



## Investor Day Prosegur Alarms

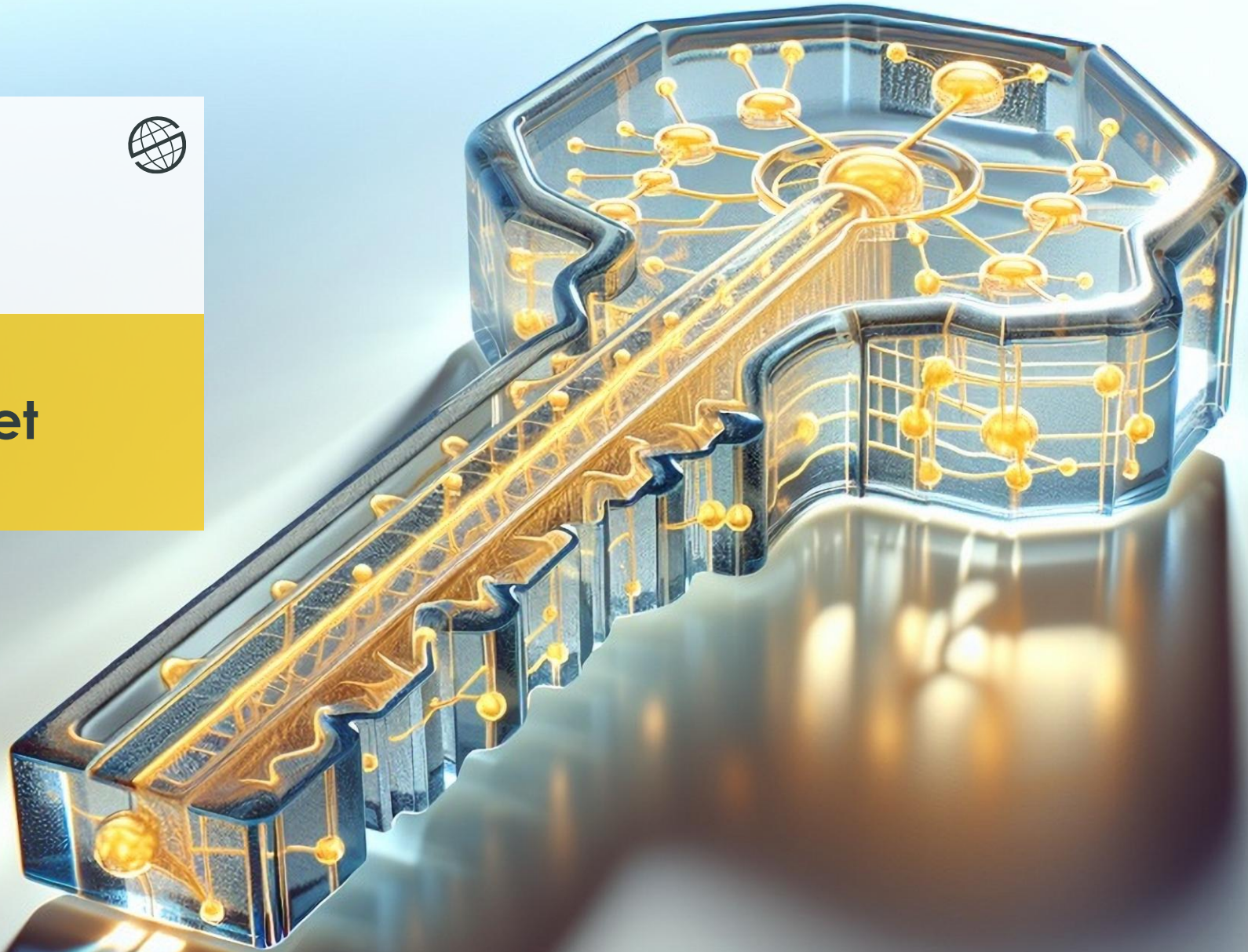
16 December 2025



1



Market





# Market | *Push business model*

**Need for peace of mind**  
People's latent need for security and peace of mind.



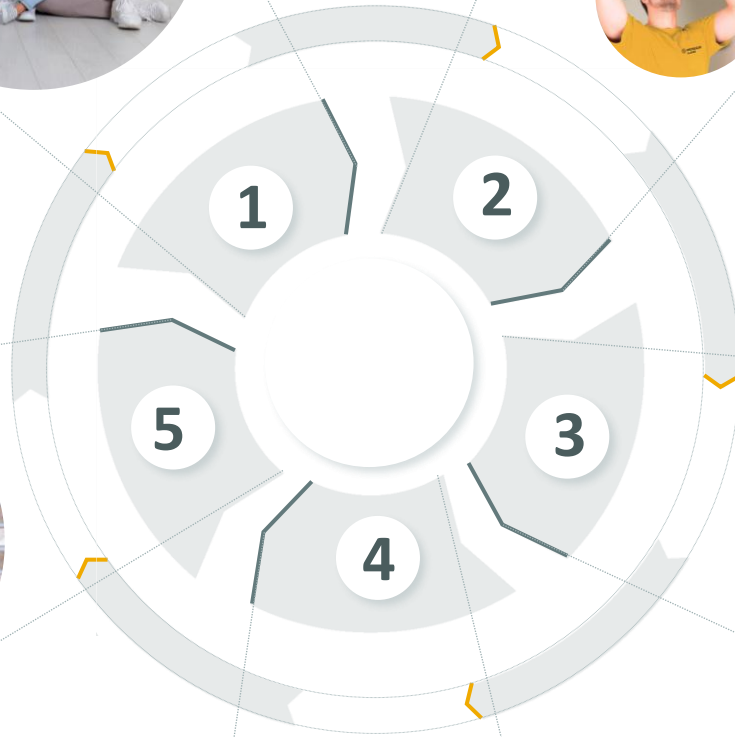
◀ Marketing ▶

**Search for solutions**  
Market research to identify possible solutions.



*More powerful brand, higher market share*

*Marketing as a key driver in decision-making*



