



Prosegur
1Q 2014 Results

May 7th, 2014





1 Profitability Increase

- Margin recovery in all regions
- Tighter indirect costs control
- EBIT grows 32% at constant FX rate

2 Exchange Rate Impact

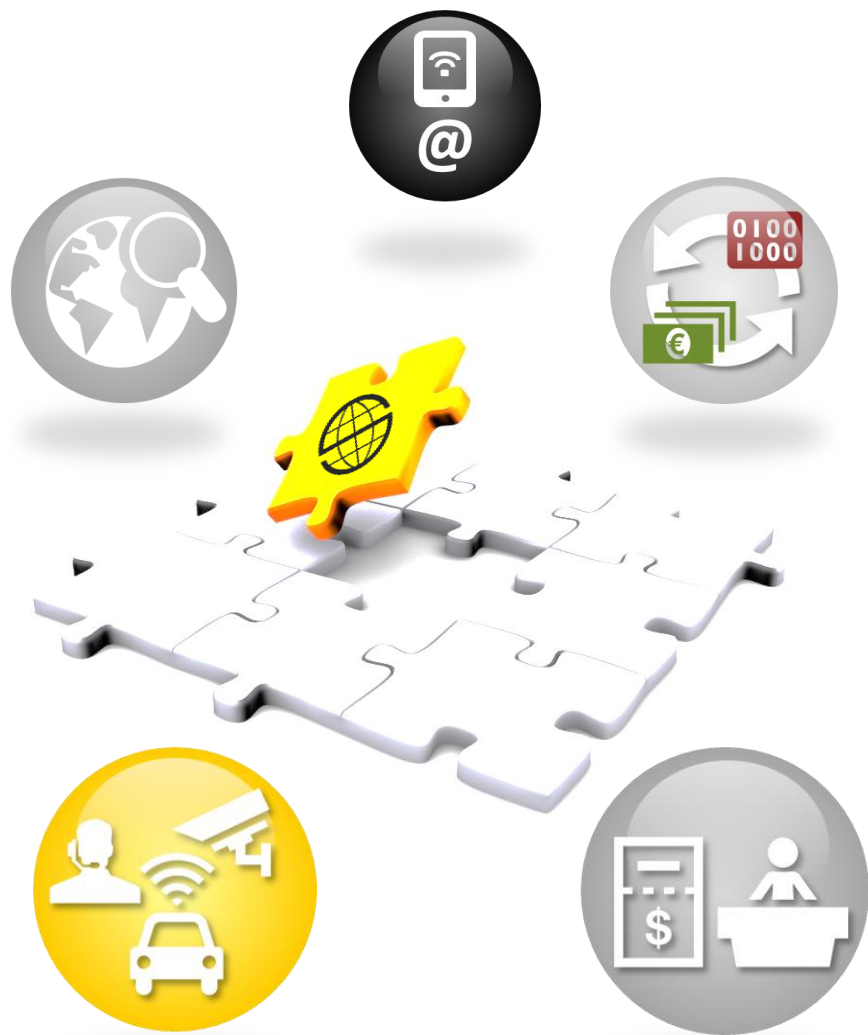
- The main currencies in LatAm have suffered strong devaluations at the beginning of the year
- In local currency, sales grow 13%

3 Focus on New Products

- Increased sales of integrated security solutions and technology
- Larger market for cash automation solutions



