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ANNUAL
REPORT

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AR Annual Report 2018

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Letter from the Chairman

We welcome you to Prosegur Cash's second Annual Report. This is the first report covering a full year of our operations, after the company was listed in March 2017.

Our last report reviewed the main lines of action of Prosegur Cash and the strategy that guides our activities. In this report we outline what progress was achieved in a year shaped by rapid currency depreciation in Latin America.

While the currency situation was more stable in the first half of the year, in the second half the value of the Argentine peso and Brazilian real tumbled, creating a more adverse macroeconomic climate. This was exacerbated by the additional complexity of Argentina being declared a hyperinflationary economy, with the subsequent application of accountancy standards IAS 21 and 29.

Nonetheless, the company demonstrated true flexibility and proficiency in adapting to one of the more challenging macroeconomic climates in which we have had to operate to date. We at Prosegur Cash are very proud of the real acuity demonstrated by local teams, which as a whole secured outstanding growth in local currency terms of 12 percent, thus attenuating the impact had by depreciation of Latin American currencies. Prosegur Cash reported total revenue of EUR 1.732 billion, which represents a decline of just 10 percent less than in 2017, in a year in which the accumulated negative forex impact amounted to approximately 22 percent.



We at Prosegur Cash are particularly proud of the real acuity demonstrated by local teams, which as a whole secured outstanding growth in local currency terms of 12 percent





Looking at profitability and operating margins, I would emphasise the positive performance recorded in local currency terms. However, the exchange rate effect, the application of hyperinflation accounting standards and the merger costs resulting from acquisitions saw figures decline compared to the previous year. Thus, EBITDA and EBIT stood at EUR 340 million and EUR 268 million respectively, meaning sales margins of 19.7 percent and 15.5 percent. Finally, net profit attributable to our operations amounted to EUR 174 million in 2018, down 26.2 percent compared to the same period the year before.

As for consolidation, we remain fully committed to driving our inorganic growth. Prosegur Cash is permanently seeking out operations that may add value to the company. In fact, last year we doubled our investment compared to 2017. In total the company invested approximately EUR

100 million to complete nine operations. Slightly more than half of the total investment came in markets in which the company was already present.

These acquisitions complemented our existing activities and strengthened our leading position in said markets, which represents a critical factor in the cash in transit and cash management business. Looking at acquisitions in new markets, in June we finalised our move into Central America, while in July we announced our entrance into the Philippines.

In both cases we established ourselves via companies that are benchmarks in their respective markets, allowing us to launch our New Products and thus enhance the traditional cash in transit and cash management business, while contributing greater value to services.

With regards to transformation, I would particularly highlight the robust development of New Products. This business area is structured into three main areas of activity: Prosegur Smart Cash, added-value outsourcing services (AVOS) and ATM services. Overall, sales of these services expanded 23 percent in the year, while this figure would rise to 45 percent excluding currency effects. Thus, New Products now account for more than 11 percent of total company turnover.

Looking at Prosegur Smart Cash, providing cash management automation services at the point of sale, the rapid growth was evident in a 22 percent uptick in investment in equipment. Our added-value outsourced services initiative, again posted organic and inorganic growth in the Spanish market. Furthermore, in early 2019 we completed the acquisition of one of the leading operators in service outsourcing in the Argentinian market, which



Sales of New Products expanded 23 percent in the year, while this figure would rise to 45 percent excluding currency effects





marked the starting pistol for operations in Latin America for this unit. And finally, in ATM services we bolstered our position in markets such as Australia and Germany.

As you can see, Prosegur Cash is making firm progress in deploying its strategy and securing medium-term objectives. Likewise, we are delivering on the commitments that we announced at the time of the stock market listing. These include commitments in terms of operations growth, transforming services, and shareholder remuneration, having sustained a payout ratio of 50 percent.

Regarding the global cash scenario, it is worth pointing out that cash usage continues to grow in all markets and enjoys very high penetration in all markets within the Prosegur Cash footprint. This was confirmed by the Bank for International Settlements, which recently indicated that cash usage

had risen from 7 percent of GDP to 9 percent since 2000 in member states of the Committee on Payments and Market Infrastructures. In the specific case of the Eurozone, according to the European Central Bank cash in circulation has tripled since the common currency was introduced.