**Increased visibility**  
Greater visibility of alarm services in the market.



**Alarm decision**  
Choice of an alarm system based on its added value.



*Higher investment, greater visibility*

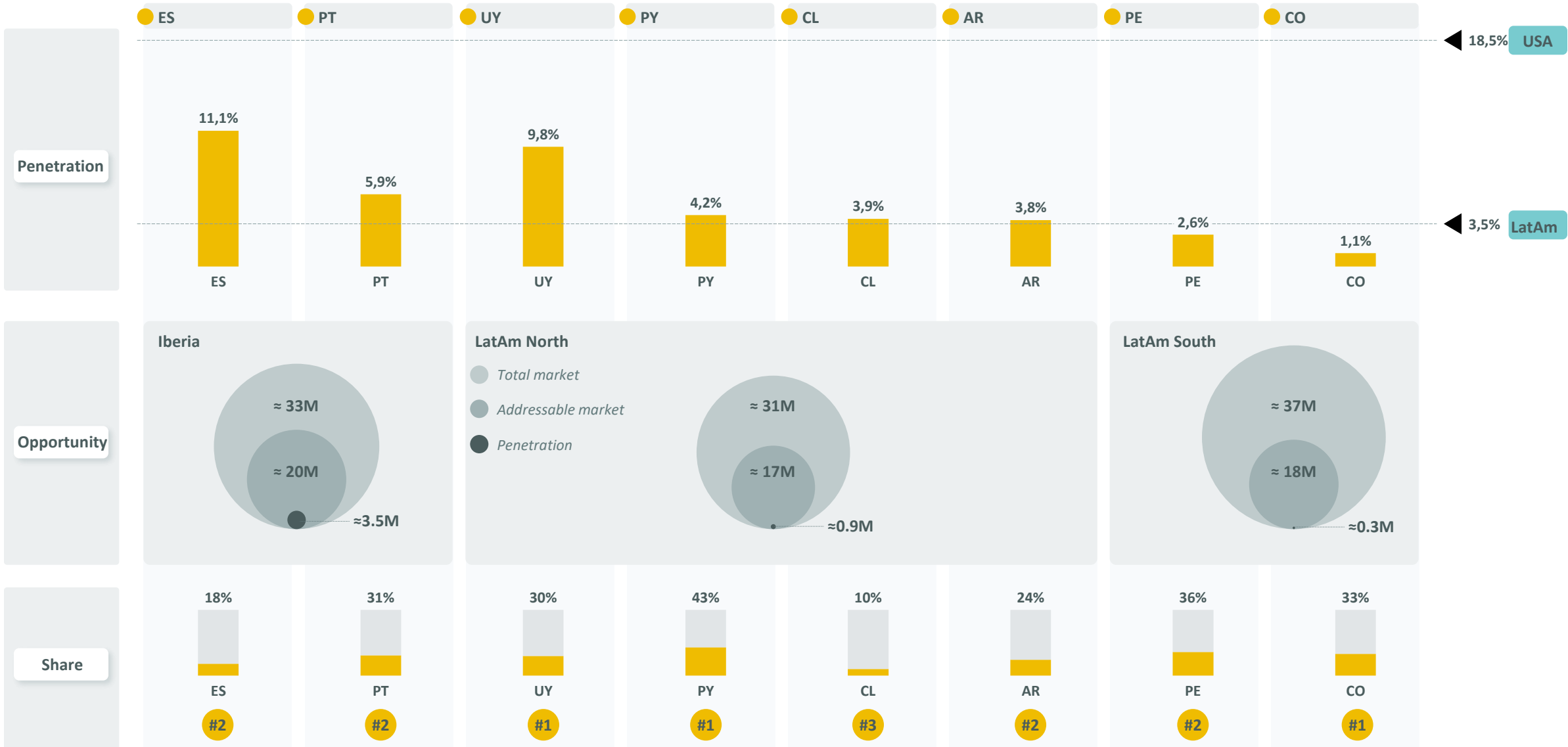
*Higher investment, greater penetration*

**Increased penetration**  
More households equipped with alarm systems.





# Market | Competitors & opportunities



Sources: Market & Brand Tracking Dec-2024, Mega Research. Berg Inside Dec-2024. Own research.