Strong Strategy on High Added Value Solutions



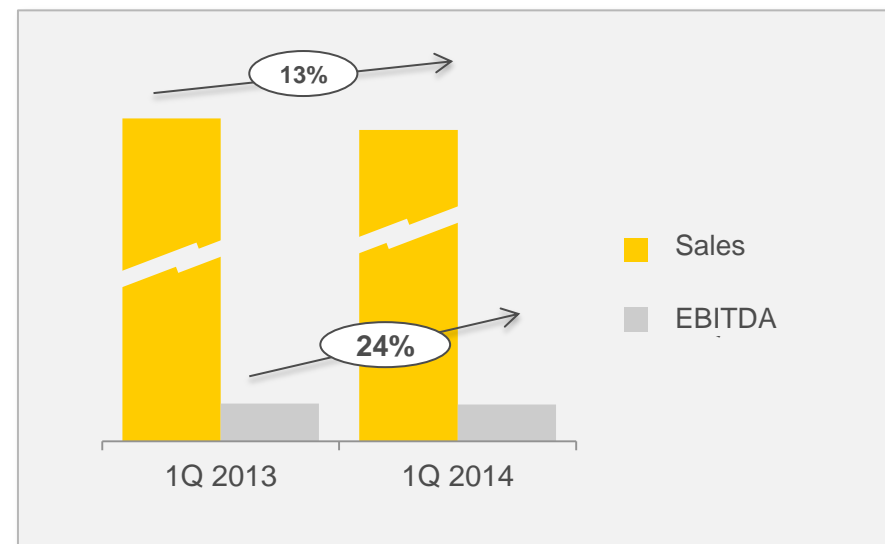
- Integrated Value Adder Solutions are becoming more consistent and gaining acceptance; mainly those related to:
 - **Cash Management** automation solutions for retailers
 - **Dynamic Guarding** new services which integrate remote monitoring, technology and on-site guarding
 - Innovative **Mobility Solutions** applied in the residential market
 - **Outsourcing** of those activities related to cash handling in the banking sector
 - Increased customer base of **Intelligent Monitoring**
- Defining our future growth both in mature and in emergent markets



P&L

Consolidated Results <i>Million Euros</i>		1Q 2013	1Q 2014
Turnover		919	886
EBITDA		108	105
<i>Margin</i>		11.7%	11.9%
Amortization		-20	-19
Depreciation of intangibles and other		-10	-9
EBIT		77	77
<i>Margin</i>		8.4%	8.7%
Financial Results		-24	-16
Profit before taxes		53	61
<i>Margin</i>		5.8%	6.9%
Taxes		-17	-22
<i>Tax rate</i>		32.8%	36.0%
Net profit		36	39
Minority interests		-0.1	0.0
Net consolidated profit		36	39
EPS		0.6	0.7