Evidently alternative payment methods have continued to gain ground, but cash payments remain important for a very significant proportion of the population. Each and every day we find fresh examples of how society benefits from cash payments. Indeed, cities as prestigious as Washington, New York and Philadelphia are beginning the roll out legislation making it obligatory for businesses that had declared themselves cashless to accept cash payments. Such measures are partly a response to concerns among authorities that users may find their payment choices restricted, but also as a means to safeguard the unbanked populations of such cities.

Similarly, the Central Bank of China issued a statement expressly indicating that businesses cannot refuse to accept cash payments. This in one of the countries where new payment methods are most widely accepted.

Another increasingly important factor - and an area where cash can have a major impact - is data protection and privacy. So states a study entitled "Lost in transactions: Payment Trends 2018", examining payment trends in the United States, Canada and the United Kingdom. The study reports that 87 percent of the subjects surveyed had used cash in the last month, pointing out that visits to ATMs has risen by 8 percentage points compared to 2017.

Finally, I would like to share with you a joint study from Deutsche Bundesbank and the EHI Retail Institute. The two institutions concluded that

“ Generally speaking, cash usage continues to grow in all markets and enjoys very high penetration in all markets within the Prosegur Cash footprint

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cash payments in Germany took just 22 seconds to complete, with a cost per transaction of 24 euro cents, making cash the fastest and most efficient payment method. The significance of these figures is clear, particularly as more than 20 billion retail transactions take place in Germany each year, three out of four of which are made in cash.

Cash is in excellent health, which encourages all of us at Prosegur Cash to strive to enhance both the efficiency and availability of cash. It is our conviction that an efficient, secure, reliable, resilient and universal payment method such as cash has a major role to play in an increasingly com-

plex payment method ecosystem. Therefore, we will continue to provide our customers with the support they need, in the knowledge that optimal cash management means healthier businesses and operations.

Likewise, we remain steadfastly committed to the more than 65,000 individuals who ensure the availability of cash in our society each and every day. This work requires real specialisation and true professionalism, while also carrying inherent risk. I would here like to acknowledge the commitment of these individuals to this important task.

Finally, I would like to thank all shareholders for their confidence in the Prosegur Cash project, reiterating once again the commitment of the entire Prosegur Cash team to create value.

Thank you very much for your confidence.

Christian Gut
Executive Chairman



Message from the **CEO**

Welcome to Prosegur Cash's Annual Report 2018.

In this report we hope to offer insight into the value that our company's services provide to society. Prosegur Cash strives each and every day to drive optimal cash management and ensure its availability. All in the awareness that cash is a key payment method for millions of people around the world. It is a payment method that is permanently available and accessible to all. In short, it is a method that users trust.

2018 brought a challenging macroeconomic climate, significantly more so in the second half of the year. In particular, the Brazilian real and Argentinian peso depreciated 20 percent and 60 percent respectively. Furthermore, Argentina was declared a hyperinflationary economy in the third quarter, triggering retroactive application of hyperinflationary accounting standards, which had a subsequent impact on our results.

In cash in transit, certain levels of inflation are not by themselves damaging to the business. On the contrary. In the past inflation has tended to have a neutralising effect over the medium term for any negative impact had by currency depreciation. From what we have observed to date, this dynamic remains unchanged. In fact, in recent quarters

we have seen inflation rise somewhat in regions hardest hit by currency devaluation. However, this was not enough to fully offset the exchange rate impairment.

An agile business model, showing resilience amid the most adverse climates

On the positive side, I would point out that the second half of the year served to demonstrate the robustness and resilience of our business model. We continue to post solid activity figures, and even secured our fastest growth rates towards the end of the year compared to the first few months of 2018. This was thanks largely to sustained organic growth, greater contributions from acquisitions and the efficiencies that we implemented in 2017.

Thus, Prosegur Cash generated total sales in 2018 of EUR 1.732 billion. This represents a decline of 10 percent compared to the previous year. However, the majority of our operations are posting growth, with results improving in local currency terms. In

our markets as a whole, growth in local currency reached 12.0 percent, helping to offset the difficulties posed by Latin American currencies.