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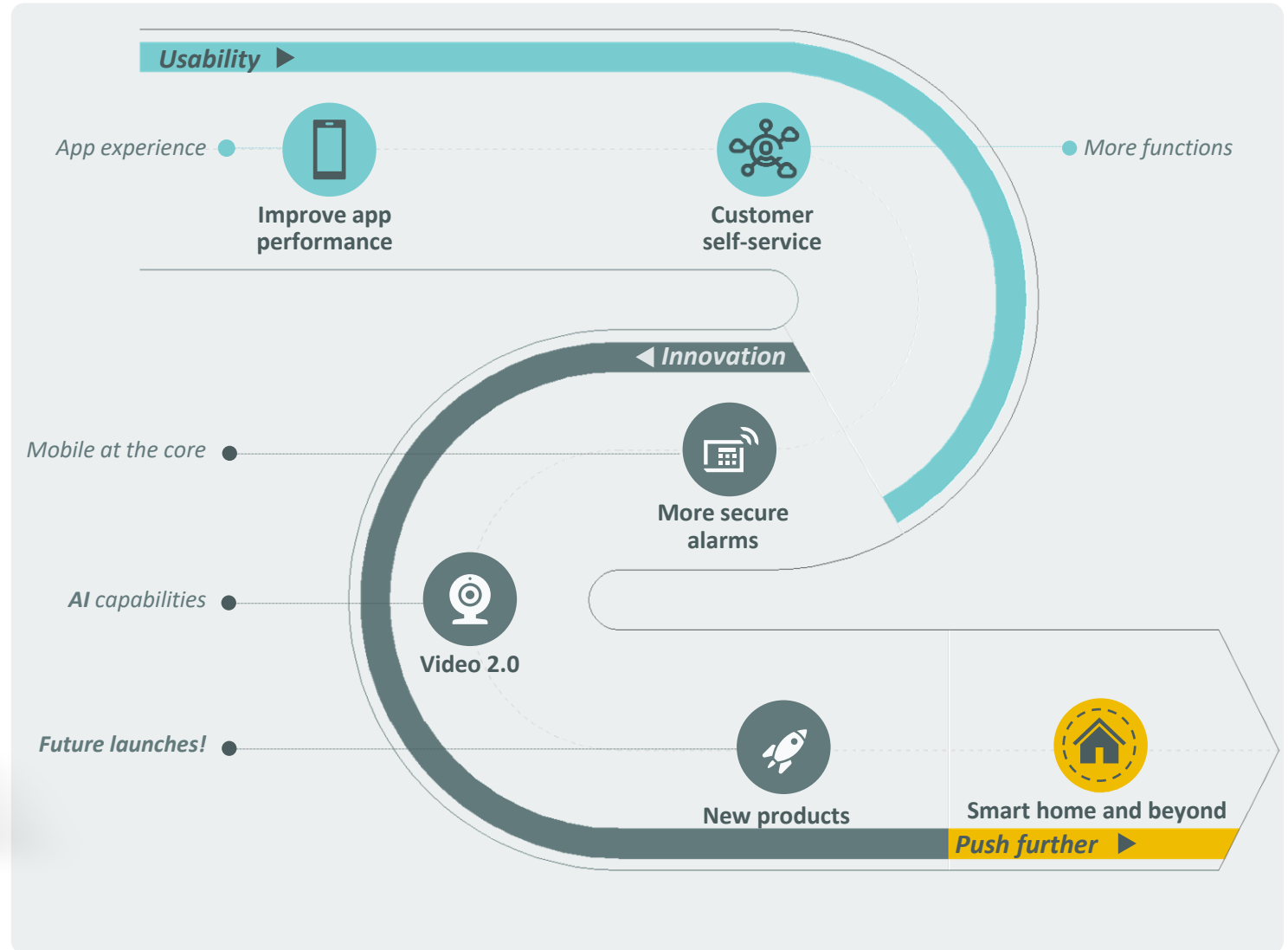
Strategy





	<b>  Initiative 1  </b> Improve product	<b>  Initiative 2  </b> Foster strategic tech partnership	<b>  Initiative 3  </b> New marketing strategy	<b>  Initiative 4  </b> Advanced value proposition	<b>  Initiative 5  </b> Enhanced sales strategy	<b>  Initiative 6  </b> Best-in-class customer experience	<b>  Initiative 7  </b> Operational excellence	<b>  Initiative 8  </b> AI projects
Churn			▼	▼		▼	▼	▼
Margin	▲	▲		▲		▲	▲	▲
SAC		▼	▼		▼			
Growth	▲		▲		▲			