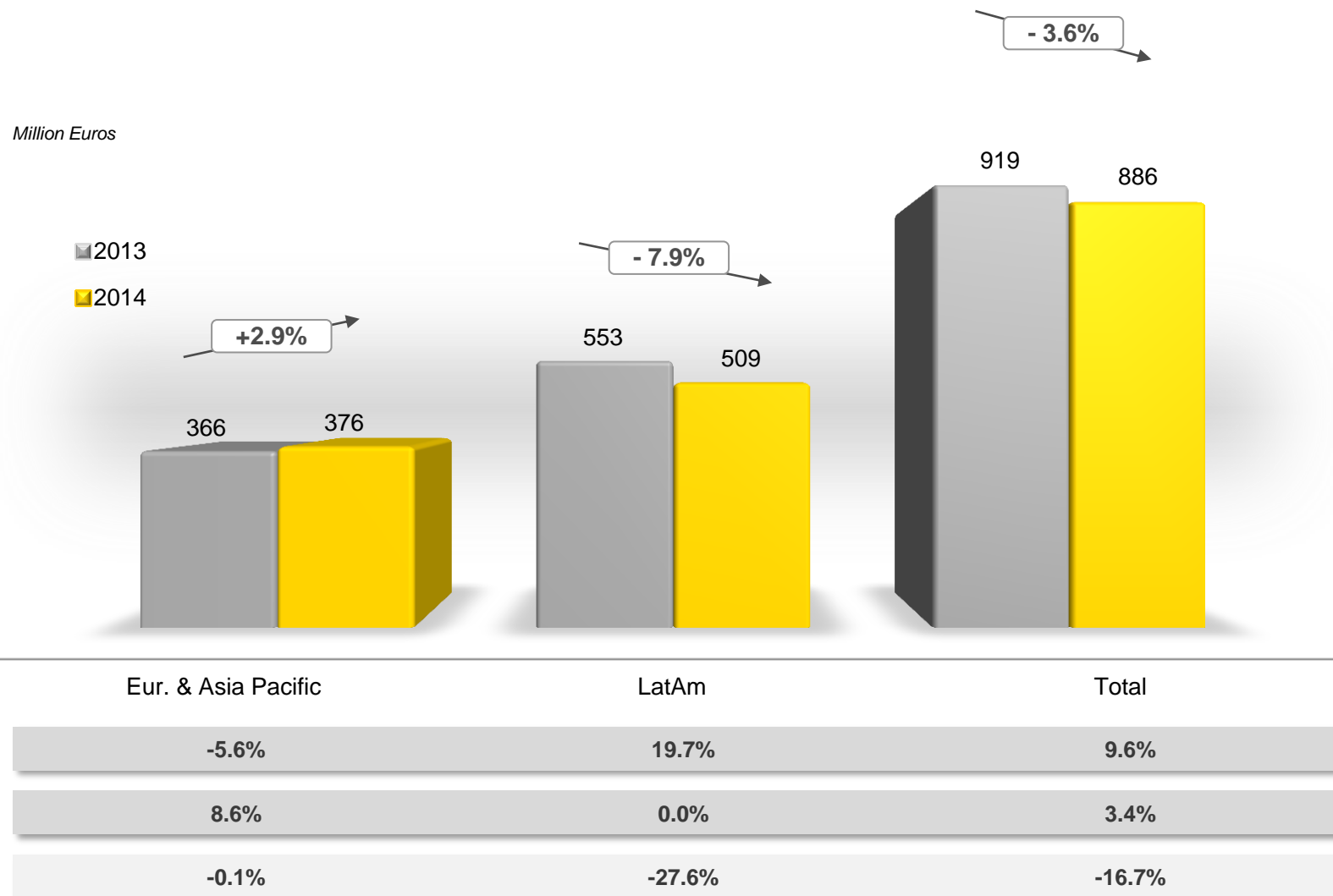
- At constant FX rate the following growths can be observed:
 - 13% Sales** increase
 - 24% EBITDA** increase
 - 32% EBIT** growth



- Operating margin of **8.7%** reflects the improvement over the previous year
- Net consolidated profit of **€ 39 Million**



