising in valuable logistics, for a total of 22.7m Euros and with a 2011 turnover of 147m Euros is highly significant, making Prosegur the funds transfer market leader in Germany, the biggest market in Europe.

Management at Prosegur is based on excellence of service, innovation, familiarity with the client and the most professional of employees

Another important milestone in 2011 was Prosegur's entry into Asia as a strategic region. At the beginning of the year it acquired Prosec, an enterprise dedicated to surveillance activities in Singapore. Later, the Company's market position was strengthened with the acquisition of Aaxis. Also during this year, Prosegur signed a joint venture with SIS, one of India's major security groups, for the creation of a company which would develop Cash in Transit (CIT) business in the country. By entering the markets in India and Singapore Prosegur is laying down foundations for future growth.

Over recent years, Prosegur has complemented its organic growth with acquisitions that enable it to consolidate business in the rest of the countries in which it operates. It is as such that one should emphasise that the countries in which Prosegur operates only make up 15% of the global security market.

Prosegur's growth strategy is largely founded on joining new markets in which to offer its services, and which will strengthen its position. As such, the Company will continue to commit to globalisation.

... a leading Company thanks to its global portfolio of services...

Prosegur is the market leader in comprehensive security solutions, providing global services which

meet all its clients' needs. In the countries in which it operates, it has a standardised approach to the provision of services. A client working with Prosegur in locations as diverse as Brazil or Singapore will be provided with a common service proposal adapted to the local requirements and legal system, and will benefit from the many years of experience built up by the Company.

Specifically, Prosegur meets its clients' needs through the Global Clients Programme, founded on the Company's commitment to five key aspects in its activities: global account management; continued improvement of processes; communication; efficiency, and specialisation.

... an approach focused on the client and technologically advanced...

Prosegur's main differential value lies in a range of innovative solutions combining cutting-edge technology with the best security professionals. This is one of the Company's distinctive characteristics. "The value of yellow" is the idea that encapsulates the philosophy and spirit with which Prosegur approaches the client to offer competitive advantages providing value through security.

To generate increased added value and spot new opportunities,

“The value of yellow”, thereby encapsulates the quality with which Prosegur provides its clients with security services

Prosegur is committed to specialisation and offering services more suited to the specific needs of each client.

Through the Global Specialisation Plan, Prosegur scrutinises the branches and segments of activities of its clients in order to develop services and products from a position of specific knowledge of its sectors, as a clear market differentiation.

Prosegur invested more than 9m Euros in Research and Development in 2011. The Company, which boasts substantial technological resources and an R&D&I policy, continuously develops tools to improve processes and new solutions that will enable it to anticipate client needs.

**What is Prosegur's differential value?
A portfolio of services founded on specialisation, technology and innovation**

... an excellent team of professionals...

Prosegur pays particular attention to its policies for managing Human Resources. The Company takes on security professionals with great potential, who are selected through rigorous recruitment processes. Without doubt, having the best employees has consolidated the company as one of the main

international operators of security services.

Furthermore, Prosegur carries out programmes to assess its employees in order to achieve excellence and continuous improvement in its management team.

Prosegur sets out to make surveillance a more sophisticated business, raising standards and generating greater respect both for the sector and the profession

The fact that the services carried out by the Company are developed mainly at the client offices means that Prosegur employees are particularly committed to meeting their needs. This is a case of the best human team, working in all earnest, responsibly and maturely, to resolve any disputes that might arise as a result of the undertaking of their daily duties.

Continuous improvement in the selection processes to apply the greatest possible precision to choosing the ideal person for an employment post has been a constant priority at Prosegur. For that reason, the Company is evolving from a system founded on competencies towards another which is focused on Prosegur's values, ensuring the standardisation of its processes and bringing on board talent which shares the company philosophy.



Prosegur continues to generate employment and, at a time of economic uncertainty such as is the current one, increased its workforce by 19.5% in 2011

Training is one of the key and strategic elements of Human Resources management. The courses available through the different units, such as the *Universidad Corporativa de Prosegur* (Prosegur Corporate University) and the *Centro Nacional de Formación* (National Training Centre), aim to improve skill levels and development on the part of the human capital and strengthen the culture and values of the Company.

We should stress that despite the difficult economic context, Prosegur continued to generate employment in 2011, increasing its workforce by 19.5%, to exceed 124,000 employees. Prosegur is one of the most important Spanish multinationals in terms of numbers of employees and employment generation.

... and a solid and robust financial structure.

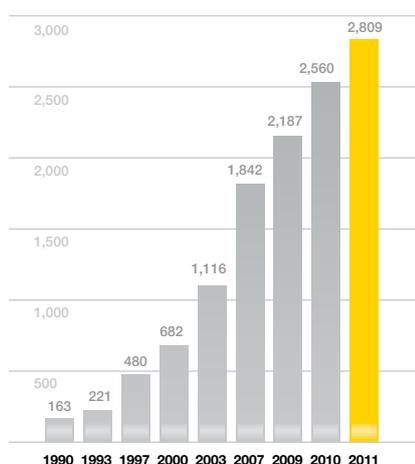
The 2011 financial year has once again served to demonstrate the solid

structure of the Prosegur finances. Despite the numerous purchases carried out, the net financial debt ratio with respect to the company's own resources was, at the end of the 2011 financial year, 0.5, compared to 0.3 in 2010, and the net financial debt ratio with respect to EBITDA was 1.0 in 2011, compared to 0.5%. Given that historically the Company has set a ceiling for net financial debt ratio with respect to EBITDA at 2.5, one can conclude that the Company continues to present a prudent financial structure.

Prosegur is the lead protagonist in a success story, with an annual growth rate in double figures

Prosegur is the lead protagonist in a success story based on its contribution to the progress of the

Sales. Year-on-year growth 1990-2011 (m Euros).



societies in which it operates. For 20 years the Company has been growing at an average annual rate of 15%. This course is the fruit of the efforts and capabilities of an enterprise boasting the very best in security professionals.

Its solid financial grounding allows Prosegur to continue with its strategy of acquisitions, to thereby improve the profitability of the Company in the future.

1.2 Goals for 2011 and progress made

In the 2010 Annual Report, Prosegur outlined some of the main challenges facing the Company for the 2011 financial year. In Table 1 we illustrate the

progress made in each of the areas considered.

1.3 Organisational structure

One of the priorities at Prosegur is to focus the entire organisation on sales and efficiency, making the most of underlying knowledge of the different businesses, and extracting the best practices. Prosegur is a flexible enterprise, whose structure adapts to the evolution of the size, geographic location and complexity of each of the markets in which it operates, and thereby provides the utmost in services.

Prosegur's organisational structure, which is in continuous evolution, ensures that all Company employees are on track with the business

Table 1 Challenges and Progress in 2011

Challenge	Progress in 2011
<ul style="list-style-type: none"> To maintain sales volumes with regard to 2010. 	<ul style="list-style-type: none"> Prosegur increased sales in 2011 by 9.7%.
<ul style="list-style-type: none"> To continue consolidating the Latin American business model. 	<ul style="list-style-type: none"> Prosegur reinforced its dominance in Latin America, carrying out major acquisitions in Brazil, Colombia, Peru and Uruguay.
<ul style="list-style-type: none"> In Spain, to reduce operational consumption of plastic (8%), paper (8%) and toner (2%). To lower atmospheric emissions from vehicle fleet. 	<ul style="list-style-type: none"> Prosegur worked to optimize these indicators. Best practices in the printing of documents have been efficient, and consumption of toner has gone down.
<ul style="list-style-type: none"> To drive projects involving the labour-market integration of persons with intellectual disabilities in Latin America. 	<ul style="list-style-type: none"> In 2011 Prosegur, in collaboration with the São Paulo Association of Parents and Friends of the Disabled, opened a Training Centre for Persons with Intellectual Disabilities in Brazil.
<ul style="list-style-type: none"> To drive the talent management programme. 	<ul style="list-style-type: none"> In 2011 the Human Resources department launched its strategy for talent management, with actions aimed at all Company employees.
<ul style="list-style-type: none"> To introduce a homogeneous and responsible corporate culture. 	<ul style="list-style-type: none"> During the 2011 financial year, Prosegur worked on the image, culture and management style at the Company, in accordance with Prosegur's values, which are its hallmark.

Despite the context of uncertainty, Prosegur's profits highlight and vouch for the fact that this success story has only just begun

and the client. It is as such that both support managers as well as business managers share the same objectives.

We should highlight the creation of a new Integration Unit, the aim of which lies in ensuring the optimal incorporation of companies acquired through processes of inorganic growth which, along with the new Corporate Commercial Management team, locates the client at the heart of the organisation.

The Company has made considerable progress in setting out Prosegur's Policies and Procedures for structuring itself as an authentic,

cohesive multinational and for ensuring that, along increasingly decentralised lines presenting substantial geographical dispersion with regards activities, the execution of all processes has its own action procedure. This initiative allows for increased levels of efficiency and efficacy in mitigating risks, eliminating inefficiencies, avoiding surprises and safeguarding high levels of quality in all Prosegur's activities.

1.4 Results and outlook

In spite of a macro-economic landscape characterised by a



serious international financial crisis, the Company has exceeded the objectives set. This improvement in profits takes shape through a combination of organic and inorganic growth as the fruit of the Company's untiring vocation for globalisation.

In 2011, Prosegur strengthened its position as market leader in the majority of the countries where it provides its services, offering more products to more clients. Geographic diversity has been a decisive factor in continuing

to create value. The varying acquisitions carried out have meant a cultural transformation for the Company, converting it into the cash management enterprise *par excellence* in Germany, and have meant an expansion of operations into Asia.

We illustrate in Table 2 the geographic distribution of Prosegur's sales in 2011.

By business segments, the distribution can be seen in Table 3.

Table 2 Geographic distribution of Prosegur's sales

(m Euros)	2011	2010	Variation
Europa & Asia	1,291	1,298	-0.6%
Latin America	1,518	1,262	20.3%
Total	2,809	2,560	9.7%

Table 3 Distribution by business segment

(m Euros)	2011	2010	Variation
Surveillance	1,357	1,277	6.3%
CIT	1,098	967	13.5%
Technology	353	316	11.6%
Total	2,809	2,560	9.7%

Despite the economic crisis, the security sector has experienced a marked growth in recent years

Sales in the 2011 financial year rose to 2,809m Euros (up on 2,560m Euros in 2010) which means an increase of 9.7% on the year before. This figure is made up of: organic growth (+9%), inorganic growth (+2.6%) and exchange rate (-1.9%). The negative variation in exchange rate is due, largely, to the devaluation of the Argentinean peso.

The business area with the greatest growth in absolute figures during 2011 was Cash in Transit (CIT), which returned an accumulated turnover of 1,098m Euros, meaning an increase of 13.5%, including organic and inorganic growth. On the other hand, Surveillance returned annual earnings of 1,357m Euros in the 2011 financial year, 6.3% up on 2010, including both organic and inorganic growth. In 2011 Technology showed a turnover of 353m Euros, an 11.6% increase on the previous year.

By geographic area, Europe and Asia saw their business figures fall 0.6%, with a turnover of 1,291m Euros. However, the

positive performance of Latin American business managed to make up for the effects of the recession in southern Europe. Latin America showed sales increases of 20.3%, reaching 1,518m Euros, compared to 1,262m Euros in 2010.

Prosegur maintained healthy levels of profitability in 2011. The operative pre-interests and taxes figures (EBIT) came in at 284m Euros, up 8.2% on the 263m Euros of 2010. With regards relative margins, in 2011 the EBIT margin fell 0.2 percentage points from 2010 levels, standing at 10.1%.

Table 4 illustrates the upward EBIT trend over the past five years.

1.5 Goals for 2012

The quest for excellence and the introduction of cross-selling commercial policies makes it possible to tackle the current climate from a privileged position. Prosegur's objective for 2012 is to continue on

Table 4 EBIT trend

(m Euros)	2007	2008	2009	2010	2011
EBIT	162	205	231	263	284

Prosegur's objective for 2012 is to continue on a path of growth and maintain the margins of recent years

a path of growth, and maintain its margins, despite the specificities of the current period in Europe with regards to the application of salary commitments adopted in past years.

Although the economic climate continues to present significant challenges, Prosegur is committed to creating value in 2012. In recent years, the Company has worked

to successfully meet ambitious quantitative and qualitative objectives. The following table illustrates the main objectives established by senior directors at Prosegur for the 2012 financial year, which are based on enhancing client service, extracting the benefits of being a multinational and strengthening regional branches.

2012 Objectives

Enhance client service

- Maintain a commitment to innovation in the improvement of client efficiency.
- Continue with the strategy of sector specialisation to anticipate client needs.
- Reinforce quality initiatives to improve service level.

Extract the benefits of being a multinational

- Undertake prudent risk management.
- Active management of financial resources.
- Implement Policies and Procedures across the whole Company.
- Maintain a high percentage level of compliance with the recommendations of the Unified Code of Good Corporate Governance.
- Continue actions to integrate people with disabilities and develop projects within communities to improve knowledge on security.

Strengthen regional branches

- Maximise employee talent at the Company under the leadership of team managers at each regional office.
- Implement the second stage of *Piecitos Colorados* in the countries in which the first has been completed (infrastructure), leveraging the proximity to our branches.
- Train delegates as the focal point of management.



- Founded in 1976
- World leader in private security
- Only company in the sector listed on the Spanish stock exchange
- More than 124,000 employees at the end of 2011
- More than 320 regional branches
- Earnings in excess of 2,800m Euros
- Client total: 336,000. More than 28,000 enterprises and institutions, 126,000 businesses and shops, and 182,000 homes and individuals
- More than 3,800 armoured vehicles
- More than 30,000 individuals benefit from the Prosegur Foundation

Success story

2.1 Consistent model

Prosegur is a multinational company which provides comprehensive and specialised security solutions, boasting the latest technology and the talent of the best security professionals, tailored to the demands and requirements of our clients. The Company is committed to a corporate culture which puts familiarity with the client first, along with innovation and excellence. In 2011 the Company operated in Argentina, Brazil, Chile, Colombia, France, Germany, India, Mexico, Paraguay, Peru, Portugal, Romania, Singapore, Spain and Uruguay.

In 2011 Prosegur invested more than 9m Euros in research and development

Prosegur sees technological innovation as the way to improve value for its clients and as a tool to feed future growth. In this way it can provide comprehensive services to all kinds of clients.

The Prosegur brand, a strategic asset

The brand is an intangible, but strategic, asset as a differentiating element in the trajectory, reputation and value of a company.

The Prosegur model, which is based on the quest for excellence, continued innovation, and providing those solutions required by the client, has led the Company to become the standard-bearer in comprehensive and specialised security solutions

It is as such that Interbrand rates Prosegur as one of the most prominent and recognised brands in Spain. The ranking has the Company in 15th place and values the brand almost 11% higher than two years ago, when the last study was carried out.

The main aspects which have been evaluated in this report are: globalisation, innovation, new technologies and adapting to new consumer patterns.

Recognition as one of the most highly valued brands confirms the success of the Prosegur brand



The recognition and knowledge of the Prosegur brand is fundamental to the firm commitment it has to its clients, employees and society in general, and becomes a strategic asset by engaging the more than 124,000 security professionals who make up the Company's workforce.

During 2011 the Company worked to strengthen its strategy concerning the management and communication of the mission, vision and values associated with the Prosegur brand.

2.2 Business Lines

Through its three business lines (Surveillance, Cash in Transit, and Technology) Prosegur has become a global standard-bearer for its sector. The Company provides its services with all the assurance of a leading enterprise.

For each business line, Prosegur provides the following services:

Surveillance

Description

The Surveillance department undertakes security consultancy services, airport security, security at major events, continuous surveillance, dynamic surveillance, geo-location and GPS monitoring, protection for the transportation of goods or mobile control centres. All of these services share the same clearly-defined and differentiating corporate philosophy within the sector: to combine the best in human capital with the most advanced technology, to provide the best personalised security solutions tailored to the demands and requirements of each client.

Prosegur aims to maximise the client's value chain. The objective of the surveillance services lies in attention to the good running of the client processes.

During the 2011 financial year, the Company made substantial progress aimed at providing intelligent security solutions. To this end it developed a series of tools aimed at maximising client value, optimising employees.

Surveillance is carried out by individuals. Training is vital here. Prosegur has developed exhaustive training plans in all the countries where it operates. The Company has formulated procedures, profiles and training for each speciality of service provided. Prosegur's aim is to make a more sophisticated business of surveillance, raising standards and generating greater respect both for the sector and for the profession.

Sales

1,357m Euros

Employee numbers (direct workforce)

85,381

Cash in Transit (CIT)

Description

Cash in Transit activities take in the whole value chain of cash management, an essential element for an efficient, free and open economy. Efficient, because cash is the fastest and cheapest form of payment; free, because it is the only one that guarantees individual rights regarding privacy; and open, because it allows for the economic integration of all individuals, even those most excluded sectors of the population.

Through this business line, Prosegur ensures the supply of cash points/ATMs, balances cash flow at bank branches and safeguards the delivery and collection of money in distribution processes.

Prosegur's services enable the optimisation of costs and improve availability in the ATM network. Currently the Company is providing second-level ATM maintenance services. For instance, through the "Mi Prosegur" tool, the client may supervise the network of ATMs in real time. Information concerning availability, statements, latest movements or technical incidents is mapped out cartographically.

We should emphasize that the market is faced with the fourth wave of bank outsourcing, which allows Prosegur to become responsible for everything related to bank counter/teller or ATM cash at banking organisations.

Furthermore, in processes of distribution significant improvements have been made to provide advanced and intelligent cash automation solutions.

Prosegur's fleet of more than 3,800 armoured vehicles boasts the most advanced features in passive and active security measures, which positions the Company as one of the most advanced in the sector. Prosegur's armoured vehicles are also fitted with GPS, GPRS, RFID and Bluetooth technology which ensure their security and provide real-time information regarding their location and any details relevant to the client.

The Company is a pioneer in satellite monitoring its fleet of vehicles and in integrated ATM management.

Sales	Employee numbers (direct workforce)
1,098m Euros	29,783

Technology

Description

The Technology business line includes Corporate and Home Security Technology.

Corporate Technology brings together design, installation and maintenance of integrated security systems and protection against fire. It undertakes the following services: Electronic Security Systems, Systems for Protection against Fire, Advanced Security-Control Centre Services, Alarm Control Headquarters and System Integration.

Furthermore, Prosegur boasts a wide range of products which contribute to improving the security and peace of mind of families and small businesses.

The Company provides cutting-edge technology, personalised installation projects, risk assessment and regular check-ups, technical alarms for break-downs, home automation, perimeter security, immediate intervention services, the locating of persons and vehicles, and more.

Sales	Employee numbers (direct workforce)
353m Euros	3,423

Our services in key markets



ENTERPRISES AND INSTITUTIONS

- Consultancy
- Active Surveillance
- Cash in Transit - Financial Clients
- Cash in Transit - Non-financial Clients
- Electronic Security Systems
- Fire Protection
- Control Centres
- Auxiliary Services



BUSINESSES AND SHOPS

- Complete Commerce



HOMES AND INDIVIDUALS

- Complete Home
- People Location
- Vehicle Location /Alarms Services
- Personal Protection

The close relationship that Prosegur maintains with its clients allows the Company to stand out from its rivals

2.3 Sector Specialisation

Nothing can be left to chance in the private security sector. Everything must be correctly studied, analysed and in perfect synch with the client in order for it to be possible to provide a service of the highest quality and efficiency.

Prosegur strives to anticipate client requirements and provide the best security solutions. Each project is thought out with the benefit of the client in mind.

To this end, in 2011 Prosegur developed a Global Specialisation Plan. With the aim of generating greater added value and identifying new opportunities, the Company is

committed to specialisation in order, so doing, to meet client requirements with tailor-made solutions. All of this without losing sight of the essence of the business: to comply with the levels of quality promised to the client.

The Sector Specialisation strategy consists of:

- Making the security of our clients into a part of the value chain of their businesses and activities.
- Considering the client to be the centre of decisions.
- Gaining greater knowledge of their requirements and, in particular, greater expertise in the sectors in which their activities are undertaken.

Sector specialisation is the way that Prosegur provides the best solutions with a more tailor-made service

- Formulating solutions in accordance with the positioning of Prosegur; integration, innovation and excellence.
- Building a more solid and lasting relationship with all clients and, in

particular, identifying continuous business opportunities.

Prosegur has developed areas of specialisation in the following sectors:

Sector specialisation at Prosegur

AIRPORTS AND AIR TRANSPORTATION	HOSPITALS AND HEALTHCARE CENTRES	RAILWAY INFRASTRUCTURE
HISTORICAL HERITAGE	BANKING AND FINANCIAL ORGANISATIONS	ENERGY AND UTILITIES
SHOPPING CENTRES	RETAIL	INDUSTRY
SPORTS FACILITIES AND EVENTS	PORTS	



Creating value for shareholders is one of Prosegur's priority objectives. The whole organisation is aimed at optimising profits, as well as their transparency, rigour and reliability

2.4. The value of Prosegur: key financial and stock market information

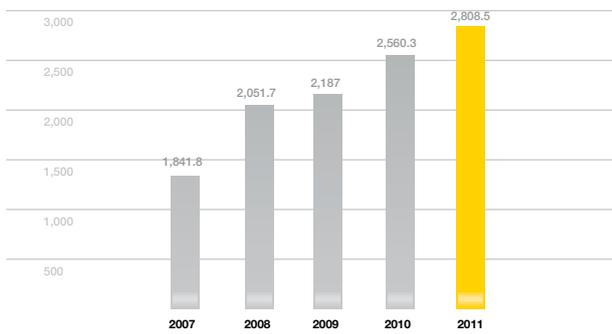
From 2007-2011, the Company's globalisation has enabled sales to increase at a rate of 13% a year, EBIT at 19%, and net profit at 17%. The Company has also created value for shareholders, whose earnings have grown 11% per year.

In 2011 the net profit of each consolidated share rose 4.1%, reaching 2.85 Euros per share. However, dividends rose by more than 10%, reaching 1 Euro per share, which allows us, once again, to keep increasing shareholder profits.

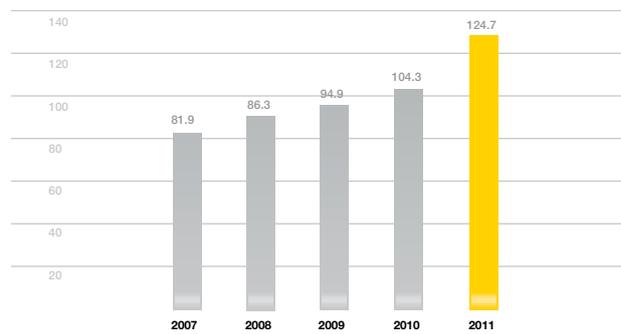
2011 was characterised by permanent uncertainty in the securities markets. The debate is on-going regarding the ability of the economies of the developed countries to consolidate the recovery begun in 2010 and return to a sustainable growth path. There is no doubt that the unstable climate conditions have significantly impacted on the volatile and mainly negative evolution of prices in the securities markets.

Prosegur's stock market value has been affected by this situation, experiencing a drop in value of approximately 20%, in line with the falls registered on the IBEX35 Index and on the General Madrid Stock Market Index.

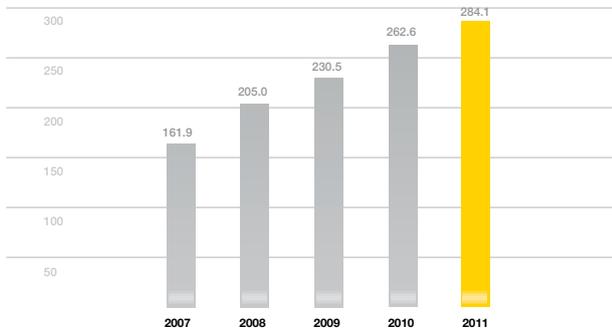
Turnover (m Euros).