*Profitability maximisation + investment efficiency*





# Strategy | Initiative 2 | Foster strategic tech partnership



Total customer base



<0,7M

0.7-2.0M

>2.0 M

Tech strategy & partnership benefits

In house



Stack technological control

What we keep

Hybrid



Flexibility & compatibility



Best-in-class solutions



Innovation capacity

What we get

Off-the-shelf



Exclusivity



Cost saving

Technology development model



Brand investment to keep strengthening acquisition



Improve the acquisition funnel



Premium positioning & pricing strategy for sign-ups





Strategy | Initiative 4 | Advanced value proposition



Approach

**Simplification**

*Bundling  
Device unification*

**Value Add**

*Base + add ons  
Acuda*

**Differentiation**

*Expert in security  
Restructured offering*

**Revenue expansion**

*Upselling  
X-selling  
Insurance*

**Adjacent development**

*Product  
Innovation*

Proposal

**Alarm pack**

**ContiGo**

*SOS  
Countdown*

**Home insurance**

*Fire  
Burglary*

**Home assistance**

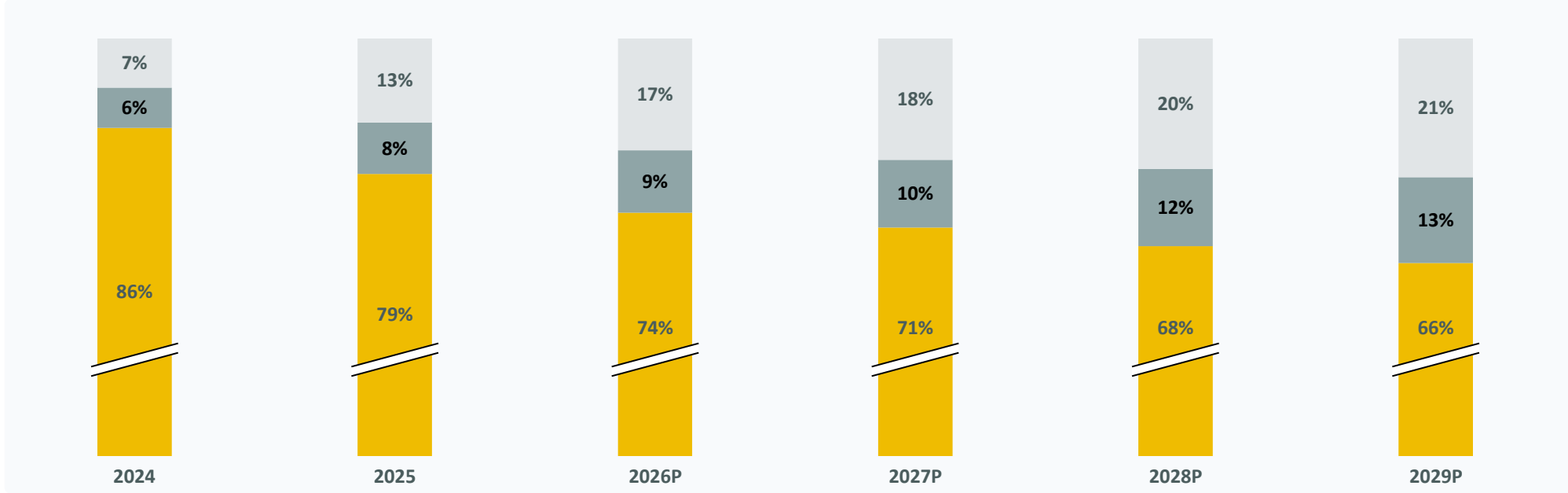
*Glasswork  
Locksmith*



# Strategy | Initiative 5 | Enhanced sales strategy



Evolution & guidance



Alternative channels



Strategy

**Channel diversification**  
New growth opportunities.  
Cost optimisation.

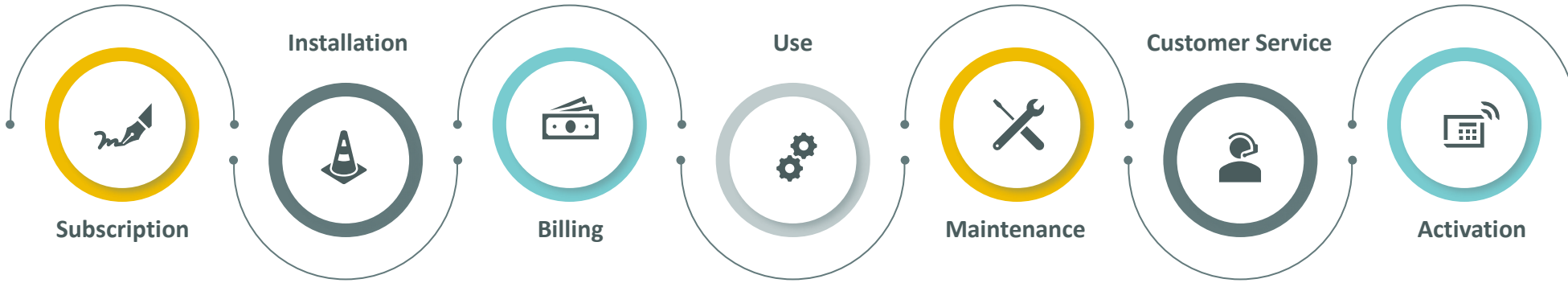
**Variable cost structure**  
Reduce labour liabilities and  
increase flexibility.

**Increase productivity**  
More efficient own and  
third-party channels

*Highly qualified sign-ups + lower SAC + more SAC variability*



Strategy | Initiative 6 | Best-in-class customer experience



We do what we say	We are punctual	No surprises	Best alarm app	Only one visit	No need to call	You decide the channel
We are transparent	We work carefully		Reliable system		No repetitions	
					We are agile	
					We follow up	