Sales Evolution

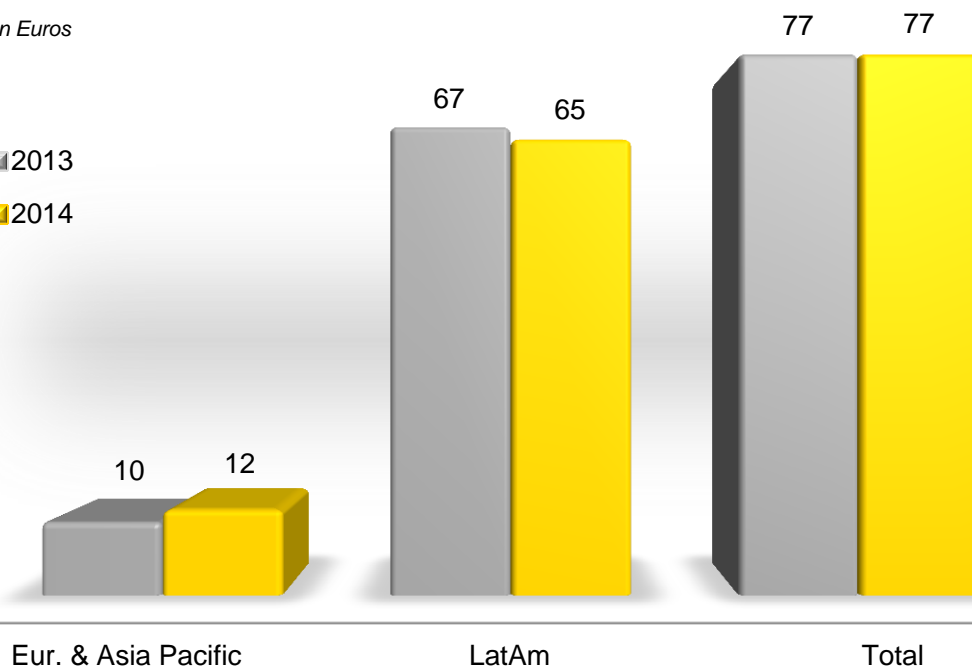




Million Euros


■ 2013

■ 2014



- **EBIT in Europe improves** in absolute terms and reflects the impact of the currency devaluation in LatAm
- In percentage terms, **EBIT margin grows** from 8.4% in 2013 to **8.7% in 2014**



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- EBIT margin improvement will remain both in Europe & Asia Pacific and in LatAm
 - Sales increase (in local currency) by intensifying the commercial activity in the new integrated solutions
 - Focus on continuing the improvement of cash generation and indirect cost control
 - Strong dependence on exchange rates in LatAm



1Q 2014
Results per region



Sales per Business Line

(Million Euros)

PROSEGUR

1Q 2014 Results



Europe &
Asia Pacific

LatAm

Total

% over sales

GUARDING

1Q 2013 1Q 2014 Var. %

218 **201** -7.7%

203 **196** -3.5%

421 **397** -5.7%

44.9%



CASH MANAGEMENT

1Q 2013 1Q 2014 Var. %

91 **122** 34.3%

299 **270** -9.5%

390 **393** 0.7%

44.3%



TECHNOLOGY

1Q 2013 1Q 2014 Var. %

56 **53** -6.7%

52 **43** -16.0%

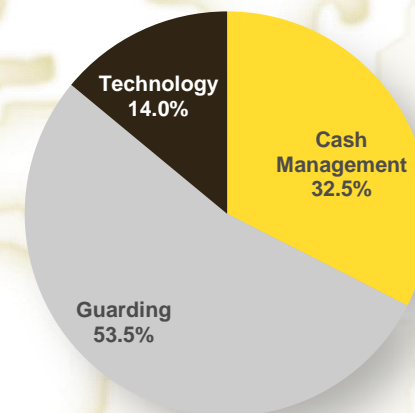
108 **96** -11.1%

10.8%





Million Euros	1Q 2013	1Q 2014	Var.	Organic	Inorganic	Exchange rate
Spain	228	206	-9.8%	-9.8%		
France*	56	57	2.9%	2.9%		
Germany	37	50	34.4%	9.0%	25.5%	
Portugal	35	34	-2.0%	-2.0%		
Asia-Pacific **	7	29	323.7%	10.9%	319.3%	-6.5%
Other	2	0	-100.0%	-100.0%		
Total	366	376	3.3%	-5.2%	8.6%	-0.1%
EBIT	10	12	17.2%			
Margin	2.8%	3.2%				



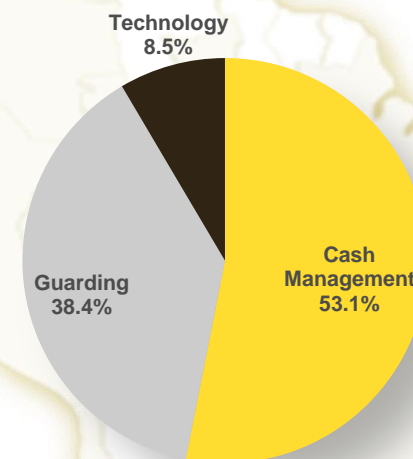
- The region keeps the EBIT margin improvement initiated in 2013