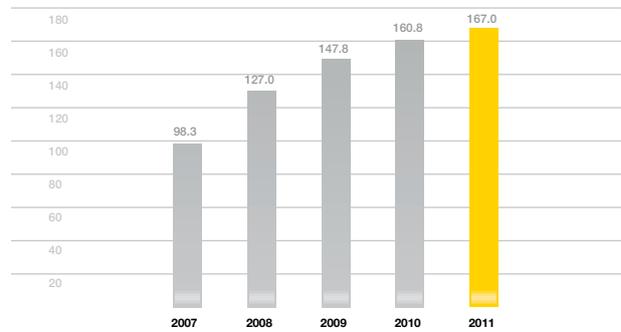
Workforce (thousands of employees).



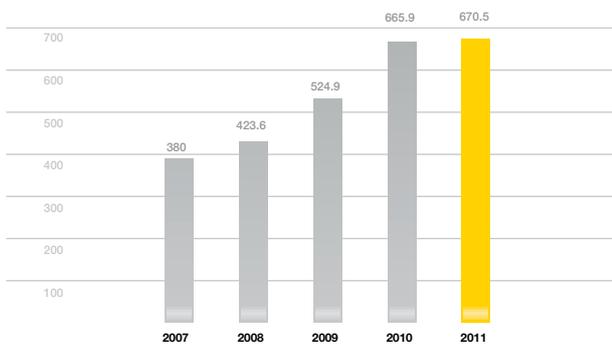
EBIT (m Euros).



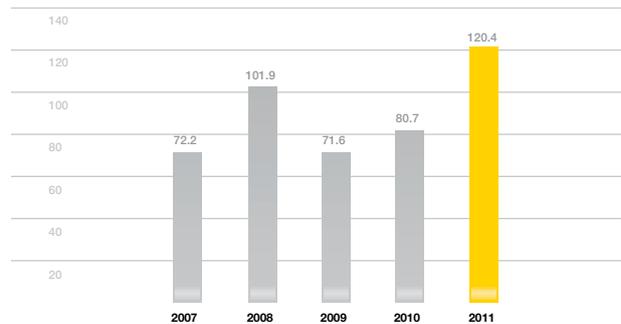
Consolidated Net Profit (m Euros).



Equity (m Euros).

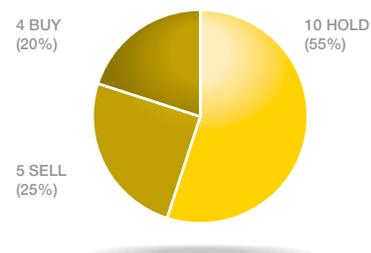


Capex (m Euros).



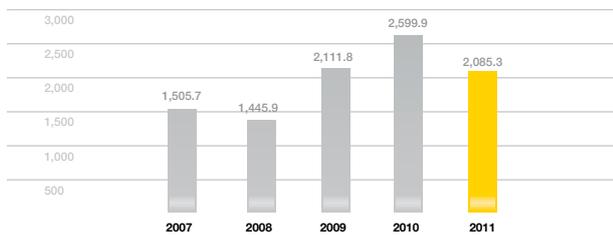
Analyst Coverage

20 investment houses (three more than at the end of 2010) followed Prosegur's movements on the stock market. In their recommendations, 20% urged buying stock, 55% were neutral and the other 25% urged to sell. The target prices fixed for Prosegur ranged from 32 Euros from Ahorro Corporación to 46.14 Euros from Mirabaud. As of 31 December 2011, the Prosegur share price stood at 33.79 Euros.

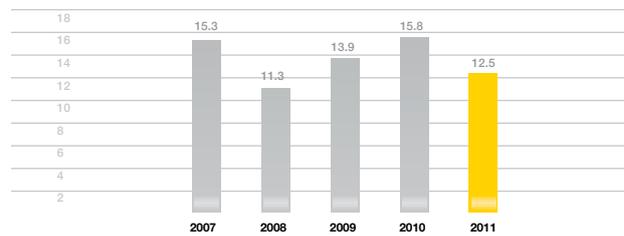


Organisation	Analyst	Recommendation	Target Price	Date latest report
Ahorro Corporación	Rafael Cavanillas	Sell	32.00	27/10/2011
BBVA	Isabel Carballo	Market Perform	35.40	09/10/2011
Banco Sabadell	María Cebollero	Sell	38.63	29/11/2011
Santander	Patricia López	Hold	38.00	23/09/2011
BPI	Joaquín García Romanillos	Accumulate	41.00	05/09/2011
Bankia	David Cabeza	Hold	37.60	27/10/2011
Credit Suisse	Eugene Klerk	Underperform	35.68	23/06/2011
Deutsche Bank	José Francisco Ruiz	Hold	32.00	27/10/2011
Exane BNP	Francisco Ruiz	Neutral	36.00	27/10/2011
Fidentiis	Juan Cánovas	Hold	32.80-34.40	14/10/2011
JP Morgan	Robert Plant	Overweight	43.00	27/10/2011
La Caixa	Borja Pagoaga	Buy	39.00	04/11/2011
Mirabaud	Gonzalo Sanz Martin	Overweight	46.14	20/04/2011
N+1	Pedro Balçao	Neutral	36.20	27/10/2011
Equita	Gianmarco Bonacina	Hold	39.00	28/07/2011
Cheuvreux	Iñigo Egusquiza	Underperform	38.70	20/10/2011
Espíritu Santo	Nuno Estacio	Neutral	36.00	25/10/2011
UBS	Ignacio Carvajal	Neutral	36.00	28/07/2011
Banesto	Alfredo del Cerro	Sell	35.20	28/09/2011
Kepler Capital Markets	Joaquín García-Romanillos	Hold	44.00	14/03/2011

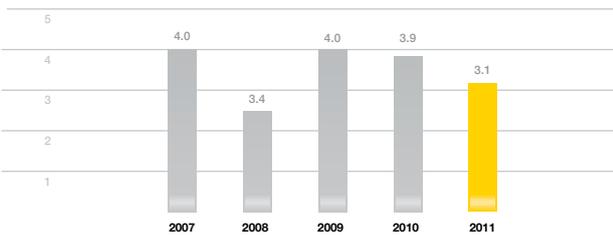
Market capitalisation - Share price at 31/12 (m Euros).



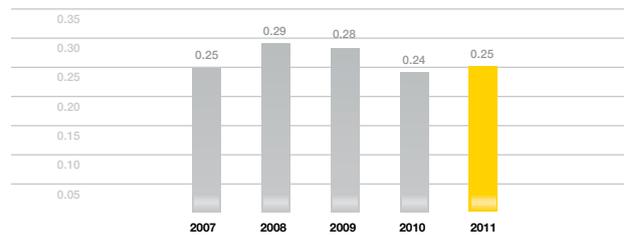
PER - Capitalisation/Net profit.



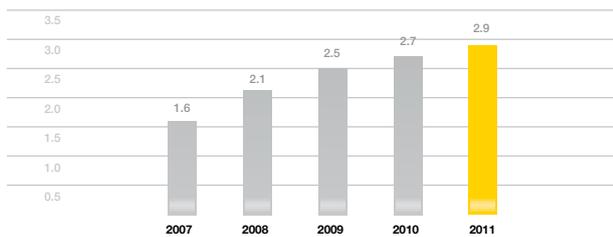
Capitalisation/Book Value.



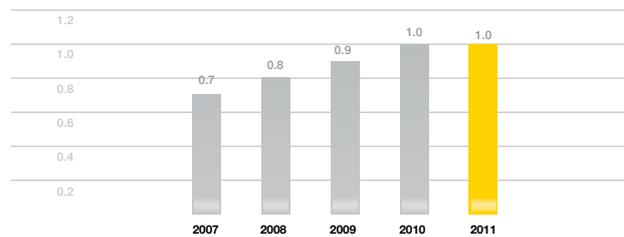
Net profit/Equity.



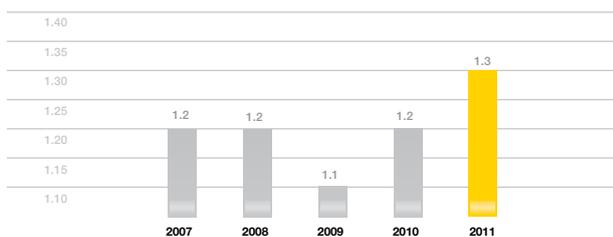
Net profit per share (Euros).



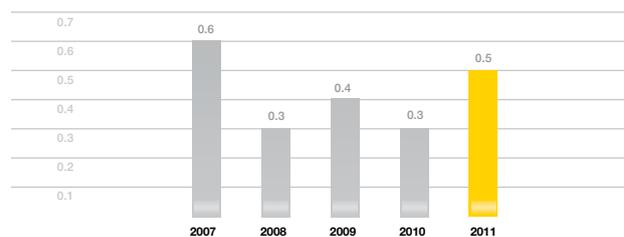
Dividend per share (Euros).



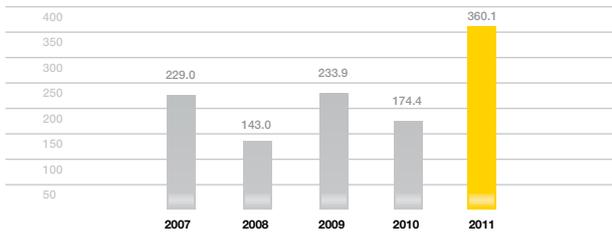
Current ratio (Current Assets/Current Liabilities).



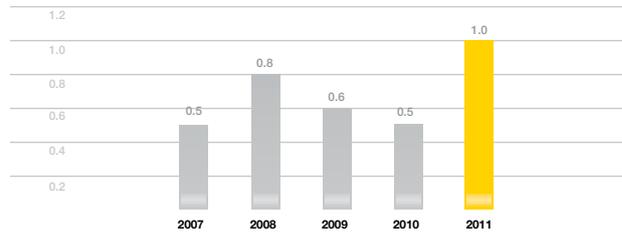
Net debt / Equity.



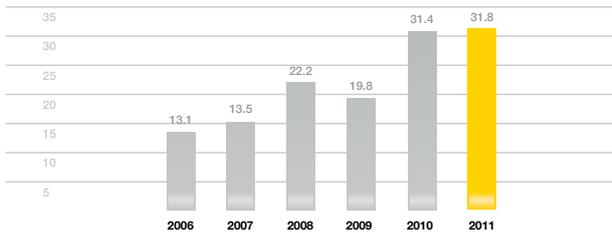
Net Debt (m Euros).



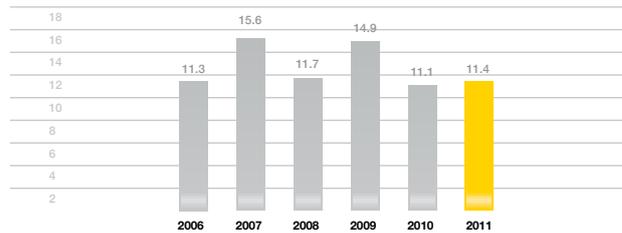
Net Debt / EBITDA.



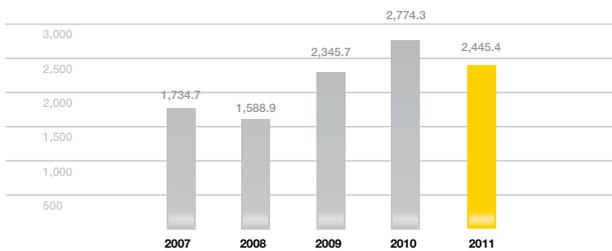
Finance Expenses.



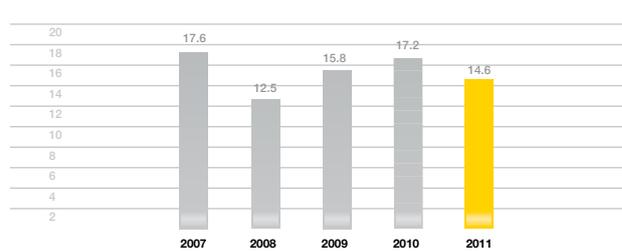
EBITDA/ Finance Expenses.



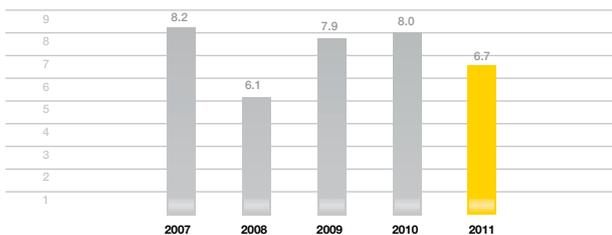
EV



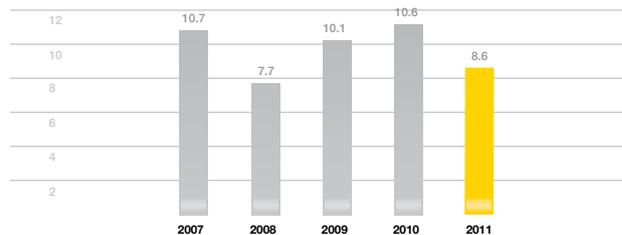
EV/Net Profit



EV / EBITDA



EV / EBIT





The policy regarding the relationship with shareholders and investors at Prosegur continues to build on direct, personal and stable communication over time. The Company maintains close ties with its shareholders and private and institutional investors, and with the major market analysts, to whom it constantly provides exhaustive figures.

To meet this commitment, Prosegur is maximising all possible channels of communication, through which it may establish closer working relations between the Company and the financial markets: these include webcasts and roadshows.

As such, in 2011 Prosegur carried out four tele-conferences to present

the Company's quarterly figures and organised six roadshows. Furthermore, it held 256 meetings with institutional investors and 23 with analysts.

Through Prosegur's shareholder help and information service (Shareholder Helpdesk) the Company provides permanent help and information to its private shareholders through various channels, in order to meet their requests and facilitate the information they require. Shareholders have at their disposal a helpdesk phone number (+34 91 5584836), as well as a Company contact email: accionistas@prosegur.com

Main shareholders

The shareholder structure at Prosegur reflects its solidity and stability.

As of 31 December 2011, 65% of the Company's capital was in the hands of significant shareholders, most of which also figure as members of the Board of Directors. The remaining 35% was floating capital.

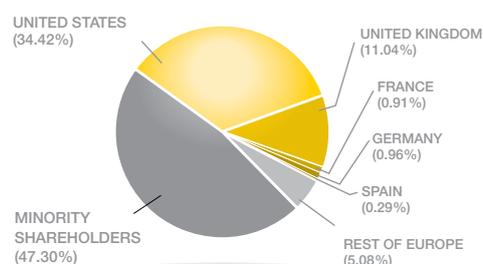
The dominant presence of shareholders on the Board of

Directors allows the Management Bodies, and the Executive Committee in particular, to set out strategic lines and make decisions in synch with the interests of all shareholders. The solidity and stability of this predominant body of shareholders, consisting primarily of significant shareholders and institutional investors, avails Prosegur of the ideal conditions to engage in its projects and meet its objectives.

Name or trading name of shareholder	Number of direct voting rights	Number of indirect voting rights	% of total voting rights
GUBEL, S.L.	30,902,693	21,340	50.110
CORPORACIÓN FINANCIERA ALBA, S.A.	0	6,175,000	10.006
AS INVERSIONES, S.L.	3,281,781	0	5.318
FMR LLC	0	3,123,185	5.061
CANTILLON CAPITAL MANAGEMENT LLC	1,882,135	0	3.050

Geographic distribution of floating capital

Internationally, and given its growth potential, Prosegur has always enjoyed great success among its investors. For this reason, its shareholding body is made up of foreign investors who make up a highly significant part of its floating capital, whose geographic distribution is as follows:



The private security industry grows in tandem with the economic development of societies and social awareness of security

2.5 The Company and its sector

Security: an individual right and desire

Private security has plotted a lengthy course through history. Traditionally, the public was responsible for upholding its own security and that of the communities where it lived. Slowly, States started to play a vital role in guaranteeing their citizens' right to security. But private security companies are also key protagonists when it comes to safeguarding this right, establishing synergies with State Forces and Security Corps.

A recent study by the Confederation of European Security Services (CoESS) estimates that more than 1.5m private security professionals work for something in excess of 30,000 European companies. The same institution put the number of private security companies in Spain at around 1,200.

In countries such as Germany, the US and the UK, the number of employees in the sector's companies exceeds that of staff working in State Forces and Security Corps. However, in Spain there is approximately one private security professional to each two members of State Forces and Security Corps.

The existence of a modern and robust private security sector is

necessary to ensure societies' development. Progress brings with it the growth in commerce, the volume of economic transactions and, in short, it increases a society's wealth in general. Prosperity, the fruit of economic market development drives the aspiration to obtain higher levels of security. Security sector companies respond to society's desire for security as a complement to the efforts made by the State.

The social function of cash

Through its cash management services, Prosegur fulfils a top-level social and economic function, given that its market presence contributes to avoiding social exclusion and facilitates the carrying out of payments more securely.

The use of cash is the lowest-cost means of payment, and also speeds up economic activity, trade and the generation of wealth. Furthermore, it is the only universal means of payment, which all citizens may use regardless of age, cultural level or degree of access to banking. Along with these earlier advantages, the use of cash nowadays generates another vital benefit, that of trust. In these crisis-stricken times, cash is a safe haven asset, and to be able to save it and use it generates consumer confidence.



Cash is the only universal means of payment, cost free, which all citizens may use, regardless of age, cultural level or degree of access to banking

In addition, we should stress that cash is a means of payment with a far lower rate of fraud. The number of forged notes in the Eurozone in 2011 was 606,000, just 0.01% of the total of all notes in circulation.

Generally speaking, measures limiting cash payments are harmful to the economy and society. Firstly, they generate a drop in competitiveness, which leads to higher inflation and the loss of employment linked to trade. Secondly, they involve higher costs. Lastly, the replacement of this means of payment forces millions of citizens to turn to other means which they do not currently use and, on occasions, do not understand, leading to a resultant cost in terms of social exclusion, if one takes into account the fact

that not everyone is in a position to dispose of a current account.

Against this backdrop, through its cash management services Prosegur guarantees freedoms and helps the most underprivileged, thereby promoting social cohesion.

Prosegur's participation in the drafting of standards

Prosegur is a member, among others, of the Confederation of European Security Services (CoESS) and the Professional Association of Spanish Private Security Companies (APROSER in the Spanish acronym), through which it has actively participated in the formulation of important European sector standards.

Airport and Aviation Security Services

Prosegur, in association with AENA, Iberia and the trade union confederation UGT, has collaborated on the drafting of the EN 16082 Airport and Aviation Security Services Standard, which sets out the quality criteria that may be demanded by clients and public and private contractors, in the provision of security services in the policy framework of European civil aviation.

The standard applies to security services for civil aviation, airports, airlines, aircraft and services associated with airports supplied contractually, and consists of a series of requisites for private security companies, which concern organisational structure, staff management and the undertaking of operations. Furthermore, it also covers criteria of quality standards that may be demanded in the provision of civil aviation security services.

This European standard is a guideline for the choice, attributing, assigning and post-contractual monitoring of the most appropriate supplier.

Supply Chain Security

Prosegur, in its dual role of security service provider and company managing international logistic services (Cash in Transit), is a participatory and consultative party in a Project Committee established to develop one or more standards in Supply Chain Operational Management (SCS – Supply Chain Solutions), and the necessary security measures, matching them with the security requirements of the varying national and European public authorities.

The future of one or more standards in this area of application is founded on the search for synergies with other existing European security standards (for instance maritime or aviation security), and will take into account the interconnections between the differing systems of merchandise shipment and freight flow.

Societal and Citizen Security

As a security services provider, Prosegur collaborates on a Project Committee whose aim is to empower and increase the capabilities of public and private entities to provide a response to, and recover from, a broad range of threats and damages, which might lead to serious, unpredictable and far-reaching consequences for Societal and Citizen Security.

Those standards set out by this Committee will enable both private and public bodies to obtain a rough model and shared approach for all relevant manageable elements: human, organisational, technical and functional interoperability, crisis management or that of destabilising events, as well as the capacity for continued business operations at local, regional, national and European levels.

Given that Citizen and Societal Security is a horizontal priority that applies to all private considerations in the EU, the CEN/TC 391 Project provides the ideal working forum to bring together efforts and initiatives that other CEN projects or other commissions may be undertaking in more specialised areas of security (Critical Infrastructures, Maritime, Airports, the Transportation of passengers and so on).

Security Service Providers – Terminology

By belonging to APROSER and CoESS, Prosegur has actively participated in the project to draft the CEN/BT/TF 167 European standard, which led to the EN 15602:2008 "Security Service Providers – Terminology" standard.

This norm establishes standardised terminology and definitions for various areas and segments of Private Security, including: training, staff selection, static and dynamic surveillance (patrols), key holding, events security, door security systems, staff protection and public order services.

Collaboration with organisations

Prosegur is involved in a large number of sector organisations and associations, both in the corporate field as well as in the national context, to promote improvements in quality standards. Below we list some of the most prominent international organisations in which the Company participates:

- Ligue Internationale des Sociétés de Surveillance: An Association of surveillance services companies at international level. A non-governmental consultative body at the UN and EU.
- The Confederation of European Security Services (CoESS): The European confederation of private security companies.
- The Aviation Security Services Association – International (ASSA-I): The international association of airport security companies.
- The European Security Transport Association (ESTA): A European association of service providers in the transfer of securities and the management and handling of cash.
- The ATM Industry Association (ATMIA): An international association for the ATM industry.



Prosegur
innovates
in adapting
technology to
the services it
provides

Committing to innovation

Innovation is an intrinsic element in Prosegur's activities which enables the Company to provide unique services with a level of operative excellence which contributes a high level of added value to its clients. The Company's R&D&I activities are fundamentally focused on two areas: innovation in its products, processes and services; and the development of solutions that are tailored to the specific problems of each client.

A commitment to innovation and technology has constituted one of the hallmarks of the Prosegur business model since it was founded in 1976, through enabling the development of innovation in processes and products which provide competitive advantages in terms of, for instance, greater added value for clients or increased efficiency in processes or activities.

Innovation at Prosegur means having access to the best technology and developing a new model of security, as well as improving processes and tools to make them increasingly efficient and better moulded to client requirements through best practices in human resource recruitment, training and motivation. Innovation enables Prosegur to take complete control of its operations, avoiding mistakes and guaranteeing high standards of quality in all

processes. Proof of this are the systems of satellite monitoring of vehicle fleets and the comprehensive management of ATMs.

In recent years, within Prosegur's R&D&I policy, the spotlight has focused on the development of tools for managing cash in processing centres, and in the security of its armoured vehicles. In the field of product development, those actions aimed at optimising cash planning for the financial sector are of particular importance. Each of the security systems that is designed and developed is previously validated in one of the Company's offices in Europe or Latin America. In this way the highest levels of performance and efficiency are ensured before the system is introduced.

True to this philosophy, Prosegur has developed new products and systems such as:

- Technical signal monitoring systems using the TCP/IP protocol.
- Time management software.
- Integration of access monitoring systems with CCTV and intruder entry systems.
- Telemetry protocols for integration with TCP/IP video servers.
- Access monitoring systems with corporate management applications.



Prosegur's objectives in the field of innovation and technological development consist of developing new products and services, optimising operational security and increasing operational efficiency

- Office planning for bank clients.
- Development of a new model of active surveillance.

But Prosegur's concept of innovation doesn't stop there. To ensure that the knowledge acquired by different departments is applied throughout the Company, Prosegur has created Centres of Excellence, with the aim of establishing a horizontal structure for the dissemination of knowledge, the identification of opportunities for improvement, and the popularisation of best practices throughout all countries and businesses in which Prosegur operates.

In 2011 the Company made advances in the use of these centres as a tool for communication and standardisations between countries, to cut costs and increase knowledge.

With regard to the years to come, Prosegur will continue to work in the development of new solutions in the business lines of Cash in Transit, Active Surveillance and Technology.

Stand-out R&D&I projects

The development of an operational platform for active surveillance in security companies (VIGIA)

In 2011, the Centre for Industrial Technological Development (CDTI in the Spanish abbreviation) granted a loan for the development of the VIGIA research and development project. CDTI is a public corporate body charged with the management and development of technological innovation policy at Spain's Ministry of Economy and Competitiveness, whose task it is, among other functions, to participate through the awarding of preferential loans to technological development and industrial design programmes and projects. The project approved of by this body includes the definition and development, in-house and to-measure, of a technological platform aimed at the private security business, for the global planning and management of human and material resources associated with each service, and in each country, in which Prosegur operates. This initiative facilitates the sole monitoring and analysis of all the necessary information for optimal service provision. The new platform will provide management based on parameter-based rules of a global nature, and will also lend support to local variables, facilitating a unique shared active approach for all operations in the surveillance field.