**Longer customer lifetime**
**More value for the customer**
**Higher ARPU**



NPS 65

**Trustpilot**

- 4,9
- SECTOR ALARMA** 4,8
- 4,4
- 4,0

**Google My Business**

- 4,7 57  
Puntuación N° de tarjetas
- 3,0 106  
Puntuación N° de tarjetas



## 2024-2025

Technology & ops modernisation

*Fix the basics*



CRM



Cloud



Smart

### Goal

*Scalability*

*Customer-oriented global operation*

*Operational efficiency*

## 2026 and onwards

Operational transformation

*Customer experience driven operation*



Operational AI project



Infrastructure unification



Installation, call & monitoring centre transformation



Billing & collection re-engineer



New digital channels



Value selling operation

### Goal

*Operational transformation*

*Customer experience*

*Innovation*

*Operative efficiency 2.0*



Illustrative and non-comprehensive list

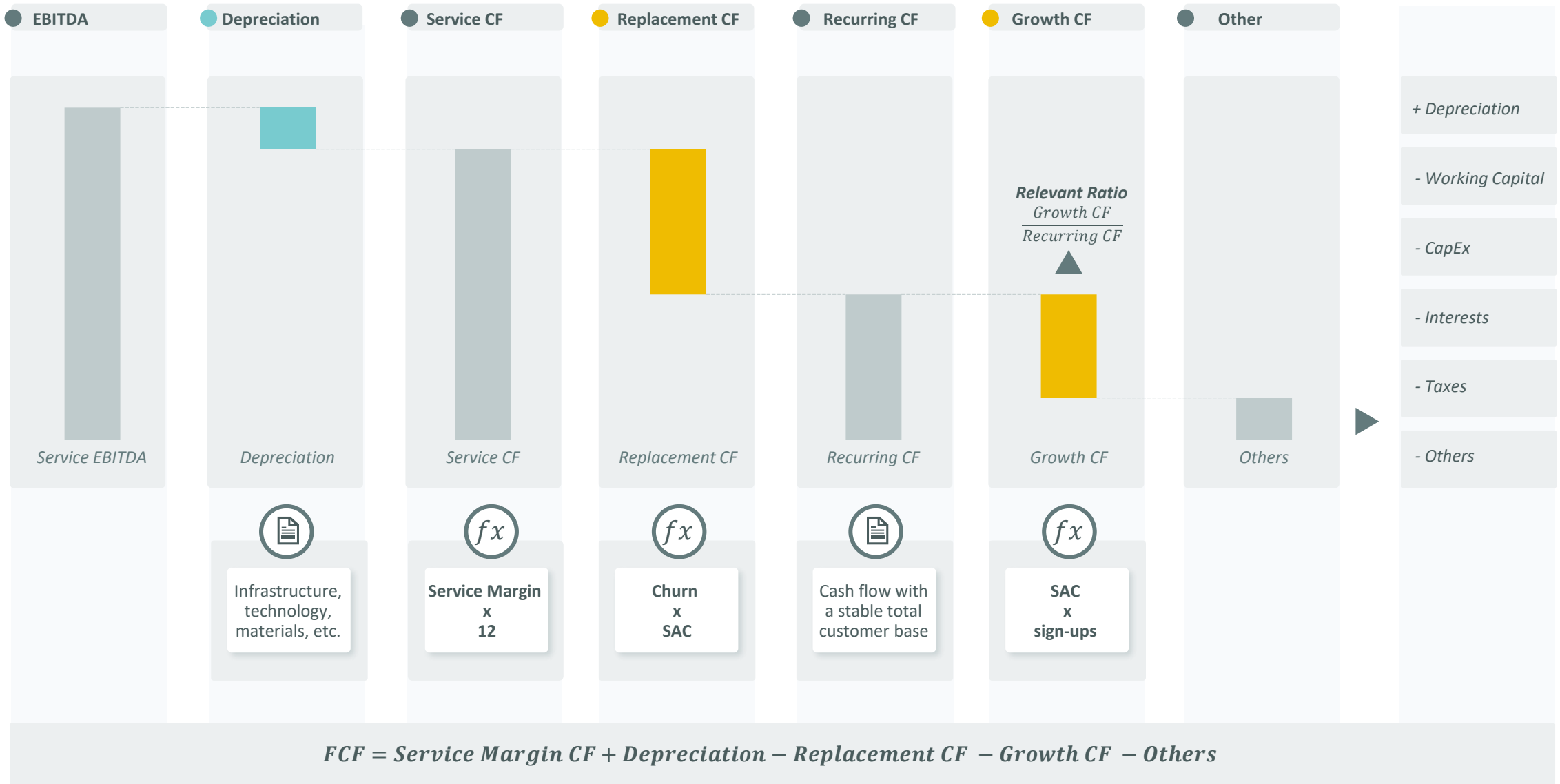


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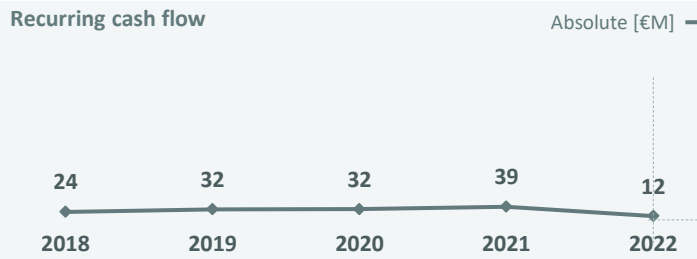
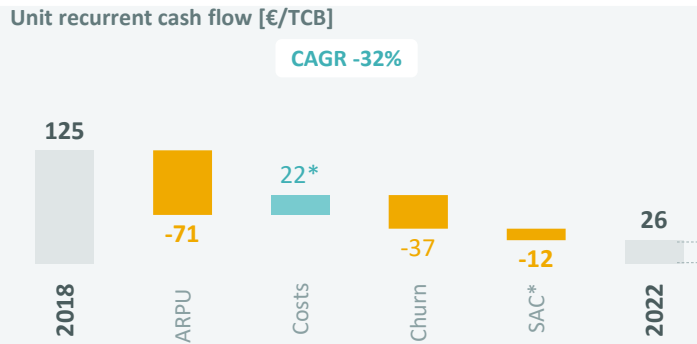
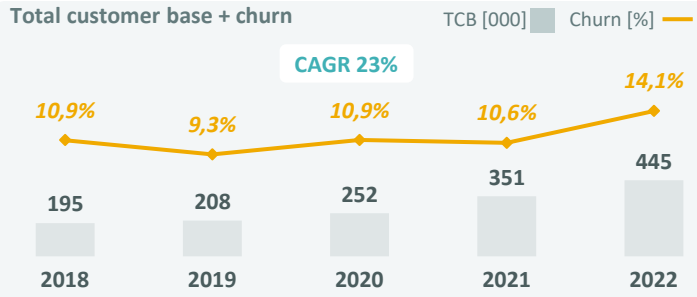
Finance