* Includes Luxembourg

** Includes Singapore, India, China and Australia (2013 restated according to IFRS 11)



Million Euros	1Q 2013	1Q 2014	Var.	Organic	Inorganic	Exchange rate
Brazil	267	244	-8.9%	12.1%		-21.0%
Argentina Area*	174	153	-12.2%	32.9%		-45.1%
Peru	41	39	-4.2%	8.5%		-12.7%
Chile	35	33	-7.2%	12.4%		-19.5%
Colombia	28	32	14.3%	33.3%		-19.0%
Mexico	7	9	21.6%	32.1%		-10.4%
Total	553	509	-7.9%	19.7%		-27.6%
EBIT	67	65	-2.4%			
Margin	12.1%	12.8%				



- Sales growth in the region reflects the impact of the currency devaluation
- At flat FX rate the EBIT in the region grows by 34%

* Includes Paraguay and Uruguay



1Q 2014
Financial Result





Composition of Financial Result



<i>Million Euros</i>	1Q 2013	1Q 2014
Net financial expenses	13	12
Depreciation of financial expenses	7	10
Exchange differences	4	(6)
Financial result	24	16



Consolidated Results <i>Million Euros</i>	1Q 2013	1Q 2014	Var.
Profit before tax	53	61	15.8%
<i>Margin</i>	5.8%	6.9%	
Tax	-17	-22	
<i>Tax rate</i>	32.8%	36.0%	
Net profit	36	39	
Minority interests	-0.1	0.0	
Net consolidated profit	36	39	10.1%
<i>Margin</i>	3.9%	4.4%	
EPS	0.6	0.7	

- Profit before tax grows by **15.8%** versus last year
- The net consolidated profit grows by **10.1%** despite the increase in the tax rate



Consolidated Cash Flow



- Ratio of Net Profit conversion into cash of **205%** (Last twelve months)
- The operative cash flow shows a significant improvement over the same period of last year
- Increase in fixed assets investments mainly due to a property acquisition in Argentina

Consolidated cash flow

Million Euros

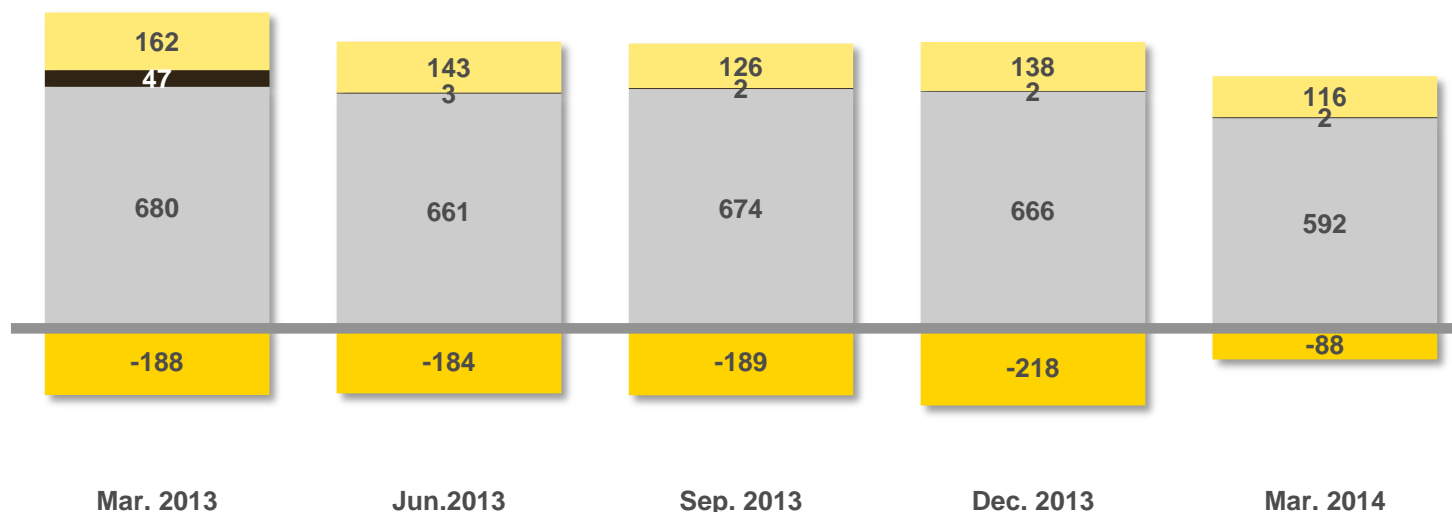
	1Q 2013	1Q 2014
Profit before taxes	53	61
Adjustments to profit/ (loss)	55	50
Tax on profit	(15)	(24)
Changes in working capital	(65)	(29)
Interest payments	(13)	(9)
Operating cash flow	14	49
Changes in the securitization program	11	(0)
Acquisition of property, plant and equipment	(20)	(30)
Payments for acquisition of subsidiaries	(23)	(36)
Dividend payment	(15)	(16)
Other flows from investment/financing activities	(1)	120
Cash flow from investment/financing	(48)	38
Total net cash flow	(34)	86
Initial net financial position (31/12/2012-13)	(646)	(666)
Net increase/ (decrease) in cash	(34)	86
Exchange rate	-	(13)
Final net financial position (31/03/2013-14)	(680)	(592)