The development of innovation management models for organisations dedicated to security activities (INNOSEC)

In 2011 Prosegur participated for the first time in the 7th Framework Programme, the most important initiative aimed at civil research in the European Union. The Company was granted funding for the development of innovation management models for organisation dedicated to security activities (INNOSEC Project).

The 7th Framework Programme, FP7, has a budget of 53,000m Euros over six years (2008-13) to finance the R&D developed by the most pioneering European Union organisations. The project is structured around various key sectors including Security and ICT, in which Prosegur occupies a dominant position in terms of global innovation.

Along with another ten other organisations from seven European countries, the Company will collaborate in carrying out a unique and innovative modular system, which will remain valid in the event of future adjustments, as a consequence of technical and technological developments.



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Prosegur's strategic model

Prosegur's strategic model has proved one of its keys to success. And the Company has a history to back it up which is built on a solid model.

In 2011, Prosegur came to the end of its Strategic Plan 2008-11, the aim of which was to grow as a multinational, consolidating the business model by diversifying into products and new areas, and take advantage of the Company's financial strength, while continuing to work closely with its clients and standing out by its levels of excellence. Despite the macroeconomic climate, Prosegur has met all the objectives it set itself; with a sales growth of 52% and increased multinational presence, it has moved from operating in 11 to 15 countries in four years. All of this has contributed to its dominant market position and broadened its range of products, enabling it to now provide its clients with a differentiated comprehensive security service, a key to the success of the business model, and possible thanks to:

- The financial robustness of the Company, which has enabled Prosegur to complement its organic growth with 30 acquisitions since 2008, and 12 in the past year alone
- The quality and talent of the human team, which has grown in numbers from 82,000 to 124,000 security professionals.

Based on these foundations, in 2011 Prosegur carried out a strategic analysis to establish which would be the objectives of the

next strategic period (2012-14), and started work to these ends. The Company intends to make a Strategic Presentation to the markets in May 2012 to explain to investors what will be the main approaches in this upcoming period.

A market leader

Prosegur is looking to become a sector leader in each of the markets in which it operates, and offer its clients the highest quality comprehensive service in each one. On entering a new market, the Company analyses the commercial viability of all its products and services, in order, thus, to be able to apply its business model, thereby meeting two of the Company's strategic priorities for the future: 1) place the client at the heart of any strategy, and 2) be more multinational, extract and share best practices to provide the client with a service.

During 2011 the Company made significant progress reinforcing its dominance in the markets in which it operates. It also carried out the necessary acquisitions to enable it to enter markets with high potentials for growth. With the Strategic Plan 2008-11, it was able to become a market leader in Brazil, Colombia, Peru and Portugal.

In Latin America, Prosegur's dominance extends to all products in order to get ahead of the rest of the

In 2011 significant progress was made to reinforce the Company's dominance in those markets in which it operates, as well as acquisitions to enter markets with high potential for growth

market. In Europe, on the other hand, the focus of its dominance is aimed at working towards specialisation and innovation. True to this approach, Prosegur develops specific and tailor-made services for client groups or sectors which have shared security requirements.

A humble and ambitious team

Prosegur is aware that it owes large part of what differentiates it from its rivals to its magnificent team of security professionals; solid, competent and committed. Prosegur's workforce makes up an extremely well-prepared team, capable of tackling any challenges the future holds.

Universidad Prosegur vouches for the importance the Company gives to the professional training and development of its workforce in the interests of guaranteeing compliance with the Prosegur strategic plan

Prosegur focuses its efforts on instilling a culture of leadership and self-improvement in its team, which is combined with the building up of a profile of professionals who are receptive to constructive criticism

and whose progress is founded on their achievements, boosted by the continuous training provided by the Company. For this reason, Prosegur is highly demanding in its employee evaluations, in order to attract the very best. Proof of this would be the high levels of professionalism shown by its management team, which has become another of Prosegur's hallmarks.

We should highlight that in its 2011 analysis, Merco Personas ratifies Prosegur as the leading employer within the sector, and reaffirms its position in the labour market as one of the most desirable companies in which to work. This positive assessment on the part of an external organism drives the Company's vocation to keep working even harder to make Prosegur an increasingly innovative Company with a commitment to employee satisfaction.

A model of success

Prosegur's model is based on five keys ideas, as identified by the Company management, and which have been a constant in Prosegur's operations, setting it apart from its rivals. In 2011 Prosegur reinforced its model for the creation of value, focused on client requirements and innovation.

Client focused

The Company works on getting to know its clients well, the analysing and planning of specific proposals, tailored to their requirements, and establishing a long-term close relationship with clients, in order to anticipate their requirements.

In 2011 Prosegur endeavoured to:

- Provide the client with tailor-made security solutions.
- Maximise the potential arising from the growth in outsourcing.
- Add new products to the range of services.
- Improve retention rates.
- Put the focus on specialisation.

Furthermore, the department of international clients was boosted and a commercial intelligence unit was created.

Management monitoring

Prosegur boasts a management monitoring model which provides differential information in decision-making, by the continuous revising and monitoring of operations, and the application of analytical techniques to each business, evaluating operational and financial variables.

In 2011 Prosegur made important progress in management, with the aim of achieving greater informational standardisation. This year was the first year of complete Oracle information in all countries.

Excellence

Prosegur works to ensure excellence in all processes, in its human team and use of technology.

In 2011 the Company focused on globalisation, entering new markets. Positive results were achieved in terms of best practices originating in the varying Centres of Excellence.

Creating value

Prosegur's objective is the creation of value, offering improved and more innovative services in order, thereby, to improve the Company in terms of the value it can create for the client, for employees, for shareholders and, fundamentally, for society at large.

Brand

For clients, employees and society, the brand communicates the values that represent the Company.

During 2011 efforts were made to bolster management strategy and disseminate those values associated with the Prosegur brand, one of our main assets. In fact, the Interbrand Report ranks the company in 15th place in its appraisal.

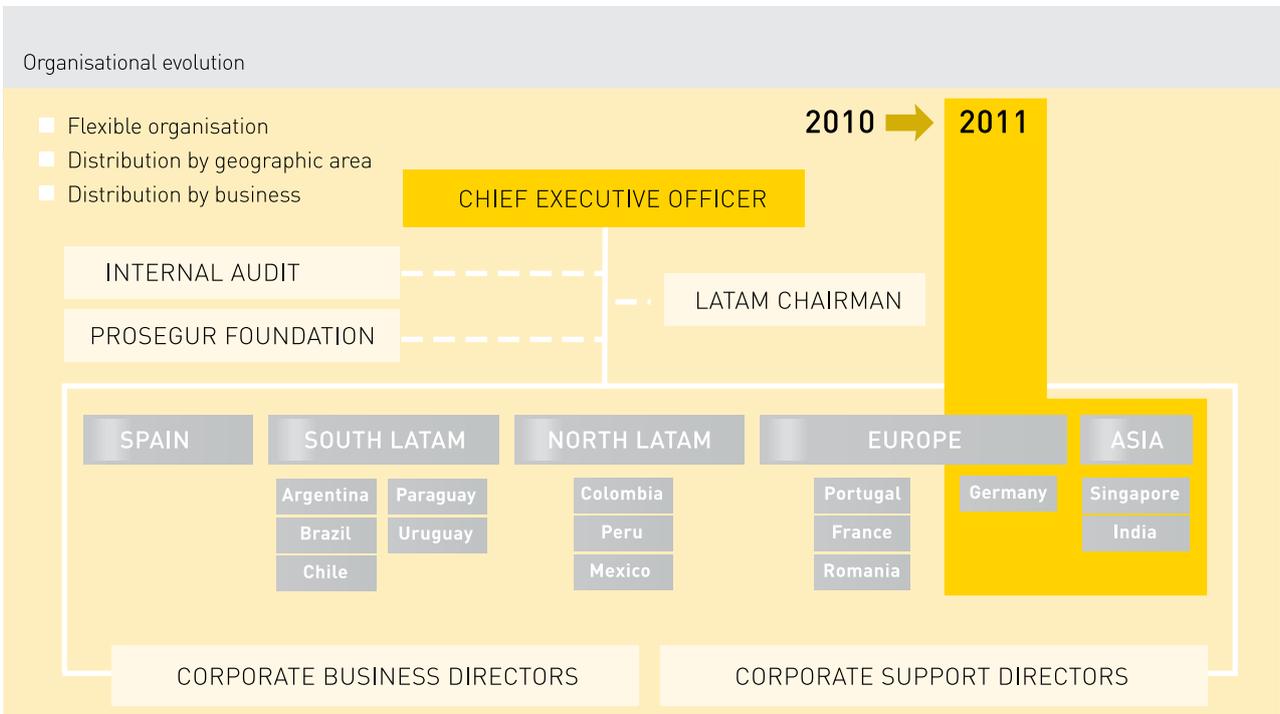
Benefitting from accumulated experience in international expansion and providing new services to current clients are two key issues for Prosegur

By applying these elements, Prosegur is working to fulfil its objective as a company that "creates value for its clients, for its employees, for its shareholders and for society in general".

Firstly, its flexibility enables it to respond to the realities presented by a changing world. Secondly, it makes it easier to focus on the creation of value to comply with its growth strategy.

Organisation, the most flexible element

The way Prosegur is organised meets a two-fold objective.



Organisational evolution

Furthermore, the company has made substantial progress in becoming more multinational, with organisational transformation, something that is key to meeting Prosegur's strategic objectives.

The implementation of across-the-board initiatives, such as Prosegur's Policies and Procedures, and the Centres of Excellence, plays an important role in growing as an efficient multinational.

One should emphasize that another of Prosegur's strategic objectives consists of being increasingly client-focussed. To this end, the Company has created a Corporate Sales Management Team (mentioned throughout the report) which puts the client at the heart of the organisation. Furthermore, a new department of Integration has been formed which, along with the Department of Corporate Development, has the objective of lending support to the Company's inorganic growth processes.

Integration of acquisitions

In 2011 Prosegur created a new unit to support processes of inorganic growth in the Company. The aim here lies in helping business to plan, execute and carry out the monitoring of the integration of companies acquired by Prosegur, in order to:

- Complete the administrative hand-over of the undertaking as efficiently and quickly as possible.
- Undertake the taking charge and improvement of operational and commercial processes with the aim of maximising synergies.

This team is responsible for minimising risks in the integration process, and ensures that critical issues are taken into account in the integration process, given that a large proportion of the value of a new acquisition is related to this decisive moment, in which no detail should be ignored.



3.1 Growth drivers

Prosegur's success story is the fruit of the combination of organic and inorganic growth.

Organic growth

Innovation, the development of new services and improved services, and dialogue with the client, these are the keys to organic growth at Prosegur.

In 2011 the Company extended its market share thanks to positive organic growth in the Latin American market, compensating for the effects of the recession in the south of Europe.

Acquisitions in current markets: the hallmark of a market leader

Prosegur joins with companies that perform well and that match its long-term strategy. It is as such that in 2011, in terms of sales volumes, acquisitions carried out by Prosegur in Brazil, Colombia and France were highly significant. In Brazil in particular, a market in which Prosegur is already a leader, the company acquired Fiel, a surveillance and cash management company, with earnings of 4.4m Euros in the last financial year. In Colombia three companies have been acquired, the sales of which reached 60m Euros in 2011, thereby positioning the Company as the leading sector enterprise in the country. These operations confirm

Prosegur's commitment, and its belief that there are still good market opportunities for consolidation and, as such, for increasing its market share.

Towards the creation of new services

Prosegur's aim is to broaden the portfolio of services provided by the Company, making use of proven knowledge in those fields in which it is already active. As we highlighted earlier, Prosegur strives to offer all its services and products as soon as it enters a new country, and thereby offer a complete range of services and products in the new market.

Its significant commitment to innovation and the considerable investment Prosegur makes in the security field make up the basis of the Company's success, by improving and developing a value proposition as regards the client. We should emphasize that the growing trend to outsource calls for new security solutions, which contribute to improving organic growth in the different countries where the Company operates. In this context, Prosegur is prepared to steal a march on the market, providing intelligent and comprehensive security solutions. Among those new products and services that stand out are those related to dynamic surveillance, maintenance of second-level ATMs, analysis and advanced risk consultancy, outsourcing of banking services, and access monitoring.

Towards new markets

Prosegur identifies opportunities and signs agreements in attractive markets. As such, for instance, one might highlight the entry into such significant markets as Singapore or Germany.

The Company focuses its growth strategy on:

- Significant markets in terms of volume and growth.
- Markets in which security is deemed a differentiating factor.
- Markets in which Prosegur may occupy a dominant position.
- Markets in which the Company may undertake a value creation strategy.

3.2 Priority corporate initiatives

In 2011 Prosegur made considerable progress in implementing across-the-board initiatives, an activity of particular relevance to the future

success of the Company as a multinational. To be an increasing global company is one of its main strategic aims.

Mission, Vision and Values

In 2011 the Company promoted the knowledge of Prosegur's Mission, Vision and Values, with the objective of reinforcing a common culture which might be known and shared by all employees. The purpose was that of going in depth into a home-grown style, a form of living the company, which would allow all employees to work together in such a way as to achieve improved results.

Corporate culture reveals aspirations and challenges along with certain values which guide the way the Company operates.

Prosegur's Mission, Vision and Values define its company identity, key to building up this project.

Mission

To generate value for our clients, society and shareholders, by offering comprehensive and specialised security solutions using the most advanced technology and the talents of the best security professionals.

Vision

To be the global security company *par excellence*, respected and admired as a leader, with the aim of building a safer world.

Values

PROACTIVITY
VALUE CREATION
CUSTOMER FOCUS
TRANSPARENCY
EXCELLENCE
LEADERSHIP
TEAM WORK
BRAND



Centres of Excellence

Prosegur's Centres of Excellence allow the company to undertake a process of continual improvement through the identification of best practices, in order to disseminate them and introduce them throughout the organisation.

The Centres of Excellence reflect the innovative efforts the Company makes on two fronts; the development of new security solutions, and the increase of operational efficiency and quality levels.

Prosegur has various Centres of Excellence, each with specific objectives and their own functions: the Vault Centre of Excellence, the Traffic Centre of Excellence, the ATM Centre of Excellence, the Solution Development Centre of Excellence, the Security Centre of Excellence, the Fleet Centre of Excellence and the Surveillance Centre of Excellence.

Furthermore, 2011 newcomers included:

- **Client Centre of Excellence:** identifies best practices in commercial terms within the organisation, and exports them to other markets, while simultaneously developing new products which provide specialised responses to client requirements.
- **Human Resources Centre of Excellence:** with the aim of creating value through individuals, sharing best practices and putting the diverse situations employees face into a shared pot.
- **Piecitos Colorados Centre of Excellence:** with the aim of exchanging best practices and successful models in those schools where the Development Cooperation programme is established.

Prosegur's Policies and Procedures

In 2011 the Company made significant progress in setting out Prosegur's Policies and Procedures, with the aim of defining day-to-day activity in each and every country in which it operates, in each business area in which it provides a service to clients, and through the corporate management's overseeing activity. Prosegur's increasingly decentralised structure and its growing geographical dimensions call for the development of a shared approach to doing things, with the objective of minimising risks, avoiding surprises and guaranteeing high standards of quality in all processes.

These 18 policies and 250 procedures constitute an action framework to lend cohesion to the running of the Company. They also provide precise guidance and a source of efficiency for the undertaking of activities.

Furthermore, they identify the mission and objectives of each area, while setting out their functions and a standardised approach to fulfilling them. In short, an effective way of guaranteeing operational excellence, monitoring risks and avoiding procedural surprises.

For 2012 there are plans to establish a training and communication plan in order to facilitate their introduction and to guarantee the management of change.

Global clients

The Global Clients Programme ensures that the requirements of the clients are met in any part of the world, and provides a comprehensive and global service within strict parameters of quality and excellence. Prosegur's global client management model is founded on four key factors:

Global Account and Contract Management

- A framework contract which regulates client relationships for all countries.
- A dialogue model that is adjusted and tailored globally and locally.

Consistent and Standardised Service

- Standardisation of processes and services in search for best practices.
- Standardised quality and efficiency measuring systems.

Continuous Improvement of Processes

- Regular and defined monitoring aimed at continuous improvement.
- Advanced tools to measure excellence and to identify progress.

Communication and Feedback

- Drafting of management reports and quality controls.
- Regular meetings to monitor and analyse progress at each level of dialogue.

Global Purchases

Prosegur has a global purchasing process which enables it to optimize costs, benefitting from its bargaining abilities and from existing synergies between the different countries where the Company operates.

Common IT platforms

Prosegur boasts a unique system for planning business resources, has a standardised, quick and reliable approach to managing its IT systems, and facilitates the integration of new companies.

Universidad Prosegur

Universidad Prosegur is a corporate university providing training programmes (by attendance and online) which allows for the sharing of knowledge and feedback which the Company has amassed regarding the sector and the business. It provides employees with specialised, dynamic and attractive training to develop the skills and knowledge that the individuals need, and thereby guarantees compliance with the Organisation's strategic plan.

Universidad Prosegur complements Prosegur's Strategic Plan and looks to improve direct and indirect staff qualifications in technical, administrative and technological areas, as well as management skills and the development of excellence, such as operative excellence, client and service focus, quality, and the focus on results and sales.

This institution works to ensure that all employees share Prosegur's values and culture with a passion, and that they feel like active participants in a project that they are proud to be part of.

Among the different activities undertaken, we would highlight corporate training, the aim of which is to lend support to business lines and to different countries. To this end, having analysed the Company's existing training requirements, a catalogue of courses will be drafted, divided into three areas:

- Knowledge
- School of values
- Training in technical skills

Much more
than training



Talent Plan

Prosegur has formulated a Talent Plan to complement the Company strategy. Through this initiative, the organization ensures its employees are prepared, committed and that they live Prosegur's attitudes and skills. This ensures the business's continuity, and that of its model, and creates growth and development opportunities for all those who work in the company.



3.3 Stakeholders

Employees

Team managers are those who carry out Human Resources management on a daily basis, focusing on the strengths of each employee, aware that the ability, experience, commitment and motivation of the more than 124,000 employees at Prosegur are fundamental when it comes to providing the client with the best service.

Despite the troubled economic climate and the market crisis, Prosegur has continued in its commitment to growth and hiring staff. The Company expanded its workforce by 19.5% in 2011, which highlights the role Prosegur plays as a major generator of employment.

Total workforce: 124,744 employees at the end of 2011

Occupational accident rate: 6%

Investment in occupational health and safety: 26m Euros

Total number of hours of training given: 1,693,125



Society

Prosegur is part of the United Nations Global Compact, and channels its social and cultural action through the Fundación Prosegur (Prosegur Foundation).

Work carried out by Prosegur in 2011 won the "Best Practices Award in Internal Communications in the field of Corporate Social Responsibility", awarded by the *Observatorio de Comunicación Interna* (Internal Communications Observatory), for the *Picitos Colorados* programme.

Total investment in the community: 2.1m Euros

Number of countries in which the Foundation is present: 10

Number of social projects: 23

Number of beneficiaries: 30,436



Clients

One of Prosegur's strategic priorities lies in being more client-focused. To this end, in 2011 the Company created the Corporate Sales Management Team, including Corporate Marketing Management, the objective of which lies in putting the client at the heart of the organisation.

Through the Global Specialisation Plan, Prosegur makes an in-depth analysis of the branches and segments of client management activity, and develops services and products with specific knowledge of their needs. Prosegur provides comprehensive and intelligent security solutions, customised to client demands. In addition, a Corporate Consultancy Management Team has been created.

In 2011 Prosegur also made considerable progress getting to know its clients and their contexts, developing a standardised and international Customer Relationship Management (CRM) plan, a client satisfaction and loyalty model, and made significant efforts at monitoring through a commercial control panel. The close relationship that Prosegur maintains with its clients is an element of clear market differentiation.

Prosegur has continued to pursue its objective of building closer relationships with clients in the larger markets where it is not operative, deploying sales teams in countries such as China and the US.

More than 336,000 clients

Total number of corporate clients: More than 28,000

Total of private and business clients: More than 126,000 businesses and shops; and more than 182,000 homes and individuals



Suppliers

Prosegur implements measures to promote high levels of corporate responsibility in its supply chain, aware of the impact that the performance of its suppliers has on the Company. Prosegur thus applies ethical, labour, economic and quality-based criteria when choosing suppliers and subcontractors.

In addition, Prosegur attempts to give priority to local suppliers, in order to exert a positive impact on society.

Total number of suppliers: More than 14,000

Total supplier-related costs: 613m Euros



Shareholders

Prosegur maintains a close link with its shareholders, with both private and institutional investors, and with the main market analysts, to whom it continuously provides exhaustive information.

The Company makes sure it understands its main shareholders' issues and concerns, and through its Investor Relations Department it carries out public presentations focused on publicising the Company's results and business model.

Through Prosegur's shareholder help and information service (Shareholder Helpdesk) the organisation provides a permanent information and help service to its shareholders, through various channels, either by email or telephone, with the purpose of responding to their requests and facilitating the information they require.

Dividend per share: 1.02 Euros

Profit per share: 2.85 Euros

Quorum percentage attendance at
General Shareholders Meeting: 78.98

4.1% increase in profit generated in
2011





Markets

In 2011 the Company was operating in five European countries (France, Germany, Portugal, Romania and Spain), a further eight in Latin America (Argentina, Brazil, Chile, Colombia, Mexico, Paraguay, Peru and Uruguay) and two in Asia (India and Singapore). This international presence makes Prosegur one of the world's major companies in the security sector, responding to the needs and requirements of global clients.

In 2011 Prosegur was operating in five European countries, a further eight in Latin America, and two in Asia

Organic growth in current markets is based on the development of new products and services, economies of scale and a continuous commitment to innovation. In new markets, growth is founded on the power and course of the Prosegur brand, the team's experience and its differentiated strategy as an engine for future growth.

Inorganic growth, meanwhile, is based on the value of acquisitions, which provide a greater platform for development, relevant synergies, attractive evaluations

and easy handovers. In new markets, the Company keeps its eye open for good opportunities in enterprises that present all the desired characteristics. Prosegur keeps a file of potential companies that may be strategically attractive.

During recent years, Prosegur has managed to position itself as the security company *par excellence* in most of the countries in which it operates. To do so the Company has shown a commitment to inorganic growth. The opportunities it has spotted over recent financial years have led Prosegur to acquire 30 companies since 2008. These purchases have been successfully carried out thanks to the department in charge of acquisitions which has at its disposal a team of professionals with considerable experience in business development.

It is important to emphasize that Latin America is a high-growth market which offers the possibility of greater consolidation. The rise in EBIT (28.6%) in 2011 was largely due to organic growth, but also to inorganic growth. In this region the use of security services is focused on commercial, industrial and financial sectors. However, the development of a middle class has increased demand in the residential market, with high levels of growth forecast for the future.



The Spanish market, meanwhile, has been affected more than was expected, due to the exceptional scenario of the real-estate sector crisis. In general, it is forecast that the demand for security services in Eastern Europe will grow in less mature business sectors, and in those segments presenting greater added

value, such as system integration and security consulting. With the European acquisitions carried out in 2011, Prosegur has become a leading cash management company in Germany, the biggest market in Europe, as well as strengthening its position in France, which has one of the most robust financial markets on the Continent.

In 2011 Prosegur also carried out its first Asian acquisitions: Singapore and India. In the latter, along with SIS (one of the region's main security groups), Prosegur reached an agreement for the creation of a company to undertake Cash in Transit activities in the country. The alliance between the two companies was formalised as a joint venture, according to which they had a 49% and 51% share respectively.

The Indian security market is one of the biggest in the world, although currently it is highly fragmented and characterised by its great dynamism, with growth rates of more than 20%.

Outlook

Prosegur predicts considerable growth in emerging countries, especially in Latin America, where the Company expects to report extremely positive levels of growth in line with nominal GDP. As such, Prosegur is looking to reinforce its position as a leader in the region. Although the situation in Spain and Portugal is more complicated, the Company is looking to counter the negative effect of the recession through a commitment to developing comprehensive services and solutions, as well as through its broad knowledge of the sector.