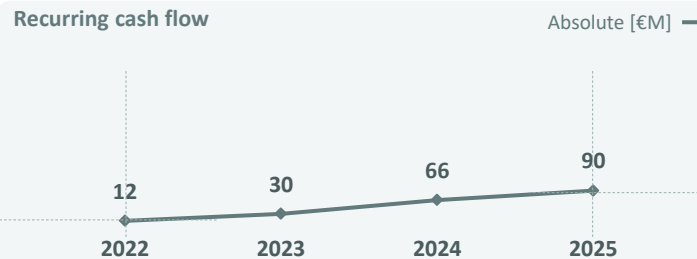
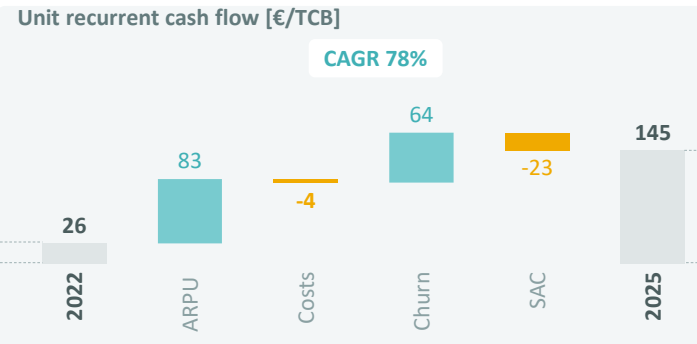
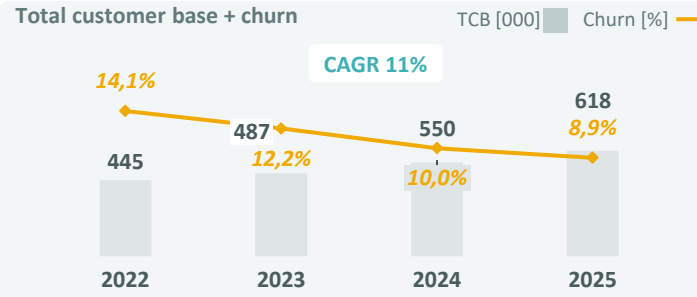




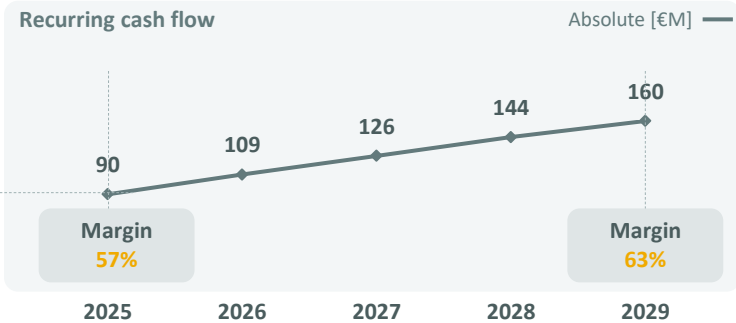
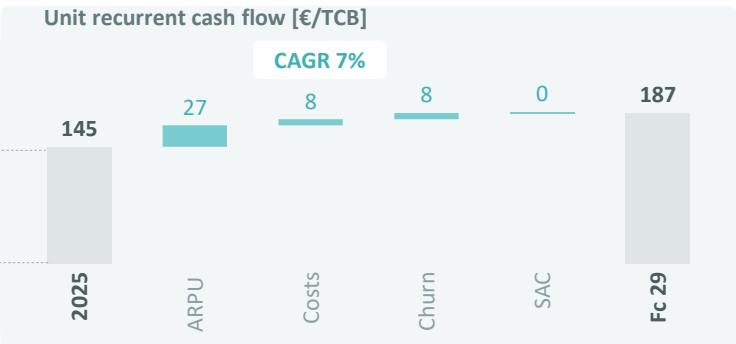
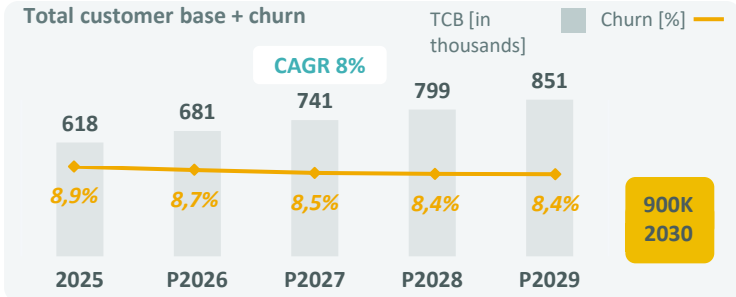
1 Accelerated growth