Total Financial Position

- Treasury Stock at current market value
- Net financial position
- Securitization
- Deferred payments

Million Euros

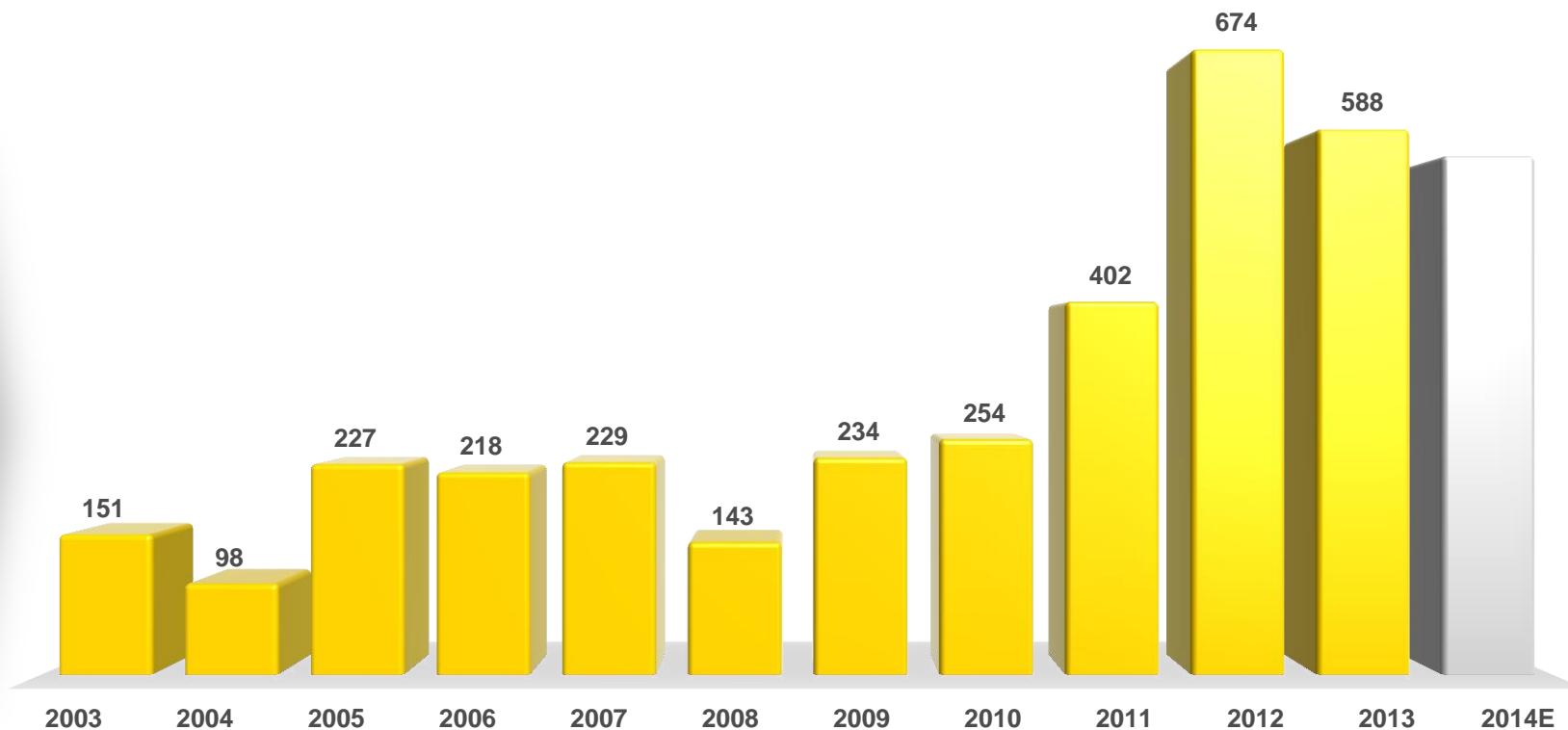


- In comparison with 2013 the company's total debt **has increased by € 34 Million**
- Average cost of debt for the period **3.8%**
 - **Ratio Total Net Debt/ EBITDA (annualized) 1.5**
 - **Ratio Total Net Debt/ Equity 0.8**

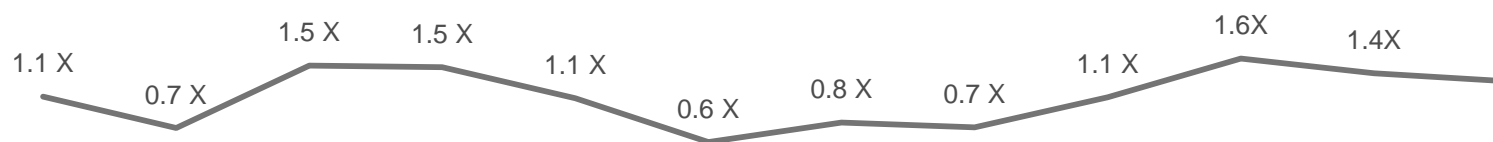


Total Net Debt

Total Net Debt *



Net Debt/ EBITDA



* Net debt of 2010, 2011, 2012, 2013 and E2014 includes deferred payments, securitization and treasury stock

Balance Sheet



Million Euros

	2013	1Q 2014
Non Current Assets	1,536	1,520
Tangible fixed assets	472	461
Intangible assets	858	851
Other	206	208
Current Assets	1,362	1,447
Inventories	59	62
Customer and other receivables	1,009	1,112
Cash equivalents and other financial assets	295	273
ASSETS	2,898	2,967
Net Equity	655	777
Share capital	37	37
Treasury shares	(125)	(54)
Accumulated difference and other reserves	743	793
Non Current Liabilities	1,197	1,073
Bank borrowings	792	675
Other financial liabilities	405	398
Current Liabilities	1,047	1,118
Bank borrowings and other liabilities	196	238
Trade and other payables	851	880
TOTAL NET EQUITY AND LIABILITIES	2,898	2,967



Main Highlights and Summary



- Clear margin improvement in Europe & Asia Pacific, with all acquisitions in Germany and Australia fully integrated and a positive labor agreement conclusion in Spain
- We maintain our commitment to improve margin in all regions
- Growth will be reinforced through our policy of continuous improvement on cost control
- Accomplishment of our commitment of cash generation and deleveraging of the company

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