PROSEGUR IN EACH MARKET

Argentina	1	Paraguay	1
Brazil	1	Peru	1
Chile	1	Portugal	1
Colombia	1	Romania	2
France	3	Singapore	4
Germany	1	Spain	1
India	5*	Uruguay	1
Mexico	3 - 10		

(*Only CIT)

SPAIN

Total turnover 2011: 953m Euros

Employees 28,133

Prosegur in the market In order to strengthen its position as a leading security company, Prosegur has focused its value proposition on its portfolio of comprehensive solutions. The Company covers more of the country than any other undertaking, with more than 50 regional offices across the nation. In 2011 it acquired 95% of Seguridad Viglada, a company which provides surveillance services, and which had a turnover of 12.6m Euros in the 2011 financial year.

Outlook The Spanish security market is one of the most concentrated global markets. However, growth is forecast in the area of monitoring and alarms and home security. Prosegur is looking to counter the negative effects of the recession affecting the south of Europe by developing comprehensive security solutions and through its knowledge of the sector.

BRAZIL

Total turnover 2011: 684m Euros

Employees 30,563

Prosegur in the market As the sole company covering the entire country, Prosegur has consolidated its position as a leading Surveillance, CIT and Technology service provider. In 2011 it acquired two companies, Fiel and Prover, for around 30m Euros, strengthening Prosegur's position in Brazil.

Outlook There are significant growth forecasts. It is estimated that emerging countries will make up 22% of market growth in 2009-14. Demand will be driven by accelerated growth in the construction industry, and by the population's growing purchasing power.

ARGENTINA

Total turnover 2011: 427m Euros

Employees 14,488

Prosegur in the market Prosegur has strengthened its position as a leader in the area of CIT while at the same time organically building a solid platform in the field of Surveillance.

Outlook It is forecast that demand for security services in Central and South America will grow by 9.7% up to 2014. Demand will be driven by favourable economic conditions and increased urban development.

FRANCE

Total turnover 2011: 167m Euros

Employees 3,821

Prosegur in the market Prosegur has strengthened its position in France, providing Surveillance, CIT and Technology services. The Company has acquired cash management company Sazias, which had a turnover of 16.4m Euros in the 2011 financial year.

Outlook Certain significant players have left the market, which means there is now a chance to fill the gap. It is forecast that sector earnings will rise by 3.5% per year.

PORTUGAL

Total turnover 2011: 152m Euros

Employees 7,590

Prosegur in the market Prosegur has consolidated its position in Portugal as a leading company providing CIT, Surveillance, Technology and Alarms services.

Outlook There has been a higher level of growth in the area of electronic systems than in the rest of the market, and although there have been considerable moves towards consolidation, there is still room for improvement. Prosegur is looking to counter the negative effects of the recession affecting the south of Europe through the development of comprehensive security solutions and through its knowledge of the sector.

GERMANY*

Total turnover 2011: 147m Euros

**As of 31 December, the combination of businesses had not registered either earnings or profits in the consolidated results account.*

Employees 3,143

Prosegur in the market In 2011 Prosegur acquired SecurLog, the leading company in the German CIT services market for 22.7m Euros. With 31 regional offices and more than 3,000 employees, SecurLog is the sole cash management company operating across the whole of Germany, and this enabled Prosegur to strengthen this area of activity and continue to commit to its market-leading strategy along all lines of business.

Outlook Germany constitutes the largest economy and population in western Europe. It is the biggest security services market in western Europe and the third in the world behind the US and Japan. It is forecast that sector earnings will increase by more than 10% by 2014.

PERU

Total turnover 2011: 125m Euros

Employees 11,404

Prosegur in the market Prosegur operates across almost the entire country of Peru, and following the acquisition of Orus in 2009 the Company is the leading service provider in CIT, Surveillance, Technology and Alarms. In 2011 it acquired Distribuidora Federal, a technology and fire prevention systems company, for 5.3m Euros.

Outlook As with the Peruvian economy, the market has grown quickly. A rise in demand for security services is forecast in South and Central America of 9.7% a year until 2014.

CHILE

Total turnover 2011: 116m Euros

Employees 7,539

Prosegur in the market Prosegur has consolidated its position as a leading service provider for CIT, Surveillance, Technology and Home Security.

Outlook Despite being a mature market, there are still openings for organic and inorganic growth. Demand is set to be boosted by favourable economic conditions and increased urban development.

COLOMBIA

Total turnover 2011: 68m Euros

Employees 8,547

Prosegur in the market Since its entry into the Colombian market in 2007 through the acquisition of Thomas Greg & Sons, Prosegur has consolidated its position in the country. In 2011 it acquired three companies for approximately 40m Euros, becoming one of the leading security companies in Colombia.

Outlook The market in Colombia has considerable potential thanks to favourable economic conditions as well as the growing presence of multinationals.

URUGUAY

Total turnover 2011: 42m Euros

Employees 2,346

Prosegur in the market Prosegur has consolidated its position as a leading Logistics, Cash Management and Active Surveillance company. In 2011, and with the aim of strengthening its position in the field of Technology, Prosegur acquired GSM Telecom, an alarms company.

Outlook It is forecast that demand will grow due in large part to the population's increased purchasing power and to foreign investment. Factors that will have a positive impact include new urban developments and the growing presence of multinationals.

PARAGUAY

Total turnover 2011: 31m Euros

Employees 1,050

Prosegur in the market Prosegur has consolidated its position as a leading service provider in Logistics, Cash Management, Fire Protection, Electronic Security, Access Monitoring, Anti-intruder Protection and Active Surveillance.

Outlook It is forecast that demand will grow due to foreign investment, the privatisation of State-owned industries, increases in the undertaking of infrastructure projects, and the population's increased purchasing power.

MEXICO

Total turnover 2011: 25m Euros

Employees 1,767

Prosegur in the market Prosegur operates in the areas of Surveillance, Cash Management and Technology, and is looking to consolidate itself in this new market.

Outlook The country's social and economic conditions mean that growth of more than 14% per year is forecast.

SINGAPORE

Total turnover 2011: 9m Euros

Employees 1,378

Prosegur in the market In Singapore in 2011 Prosegur acquired the unarmoured surveillance company Prosec, which had earnings of 9.4m Euros during the financial year. For Prosegur this operation meant the start of a new era with the arrival on a continent in which the Company was not yet operating. In December 2011 Prosegur acquired Axis Surveillance, increasing its market share in the country.

Outlook Singapore presents a high level of intensity in its use of services compared with other developed countries. This trend reflects the position of this country as a commercial hub. The significant purchasing power of the population places it in a more favourable position to be able to afford security services than in other parts of the region.

ROMANIA

Total turnover 2011: 8m Euros

Employees 2,975

Prosegur in the market Prosegur provides CIT, Surveillance and Technology services and is working to strengthen its position in the country.

Outlook The market is highly fragmented with more than 1,300 companies. However, there are only three multinationals. It is forecast that demand for security services in the region will rise by 14.1% a year until 2014.



Management Model

The Company's commitment to ethics and responsibility are made evident in all activities and all spheres where it operates. Prosegur's priority is to get ahead of the risks to which it is exposed in order to manage them correctly. Prosegur is a responsible company, committed to complying with its obligations.

One of Prosegur's priorities is to improve the sector's standards

At times, Prosegur's employees are exposed to difficult conditions to protect what their clients value.

Due to the particular nature of the business, the Company is especially committed to the safety of its employees. The Company's aim is to be close to them, support them in their everyday work and do for them as much as they do for the clients.

It is important to Prosegur that society values the social role played by its employees sufficiently. To this end, the Company is thoroughly committed to garnering greater respect for the profession. Prosegur carries out specific actions aimed at heightening the security guard profession by implementing training plans through the *Universidad Prosegur*.

Similarly, the Company's aim is also for all employees to behave in exemplary fashion wherever they carry out their duties.

Prosegur has fulfilled its role as an agent that generates quality employment. At the end of 2011, the Company employed a workforce amounting to more than 124,000 employees, contributing to develop the local economy in its sphere of influence. The aim is to go further, to generate profits in communities and to create value for society and its surroundings, supporting disadvantaged groups. The Fundación Prosegur is the main tool to this end.

5.1 Culture of responsibility

Responsible management must be part of a company's corporate culture. Prosegur is a company dedicated to protecting the wellbeing and safety of people and their assets. The company's contribution is essential to the development of society by creating a safer environment.

5.2 Health and safety

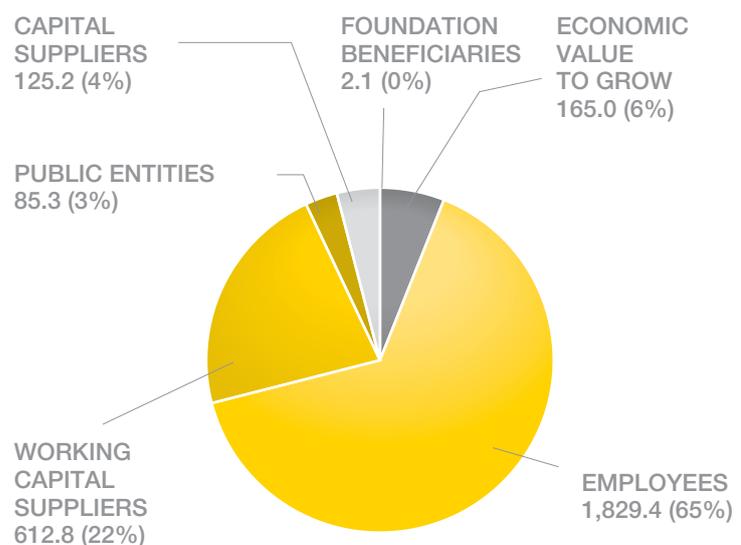
Business approach

Prosegur is rigorous in safeguarding the physical health and safety of its employees, in line with maximum standards regarding occupational risk prevention in

Prosegur helps protect a world in motion. Its leadership is in the fields of business and finance, but it is also sustainable. The Company wishes to set an example in the communities where it works and to be considered as security company par excellence in the sector. Working under the highest standards of ethics and integrity is an element that helps the company strengthen the loyalty of its clients

Direct and indirect Economic Value (m Euros)

Economic value generated	2,819.8
Sales	2,808.5
Other operating income	11.3
Economic value distributed	2,654.8
Employees	1,829.4
Working capital suppliers	612.8
Public entities	85.3
Capital suppliers	125.2
Foundation beneficiaries	2.1
Economic value to grow	165.0
Reserves	85.6
Amortizations	79.4
Other indicators: investments	120.4



Prosegur's employees are sometimes exposed to dangerous environments and difficult conditions due to the nature of their activities. For this reason, their health and safety is of special importance

the sector. Prosegur's safety policy can be summarised by five principles: Forever and for everyone, Assessment, Participation, Communication and Control.

During 2011, Prosegur obtained the OSHAS certificate for surveillance activities in Spain. This is proof of excellence with regard to Occupational Risk Prevention Management. The Company is one of the few which have this certificate in the sector.

Similarly, out of more than 100 companies, Prosegur's occupational risk prevention training procedure has been awarded the Training Prize at the 2nd Occupational Safety and Health Awards granted by the magazine *Formación de Seguridad Laboral* (Occupational Safety Training.)

The main challenge faced by Prosegur in 2012 will be to successfully pass the Legal Audit that its Prevention Management System is to undergo, starting in the first semester, which will be carried out together with a review of compliance with the procedures required by OSHAS 18001 norms.

Risk identification and assessment

Identifying and assessing risk is a continuous activity at Prosegur. The most significant risks faced by the company's employees are linked with the surveillance and protection roles entrusted to them. In this regard, the prevention plans adopted by Prosegur

are in line with criteria established by renowned institutions such as the Spanish National Occupational Health and Safety Institute. Prosegur has a Centre of Excellence for Safety which transfers current best practices to the countries where it is present in order to offer significant improvements to the procedures implemented by the Company.

In Spain, Prosegur is working to minimise risks with the help of a computing tool that makes it possible to obtain specific assessment of each of the services offered.

Risk identification and assessment is a continuous task which aims to implement improvements in all Prosegur operations

In Colombia, in 2011 Prosegur implemented priority risk management programmes. Some of these programmes were aimed at decreasing accidents regarding the use of firearms and road safety, in order to lower accident rates or unwanted situations. The Company also implemented a programme which included preventive safety inspections and auditing of certain jobs with the aim of understanding the dangerous situations and conditions that may give rise to accidents or future illness and to analyse the origin of risk so that it may be eliminated or mitigated.



In Brazil, the Company makes sure that security guards exposed to high risk environments have suitable training certified by the Federal Police. Similarly, in Argentina, a risk map has been devised to define the activities that involve staff exposure to environments that are especially dangerous.

Similarly, in 2011, Prosegur carried out studies and surveys in the sphere of psychosocial risk identification and assessment. According to these studies, the main psychosocial factors to be taken into account would be occupational stress, work satisfaction and

motivation, mental and emotional strain. In response to this study, Prosegur has established a series of measures to avoid and mitigate risk of this nature.

Monitoring

Prosegur has the computing tools necessary to carry out the specific assessment of every service offered and exhaustive monitoring of accident figures, working conditions in each regional office and incidents that may have taken place during activity.

Response to psychosocial risk

- A pre-selection and selection process has been devised and implemented according to the characteristics of the post being filled. The contents of this process have been included in the Occupational Risk Prevention Plan and the Quality Plan. This procedure includes an analysis of every operational job, specifying the characteristics needed by the person filling each position and the aptitude tests, personality questionnaires and interviews necessary depending on the factors to be analysed. This study allows for an in-depth assessment of the suitability of any given person for any job.
- A specific annual training programme has been devised for operational staff, team leaders and middle management. This programme includes occupational risk prevention courses, both of a general nature and specific per sector of activity, and courses on self-esteem, conflict management and decision-making, emotional intelligence, stress management, motivation and attitude, occupational physical health, applied psychology techniques, team work and communication.
- Tutors have been established as support figures for new employees. Their role is mainly to facilitate the integration of new members to the service appointed, completing their training cycle.
- A support team has been incorporated to tackle any labour-related issue, with the aim of achieving greater integration in the Company's organisation system.
- The figure of inspector/Chief of Service has been adapted as an element supporting the security guard's functions with regard to issues affecting their work conditions. Similarly, the work conditions in which security guards provide their services are reviewed (including the provisions of auxiliary means by means of the OPERA computing tool), drafting any necessary proposals.
- Computing management tools (CTI) have been incorporated to detect possible emergencies and to offer immediate support to the staff involved. This system is complemented by an inspection unit that covers the staff appointed to a certain service for any situation that requires it.
- The minimum conditions that surveillance services must comply with, without which offering the service would be unfeasible, have been determined (premises, auxiliary resources, individual protection equipment, etc.).

Additionally, Prosegur has designed a risk report aimed at guaranteeing compliance with legislation on occupational risk prevention. Any deviation detected with regard to occupational risk prevention is included in the ALERTA computing system and any measures necessary to correct the situation will be taken. The Company has also included different procedures in the OPERA inspection computing system to assess compliance with occupational health and safety requirements and conditions. These procedures include daily reports of each service which will include any incidents detected whilst the service is carried out. Lastly, a computing system has been introduced dealing with the internal investigation of occupational accidents, making it possible to propose corrective measures.

Risk identification reports for each Prosegur regional office and establishment and any assessment and prevention planning reports are sent to the Area Management Team, Employment Relations Management Team, Human Resources Management Team and HR Management and Provincial Headquarters. In this way, Prosegur can ensure that senior managers supervise the company's performance with regard to occupational health and safety.

The Company uses monthly benchmarks to measure and assess health and safety; for

instance, frequency rate and severity of occupational accidents, the types thereof and the causes of accidents per sector and segment.

Similarly, reports on occupational risk prevention carried out by the Intervention Department are sent to the Area Directors, Provincial Managers and Prevention Service. Moreover, the Prevention Service annually drafts a report on prevention activities and prevention planning which is submitted to the Employment Relations Management Team and Human Resources Management Team.

With the implementation of OSHAS 18001 procedures, Prosegur has created a Directing Council for Monitoring and Control which annually reviews any cases of non-compliance detected, adopting any corrective measures necessary, analysing the most serious incidents and accidents as well as accident statistics, sanctions, regulatory requirements and the most significant conclusions reached by the Company's Occupational Health and Safety Councils. The Council must approve the annual improvement objectives set and carry out any relevant recommendations in this regard.

Participation of workers' representatives

Prosegur has Occupational Health and Safety Councils in

all spheres in which it operates, available for regular and periodic consultation of the Company's activities as regards occupational risk prevention. In Spain, for instance, the Councils meet every quarter and are made up by heads of the delegation and prevention delegates (appointed by and amongst workers' representatives). The minutes of the meetings are sent to Human Resources Managers in each area so that any necessary measures are adopted with regard to the topics debated. As prevention delegates are part of the Works Councils, they represent all workers in the delegation. Current Collective Agreements include health surveillance, maternity protection, the training of prevention delegates and coordination of business activities.

Training

Since 1999, Prosegur carries out training activities in the field of occupational risk prevention. These activities include:

- Modules as part of initial training courses of operational staff.
- e-Learning courses accessible through the corporate intranet for the following collectives: security guards, control staff, receptionists-telephone operators, counting staff, office staff.
- Multimedia courses aimed at security guards and auxiliary staff.

- Specific courses as part of continuous training which include basic concepts, general risks and the prevention thereof, specific risks and the prevention thereof.
- Modules in the *Universidad Prosegur* online platform.

Similarly, the Company has drafted specific materials on several topics such as: emergency equipment, electrical risk protection, road safety, individual protection equipment, occupational risk prevention in the chemical sector, low-voltage electrical work, hazardous chemical substances and the use of firearms, amongst others.

In 2011, Prosegur started adapting the contents of occupational risk prevention training courses to OSHAS procedures with the aim of including new training modules on prevention policy, prevention organisations, consultation and participation bodies, procedures in the case of accident, procedures to request medical check-ups and workers' obligations. Taking into account that the main activity carried out is private security, no high-risk situations have, *a priori*, been identified other than those inherent to the tasks being carried out.

Prosegur carries out prevention and awareness campaigns in the field of occupational health and safety. The main actions include:



- Information cards on occupational risk provided with the employment contracts (adapted to OSHAS procedures) have been included in the *Tu Portal* (Your Site) online environment and the Corporate Intranet as a way to communicate with all staff.
- Information cards in operational folders and manuals. Information regarding occupational risks has been included in all existing operational folders and manuals, containing general and specific prevention measures, protocols in the case of occupational accident, general procedures in the case of fire and first aid.
- Information posters, like those in handling areas, on the necessary prevention measures in the use of cash and money counting and packaging machines.
- Information posters with procedures in the case of emergency.
- Articles on occupational risk prevention in the in-house magazine *Gente Prosegur* (Prosegur People).

Occupational Health

Prosegur offers its workers a service to monitor their health. To this end, the Company carries out health check-ups depending on what the specific protocols establish and on the occupational risks identified for each activity.

During 2011, the Company carried out ergonomics and psychosocial risk studies by implementing acknowledged and renowned methods. As a complement to the training provided by Prosegur on psychosocial risk on issues of stress management, emotional

In 2011, Prosegur coordinated 1,034 preventive initiatives with clients in Spain alone, with more than 3,000 medical check-ups in the field of health monitoring. It also provided different occupational risk prevention courses for more than 11,000 employees

intelligences, psychological activity in emergency situations and others, specific courses on ergonomics have been started for staff involved with coins and notes.

Health training courses have been planned in Spain during 2012, divided into four modules: cardiovascular health, back health, tobacco and alcohol consumption and mental health.

In Colombia, Prosegur carried out a skills and wellbeing programme with the aim of reducing the psychosocial risk detected. A wellbeing plan was devised to cover employees and their families, aimed at improving the family and labour environments of the Company's

staff. Similarly, Prosegur held the First Occupational Health Week, an awareness and promotion campaign in which 60% of all staff participated and which included, amongst others, sports, relaxation, vaccine-related and nutritional activities.

In Brazil, Prosegur carried out prevention campaigns through the Internal Accident Prevention Week (SIPAT, in the Spanish acronym) which approached different issues regarding ergonomics at work, tobacco and alcohol, self-esteem and quality of life, personal defence and illness prevention.

Collaboration with institutions

Prosegur has taken part in different campaigns with trade union organisations, government departments, friendly societies and universities on issues of occupational health and safety. The following should be highlighted:

- Programmes to assess the impact of stress on surveillance activities.
- Conferences on psychosocial risk.
- Drafting a Prevention Guide for Surveillance Services.
- Drafting the first European Guide on Risks in private security as part of European Social Dialogue.
- Taking part in the first conference on occupational risk in the private security sector organised by the Spanish Cabinet Office.
- Presence in several forums and conferences on ergonomic and psychosocial risk in surveillance activities.
- Conferences on preventive medicine and occupational health.



Centre of Excellence for Security

Prosegur has a Centre of Excellence for Security. Its aim is to improve the efficiency of risk management in our operations, increasing safety at a competitive cost. The following roles of the Centre of Excellence for Security stand out:

- Risk identification
- Knowledge centralisation and distribution
- Security Model

Prevention Culture in the value chain

Prosegur has drafted a standardisation procedure for suppliers which guarantees that they fulfil their obligations regarding occupational health and safety. Similarly, a procedure has been established whose aim is to achieve maximum efficiency with regard to risk prevention in carrying out the works and services for which the Company is hired, establishing general principles to avoid risk and, when this isn't possible, tackling them at origin. This regulation is applicable to all maintenance, installation or services work carried out by contractors at Prosegur premises. The general rules set may be expanded depending on the nature of each job.

Key Performance Indicators	2010	2011
Accident rate	4.1	6.0
Lost days' rate	76.4	71.0
Occupational illness rate	0.2	0.07
Investment in occupational health and safety (m Euros)	10.7	26.1

5.3 Environment

Business approach

The aim of Prosegur is to reduce its ecological footprint in all of its activities by investing in efficient technology and business models. The Company has heightened its environmental awareness and understands that keeping an environmental balance is a key factor in society. In this regard, energy and environmental efficiency are part of Prosegur's sustainable business which seeks to reduce costs and to promote more eco-efficient practices.

Prosegur's objective is to establish a framework with general

guidelines in accordance with the particular nature of each business and each country. Prosegur's environmental management models follow the requirements of ISO 14001 regulations and establish a commitment to comply with legislation, prevent pollution, continuous improvement and transparency.

In 2011, 90% of Prosegur's activities in Spain were certified in accordance with ISO 14001 regulations. It should be noted that Prosegur is the first private Security Firm in Spain to obtain this certificate.

Overall, Prosegur's environmental management is based on three main lines of activity:

- Identifying environmental impact and risks.
- Establishing improvement objectives.
- Planning corrective activities.

Identifying environmental impact and risks

Prosegur deploys management systems to identify the environmental priorities for each business and each country. To this end, the Company carries out auditing programmes in each delegation and monitors performance implementing information systems and paying special attention to those activities with greater environmental impact.

Implementation of the INTRAL application has continued across the delegations in Spain (identification, assessment and verification of all regional and national legislation). Greater control over current environmental legislation is achieved this way, thus avoiding possible infractions.

Prosegur's greatest environmental impact is linked to transport. The main impact originating in transport is derived from fuel consumption and the associated emissions of exhaust fumes from vehicles. To mitigate this impact, the purchase of electric vehicles and/or vehicles that comply with the Euro 5 Norm is expected

Establishing improvement objectives

Prosegur's Quality and Environment Council drafts an annual Environmental Management Programme which establishes a series of challenges to be met. Objectives to reduce the operational consumption of plastic, paper and toner have been established in Spain. With the exception of the objective to reduce the consumption of paper, objectives set with regard to reducing the consumption of packaging and toner have been met.

In Peru, Prosegur has established objectives with regard to reducing the environmental impact resulting from the generation of fumes in vehicles, optimising the use of resources and promoting a sustainable management of solid waste.

Establishing corrective measures

As part of the Environmental Management Programme, Prosegur has defined priorities in order to reduce the environmental impact of its activity.