2 Consolidation & launch



3 Optimal growth

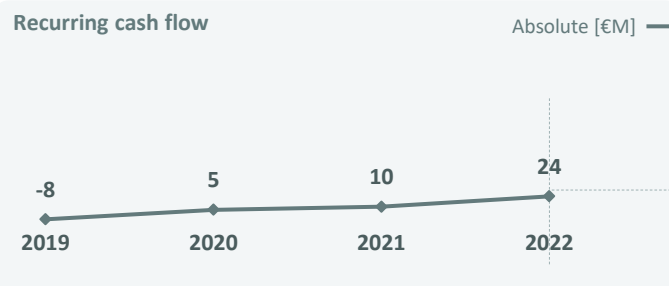
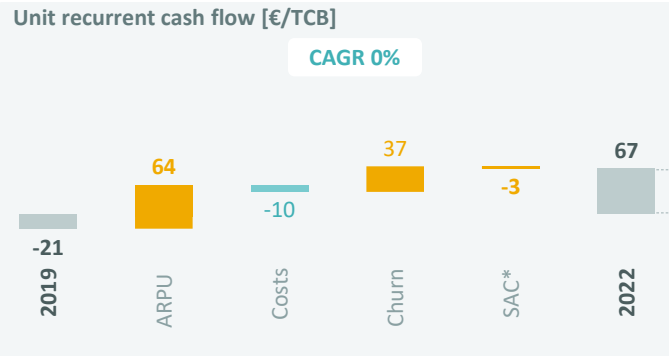
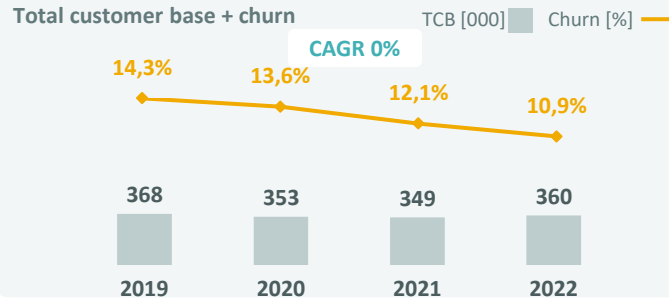


\* SAC: subscriber acquisition cost

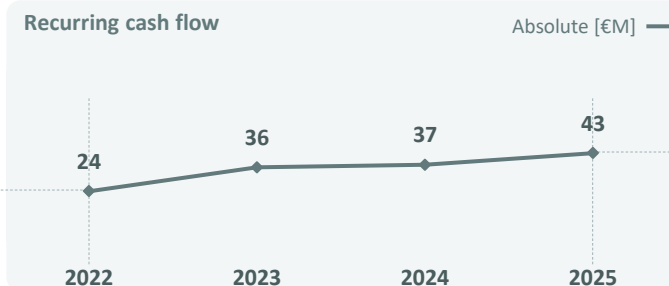
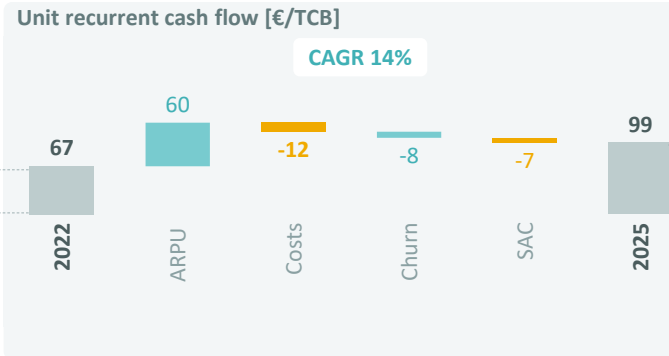
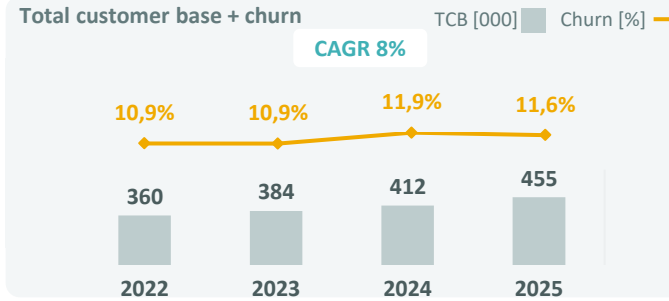


# Finance | Prosegur Alarms performance & guidance

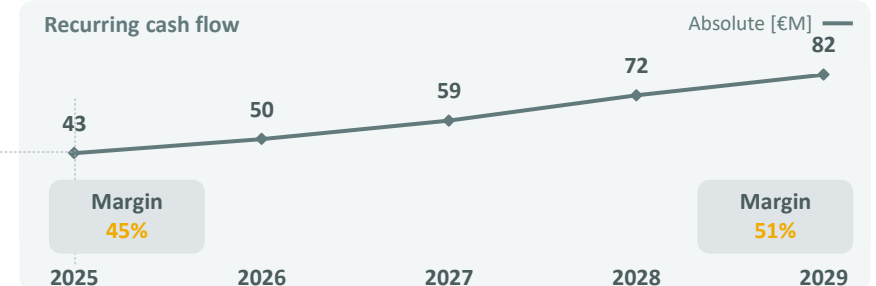
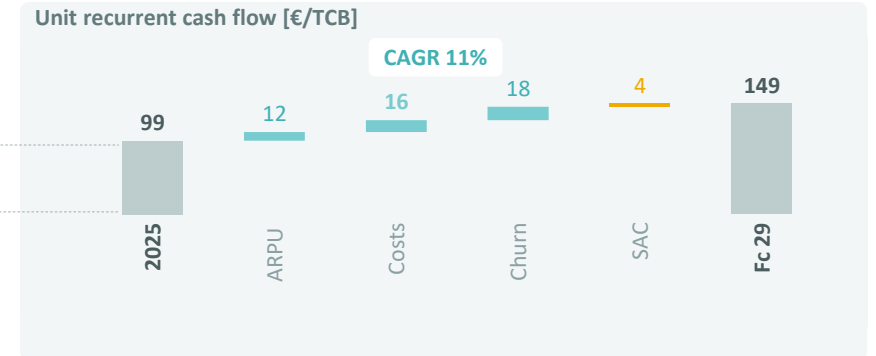
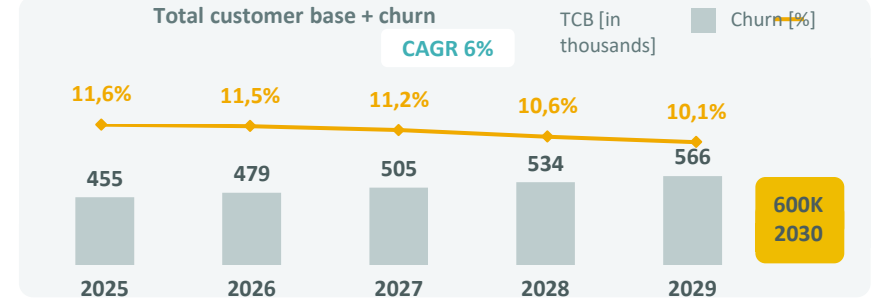
## 1 Fix the basics