By regions, our operations in Latin America continue to represent a considerable percentage of our sales, with this being a direct result of our significant leadership in the region. Prosegur Cash posted sales of EUR 1.148 billion, down 16 percent, although in local currency terms this represented growth of 12.4 percent. I would also highlight the positive contribution made by acquisitions, especially in Central America, which overall brought an additional 2.7 percent growth.

Our activity in Europe expanded 6 percent to EUR 491 million. While the AOA (Asia, Oceania and Africa) region posted turnover of EUR 92 million, down seven percent.

Rapid progress in our service transformation

As part of our transformation strategy, we are working hard to develop New Products, with

these being structured into three key areas: Prosegur Smart Cash, providing cash management automation services at the point of sale; our added-value outsourced services initiative; and ATM services.

While in 2017 these accounted for 8.7 percent of sales, last year said figure rose to 11.8 percent. This progress was driven by 22.9 percent growth in sales, a figure that would stand at 45 percent based solely on sales in the local currency. Overall, New Products posted sales of EUR 205 million.

By regions, new services expanded 23 percent in Latin America to EUR 126 million, chiefly driven by Prosegur Smart Cash. In Europe, revenues climbed a sharp 34 percent to EUR 73 million, thanks to contributions from Prosegur Smart Cash and AVOS. In AOA the figure declined to EUR 6 million.

Looking at business margins, EBITDA and EBIT stood at EUR 340 million and EUR 268 million re-



spectively, meaning sales margins of 19.7 percent and 15.5 percent. Again, these shrinking margins were largely due to the exchange rate effect, the application of hyperinflation accounting standards and likewise merger costs resulting from acquisitions. Finally, net profit attributable to our operations amounted to EUR 174 million in 2018, representing a decline of 26.2 percent compared to the same period the year before.

One of the standout aspects on the financial side was Prosegur Cash's ability to generate cash flow, which at year-end stood at EUR 151 million, with an EBITDA conversion ratio of 71 percent. This demonstrates our ability to efficiently generate cash despite a challenging macroeconomic climate.

Among other things, this has allowed us to maintain a moderate debt level, with a ratio of net debt to EBITDA of 1.6x, well short of our internal limit of 2.5x. This serves as further motivation to continue our inorganic growth strategy, as well as bolstering our ambition to lead the global cash in transit and cash management industry.

Thus, 2018 saw consolidation of the initiatives launched the previous year, as part of our agility, growth and transformation strategy.

One of the most significant aspects of this strategy is our steadfast commitment to talent. Prosegur Cash is a multinational group that generates countless opportunities for personal and professional development, while we remain committed to attracting, developing and retaining talent. Last year, for example, we completed a significant overhaul of the management team, near entirely driven by internal promotion. This is possible thanks to our talent plans, mentoring and coaching programmes, and our constant efforts to generate growth opportunities for our teams.

Likewise, we cannot overlook the fact that Prosegur Cash operations involve intrinsic risk. And indeed the company does not neglect this aspect. Seeking greater coordination and integration of our actions in the field of labour security, we have set up a specific Health and

Safety Committee. This Committee establishes a series of indicators, thus allowing us to evaluate trends, analyse causes behind any incidents, and ultimately operate in a climate of continued improvement in terms of the security of our operations. Some of the first initiatives tackled by the Committee include comprehensive insurance policy coverage and a support protocol for the families of victims.

Likewise, we have set up an Environmental Committee to address our concerns regarding the impact that our activities have on the environment. Said Committee monitors the company's daily operations, including aspects such as direct and indirect emissions, plastic use and waste management. The data that we compile is subsequently used to implement specific action plans aimed at curbing our environmental footprint.

This letter is too brief to set out all of the key lines of action pursued by Prosegur Cash during 2018. However, I'm sure that those who read the report - shareholders, customers, employees



and any other group - will see for themselves how the company is making decisive steps towards attaining the targets and goals that we set out in March 2017 when we made our debut as a listed company.