- **Energy efficiency.** With regard to the efficiency of its vehicle fleet, a process to convert armoured units to natural gas has been carried out in Colombia. This has reduced the emission of polluting gases by 16% in 2011. Substituting

armoured vehicles for a more sustainable fleet in Portugal has also contributed to decreasing direct GEG emissions by 13.3%.

In Argentina, Prosegur has fitted its armoured vehicles with engines with the latest technology, with environmental improvements related to emissions. Similarly, efficiency measures are structured across two priority paths of action: the implementation of more efficient office equipment and intelligent lighting and heating systems as well as carrying out awareness campaigns.

In the same country, the Company has implemented a preventive maintenance programme for air conditioning systems in all buildings located in the Buenos Aires Metropolitan Area (AMBA, in the Spanish acronym). The aim of this system is to minimise the energy consumption of these units. Similarly, all incandescent lighting materials have been eliminated and a plan has been carried out to change the lighting in all AMBA buildings, whilst a decision has been reached in Chile to include LED lighting in all new buildings.

Environmental Awareness Plan

Internal communication campaigns have been carried out with the aim of informing Prosegur employees and raising awareness on environmental issues. In this context, quarterly "Environmental Awareness Campaigns" were sent during 2011 to the Heads of Quality and Environment in every regional office. The topics approached were the following:

- First quarter: Best practices in driving
- Second quarter: The 3R's Law with regard to waste
- Third quarter: Best practices in the consumption of paper and toner
- Fourth quarter: Best practices to reduce electricity consumption

In Colombia, a monthly bonus plan has been implemented with regard to savings obtained by each driver in fuel consumption.

- **Decrease in the use of materials and in waste.** In 2011, Prosegur started unique initiatives such as appreciation through the retreading of lorry tires taking into account the high environmental impact involved in the manufacturing and disposal thereof. In Paraguay,

for instance, a Comprehensive Solid Waste Management Programme (*Programa Procicla*) was implemented. Also in this country, an automatic tap closing system was installed in order to decrease water consumption in bathroom fittings.

First environmental volunteer action

Some of our employees across Spain who took part in the corporate volunteer project *Viajes Solidarios a Latinoamérica* met again in 2011 to join forces and work in the recovery of the banks of the River Tagus on its way through Aranjuez.

108 Company volunteers and directors worked in collaboration with Fundación Acción Natura to clear, clean and collect waste from the area as well as placing guides and changing protective mesh. This was the first environmental volunteer action organised by Fundación Prosegur in Spain.

Best environmental practices in the supply chain

Prosegur's aim is to extend its environmental commitments to the supply chain. The Company's Quality and Environment Department identifies different suppliers and/or subcontracts whose activity or products have an impact on the Environment.

Prosegur informs all suppliers and/or subcontractors who have an impact on the environment of their obligations regarding environmental protection issues, handing them the Company's Environmental Policy and "Best Environmental Practices". Similarly, suppliers must commit to communicate and train all employees carrying out activities for Prosegur about the Policy and Best Environmental Practices.

Suppliers and/or subcontractors with an environmental management system certified by an external and independent institution according to the ISO 14001 standard will go on to be certified directly.

Key Performance Indicators	2010	2011
Managed Waste (tonnes)	1,880.2	1,325.9
Environmental Certification, Spain (ISO 14001) (%)	80	90
Direct and indirect emission of greenhouse effect gases (t CO2eq)	48,837.7	41,547.7

The Company wants all its employees to share in the pride of being part of the Prosegur project. The role played by employees must be acknowledged in line with the social work they carry out. For this reason, Prosegur is committed to enhancing the nobility of their profession and to fully developing their personal and professional skills

5.4 Employees

Business Approach

At a time of economic uncertainty, Prosegur continues in its commitment to growth and excellence, investing significantly and increasing its workforce. This business philosophy makes Prosegur a company that generates employment. In fact, Prosegur is one of the largest Spanish companies as regards the number of employees.

At the end of financial year 2011, the Company's workforce amounted to more than 124,000 employees as a result of its expansion and consolidation policy in those markets where it is present. Prosegur works to earn greater respect for the role played by security guards by implementing training plans.

It is as such that the Merco Personas study, which analyses the work climates and reputations of the largest Spanish

enterprises, named Prosegur best company to work for in Spain in the security sector last year. This is the first time that the Company has been included on this prestigious list, and is an indication that Prosegur is a standard-bearer in employee management.

Significant advances were carried out in 2011 with the aim of becoming more multinational, focusing more on the client and embodying the Company's values even more. One of the key factors in this model and which has placed Prosegur amongst the main multinationals in the sector has been strategic employee management implemented by each of the organisation's team leaders.

In this period, Prosegur has also set out the Human Resources strategy for the coming three years, integrating the role played by HR in line with the Strategic Plan and the business. As such, Prosegur is in a position to state that it is possible to have the best human resources on the market

The Company has trained and committed staff whose attitudes and skills are in line with the nature of their work. In this way, the Company guarantees business continuance within a model that allows for the growth and development of the people working at Prosegur



and work according to the premise that talent attracts talent.

Prosegur's scope is only as great as that of its employees, and what sets Prosegur ahead of its competitors is the quality and professional nature of its employees. For this reason, all axes of Human Resources strategies are essential to the future development of the Company:

- Talent
- Efficiency
- Culture

The management of talent

The professional nature of its employees is a key factor for Prosegur to achieve high levels of excellence and customer

satisfaction. To this end, actions to retain and attract talent are indispensable.

Prosegur's human capital management is based on a behavioural map concerning the Company's values. Likewise, Prosegur has defined professional profiles depending on the specific skills necessary for each job, and implements two assessment methodologies for the development of its workers. For direct staff, the company analyses the key collective through classroom assessment; for indirect staff, the company assesses individual performance.

The Talent Management strategy is based on actions aimed at all groups and specific actions. To this end, a qualitative description of human resources is carried out



which defines and analyses new posts and specifies the profiles needed in line with the Company's challenges, as well as the management and development of professional careers.

As part of a common objective to advance in the direction of functioning as a true multinational, working and managing at local level, Prosegur is redefining the organisational models to strengthen the role played by delegates, one of the key collectives in the business, providing them with

suitable structures for optimum management.

Similarly, a Talent Plan in line with the Company strategy has been designed with the aim of guaranteeing that Prosegur has trained, committed employees, with the attitudes and skills that characterise the Company. The aim is to maintain the business model and create growth and development opportunities for Prosegur employees at the same time.

Talent Plan

Prosegur's Talent Plan is structured into a series of specific programmes.

Global Talent Programme

Aimed at identifying and searching for people with a multicultural profile to accompany the Company's expansion, entering new markets. This programme is vital to building the international culture needed by the company to successfully accomplish the growth and globalisation process in which it is currently immersed.

Local Talent Programme

This involves the creation of a professional team that develops management and leadership skills, becoming the pool from which the country will grow organically and inorganically.

Internal Talent Programme

The aim of the Internal Talent Programme is to identify potential collaborators who show attitudes and skills in line with Prosegur and who are an example of Company management. The objective is to train this group for key positions towards an optimum development of the business, becoming the pool for organic and inorganic growth.

Operational/Business Talent Programme

The aim of this programme is to identify a team of professionals with a strategic perspective, business, team leadership, commercial and negotiation skills with the aim of ensuring the long-term success of the Company's local branches.

Commercial Talent Programme

The aim of the Commercial Talent Programme focuses on identifying a group of professionals with excellent negotiation skills and who are client focused.

R&D Talent Programme

The R&D Talent Programme focuses on a group of individuals with the skills and experience to research, develop and innovate products and services in the security sector: Surveillance, Valuable Logistics, Cash Management, ATMs, Home Security, Technology and new business.

Team training

Training activities at the Company are aimed at developing skills and strengthening values, taking into account the real needs of Prosegur's clients.

Prosegur periodically carries out security programmes with specific

activities such as target practice, personal defence and conflict psychology. Similarly, training activities include issues that are crucial in the sector, such as human rights, the use of force, gender violence or cultural diversity.

The role played by *Universidad Prosegur* stands out amongst

As a generator of quality employment, Prosegur considers that supervision and training are key factors

training activities. The University allows for circulation of knowledge and the experiences accumulated by the Company with regard to the sector and the business. Its focus and structure are in line with Prosegur's Strategic Plan and with the professional training of direct and indirect staff in technical fields and in the fields of management, technology, managerial skills and the development of professional skills such as operational excellence, client and service

focus, quality results orientation and commercial orientation.

In order to further this project, the first meeting between the heads of professionalism and international development was held in 2011 to promote networking and to create a virtual environment in which to share training courses and activities in the different countries, sharing knowledge and best practices.

Summa Quatro Programme

Prosegur is a very demanding company with regard to assessment. The Company wants to have a highly motivated human team and create a culture of merit as its hallmark. To this end, Prosegur has identified key collectives in starting and developing its Strategic Plan, defining a quality model which identifies direct and indirect leaders, furthering their skills and investing in their training and professional updating.

In these ends, Prosegur has introduced out a management system called *Summa Quatro* based on a systematised process by which the head and the collaborator meet to analyse, in the most objective way possible, the employee's performance in the last year with the aim of pointing out their strengths and working on areas for improvement. With this project, Prosegur seeks to:

- Make all employees in the Prosegur structure reflect on their work performance.
- Further meetings and communications between heads and collaborators to assess the work carried out together and favour team management.
- Record information on the annual performance of people in terms of motivation, results, skills and knowledge to better guide their professional development and career.
- Design plans for all participants with regard to future activities: motivation, training, awarding new roles or promotion.

This project has been implemented in 12 countries across the corporation, carrying out approximately 9,000 evaluations during November 2011.

Additionally, full online training in several languages was carried out, based on videos and presentations and complemented with in-person sessions, so that both managers and collaborators are ready to face the process of obtaining better results. The collaborators' opinion is very important and therefore a self-assessment process is included so that both parties (head and collaborator) take part in it, agreeing and setting out future action plans together.

Summa Quatro process



Recruitment

The starting point of Human Resources management in Prosegur is the staff recruitment process. This allows the Company to grow in a solid way, guaranteeing the incorporation of the best candidates for each job.

Due to the nature of the services offered by the Company, specific personal and professional qualities are demanded from the candidates. The work carried out by Human Resources in the company is essential to this process. The selection processes implemented by Prosegur seek to achieve perfect identification of the best candidate for each job. The organisation implements comprehensive selection processes which include aptitude tests, technical questionnaires and medical examinations.

With the design of a new wage policy at Prosegur, the organisation's strategy comes in line with employees' objectives and interests. The main objective is creating value in the short, mid and long term

Efficiency

Efficiency is another pillar of the Human Resources strategy at Prosegur as shown in the actions designed towards optimising processes globally, in line with the standards that characterise the Company. However, the Employment Relations management model at Prosegur is fully decentralised, with the Human Resources director as the head in each country.

To this end, Prosegur has defined an efficiency plan, establishing an optimum budget management, a new organisational and Employment Relations model focusing on the creation of synergies as a multinational.

Similarly, the Company has designed a wages and bonuses policy that takes into account fulfilment of strategic objectives and variable wage systems linked to results and performance, value creation and management culture, both individually and collectively. This system is aimed at rewarding employees according to their performance, linked to the results obtained.

In designing these policies Prosegur intends to align the organisation's strategy and employees' objectives and interests, with the aim of increasing their involvement in the Company's strategy. These policies provide a structure and process to establish objectives and to make

decisions with regard to the training, development, wages or promotion of all employees in the organisation. Similarly, professional orientation is a crucial activity to keep employees close to the business. To this end, client-based objectives and objectives linked to project optimisation and improvement are established, together with the management and organisation of key groups.

Culture

Corporate Values

One of the key elements in the Human Resources strategy at Prosegur has been to create a common culture. In this regard, significant advances were made in 2011, defining behavioural models linked to Prosegur values. To this end, an action plan was drafted which includes training and awareness to extend these values across the organisation.

Internal Communications

The Company has designed an internal communications model that reflects Prosegur's image and management style, communicating and bringing the Strategic Plan closer to all staff and encouraging employee participation. This is an essential resource in the good functioning of the company and is the basis for achieving the objectives set and the results expected. Internal communications are essential to disseminate the

organisation's values, model and work philosophy as well as furthering team spirit amongst all employees that make up Prosegur.

A new Corporate Intranet was introduced in 2011 with the aim of bringing the Company's reality closer to its employees, offering information, news and initiatives started by the Company. This is a new channel of communication and knowledge management through which to access documents, processes, corporate policy, links of interest, work tools and to share information with the employee community.

Prosegur's efforts in 2011 focused on creating a common culture. The role of the Corporate University was consolidated, designing global

training programmes in *Summa Quatro* and in Values, for instance. Actions to disseminate corporate culture and values were also implemented: for instance, the welcoming process or the start of the *Club de Deportes* (Sports Club) with the aim of promoting it as a cultural feature of Prosegur.

Prosegur Policy and Procedures

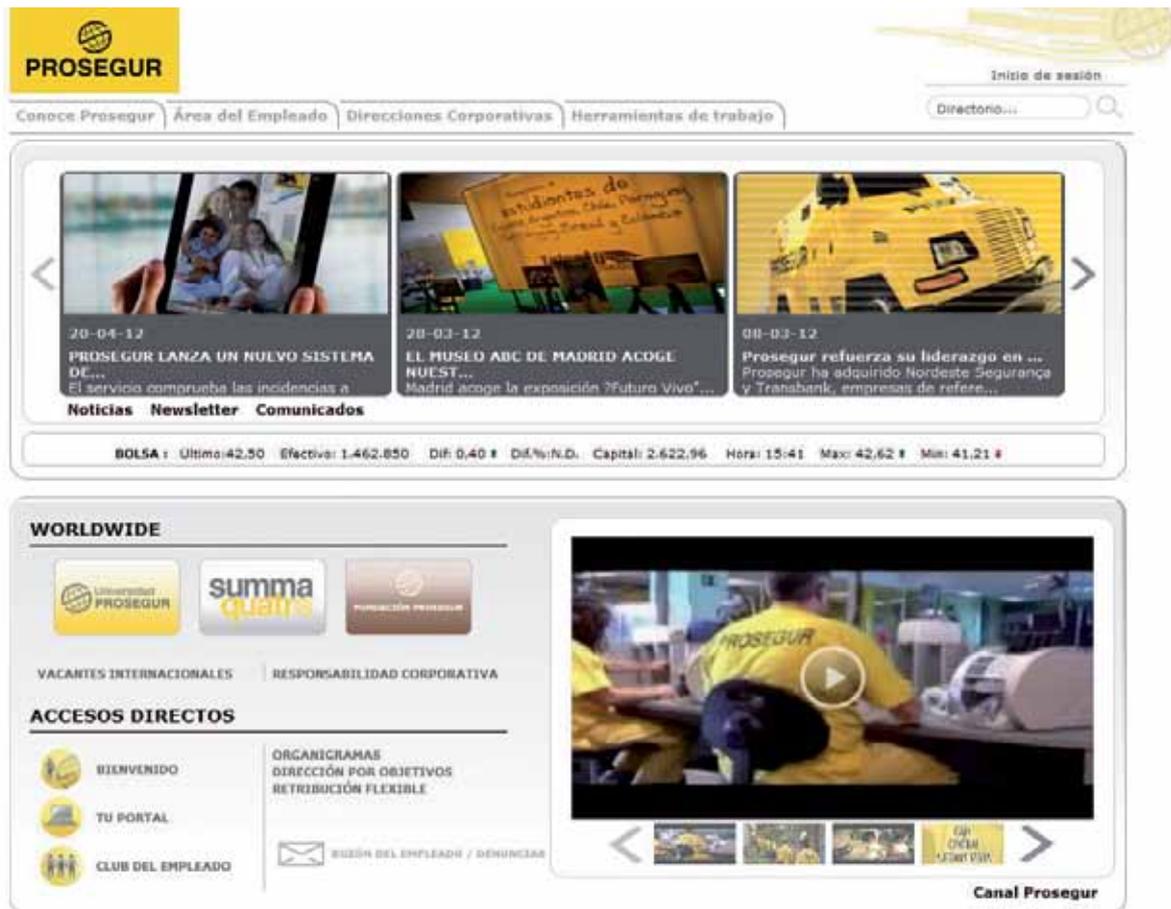
By setting out the Prosegur Policy and Procedures, the Company is creating a work philosophy and work method as a multinational enterprise. Its development serves to promote efficiency and a common culture, encouraging coordination between different parties.

Close to employees

In all countries where Prosegur is present, the Company offers certain social benefits to its employees.

These measures are planned according to the particular features and legal systems of each country. Some of the most relevant benefits are of an academic nature, support to families with disabled children, aids for childbirth and marriage, aids for commuting to work, etc.

Prosegur has started unique programmes to support its people. An outstanding example is the programme "*Una vida para Prosegur*" ("A life for Prosegur"), supporting employees during the most significant moments in their lives.



Equality and diversity

Achieving full and effective equality in employment relations is one of Prosegur's core commitments.

Prosegur safeguards full and effective compliance of the equal opportunities principle. There is zero tolerance of any behaviour or activities that constitute any form of discrimination with regard to gender, religion or sexual orientation.

Specific measures have been devised, as part of the Equal Opportunities Plan which analysed the functioning of the company, to tackle necessary improvements in this field.

Upright and impeccable behaviour

Prosegur implements a Business Code of Conduct that reflects its ethical commitment to function according to the behavioural principles and standards contained therein, in establishing relationships with all groups of interest affected by the Company's activity: employees, clients, shareholders, associates, suppliers, etc. The Code is applicable to all undertakings that make up the group and is binding to all of its staff. It establishes that no employee may justify improper conduct claiming an order from above or lack of knowledge of the Code. The Code establishes that those who do not comply, through action or omission, will be subject to disciplinary measures proportional to each case and which may include termination of the employment contract.

Employees' post-box

With the aim of improving employees' wellbeing, Prosegur has introduced an internal system to present complaints/suggestions as part of the Corporate Intranet. Through the employees' post-box every worker in the Company may confidentially and anonymously send negative appraisals of a given situation, of treatment received, discrimination and/or harassment. Every complaint and suggestion will be handled by the corporate Human Resources department which will contact the relevant department after analysing the complaint. A solution must be reached within a month after the complaint has been forwarded to the relevant department.

Key Performance Indicators	2010	2011
Staff (No. of people)	104,363	124,744
Percentage of women on staff (%)	15.2	14.8
Percentage of women belonging to the organisation's governing bodies (%)	16	15.4
Investment in training (m Euros)	4.6	6.7
Total rotation (%)	22.8	18.2

5.5 Society

“Corporate Responsibility is part of the culture at Prosegur. It is clear to us that our leadership must be in terms of business and finance, but we must also be social leaders. We know we have the best security professionals, and that we’re responsible for our environment and we’re concerned with improving and taking care of the society of which we’re a part.

An essential part of this commitment is carried out through the projects at our Foundation. There are many initiatives that we’re carrying out to improve the conditions of the communities where the Company operates. A clear example of this would be our development cooperation project “Piecitos Colorados”. However, this year I would like to highlight those projects that further the integration of persons with intellectual disabilities. In our experience we’ve learnt that we can encourage these “different talents” in society and offer –through employment- a more stable future to a collective whose access to the labour market is extremely difficult.

After the excellent results of the Special Employment Centre in Madrid, we opened CICLO last year in Sao Paulo (Brazil), a centre for the vocational training of young disabled people in the field of industrial laundry and dry cleaning. The Sao Paulo centre seeks to integrate this collective group into regular companies. Both projects encourage our best practices exchange model and help us to establish continuous improvement processes. I would also like to point out the extraordinary experience the company is undergoing with the incorporation of disabled workers as administration assistants in several Company offices across Spain. The results are excellent and the first steps towards replicating the experience in other countries were taken in 2011.

Undoubtedly, the “value of yellow” strengthens our hopes and pride at being part of each and every one of the initiatives we start. A strength that takes us farther every day to continue offering our support to those who need it most.”



Helena Revoredo
Chairman of Prosegur

In 2011 the Foundation awarded more than 100 *Becas Talento Prosegur* in Asia as a result of the Company's entry into Singapore

As a socially responsible company, Prosegur is aware of the role it plays in the development and generation of value for society. Moreover, being the sector's leader entails a commitment on behalf of the Company to take on leadership in the development of the communities in which it operates.

To this end, Fundación Prosegur carries out its own projects in the countries where the Company is present. Projects in the field of Education, the Social and Labour Integration of disabled people and Corporate Volunteering programmes.

More than 30,400 people benefited directly from the social projects carried out by Prosegur in 2011, through its Foundation.

Responding to social demands

As part of the Corporate Responsibility Management approach implemented by Prosegur, the Foundation is in charge of channelling and articulating the Company's social activity in the countries where it operates. With the support of the Human Resources departments, the local needs of employees, their families and the community at large are identified so that the Foundation can carry out its own projects with the aim of improving the living standards of these groups.

Each of these initiatives seeks to strengthen the value of solidarity, making its staff and society aware and making changes that respond to the needs of each community and simultaneously furthering education, integration and local development.

The *Becas Talento Prosegur* (Prosegur Talent Scholarships) have been extended and diversified in response to the difficult situation that Spain is undergoing. Three types of aid have been awarded this year, benefiting more employees' children within a wider age bracket and benefiting workers who simultaneously work at Prosegur and are in university education. The aim is to reach more people and to reward the efforts and talents of Prosegur's employees and their families.

Similarly, Fundación Prosegur has continued to support the Santiago Masarnau Shelter and Community Kitchen in Madrid, benefiting more than 14,000 people by offering 300 dinners every week. Prosegur is always close to its employees; more so at difficult moments such as natural disasters. For this reason, it has kept close to workers affected by the earthquake in Lorca, Spain, supporting their basic needs. Likewise, the number of summer camp places available to employees' children have increased.

Fundación Prosegur adapts scholarships to the needs of each country but keeps the overall approach that is to reward excellence, effort and talent

The *Pro-Vivienda* programme started in Uruguay and Peru consists of awarding loans to employees so that they may invest in purchasing building materials to refurbish or improve their households when they're run down. The programme in 2011 benefited 137 workers and their families with the aim of improving the Company's employees' quality of life.

its own projects since 2006 in those countries where the Company is present.

These initiatives share the same approach and focus on achieving objectives such as the starting of projects that promote local development, furthering the social integration of disadvantaged collectives and training new generations.

Business Approach

Prosegur wishes to contribute to building a more supportive and less unequal society. To this end, Fundación Prosegur has carried out

In line with this approach, the fields in which these activities take place are education, the social and labour integration of disabled people and corporate volunteering.

Activity of Fundación Prosegur



FUNDACIÓN PROSEGUR

EDUCATION

Encouraging and facilitating access to training for disadvantaged populations.

SOCIAL INTEGRATION

Furthering the integration of people with special needs through employment.

CORPORATE VOLUNTEERING

Show the "value of yellow" through the supportive spirit of the company's employees.



Prosegur works in the belief that education is one of the most powerful tools for development. With the scholarships, Prosegur helps to empower the talent of young people so that they may have an option to have a better future

Furthermore, the Foundation carries out specific actions to promote culture and access to decent housing.

Education

In the sphere of Education, the *Becas Talento Prosegur* programme is one of the Company's key initiatives. The main aim of the project is to support young people with fewer resources to continue their education and to empower their talent. Prosegur supports students, employees and their children, depending on their needs and the reality of each country. These scholarships are of a heterogeneous nature and depend on the particular characteristics of each area. However, they share the same objective: rewarding talent and effort.

Scholarships have been extended and diversified in response to

the difficult situation that Spain is undergoing. Together with the Human Resources department, three types of aid have been awarded benefiting 191 children of employees in schooling ages (in the purchase of text books), 25 children in university (to continue with their degree or to carry out postgraduate education) and 46 workers who are in university education whilst working for Prosegur.

Although these scholarships are tailored to the needs of each country, their approach is global. New countries such as Singapore were incorporated into the project in 2011, benefiting 661 people in Europe, Latin America and Asia. Also, a total of 6,015 basic school kits were handed out to the children of employees in Brazil and Paraguay.