## 2 Acceleration



## 3 Optimal growth



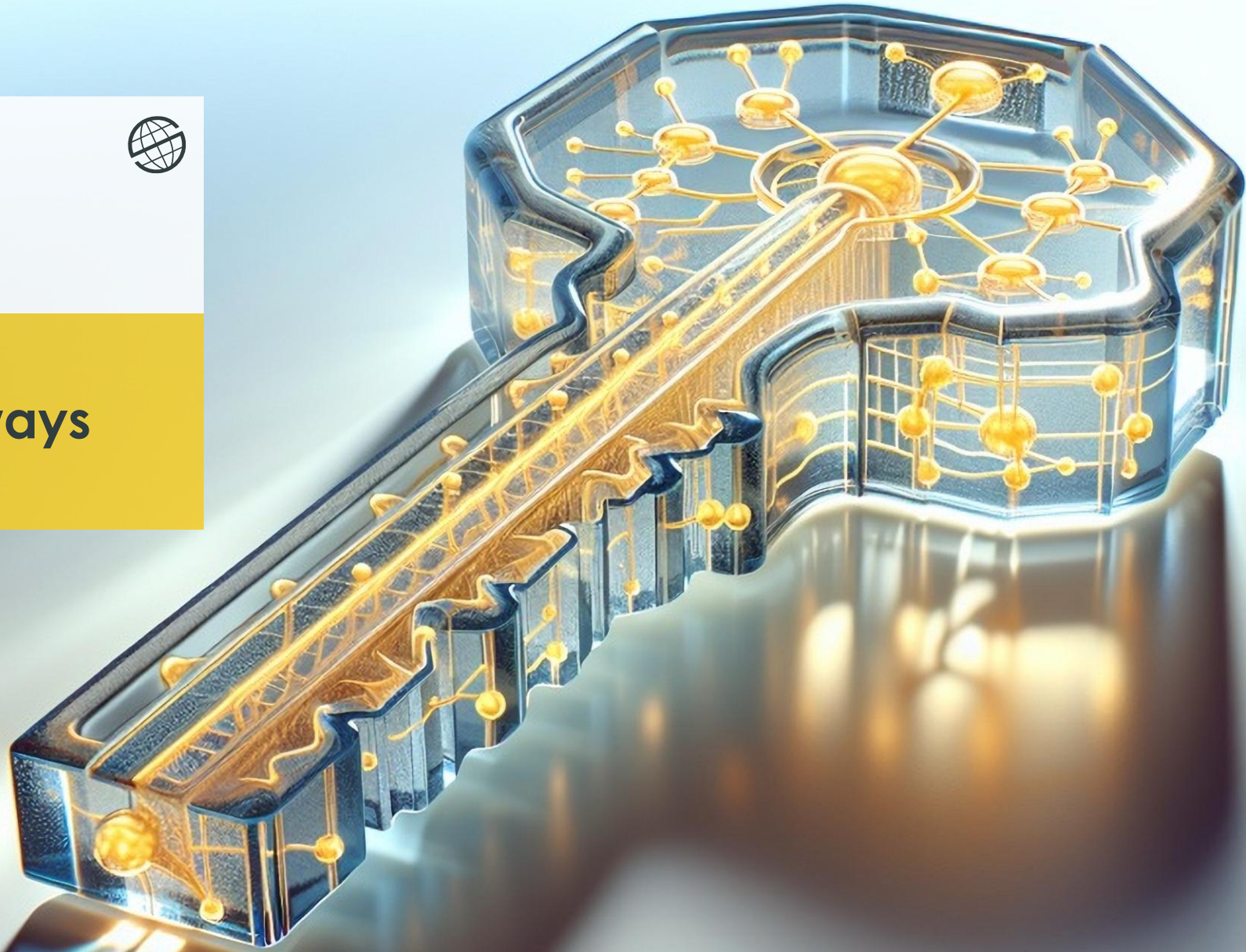
\* SAC: subscriber acquisition cost



4



Takeaways





## Takeaways

1

Best-in-class product



2

Best-in-class go-to-market strategy



3

Unparalleled customer experience



4

1.5M connections in 2030  
MPA + ROW



5

Focus on profitable growth  
& debt control



6

MPA Service Margin 2029: 63%  
ROW Service Margin: 51%



7

MPA Recurring CF MPA 2029: €160M  
ROW Recurring CF MPA 2029: €82M





Q&A