Our commitment to sustaining Prosegur Cash's International leadership in the cash in transit and cash management industry remains unwavering. Also unchanged is our ambition to make cash an

increasingly efficient payment method. We will likewise work hard to ensure that cash is available throughout society, well aware of the critical role that cash has to play in the community.

I am under no illusion that these are not ambitious objectives. However, our team has demonstrated outstanding talent and a positive attitude year after year, striving to achieve these goals. We also have the trust of our shareholders and cus-

tomers. All of which ensures that we look to the future with optimism, while spurring us to continue our hard work.

Cash is freedom.

José Antonio Lasanta
Chief Executive Officer

1. Prosegur Cash and its business model

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1.1. About **Prosegur Cash**

Prosegur Cash is a leading world company in the cash in transit business and the outsourcing of services to financial institutions, retail establishments, government agencies and central banks, national mints, jewellers and other business activities around the world. Every year it processes over EUR 550,000 million in its more than 575 logistics centres. It employs over 55,000 people in 21 countries. Prosegur Cash's fleet numbers in excess of 10,000 armoured and light vehicles.

The services provided by Prosegur Cash range from cash in transit to the outsourcing of high

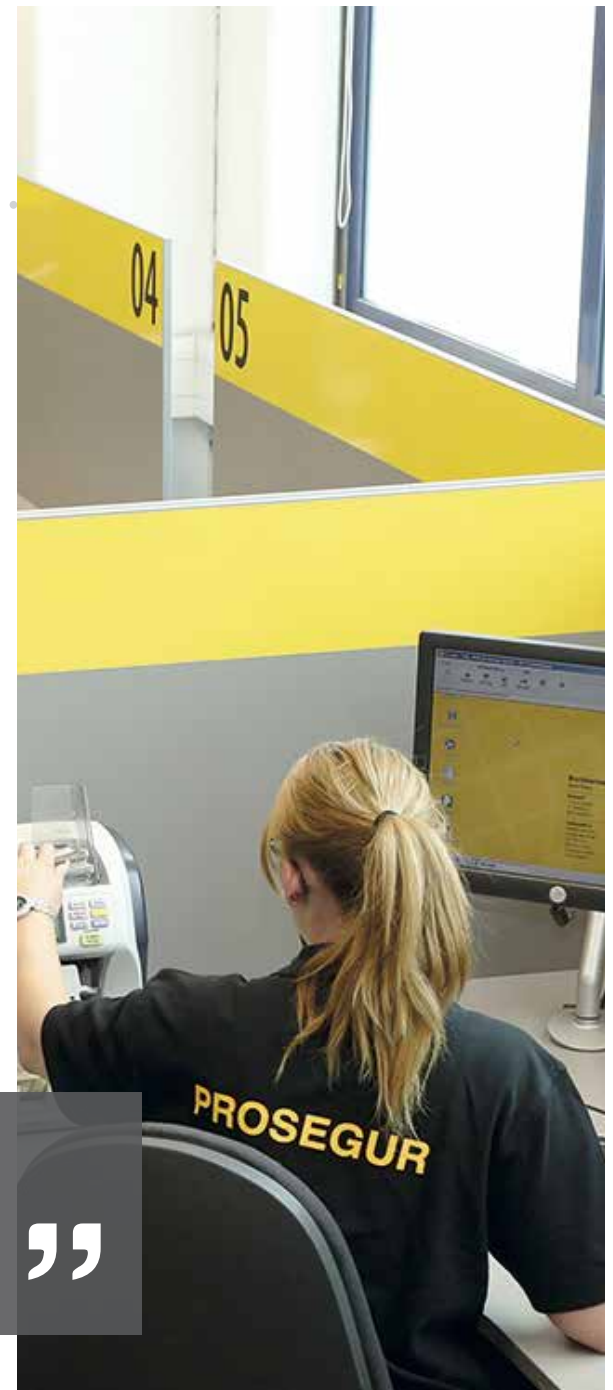
added-value services. These mainly include transit, storage, custody, counting and classification of coins and banknotes, deeds, securities and other items that require special protection due to their economic value or associated risk. This business is mainly focused on the banking and distribution sectors.