Pieciticos Colorados

With the aim of improving the quality of life of boys and girls living in disadvantaged areas across Latin American countries where the Company operates and through Comprehensive Education, Fundación Prosegur carries out the Development Cooperation programme *Pieciticos Colorados*. The aim of reinstating schools and basic services, training and implementing nutritional programmes, improving education and raising awareness amongst families is to combat school drop-out rates and promote the development of communities where the programme is implemented.

A work methodology common to all countries was introduced in 2011, respectful of the needs of each territory as the initiative advances. For this reason, whilst Brazil, Peru and Chile worked on selecting and verifying schools' legal documents, Colombia opened its first refurbished school and the second stage of the programme was reached in Argentina, Paraguay and Uruguay (the oldest schools): the nutritional training.

The aim of this stage is to improve the health of children by instilling good nutritional habits in teachers, families and children. This is an efficient and innovative work carried out in collaboration with the NGO "Nutrición Sin Fronteras" (NSF), which has established a human chain to transfer information from Spain to Latin America, making it possible to carry out a nutritional study of each student on-the-spot returning truthful data. Efficiency has been paramount in channelling resources in this strategic alliance with NSF. To this end, Prosegur employees together with the teachers at schools, and with the advice of NSF, have become involved by means of an innovative work mechanism which Fundación Prosegur has called "supportive human chain".

Through this human chain, information is transmitted in such a way that the surveys designed in Barcelona (where the NSF headquarters are) are submitted to Madrid (Fundación Prosegur) and from there to the different Prosegur teams and delegations in Latin America until each of the schools is reached. The surveys are filled in by the students, with the help of their teachers who have previously received training to carry out this task by means of guides designed specifically for this purpose. The "supportive human chain" then starts its way back so that the nutritional information returns from Latin America to Barcelona. There, it is analysed by the NGO experts who make a diagnostic assessment. Besides involving employees and teachers in project execution directly, this "supportive human chain" allows for an efficient management of economic resources avoiding unnecessary travel.

Once the diagnostic assessment has been carried out for each school, a nutritional strategy is devised taking into account the area's natural resources, suitable for each reality and with the aim of eradicating malnutrition in students and implementing better food habits. Besides nutritional training, *Pieciticos Colorados* includes support measures aimed at the self-management of schools and the improvement of farming. For instance, building vegetable gardens or farms aimed at self-sufficiency.

Pieciticos Colorados continues growing as a driver of change in the Community, implementing key educational activities such as literacy campaigns amongst parents or fighting school drop-out rates.

Furthermore, *Pieciticos Colorados* aims at completing its support cycle by seeing to those who stand out through their learning ability, effort, responsibility and perseverance. The programme is aimed at monitoring students with the greatest potential by means of reports delivered by the schools with the purpose of assessing the possibility of awarding them a scholarship to continue their education.

At present, the project has 30 schools in Argentina, Brazil, Chile, Colombia, Paraguay, Peru and Uruguay, at different stages of intervention and reaches a total of 3,173 students.



First Centre of Excellence *Piecitos Colorados*

Piecitos Colorados takes part in Prosegur's internal forums in a continuous search for improvement. To this end, and because the project is developing at different speeds in the various Latin American countries, the first Centre of Excellence *Piecitos Colorados* has been started with the aim of exchanging best practices and successful models. During the meeting, employees, headmasters and Company Directors (from all countries) shared the advances made in their work and reflected on how to further the project.

2011 has been a year filled with actions carried out by the staff, starting at the top, who have become involved in the schools and with the students, their families and the community

Social Integration

Prosegur works to support different talents, in search of improving the living conditions of people with physical and intellectual disability by means of their social and labour integration.

Persons with intellectual disabilities have stable employment at the Special Employment Centre* Aprocor-Prosegur in Madrid, providing laundry and dry cleaning, gardening, logistics and waste management services. A commercial boost was given in 2011 to LAVAPROS, a laundry / dry cleaning office open to the public. This is a significant step for employees who advance in their social integration, from the industrial laundry sector to retail service. Due to the innovative nature of the Special Employment Centre, Prosegur received the award "Diamante 2011" in the category "Special Employment Centres as a Supply Source", awarded by the Spanish Association of Purchase, Hiring and Provisioning Professionals (AERCE, in the Spanish acronym).

Because the Company believes in the different skills of people, the Foundation continues to promote the *Plan de Integración de Personas con Discapacidad Intelectual* (Integration Plan for Persons with Intellectual Disabilities), by hiring employees

with disabilities to carry out administrative tasks at the different headquarters and departments.

The Plan has been established in several Prosegur headquarters with very positive results, both in the employees' performance and in their relationship with their work colleagues. As a result, the Company decided to take a step further in 2011. The programme has been adapted in such a way that the Company can now offer a social responsibility service to the client, making it possible for the client to hire a worker with different skills to assist in different services. The first integration was carried out at the Guggenheim Museum in Bilbao (in association with the Down's Syndrome Association of Vizcaya) to assist in the wardrobe service.

At Prosegur, best practices are replicated. In 2011, the *Plan de Integración de Personas con Discapacidad Intelectual* has also taken a step forward in the Latin American headquarters of Prosegur. Peru and Argentina have already joined the project, which will soon be extended to Colombia, Uruguay and Brazil.

Similarly, best practices implemented by Prosegur with regard to labour integration in Spain have been exported to Brazil. Taking the Special Employment Centre Aprocor-Prosegur as example, the Company started in Brazil the project CICLO-Prosegur Training Centre-APAE Sao Paulo with the

(*) Special employment centres are enterprises in which 70% of the staff have some kind of disability.

Breaking down the barriers, the CICLO training centre in Sao Paulo has just graduated its first class of students with intellectual disabilities

aim of training young people with intellectual disabilities in laundry and dry-cleaning tasks.

In 2011, CICLO graduated its first class of students with intellectual disabilities who have been trained to work in dry-cleaning enterprises. Following the model of the Prosegur Special Employment Centre in Madrid, CICLO is a clear example in the exchange of transnational best practices, knowledge and experience.

Furthermore, in collaboration with Fundación Deporte y Desafío, sports activities are carried out with children and adults with physical and intellectual disabilities.

Encouraging Corporate Volunteering

The “value of yellow” is also vouched for in the supportive spirit of employees. Prosegur has a human team who have solid values and are committed to their environment. As a result, the *Viajes Solidarios a Iberoamérica* (Supportive Trips to Latin America) have once again created bonds between continents, shortening distances and bringing closer the will to help disadvantaged people in society. A twinning between Prosegur’s colleagues and international teams comes to life in the building of emergency housing for poor families (with the foundation “Un Techo para mi País”), in refurbishment and

painting work at the *Piecitos Colorados* schools and in helping homeless children and elderly people. To date, 160 European employees have travelled to Latin America to carry out supportive tasks and more than 1,000 local volunteers have joined in building emergency housing, helping out more than 100 families.

2011 was a year for coming together. Workers across Spain who took part in any of the five supportive travel editions (2006-2010) joined forces working in recovering the banks of the Tagus River in Aranjuez. In collaboration with the foundation Acción Natura, 108 volunteers and directors of the Company worked in clearing, cleaning and waste collection as well as placing guides and changing protective mesh. This was the first environmental volunteer action organised by Fundación Prosegur in Spain.

With the same spirit of service, a group of security guards has imparted, for the first time in Madrid, accident prevention and an introduction to first aid lessons in different schools across the Region, as part of the programme *Tu Seguridad, Nuestro Compromiso* [Your Safety, Our Commitment]. This volunteer initiative in collaboration with the Red Cross makes it possible to bring the image of the security guard closer to society, earning greater respect for their work as security professionals. The Red Cross and Prosegur join forces in the attempt to instil safety awareness in

young people. In turn, the Company responds to internal demand: carrying out volunteer activities in Spain, granting an opportunity to security guards with a supportive vocation to further their knowledge and later impart it to students, teachers and parents at school.

33 volunteers from Prosegur have joined the health promoters of the Red Cross in the Region of Madrid to carry out awareness workshops in 47 schools, training more than 2,000 people. The experience was very positive and there are plans to replicate it in other places.

Monitoring the impact of social action

Fundación Prosegur monitors its initiatives using direct observation, on-the-spot visits, reporting, continuous contact with the staff involved in developing these projects and analysing best practices to share successful experiences between countries through the Centre of Excellence *Piecitos Colorados*, for instance.

Given the magnitude of *Piecitos Colorados* (with 3,173 benefiting directly from the project to date), the initiative is more thoroughly monitored. For this reason, this project includes a Business Plan and financial auditing. Local Prosegur teams and the Project Coordinator in Latin America carry out field visits permanently. Similarly, conference calls are held every week with Spain (Foundation headquarters) to report on the situation and on the advances made by the initiative in detail.

External Acknowledgement

The work carried out by Prosegur in 2011 was acknowledged through the "Best Practices Award in Internal Communications in the field of Corporate Social Responsibility" thanks to the *Piecitos Colorados* programme. The award granted by the Internal Communications and Corporate Identity Observatory comprising the consultancy enterprise Inforpress, IE Business School and the magazine Capital Humano, valued the use of internal communication to involve the Company's employees in the project, carrying out a mass mail-out to the more than 100,000 workers, with the same message: *Todos Somos Piecitos Colorados* (We're All *Piecitos Colorados*).

The jury of the Awards was made up of the Board of Directors of the Observatory, comprising senior managers in Inforpress, IE Business School and Capital Humano; the Board of Advisors of the Observatory, made up of HR and Communications managers of the companies DKV, Gas Natural, IKEA, Kellogg's, Iberia, SEUR, Novartis, Siemens, Ferrovial, FYM, and the winners of the Awards' third edition: Leroy Merlin, Abbott, Pernord Ricard, ONO, Ferrovial and FYM.



Key Performance Indicators	2010	2011
Investment in social action (m Euros)	2.0	2.1
Number of beneficiaries or participants in social projects	26,255	30,436
Number of social projects carried out	21	23



Risk Management

6.1 Risk in the context of Prosegur

Risk in Prosegur is understood as a threat to the fulfilling of its objectives, which must be tackled, and also as a business opportunity to generate growth by prudently managing it.

Risk as a threat

During their working day, security professionals at Prosegur carry out tasks as part of the security services offered with the utmost level of responsibility and diligence to meet all expectations and commitments made to the clients.

Prosegur provides services in delicate fields. The Company safeguards the assets with which clients have entrusted it. For this reason, Prosegur has to control the threats that the company faces every day (theft, process/service errors, natural disasters, etc.) that may affect fulfilment of the commitments made.

Prosegur also makes commitments to other groups of interest such as shareholders, markets or regulatory institutions and must safeguard the management of risks which may affect the balance sheet and income statement of the Company with regard to the reliability of financial information, transparency as well as strict

compliance with laws and norms regulating the sector as non-compliance could affect the image and reputation of Prosegur.

Lastly, Prosegur is aware of its exposure to threats in the mid and long term as a result of changing economic cycles of varying degrees and which could affect the Company's value.

Risk as an opportunity

The activity of Prosegur allows the Company to consider risk as an opportunity as clients transfer part of their risks for the organisation to handle.

This transfer of risk is what allows Prosegur to create new services and products in different fields of activity, designing and devising them with a risk management approach.

6.2 Risk Management in Prosegur

Prosegur considers that efficient risk management is a key factor to guaranteeing the creation of value and to ensuring the Company's success.

Prosegur implements a solid risk management and control system in the different areas where it operates. The Company

analyses, controls and assesses relevant factors which could affect day-to-day management and the fulfilment of its business objectives. In this way, the Company safeguards the assets and interests of clients, employees and shareholders.

Prosegur's risk management system

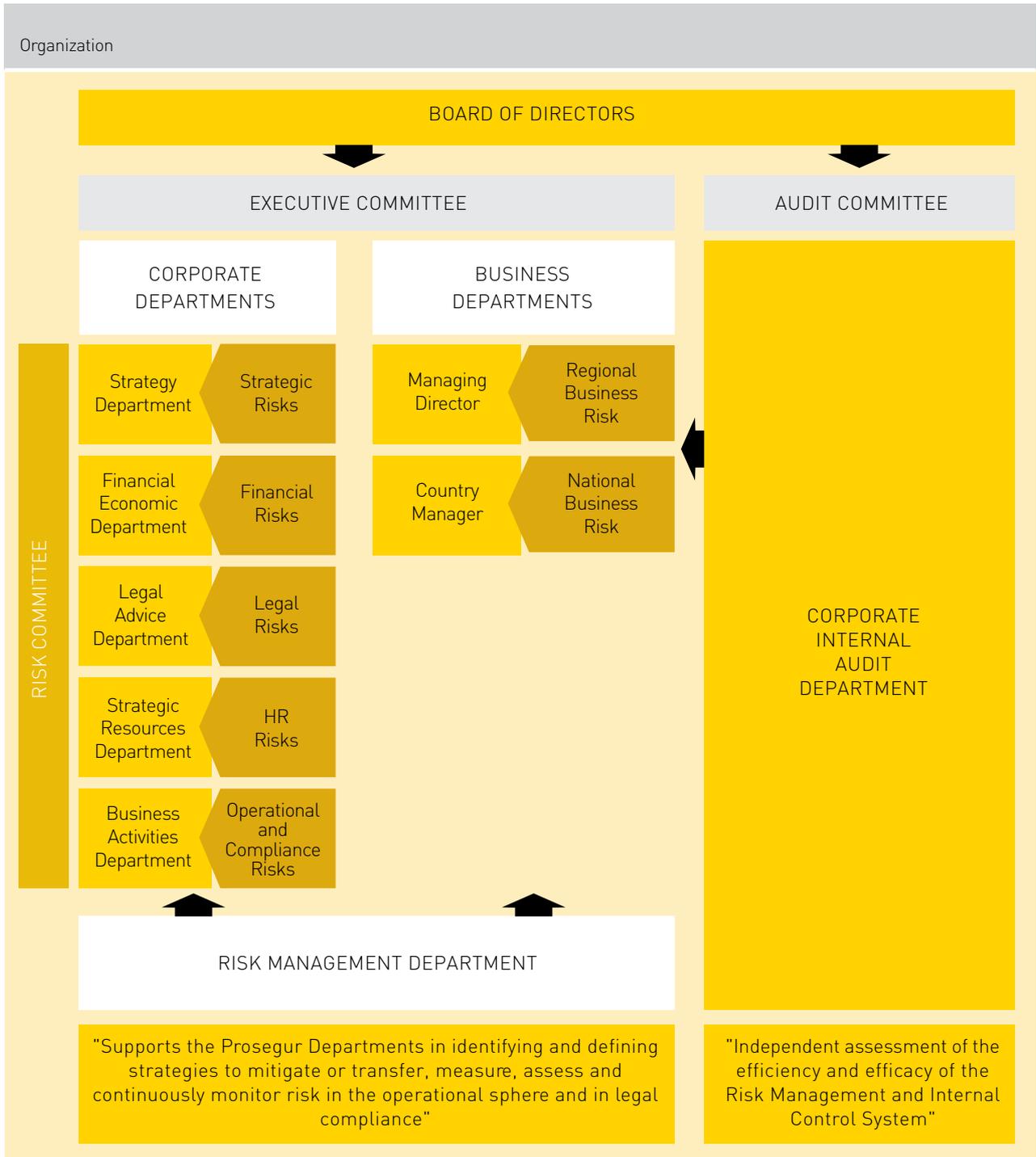
One of the main axes of the risk management system is identification and prioritisation. Prosegur implements systems to identify and classify the main risks according to their nature and relationship with achieving objectives in the short, mid and long terms. The risk identification process is reviewed annually with the aim of detecting whether new risks exist against which the Company needs to act.

Maximum responsibility in the management of risk falls on the Board of Directors through its role in the Risk Council. On the other hand, the Risk Management Corporate Department is the area which defines the policy, procedures and tools to identify and quantify risk. It also proposes measures to mitigate risk and activities to continuously monitor any deviations from the tolerance level established by the Board of Directors. Similarly, the Board of Directors has delegated specific functions to the business units so that they participate proactively in risk management.

Risk Management Councils are in charge of monitoring and informing on risk. There are different councils that meet with varying frequency. The councils for the reassessment of financial risk meet every month. Operational and legal compliance councils meet every month and every quarter, business risks in each country are reassessed every quarter and, finally, the global reassessment of all risk is carried out annually.

The Internal Audit department independently assesses the functioning of the risk management system to guarantee it is in line with Company needs, implementing a systematic and rigorous approach to supervising the efficiency and efficacy of the process, and the control and governance of the system. The Board of Directors is informed of the results of the assessment processes.

The risk management system implemented in Prosegur is based essentially on the COSO standard, although it is complemented by standards implemented at the main clients, such as the Basel III regulations applied to the Financial Sector and ISO 31000 regulations (currently at the drafting stage).



Risk Management Cycle

RISK INFORMATION
AND MONITORING
CALENDAR

MONTHLY

Information on exposure to:

- Financial Risk
- Operational and Compliance Risk
- Risk to Reputation

QUARTERLY

Monitoring through Risk Committees:

- Business Risk
- Financial Risk
- Operational and Compliance Risk

SIX-MONTHLY

Information to the Board of Administration:

- Business Risk
- Financial Risk
- Operational and Compliance Risk
- Risk to Reputation

ANNUALLY

Re-evaluation of the Risk Map

Review of Strategic Risks

INFORMATION

Inform and communicate on different exposure and annually assess the risk situation.

RISK

Identify business risk and foresee risk scenarios, measure and analyse their impact on the Institution.



MONITORING

Supervise and monitor compliance with policies, norms, procedures, information systems through internal control, measuring if exposure is acceptable. Continuous monitoring at a distance and on the spot.

CONTROL

Propose new policies or reassess existing policies, as well as proposing necessary corrective measures to be implemented, based on cost effectiveness to minimise the risks identified.

14,000 man hours.
Continuous monitoring and follow-up of cameras in Spain, Portugal and France.
800 in-situ monitoring programmes.
4,000 internal interviews

Operational risk and legal compliance

Prosegur pays special attention to operational risk management and legal compliance as they affect the commitments made to the groups of interest, especially to its clients.

The Corporate Risk Management Department continuously analyses all operational processes in order to detect, assess and suitably handle any risks that could be derived from them. This has a direct impact on the Company's services. In 2011, Prosegur had at its disposal more than 50 people on two continental platforms: one for Latin America and another for Europe. The latter also covers services for operations in Asia and includes research and analysis into processes to acquire other companies in those markets.

We should also mention the activity carried out by the Corporate Risk Management Department to control and monitor traceability in operations carried out in the transport, handling and storage of cash. This activity is currently implemented in Europe and will soon be implemented in Latin America. Similarly, the Company independently assists claims or differences in Cash Management activity, collaborating in identifying best practices and devising procedures that minimise the risk of loss.

Likewise, the department dedicated to assessing legal

risk plays an essential role in preventing money laundering and is in charge of the internal organisation of the Laundering Prevention Unit in Spain (UPBC, in the Spanish abbreviation). The Unit is part of regulations which oblige Prosegur to implement control measures with the aim of avoiding the use of transfer of funds services for money laundering.

Lastly, the Insurance Management department is in charge of transferring operational risk to the insurance market. Prosegur's insurance portfolio is made up of different global and local programmes that cover assets, employees, shareholders, activities and third parties.

“Corporate Compliance” Programme

The Criminal Code reform establishes a system of corporate criminal responsibility, stating that companies will be criminally responsible for certain crimes* committed by their representatives when such incidents take place as a result of not controlling the events leading to them. The Prosegur’s Audit Commission, a part of the Board of Directors, considers this a relevant matter given the risks it may entail not only to the business and the company’s image but also the personal responsibility it involves for directors and administrators.

In response to the enforcement of the reformed Criminal Code, Prosegur has introduced a “Corporate Compliance” programme by establishing a series of control measures aimed specifically at lessening or eliminating the liability of the Company.

A “Compliance Officer” was appointed in 2011, in charge of safeguarding compliance with regulations. Amongst his or her responsibilities, the Officer makes sure that staff comply with standards and procedures. Prosegur has provided this figure with the necessary tools, authority and access to the Board of Directors / Executive Committee. Similarly, so that the “Compliance Officer” can carry out his or her duties, the Company has provided useful, efficient and continuous training on possible offences.

Likewise, the contents of the “Corporate Compliance” Programme have been specified:

Diagnostic Work

- Analysis of the Company’s activity.
- Review and analysis of existing internal policy.
- Review and analysis of business processes.
- Analysis of possible criminal risks for the enterprise.
- Interviews with heads of each of the business areas.
- Analysis of the power structure, delegation of competences and governance bodies.

Establishing control measures

- Drafting policies and processes or adapting existing policies and processes.
- Establishing a prevention, detection and reaction policy in the case of committing an offence.
- Designing a code of conduct and ethical code.
- Defining responsibilities of the Compliance Officer.
- Establishing a system for anonymous reporting and internal communication.
- Statement and guarantees document.

Training

- Training courses for employees on issues relevant to the new regulation and the processes to be implemented in each case.
- Training courses aimed at senior management and members of the Board of Directors.
- Specialised courses for the head of compliance.

* Offences which may be carried out by legal persons include fraud, punishable insolvency, money laundering, offences against the Treasury and Social Security, offences against intellectual and industrial property, market and consumers, false methods of payment, bribery, insider trading, corruption of foreign civil servants, offences against privacy and hacking, environmental offences and illegal construction, building or development.

Some examples of risks

Adverse economic situation that may affect demand for the services carried out by Prosegur

Potential impact

Decrease in activity and loss of business.

Mitigation measures implemented

Development of a continuous innovation process that allows for the improvement of processes, resulting in more competitive prices and the development of comprehensive security solutions that include more complex services tailored to the specific needs of each client. Prosegur's strategic model seeks to diversify geographically and with regard to products, thus minimising the impact that an unfavourable economic situation may have.

Non-compliance with regulations

Potential impact

Prosegur offers services in regulated sectors. Non-compliance may entail anything from economic fines to termination of administrative authorisations to carry out its activity.

Mitigation measures implemented

The Legal Advice department verifies that all processes and procedures comply with and are adapted to changes that take place in the regulations enforced. The Risk Management and Audit departments implement programmes to verify compliance with local regulations that may affect the activities carried out. When local regulation so requires, compliance with regulations is verified and certified by independent and external experts.



Corporate Governance

Prosegur considers it essential to implement best practices in governance to guarantee the Company's success and the sustainability of business. Prosegur's commitment to excellent performance in this regard can be seen in the Company's compliance with recommendations contained in the Unified Code on Good Corporate Governance of the National Securities Market Commission.

The fact that some of the Company's Chief Executives are owners of a significant part thereof means that Prosegur's Board of Directors is highly committed to the good running of the company, achieving an alignment of the interests of shareholders and managers.

The presence of managers with a significant share of Company capital in the Board of Directors guarantees a true alignment of the long-term interests of both shareholders and managers

www For further information, take a look at the Annual Corporate Governance Report which Prosegur has drafted based on the recommendations of the National Securities Market Commission, available on the Company's website (www.prosegur.com)

Property Structure

The share capital of Prosegur Compañía de Seguridad, S.A. is 37,027,478.40 Euros, represented by 61,712,464 shares with a face value of 0.60 Euros, belonging to a single class and the same series.

All shares are fully subscribed and paid and have gone public on the Madrid and Barcelona Stock Exchanges. Each share entitles the holder to one vote with no legal or statutory restrictions to exercising the right to vote. Similarly, there are no legal restrictions to acquiring or transferring shares from the share capital.

Significant Shareholders

The list of shareholders with a significant proportion of the Company's share capital as of 31 December 2011, is as follows:

- Ms. Helena Irene Revoredo Delvecchio holds 30,924,033 shares representing 50.110% of voting rights, through Gubel S.L. and Prorevosa, S.L.
- Corporación Financiera Alba, S.A. holds 6,175,000 shares, representing 10.006% of voting rights, through Alba Participaciones, S.A.
- Ms. Mirta María Giesso holds 3,471,613 shares, representing 5.625% of voting rights, 5.318% through As Inversiones, S.L.
- FMR LLC holds 3,123,185 shares, representing 5.061% of voting rights, through several investment funds of which it is the managing company.
- Cantillon Capital Management LLC holds 1,882,135 shares representing 3.050% of voting rights.

Participation of the members of the Board of Directors in share capital

At the end of the financial year, 55.82% of the Company's shares' voting rights are in hands of the Board of Directors, broken down as follows:

- Ms. Helena Irene Revoredo Delvecchio: 50.110%
- Ms. Mirta María Giesso Cazenave: 5.625%
- Mr. Pedro Guerrero Guerrero: 0.054%

- Mr. Christian Gut Revoredo: 0.033%

Board Structure

The authority to represent the Company lies with the Board of Directors in a collegiate fashion, and by majority decision. The Board is fully competent to run the Company's activities, with the only exceptions of affairs pertaining to the General Shareholders' Meeting or affairs not included in its field of business. The statutes establish a maximum of 15 and a minimum of five members, appointed by the General Meeting. The members are not subject to any age limitation.

Composition of the Board of Directors

Prosegur's Board of Directors is currently made up of two Executive Board Members, three External Board Members representing the interests of shareholders, one Independent Board Member and two further External Board Members. The other External Board Members cannot be considered independent as one of them was Executive Board Member of Prosegur less than five years ago and the other became Board Member of Corporación Financiera Alba, S.A. in 2010. Prosegur considers balance to be a key element in the composition of the Board, both with regard to each Member's condition and their skills, expertise and knowledge.

Ms. Helena Revoredo Delvecchio
Chairman

- Bachelor in Business Administration and Management
- PADE (Senior Management Programme) at IESE
- Chairman of Prosegur since 2004
- Chairman of Fundación Prosegur since 1997
- Chairman of Euroforum since 2004
- Member of the Consultative Council of the International Business School IESE
- Board Member at Banco Popular Español
- Board Member at Gestevisión Telecinco

Mr. Christian Gut Revoredo
CEO

- Bachelor in Economics and Business Administration
- MBA at INSEAD
- CEO at Prosegur since 2008
- Member of the Board of Directors of Prosegur since 1997
- Board Member at Euroforum since 2006
- Member of the Board of Trustees at Fundación Prosegur

Mr. Isidro Fernández Barreiro
External Board Member representing the interest of shareholders, Deputy Chairman

- Industrial Engineer
- MBA at IESE
- Member of the Board of Directors at Grupo ACS since 2003
- 2nd Deputy Chairman at Corporación Financiera Alba
- Board Member at Prosegur

Ms. Chantal Gut Revoredo
External Board Member representing the interest of shareholders

- Bachelor in Economics and Business Administration
- MBA at IESE
- Board Member at Prosegur since 1997
- Board Member at Euroforum since 2001
- Member of the Board of Trustees at Fundación Prosegur

Mr. Eduardo Paraja Quirós
External Board Member

- Bachelor in Law
- MBA at Houston University
- CEO at Metrovacesa
- Board Member at Prosegur
- Member of the Board of Trustees at Fundación Prosegur

Mr. Pedro Guerrero Guerrero
Independent External Board Member

- Bachelor in Law at Universidad Complutense in Madrid
- State Lawyer, Stockbroker and Notary Public of Madrid (on leave)
- Former Chairman of the Madrid Stock Exchange Governing Body and of Sociedad de Bolsas
- Former founding partner and deputy chairman of A.B. Asesores Bursátiles and Chairman of A.B. Asesores Red
- Currently Chairman of Bankinter, and Board Member since 2000 and Chairman of the Bank's Executive Committee

Ms. Mirta Giesso Cazenave
External Board Member representing the interests of shareholders

- Board Member at Prosegur since 2000

Mr. Eugenio Ruiz – Gálvez Priego
External Board Member

- Civil Engineer at ETS Madrid
- MBA Stanford University
- Former CEO and deputy chairman at Grupo Uralita
- Board Member at Ebro Foods
- Board Member at Corporación Financiera Alba



The composition of Prosegur's Board of Directors seeks to keep a suitable proportion between Executive Board Members, External Members representing the shareholders and Independent Board Members. The latter have been chosen from individuals with renowned credibility, competence and expertise. In order to reach agreements, at least half plus one of all Board Members must be in representative attendance.

As part of corporate governance, the responsibilities of the Chairperson and the CEO are separate, different and complementary. In this regard, Prosegur adopts the requirements of the main international standards regarding corporate governance

and the recommendations of the Unified Code on Good Corporate Governance of the National Securities Market Commission which requires role separation in the leading of an enterprise.

Appointment of Board Members

In accordance with the Unified Code on Good Corporate Governance, Board Members are appointed by the General Shareholders' Meeting. Vacancies that occur after the General Shareholders' Meeting will be filled by co-optation by the Board Members and the decision then ratified at the following General Meeting.

Duration of the Board Member position

Board Members are appointed for a three-year period. They may be re-elected one or more times for periods of the same duration. However, Independent Board Members cannot hold their position for more than 12 consecutive years unless they become Executive Board Members, Board Members

defending the interests of shareholders or other External Board Members.

Delegate Committees of the Board of Directors

As of 31 December 2011, the members of the Delegate Committees of the Board of Directors and their positions are as follows:

Executive Committee

Chairperson	Ms. Helena Revoredo Delvecchio
Members	Mr. Isidro Fernández Barreiro Mr. Christian Gut Revoredo Ms. Chantal Gut Revoredo Mr. Eugenio Ruiz-Gálvez Priego Mr. Pedro Guerrero Guerrero

Audit Committee*

Chairperson*	Mr. Eugenio Ruiz-Gálvez Priego
Members	Ms. Chantal Gut Revoredo Mr. Isidro Fernández Barreiro Mr. Pedro Guerrero Guerrero

Appointments and Rewards Committee*

Chairperson*	Mr. Pedro Guerrero Guerrero
Members*	Ms. Chantal Gut Revoredo Mr. Isidro Fernández Barreiro



*Following the decision of 20 February 2012 of the Board of Directors, Mr. Eugenio Ruiz-Gálvez was substituted as chairperson of the Audit Committee because four years had elapsed since his appointment. In his place, Mr. Pedro Guerrero was appointed chairperson of said Committee. As a result, Mr. Pedro Guerrero abandons his position as Chairperson of the Appointments and Rewards Committee and his position will be taken by Mr. Eugenio Ruiz-Gálvez. Mr. Pedro Guerrero remains in the Appointments and Rewards Committee which, from now on, will have four members.

Executive or Delegate Committee

The Executive or Delegate Committee is regulated by articles 25 of the Company Statutes and 15 of the Board Regulations. It is made up of a minimum of three and a maximum of seven members from the Board of Directors and is chaired by the Chairperson of the Board of Directors. The Committee meets a minimum of seven times a year.

The Committee's competences are representation, administration, management and regulation and, in general, all competences corresponding to the Board of Directors, except for those which cannot be delegated by law or by statutes or those which cannot be delegated by virtue of the Board Regulations. The Committee

periodically reports to the Board with regard to the topics dealt with and the decisions taken during its sessions, making available to the Board members a copy of the minutes of these sessions.

The Audit Committee

The Audit Committee is regulated by articles 27 of the Company Statutes and 16 of the Board Regulations. It is made up by a minimum of three and a maximum of five members of the Board of Directors.

The Committee holds a minimum of four ordinary sessions each year. Extraordinarily, the Committee meets every time that the Board or the Chairperson request a report to be issued or proposals to be adopted and, in any case, whenever it is convenient to suitably fulfil its functions.

The responsibilities of the Audit Committee include appointing the auditor, reviewing the Company's accounts, monitoring compliance with legal regulations and the correct implementation of generally accepted accounting principles. It is also the communication channel between the Board of Directors and the auditors. The Committee checks the suitability and integrity of internal control systems and ensures that the audit contract is upheld. Similarly, it identifies the types and levels of risk to which Prosegur is exposed and the measures to mitigate the impact

of any such risks. The Audit Committee examines compliance with internal codes and oversees a system that allows employees to confidentially or anonymously communicate any irregularities (not only related to finances or accounting matters) detected within the company and which could have repercussions.

Appointment and Rewards Committee

The Appointments and Rewards Committee is regulated by articles 26 of the Company Statutes and 17 of the Board Regulations. It is made up of a minimum of three and a maximum of five Board members. The Committee meets every time that the Board of Directors or the Committee Chairperson request a report to be issued or proposals to be adopted and whenever it is convenient to suitably fulfil its functions.

The Committee establishes and reviews the criteria to be adhered to in establishing the Board of Directors and the selection of candidates. It takes proposals for the appointment of Board Members to the Board, and proposes the system and amount of annual rewards of the Board Members to the Board of Directors. It periodically reviews the rewards programmes, considering their suitability and performance, safeguarding transparency in the rewards of Board Members and Directors.

It also informs with regard to transactions that involve or may involve conflicts of interests, it examines or organises the succession of the Chairperson and it informs the Board of issues regarding gender diversity.

Compliance with Corporate Governance Recommendations

Prosegur's compliance with the recommendations of the Unified Code on Good Corporate Governance of the National Securities Market Commission stands at 91.6%. Until now, the average percentage level of compliance for listed companies has ranged approximately between 77.3% and 85% in the case of the Ibex-35 companies.

I. GRI Certificate



Statement GRI Application Level Check

GRI hereby states that **Prosegur** has presented its report "Annual Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 25 May 2012

A handwritten signature in blue ink, appearing to read "Nelmara Arbex".

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 18 May 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

II. Performance indicators

The scope indicates the level of information reported for each indicator, weighted according to turnover by country. For example, Spain, with a turnover of 953 million Euros on a total turnover of Prosegur of 2.809 million Euros, represents 34% of

the scope. Scopes of 100% do not contain new acquisitions at the end of the year 2011. On the other hand, there are indicators for which there is no information for 2010 since they are new indicators of 3.1 GRI (Global Reporting Initiative) Guidelines.

Table of indicators

Economic indicators	Units	2010	Scope in 2010	2011	Scope in 2011
Turnover	Millions of Euros	2,560.3	100%	2,808.50	100%
EBITDA	Millions of Euros	347.1	100%	364	100%
EBIT	Millions of Euros	262.6	100%	284.1	100%
Net profit	Millions of Euros	160.8	100%	167	100%
Capex	Millions of Euros	80.7	100%	120	100%
Share price at 31 December	Euros	42.1	100%	33.8	100%
Capitalisation	Millions of Euros	2,599.9	100%	2,085.30	100%
Equity	Millions of Euros	665.9	100%	670.5	100%
ROE (net profit/equity)	%	24.1	100%	24.9	100%
Net debt	Millions of Euros	174.4	100%	360.1	100%
Earnings per share	Euros	2.7	100%	2.9	100%

Dividend per share	Euros	1.0	100%	1	100%
Finance expenses	Millions of Euros	31.4	100%	31.8	100%
EV	Millions of Euros	2,774.3	100%	2,445.30	100%
EV/EBITDA	Number of times	8.0	100%	6.7	100%
EV/EBIT	Number of times	10.6	100%	8.6	100%
EV/Net	Number of times	17.2	100%	14.6	100%
Net debt/EBITDA	Number of times	0.5	100%	1	100%
EBITDA/Finance expenses	Number of times	11.1	100%	11.4	100%
Economic value generated	Millions of Euros	2,566.50	100%	2,819.80	100%
Sales	Millions of Euros	2,560.30		2,808.50	
Other operating income	Millions of Euros	6.2		11.3	
Economic value distributed	Millions of Euros	2,409.3	100%	2,654.80	100%
Employees	Millions of Euros	1,658.7		1,829.40	
Current Suppliers	Millions of Euros	560		612.8	
Public Administration	Millions of Euros	70.8		85.3	
Payments to capital providers	Millions of Euros	117.8		125.2	
Society investments	Millions of Euros	2		2.1	
Economic value retained	Millions of Euros	157.2	100%	165	100%
Reserves	Millions of Euros	73.9		85.6	
Amortisation and depreciation	Millions of Euros	83.3		79.4	
Significant financial assistance received from government			38%		93%
Tax relief/credits	Thousands of Euros	4,753.0		5,888.80	
Subsidies	Thousands of Euros	8,564.5		11,528.80	
Investment grants, research and development grants, and other relevant types of grants	Thousands of Euros	0		158.7	
Monetary awards	Thousands of Euros	0		0	

Royalty holidays	Thousands of Euros	515.0		430.5	
Financial incentives	Thousands of Euros	0		0	
Other financial benefits received or receivable from any government for any operation	Thousands of Euros	2,310.0		127.1	
Investment in R&D	Millions of Euros	7.5	100%	9.2	100%
Investment in quality			9%		9%
Investments to improve quality	Millions of Euros	0.6		0.5	
Quality audits			51%		94%
Number of quality audits carried out	Number	11.0		130	
Customer satisfaction indicators			60%		61%
Number of surveys conducted to customers whose overall result is "satisfied" or "very satisfied"	Number	-		2,485	
Total number of surveys filled by customers	Number	2,796		3,054	
Percentage of customers "satisfied" or "very satisfied"	%	-		81	
Customer complaints			47%		42%
Number of complaints received from customers	Number	9,136		15,408	
Number of complaints handled	Number	9,129		14,658	
Number of complaints resolved satisfactorily	Number	6,683		9,673	
Ethics and integrity					
Employees trained in anti-corruption policies and procedures			100%		100%
Number of employees in management positions who have received training on anti-corruption	Number	120		284	
Number of employees in non-management positions who have received training on anti-corruption	Number	3,529		6,283	
Actions taken in response to incidents of corruption			69%		100%
Total number of incidents in which employees were dismissed or disciplined for corruption	Number	16		189	
Incidents of non-compliance with regulations and voluntary codes concerning marketing communications			55%		77%
Incidents of non-compliance with regulations resulting in a fine or penalty	Number	0		9	

Incidents of non-compliance with regulations resulting in a warning	Number	0		3	
Incidents of non-compliance with voluntary codes	Number	0		0	
Total incidents	Number	0		12	
Number of complaints regarding breaches of customer privacy and losses of customer data			51%		64%
Number of complaints received from customers	Number	0		0	
Significant fines for non-compliance with laws and regulations concerning the provision and use of products and services			55%		68%
Total value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Thousands of Euros	120.6		52.8	
Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices			51%		93%
Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Number	0		0	
Significant fines and sanctions for non-compliance with laws and regulations			51%		93%
Total monetary value of significant fines	Thousands of Euros	985		1,022	
Number of non-monetary sanctions	Number	0		2	
Cases brought through dispute resolution mechanisms	Number	0		1	
Efficiency and technology					
Materials used			38%		60%
Paper	Tonnes	48.5		319.1	
Toner	Tonnes	3.6		4.4	
Plastic consumables	Tonnes	443.5		712.8	
Material recovery rate			40%		41%
Number of uniforms re-used each year	Number	8,645		17,846	
Number of uniforms distributed each year	Number	126,609		195,445	
Water withdrawal			47%		78%
Water withdrawal	m ³	158,605.0		13,045,482.80	
Water from other sources	m ³	0		130	
Total	m ³	158,605.0		13,045,612.80	
Waste managed			67%		14%
Non-hazardous waste created (t)	Tonnes	1,448.2		878.9	
Hazardous waste created (t)	Tonnes	432.0		447	
Monetary value of fines and number of non-monetary sanctions for non-compliance with environmental laws and regulations			28%		62%
Number of environmental incidents	Number	0		0	

Number of environmental incidents penalised	Number	0		0	
Cost of significant fines	Thousands of Euros	0		0	
Environmental protection expenditures and investments			38%		13%
Environmental investment	Thousands of Euros	3,521		7	
Environmental expenditure	Thousands of Euros	75		2	
Environmental audits carried out			45%		69%
Environmental audits carried out	Number	1		6	
Energy and climate change					
Direct and indirect energy consumption by primary energy source			67%		87%
Petrol and diesel consumption	Millions of litres	17.0		25.1	
Natural gas consumption	m ³	11,984.0		31,855.60	
Electricity consumption	MWh	11,153.4		85,911.60	
Direct and indirect greenhouse gas emissions			64%		62%
Total greenhouse gas emissions t	t CO ₂ eq	48,837.7		41,547.70	
Direct greenhouse gas emissions t	t CO ₂ eq	39,516.4		15,596.30	
Indirect greenhouse gas emissions t	t CO ₂ eq	9,321.3		57,144.00	
Other significant air emissions			39%		34%
NO _x emissions	Tonnes	17.5		21.34	
SO _x emissions	Tonnes	0		0	
Particulate matter emissions	Tonnes	1.8		2.13	
Other gases	Tonnes	35.0		42.73	
Society Units					
Social projects			100%		100%
Education	Number	5		4	
Social integration	Number	6		6	
Promotion of culture	Number	4		4	
Other	Number	6		9	
Total	Number	21		23	
Project beneficiaries/participants			100%		100%
Education	Number	9,184		10,638	
Social integration	Number	197		305	
Promotion of culture	Number	1,866		1,940	

Other	Number	15,008		17,553	
Total	Number	26,255		30,436	
Social investment by area			100%		100%
Education	Euros	948,358		1,160,421	
Social integration	Euros	255,950		196,748	
Promotion of culture	Euros	367,911		295,780	
Other	Euros	391,671		453,445	
Total	Euros	1,963,890		2,106,394	
Personnel					
EMPLOYEES**					
Total workforce by gender			100%		100%*
Number of male employees	Number	15,820		16,774	
Number of female employees	Number	88,543		96,280	
Workforce by region and gender			-		100%*
Argentina	Number of female employees	Number	-	1,196	
	Number of male employees	Number	-	13,292	
	Total	Number	-	14,488	
Brazil	Number of female employees	Number	-	4,438	
	Number of male employees	Number	-	26,125	
	Total	Number	-	30,563	
Chile	Number of female employees	Number	-	1,149	
	Number of male employees	Number	-	6,390	
	Total	Number	-	7,539	
Colombia	Number of female employees	Number	-	224	
	Number of male employees	Number	-	1,213	
	Total	Number	-	1,437	
Spain	Number of female employees	Number	-	5,674	
	Number of male employees	Number	-	22,459	
	Total	Number	-	28,133	
France	Number of female employees	Number	-	528	
	Number of male employees	Number	-	3,293	
	Total	Number	-	3,821	

Mexico	Number of female employees		Number	-		436	
	Number of male employees		Number	-		1,331	
	Total		Number	-		1,767	
Paraguay	Number of female employees		Number	-		86	
	Number of male employees		Number	-		964	
	Total		Number	-		1,050	
Peru	Number of female employees		Number	-		1,401	
	Number of male employees		Number	-		10,003	
	Total		Number	-		11,404	
Portugal	Number of female employees		Number	-		1,272	
	Number of male employees		Number	-		6,318	
	Total		Number	-		7,590	
Romania	Number of female employees		Number	-		283	
	Number of male employees		Number	-		2,692	
	Total		Number	-		2,975	
Singapore	Number of female employees		Number	-		74	
	Number of male employees		Number	-		1,304	
	Total		Number	-		1,378	
Uruguay	Number of female employees		Number	-		237	
	Number of male employees		Number	-		2,109	
	Total		Number	-		2,346	
Workforce by kind of employment of contract and gender						-	99.70%
Argentina	Female	Open-ended	Number	-		1,196	
		Temporary	Number	-		0	
		Total	Number	-		1,196	
	Male	Open-ended	Number	-		13,292	
		Temporary	Number	-		0	
		Total	Number	-		13,292	
Brazil	Female	Open-ended	Number	-		4,310	
		Temporary	Number	-		128	
		Total	Number	-		4,438	
	Male	Open-ended	Number	-		26,073	
		Temporary	Number	-		52	
		Total	Number	-		26,125	

Chile	Female	Open-ended	Number	-	944	
		Temporary	Number	-	205	
		Total	Number	-	1,149	
	Male	Open-ended	Number	-	5,479	
		Temporary	Number	-	911	
		Total	Number	-	6,390	
Colombia	Female	Open-ended	Number	-	158	
		Temporary	Number	-	66	
		Total	Number	-	224	
	Male	Open-ended	Number	-	557	
		Temporary	Number	-	656	
		Total	Number	-	1,213	
Spain	Female	Open-ended	Number	-	4,465	
		Temporary	Number	-	1,209	
		Total	Number	-	5,674	
	Male	Open-ended	Number	-	18,443	
		Temporary	Number	-	4,016	
		Total	Number	-	22,459	
France	Female	Open-ended	Number	-	488	
		Temporary	Number	-	40	
		Total	Number	-	528	
	Male	Open-ended	Number	-	3,154	
		Temporary	Number	-	139	
		Total	Number	-	3,293	
Mexico	Female	Open-ended	Number	-	436	
		Temporary	Number	-	0	
		Total	Number	-	436	
	Male	Open-ended	Number	-	1,331	
		Temporary	Number	-	0	
		Total	Number	-	1,331	

Paraguay	Female	Open-ended	Number	-	86	
		Temporary	Number	-	0	
		Total	Number	-	86	
	Male	Open-ended	Number	-	964	
		Temporary	Number	-	0	
		Total	Number	-	964	
Peru	Female	Open-ended	Number	-	212	
		Temporary	Number	-	1,189	
		Total	Number	-	1,401	
	Male	Open-ended	Number	-	2,534	
		Temporary	Number	-	7,469	
		Total	Number	-	10,003	
Portugal	Female	Open-ended	Number	-	1,205	
		Temporary	Number	-	67	
		Total	Number	-	1,272	
	Male	Open-ended	Number	-	6,135	
		Temporary	Number	-	183	
		Total	Number	-	6,318	
Romania	Female	Open-ended	Number	-	283	
		Temporary	Number	-	0	
		Total	Number	-	283	
	Male	Open-ended	Number	-	2,687	
		Temporary	Number	-	5	
		Total	Number	-	2,692	
Singapore	Female	Open-ended	Number	-	-	
		Temporary	Number	-	-	
		Total	Number	-	-	
	Male	Open-ended	Number	-	-	
		Temporary	Number	-	-	
		Total	Number	-	-	

Uruguay	Female	Open-ended	Number	-		237	
		Temporary	Number	-		0	
		Total	Number	-		237	
	Male	Open-ended	Number	-		2,109	
		Temporary	Number	-		0	
		Total	Number	-		2,109	
Workforce by working hours and gender						94%	99.70%
Female	Full-time		Number	-		15,350	
	Part-time		Number	-		1,574	
	Total		Number	-		16,924	
Male	Full-time		Number	-		91,777	
	Part-time		Number	-		4,412	
	Total		Number	-		96,189	
Total	Full-time		Number	92,931		107,127	
	Part-time		Number	4,764		5,986	
	Total		Number	97,695		113,113	
Workforce by age group						90%	99.70%
Under 30 years old			Number	24,419		29,221	
30-50 years old			Number	59,851		73,678	
Over 50 years old			Number	6,537		10,214	
Total workforce by employee category and age group						90%	99.70%
Directors							
Under 30 years old			Number	3		87	
30-50 years old			Number	241		619	
Over 50 years old			Number	110		84	
Heads							
Under 30 years old			Number	89		260	
30-50 years old			Number	1,455		2,615	
Over 50 years old			Number	397		620	
Administrative personnel							
Under 30 years old			Number	1,322		1,321	
30-50 years old			Number	3,683		3,752	
Over 50 years old			Number	370		424	

Operations personnel					
Under 30 years old	Number	24,471		27,553	
30-50 years old	Number	57,207		66,683	
Over 50 years old	Number	6,765		9,086	
Total workforce by employee category and gender			90%		100%
Directors					
Female	Number	43		189	
Male	Number	311		606	
Heads					
Female	Number	338		564	
Male	Number	1,606		2,980	
Administrative personnel					
Female	Number	1,893		2,259	
Male	Number	3,482		3,247	
Operations personnel					
Female	Number	12,411		13,986	
Male	Number	76,029		90,660	
Disabled employees			46%		99.70%
Number of disabled employees	Number	162		442	
Total number of employees	Number	36,219		113,113	
Disabled employees / Total number of employees	%	0.5		0.4	
Immigrant workforce			-		100%
Total number of immigrant employees	Number	-		1,888	
Total number of employees	Number	-		114,491	
Total number of employees	%	-		1.6	
Senior management hired from the local community			86%		100%
Number of senior management hired from the local community	Number	136		213	
Total number of senior managers	Number	-		230	
Senior managers hired from the local community	%	-		92.6	
Average salary of men and women by employee category			69%		99.70%
Directors					
Female	Euros	113,792.9		73,690	
Male	Euros	122,674.4		107,727	
Heads					
Female	Euros	37,182.9		27,623	

Male	Euros	41,653.9		30,489	
Administrative personnel					
Female	Euros	17,464.1		11,657	
Male	Euros	18,332.1		16,179	
Operations personnel					
Female	Euros	12,097.9		8,734	
Male	Euros	15,617.6		11,705	
Trade union representation			47%		93%
Number of employees who are members of a trade union	Numbers	11,836		19,927	
Total number of employees	Numbers	37,644		106,317	
Employees who are members of a trade union	%	31.4		18.7	
Employees covered by collective bargaining agreements			94%		99.70%
Number of employees covered by collective bargaining agreements	Numbers	80,429		90,950	
Total number of employees	Numbers	97,695		111,516	
Employees covered by collective bargaining agreements	%	82.3		81.6	
Training by employee category			79%		99.70%
Directors	Hours	1,448.1		7,023.5	
Heads	Hours	26,017.9		49,996.10	
Administrative personnel	Hours	29,392.1		68,488.80	
Operations personnel	Hours	510,973.2		1,567,616.20	
Total hours of training	Hours	567,831.2		1,693,124.70	
Average hours of training			79%		99.70%
Directors	Hours per employee	4.1		8.8	
Heads	Hours per employee	13.4		14.1	
Administrative personnel	Hours per employee	5.5		12.4	
Operations personnel	Hours per employee	5.8		15	
Training by employee gender			-		93%
Female	Hours	-		189,759	
Male	Hours	-		1,156,376	
Total hours of training	Hours	-		1,346,135.70	
Average hours of training by gender	Female	Hours	-	12.4	
	Male	Hours	-	13.6	

Training in human rights				-		69%
Number of employees who have received training in the field of human rights		Numbers	-		14,794	
Hours of training provided in the field of human rights		Hours	-		46,926	
Employees who have been trained in human rights		%	-		19.5	
Investment in training		Millions of Euros	4.6	78%	6.7	99.70%
Employees who receive regular evaluations of their performance and professional development				-		99.70%
Number of employees who receive regular evaluations of their performance and professional development	Female	Numbers	-		3,697	
	Male	Numbers	-		15,966	
	Total	Numbers	-		19,663	
Employees who receive regular evaluations of their performance and professional development	Female	%	-		22.1	
	Male	%	-		16.8	
	Total	%	-		17.6	
Number of employees who benefited from a parental leave				-		87%
Number of employees who benefited from a parental leave	Female	Numbers	-		1,157	
	Male	Numbers	-		1,731	
	Total	Numbers	-		2,888	
Number of employees who returned to work after a parental leave				-		87%
Number of employees who returned to work after a parental leave	Female	Numbers	-		1,060	
	Male	Numbers	-		1,632	
	Total	Numbers	-		2,692	
Number of employees who returned to work after a parental leave and that remained in their job after the following twelve months				-		83%
Number of employees who returned to work after a parental leave and that remained in their job after the following twelve months	Female	Numbers	-		846	
	Male	Numbers	-		1,511	
	Total	Numbers	-		2,357	
New hires by gender				-		99.40%
Number of new hires	Female	Numbers	-		7,363	
	Male	Numbers	-		33,301	
New hires by region				-		100%

Number of new hires	Argentina	Numbers	-	3,533	
	Brazil	Numbers	-	8,905	
	Chile	Numbers	-	4,524	
	Colombia	Numbers	-	463	
	Spain	Numbers	-	11,439	
	France	Numbers	-	2,279	
	Mexico	Numbers	-	846	
	Paraguay	Numbers	-	239	
	Peru	Numbers	-	6,591	
	Portugal	Numbers	-	759	
	Romania	Numbers	-	190	
	Singapore	Numbers	-	591	
	Uruguay	Numbers	-	1,085	
	Total	Numbers	-	41,444	
New hires by age group				-	99.70%
Number of new hires	Under 30 years old	Numbers	-	20,233	
	30-50 years old	Numbers	-	18,852	
	Over 50 years old	Numbers	-	1,769	
Total employee turnover and turnover by gender				80%	99.70%
Female turnover		%	25.1	23.5	
Male turnover		%	22.4	19.2	
Total turnover		%	22.8	18.2	
Turnover by region				-	99.70%
Turnover	Argentina	%	-	16.8	
	Brazil	%	-	23.2	
	Chile	%	-	14.8	
	Colombia	%	-	28.3	
	Spain	%	-	8.7	
	France	%	-	29	
	Mexico	%	-	5.9	
	Paraguay	%	-	17.4	
	Peru	%	-	48.9	
	Portugal	%	-	14.1	
	Romania	%	-	6.8	
	Singapore	%	-	13.7	
	Uruguay	%	-	41.9	

Turnover by age group				80%		99.70%
Turnover of employees under 30 years old		%	39.0		32.8	
Turnover of employees aged 30-50 years old		%	17.3		15.9	
Turnover of employees over 50 years old		%	14.4		10.2	
Rate of absenteeism by gender [2]				56%		88%
Female	Total lost days due to absence (employees)	Numbers	-		185,543	
	Total number of days worked (employees)	Numbers	-		4,375,904	
	Rate of absenteeism	%	-		4.24	
Male	Total lost days due to absence (employees)	Numbers	-		712,136	
	Total number of days worked (employees)	Numbers	-		21,895,854	
	Rate of absenteeism	%	-		3.25	
Total	Total lost days due to absence (employees)	Numbers	478,456		897,679	
	Total number of days worked (employees)	Numbers	16,971,811		26,271,758	
	Rate of absenteeism	%	2.82		3.42	
Tasa de absentismo desglosada por región				-		99.70%
Argentina	Total lost days due to absence (employees)	Numbers	-		253,284	
	Total number of days worked (employees)	Numbers	-		3,464,979	
	Rate of absenteeism	%	-		7.31	
Brazil	Total lost days due to absence (employees)	Numbers	-		161,795	
	Total number of days worked (employees)	Numbers	-		6,169,452	
	Rate of absenteeism	%	-		2.62	
Chile	Total lost days due to absence (employees)	Numbers	-		95,726	
	Total number of days worked (employees)	Numbers	-		2,714,040	
	Rate of absenteeism	%	-		3.53	
Colombia	Total lost days due to absence (employees)	Numbers	-		11,839	
	Total number of days worked (employees)	Numbers	-		389,891	
	Rate of absenteeism	%	-		3.04	
Spain	Total lost days due to absence (employees)	Numbers	-		315,156	
	Total number of days worked (employees)	Numbers	-		11,665,671	
	Rate of absenteeism	%	-		2.7	

France	Total lost days due to absence (employees)	Numbers	-	52,457	
	Total number of days worked (employees)	Numbers	-	995,121	
	Rate of absenteeism	%	-	5.27	
Mexico	Total lost days due to absence (employees)	Numbers	-	5,357	
	Total number of days worked (employees)	Numbers	-	551,304	
	Rate of absenteeism	%	-	0.97	
Paraguay	Total lost days due to absence (employees)	Numbers	-	2,065	
	Total number of days worked (employees)	Numbers	-	321,300	
	Rate of absenteeism	%	-	0.64	
Peru	Total lost days due to absence (employees)	Numbers	-	36,944	
	Total number of days worked (employees)	Numbers	-	3,805,574	
	Rate of absenteeism	%	-	0.97	
Portugal	Total lost days due to absence (employees)	Numbers	-	27,460	
	Total number of days worked (employees)	Numbers	-	1,660,168	
	Rate of absenteeism	%	-	1.65	
Romania	Total lost days due to absence (employees)	Numbers	-	-	
	Total number of days worked (employees)	Numbers	-	-	
	Rate of absenteeism	%	-	-	
Singapore	Total lost days due to absence (employees)	Numbers	-	4,091	
	Total number of days worked (employees)	Numbers	-	181,007	
	Rate of absenteeism	%	-	2.26	
Uruguay	Total lost days due to absence (employees)	Numbers	-	13,677	
	Total number of days worked (employees)	Numbers	-	657,023	
	Rate of absenteeism	%	-	2.08	
HEALTH AND SAFETY					
Accident rate [3]				81%	68%
Female	Total number of accidents (employees)	Numbers	-	583	
	Total number of hours worked (employees)	Hours	-	24,616,779	
	Accident rate	%	-	4.7	
Male	Total number of accidents (employees)	Numbers	-	3,581	
	Total number of hours worked (employees)	Hours	-	115,167,293	
	Accident rate	%	-	6.2	

Total	Total number of accidents (employees)	Numbers	2,638		4,168	
	Total number of hours worked (employees)	Hours	127,611,706		139,784,072	
	Accident rate	%	4.1		6	
Lost day rate (severity rate) [4]					49%	49%
Female	Total lost days (employees)	Numbers	-		4,762	
	Total number of hours worked (employees)	Hours	-		12,936,572	
	Lost day rate by gender	%	-		73.6	
Male	Total lost days (employees)	Numbers	-		23,949	
	Total number of hours worked (employees)	Hours	-		67,914,440	
	Lost day rate by gender	%	-		70.5	
Total	Total lost days (employees)	Numbers	24,862		28,711	
	Total number of hours worked (employees)	Hours	65,070,352		80,851,012	
	Lost day rate by gender	%	76.4		71	
Rate of occupational disease [5]					79%	59%
Female	Total cases of occupational disease (employees)	Numbers	-		21	
	Total number of hours worked (employees)	Hours	-		28,917,022	
	Rate of occupational disease	%	-		0.15	
Male	Total cases of occupational disease (employees)	Numbers	-		20	
	Total number of hours worked (employees)	Hours	-		97,150,681	
	Rate of occupational disease	%	-		0.04	
Total	Total cases of occupational disease (employees)	Numbers	143		41	
	Total number of hours worked (employees)	Hours	119,169,235.2		119,453,647	
	Rate of occupational disease	%	0.2		0.07	
Fatalities					94%	94%
Number of fatalities	Female	Numbers	0		0	
	Male	Numbers	12		16	
	Total	Numbers	12		16	
Investment in health and safety in the workplace					79%	18%
Investment in health and safety in the workplace		Millions of Euros	10.7		26.1	
Suppliers						
Total number of suppliers		Numbers	8,288		14,187	97%
Expenses related to suppliers		Millions of Euros	93		242	73%

[1] The increase in the total number of incidents in which employees were dismissed or disciplined for corruption, between 2010 and 2011, is, in part, due to the introduction of the "Corporate Compliance" programme (please, see the chapter "Risk management"). [2] Calculated as: (Total lost days due to absence (employees) / Total of days worked) x 100. [3] Calculated as: (Total number of accidents / Total hours worked) x 200,000. [4] Calculated as: (Total number of lost days / Total number of hours worked) x 200,000. [5] Calculated as: (Number of total cases of occupational diseases / Total number of hours worked) x 200,000.

* The scope of 100% does not include data from Germany as at 31 December the business combination has not provided income or benefits to the consolidated results.

III. GRI Content index

		Application Level		Verified by:		
STANDARD DISCLOSURES PART I: PROFILE DISCLOSURES						
1. STRATEGY AND ANALYSIS						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1,1	Statement from the most senior decision-maker of the organization.	Fully	page 9-12			
1,2	Description of key impacts, risks, and opportunities.	Fully	page 14; 20-23; 56; 67-68; 76; 79; 101-107			
2. ORGANIZATIONAL PROFILE						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2,1	Name of the organization	Fully	Front page			
2,2	Primary brands, products, and/or services	Fully	page 26-29			
2,3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	Fully	page 16; 48			
2,4	Location of organization's headquarters	Fully	C/ Pajaritos, 24 28007 Madrid (Spain)			
2,5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Fully	page 25			
2,6	Nature of ownership and legal form	Fully	page 109			
2,7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	Fully	pages 59-63			
2,8	Scale of the reporting organization	Fully	page 19; 31; 88; 117-133			

2,9	Significant changes during the reporting period regarding size, structure, or ownership	Fully	page 50-54			
2,10	Awards received in the reporting period	Fully	page 56, 67, 95; 97			
3. REPORT PARAMETERS						
Profile Disclosure	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3,1	Reporting period (e.g., fiscal/calendar year) for information provided	Fully	2011; page 9			
3,2	Date of most recent previous report (if any)	Fully	2010			
3,3	Reporting cycle (annual, biennial, etc.)	Fully	page 9			
3,4	Contact point for questions regarding the report or its contents	Fully	page 35			
3,5	Process for defining report content	Fully	In 2010, the Company carried out a Materiality Study in order to identify those corporate responsibility issues that are relevant for the Company: environment, social investment, ethics, Human Rights, Corporate Governance, Employees and Health and Safety. For this study stakeholders' expectations were taken into account. The current Annual Report, as well as the Company's strategic priorities in Corporate Responsibility have been based on the conclusions of this study			
3,6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	Fully	page 25; 117-133			
3,7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	Fully	page 117-133			
3,8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	Not			Does not exist	Prosegur does not currently have systems in place to collect this information

4,9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	page 114-115				
4,10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	page 114-115				
4,11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	page 101-107				
4,12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	page 56; 109				
4,13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization	Fully	page 40				
4,14	List of stakeholder groups engaged by the organization.	Fully	page 55-57				
4,15	Basis for identification and selection of stakeholders with whom to engage	Fully	page 55-58				
4,16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Fully	page 55-59; 119. In 2010, the Company carried out a materiality study in which stakeholders' expectations were taken into account. The Company is currently defining the frequency with which these studies will be carried out in the future. The Company carries out customer satisfaction surveys on an annual basis				
4,17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	Fully	page 55-60				

STANDARD DISCLOSURES PART II: DISCLOSURES ON MANAGEMENT APPROACH (DMAS)

G3 DMA	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA EC	Disclosure on Management Approach EC	Fully					
Aspects	Economic performance	Fully	page 21; 56; 117-118				
	Market presence	Fully	page 59-63				
	Indirect economic impacts	Fully	page 57; 89-99				

DMA EN		Disclosure on Management Approach EN					
Aspects	Materials	Fully			page 120		
	Energy	Fully			page 78; 121		
	Water	Fully			page 120		
	Biodiversity	Not		Not applicable		No information about the Company's focus on biodiversity issues is reported because the company does not operate in areas at risk of impact on biodiversity.	
Aspects	Emissions, effluents and waste	Fully			page 120-121		
	Products and services	Fully			page 76-77		
	Compliance	Fully			page 121		
	Transport	Fully			page 76-77		
	Overall	Fully			page 75		
	DMA LA		Disclosure on Management Approach LA				
	Aspects	Employment	Fully			page 79	
		Labor/management relations	Fully			page 128	
		Occupational health and safety	Fully			page 65-67; 75; 132-133	
		Training and education	Fully			page 82-83; 128	
Diversity and equal opportunity		Fully			page 87; 122-124		
Equal remuneration for women and men		Fully			page 87; 127		

DMA HR	Disclosure on Management Approach HR	Aspects	Investment and procurement practices	No discrimination	Freedom of association and collective bargaining	Child labor	Prevention of forced and compulsory labor	Security practices	Indigenous rights	Assessment	Remediation
		Fully	page 55-57								
		Fully	page 87								
		Fully	page 128								
		Not									
		Not									
		Fully	page 65-67								
		Not									
		Not									
		Not									

DMA SO	Disclosure on Management Approach SO	Fully							
Aspects	Local communities	Fully	page 90-91						
	Corruption	Fully	page 119						
	Public policy	Fully	page 56						
	Anti-competitive behavior	Fully	page 119						
	Compliance	Fully	page 119-120						
DMA PR	Disclosure on Management Approach PR	Fully							
Aspects	Customer health and safety	Fully	page 17; 120						
	Product and service labelling	Fully	page 57						
	Marketing communications	Fully	Prosegur adheres to the UN Global Compact						
	Customer privacy	Fully	page 119						
	Compliance	Fully	page 120						

STANDARD DISCLOSURES PART III: PERFORMANCE INDICATORS

Economic	Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Economic performance								
EC1		Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	page 16; 56; 117-118; Society (Investments in the Community) page 118				
EC2		Financial implications and other risks and opportunities for the organization's activities due to climate change.	Not			Not material	The Company does not consider that Climate Change directly affects its operations.	

EC3	Coverage of the organization's defined benefit plan obligations	Not				Not available	Prosegur does not currently have systems in place to collect this information	2014	
EC4	Significant financial assistance received from government	Fully	page 118			Not available	Prosegur does not currently have systems in place to collect this information	2014	
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Not							
Market presence									
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Partially	page 57			The Definition of "local" used is that used by the Company			
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Fully	page 127						
Indirect economic impacts									
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Partially	page 89-99			When making investments: please, indicate whether such investments or services are commercial, pro-bono or in-kind.	Prosegur does not currently have systems in place to collect this information	2014	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Partially	page 57-90			Significance of the impact in the context of external benchmarks and priorities of stakeholders, such as international and national standards, protocols and political agendas	Prosegur does not currently have systems in place to collect this information	2014	

Environmental						
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	To be reported in
Materials						
EN1	Materials used by weight or volume	Fully	page 120			
EN2	Percentage of materials used that are recycled input materials	Fully	page 120			
Energy						
EN3	Direct energy consumption by primary energy source	Fully	page 121. Direct Energy Consumption: 991,409 GJ			
EN4	Indirect energy consumption by primary source	Fully	page 121. Indirect Energy Consumption: 309,281.76 GJ			
EN5	Energy saved due to conservation and efficiency improvements	Not			Not available	2014
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Fully	page 76-77			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	page 76-77			
Water						
EN8	Total water withdrawal by source	Fully	page 120			
EN9	Water sources significantly affected by withdrawal of water	Not			Not applicable	Water utilized by the company comes from municipal supplies
EN10	Percentage and total volume of water recycled and reused	Not			Not available	2014

Biodiversity						
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not				The Company does not operate in areas at risk of impact on biodiversity.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not				The Company does not operate in areas at risk of impact on biodiversity.
EN13	Habitats protected or restored	Not				The Company does not operate in areas at risk of impact on biodiversity.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	Not				The Company does not operate in areas at risk of impact on biodiversity.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not				The Company does not operate in areas at risk of impact on biodiversity.
Emissions, effluents and waste						
EN16	Total direct and indirect greenhouse gas emissions by weight	Fully		page 121		
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully		page 121		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Fully		page 76-77		

EN19	Emissions of ozone-depleting substances by weight	Not			Not available	Prosegur does not currently have systems in place to collect this information	2014
EN20	NOx, SOx, and other significant air emissions by type and weight	Partially	page 121	The weight of significant air emissions (in kilograms or multiples such as tonnes) for persistent organic pollutants (POP); for volatile organic compounds (VOC); for hazardous air pollutants (HAP); for stack and fugitive emissions; for particulate matter (PM); for other standard categories of air emissions identified in regulations.	Not available	Prosegur does not currently have systems in place to collect this information	2014
EN21	Total water discharge by quality and destination	Not			Not applicable	The company does not have significant discharges	
EN22	Total weight of waste by type and disposal method	Fully		Landfills are used for managing the waste generated by Prosegur			
EN23	Total number and volume of significant spills	Not			Not applicable	The Company does not have significant spills	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not			Not applicable	The Company does not engage in these activities	

EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not				Not applicable	The Company does not engage in these activities
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	Not				Not applicable	The company does not have significant discharges
Products and services							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Partially	page. 76-78	Initiatives to mitigate the most significant environmental impacts of products/service groups in relation to water use, effluents, in relation to noise. If use-oriented figures are employed, the underlying assumptions regarding consumption patterns or normalization factors.	Not applicable	Water utilized by the company comes from municipal supplies. The company does not have significant discharges. The Company does not have operations with high levels of noise.	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not				Not applicable	The Company does not engage in these activities
Compliance							
EN28	Monetary value of significant fines and total number of Non-monetary sanctions for Non-compliance with environmental laws and regulations	Fully	page 121				

Transport		2014	2014				
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Partial	page 76-77				
		The significant environmental impacts of transportation of the members of the organization's workforce. The criteria and methodology used to determine which environmental impacts are significant	Not available				
		Prosegur does not currently have systems in place to collect this information	2014				
Overall							
EN30	Total environmental protection expenditures and investments by type	Not					
		Not available	2014				
		Prosegur does not currently have systems in place to collect this information					
Social: Labor Practices and Decent Work							
Performance Indicato	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Employment							
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	Fully	page 122-128				
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Fully	page 130-131				
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Fully	page 79				
LA15	Return to work and retention rates after parental leave, by gender	Fully	page 129				
Labor/management relations							
LA4	Percentage of employees covered by collective bargaining agreements	Fully	page 128				

LA5	Return to work and retention rates after parental leave, by gender	Fully	The minimum notice period is specified by the regulations of each country where Prosegur operates				
Occupational health and safety							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Not		Not applicable	Prosegur does not currently have systems in place to collect this information	2014	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	Fully	page 131 - 132				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Fully	page 71-72				
LA9	Health and safety topics covered in formal agreements with trade unions	Fully	page 70				
Training and education							
LA10	Average hours of training per year per employee by gender, and by employee category	Fully	page 128				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Not		Not available	Prosegur does not currently have systems in place to collect this information	2014	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Fully	page 129				
Diversity and equal opportunity							
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Fully	page 87, 127				
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Fully	page 127-128				

Social: Human Rights							To be reported in
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	
Investment and procurement practices							
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	Fully	page 56-57	Definition of "significant agreement"	Not available	Prosegur does not currently have systems in place to collect this information	2014
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	Fully	Prosegur is a signatory of the UN Global Compact initiative				
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Fully	Page 129				
Non-discrimination							
HR4	Total number of incidents of discrimination and corrective actions taken	Fully	No incidents of discrimination have been recorded in Prosegur in 2011				
Freedom of association and collective bargaining							
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	Fully	No operations have been identified that pose these risks				
Child labor							
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	Not			Not applicable	Prosegur does not carry out activities that involve these kind of risks	

HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Not				Not applicable	Prosecur does not carry out activities that involve these kind of risks
Prácticas de seguridad							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	page 72- 82				
Security practices							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Not				Not applicable	Prosecur does not carry out activities that involve these kind of risks
Assessment							
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	Not				Not available	Prosecur does not currently have systems in place to collect this information
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not				Not available	Prosecur does not currently have systems in place to collect this information
Social: Society							
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	If applicable, indicate the part not reported	Explanation	To be reported in
Local communities							
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Fully	page 90-91				

S09	Operations with significant potential or actual negative impacts on local communities	Not					Not available	Prosegur does not currently have systems in place to collect this information	2014
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	Not					Not available	Prosegur does not currently have systems in place to collect this information	2014
Corruption									
S02	Percentage and total number of business units analyzed for risks related to corruption	Fully				page 119			
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	Fully				page 119			
S04	Actions taken in response to incidents of corruption	Fully				page 119			
Public policy									
S05	Public policy positions and participation in public policy development and lobbying	Fully						The Company does not provide financial support to any political parties	
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	Fully						The Company does not provide financial support to any political parties	
Anti-competitive behavior									
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully				page 120			
Compliance									
S08	Monetary value of significant fines and total number of Non-monetary sanctions for Non-compliance with laws and regulations	Fully				page 120			

Social: Product Responsibility						
Performance Indicator	Description	Reported	Cross-reference/ Direct answer	If applicable, indicate the part not reported	If applicable, indicate the part not reported	To be reported in
Customer health and safety						
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Partially	Page 17; 120	For manufacturing, storing, distribution and supply, for use and service, for disposal, reuse or recycling, if the impact on health and safety by products and services is subject to assessments for improvement.	Not applicable	The Company does not engage in these types of activities
PR2	Total number of incidents of Non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Fully	Page 120			
Product and service labelling						
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Not			Not applicable	The Company does not engage in these types of activities
PR4	Total number of incidents of Non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Not			Not applicable	The Company does not engage in these types of activities
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Not			Not applicable	The Company does not engage in these types of activities

Marketing communications							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Fully	Prosegur is a signatory of the UN Global Compact initiative	If the organization sells products that are banned in some markets or are subject to discussion between the stakeholders, or constitute an issue of political debate	Not applicable	The Company does not engage in these types of activities	
PR7	Total number of incidents of Non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	Not			Not applicable	The Company does not engage in these types of activities	
Customer privacy							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Fully	page 119				
Compliance							
PR9	Monetary value of significant fines for Non-compliance with laws and regulations concerning the provision and use of products and services	Fully	page 119				