Prosegur Cash, S.A. is a subsidiary controlled by the Spanish company Prosegur Compañía de Seguridad, S.A. At 31 December 2018, Prosegur Compañía de Seguridad owned 72.5 percent of the capital, either directly or indirectly, with the remaining 27.5 percent as floating capital.

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Prosegur Cash's fleet numbers in excess of 10,000 armoured and light vehicles

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Business Lines

Prosegur Cash's business lines are the following:

Logistics: Local and international transit service - by land, sea and air - of cash and other valuable goods including: jewellery, works of art, precious metals, electronic devices, pharmaceutical products, ballot papers and judicial evidence. These services include the collection, transit, custody, delivery and deposit in safes.



New Products:

- › Automation of payments in shops using self-service cash machines (Prosegur Smart Cash), including, amongst others, devices for cash entry, recycling and dispensing of coins and bills, and payment of bills.
- › Comprehensive management of cashpoints, including the planning, supervision, first and second level maintenance, and balancing processes;
- › Added-value outsourcing services (AVOS) for financial institutions, including planning the needs of the bank branches, reconciliation and balancing, and credit card support services.



Cash management: This covers counting, processing, conditioning, custody, packaging and delivery of bills and coins, and cashpoint loading services.





The new products are increasingly acquiring greater weight in the company's activity, as they contain key attributes for the future: they contribute continually growing added-value to the customer, increase customer loyalty, reduce risk and improve profitability.

1.1.1. Business environment

Cash transactions are still the most commonly used option when making payments around the world. It is an indisputable reality that there is more cash in circulation every year, and it grows in both absolute and relative terms. This has been confirmed by the central banks of each country.

In the eurozone, for example, Cash has experienced an annual growth rate of 4 percent in the last decade, according to a European Central Bank study assessing trends and development in cash use between 2008 and 2018. In areas of Latin America, the increase in cash demand is even greater. In Mexico, cash in circulation increased from 15 to 31 percent between 2000 and 2015, while in Colombia it grew from 10 to 16 percent between the '80s and 2018.

However, the international panorama of means of payment is at a constant boiling point. New payment methods and new players are emerging in the industry every day with innovative and disruptive proposals. We attend big launch events, mass presentations that generate enormous expectations. In certain environments, perhaps the most cosmopolitan, this huge activity, coupled with the huge wave of digitalisation, which seems to flood everything, has generated the feeling that cash is

in disuse and that it could soon disappear. There are many and very powerful reasons that indicate that cash will survive. First, it should be noted that, to date, there has been no alternative payment method that is able to match all the benefits that cash entails for users.

Cash is universal and inclusive. It is the only means of payment accessible to everyone. It is estimated that more than two billion people around the world do not use banks and fully depend on this means of payment.

Cash also provides privacy and gives the user a sense of trust. Both factors are becoming increasingly relevant given the increasing exposure of users to security breaches in digital environments. Personal data protection is a key element of increasing interest to people, and where cash plays a crucial role.

Cash is also a secure means of payment. The number of counterfeit banknotes withdrawn from circulation in the Eurozone has been steadily declining since 2014. In 2017, just 30 were withdrawn for every million banknotes in circulation. An extremely low percentage.



In addition to being safe, cash is efficient. The UNICEF 2017-2018 Winterization Campaign in Zaatari and Azraq showed how cash delivered to Syrian families in two refugee camps in Jordan contributed “more effectively” to purchasing basic goods to get through the winter.

What’s more, cash is resilient. Paradoxically, Sweden, the leader of the cashless movement, recommended the convenience of holding on to cash in a guide created by its Government. This guide shows how effective cash is in extreme situations and the need for different methods of payment to be brought together.

In short, this coexistence ensures the user’s freedom of choice, whilst promoting necessary competition between the different means of payment, which again benefits users.

Along the same line, in 2018, Yves Mersch, a member of the ECB’s executive committee for Project Syndicate, said that “if electronic payment methods one day replace cash, the decision should be the result of the will of the general public, not the force of lobbies.”

As such, Prosegur Cash believes that cash represents a vital part of the modern economy, and therefore has an important role to play.

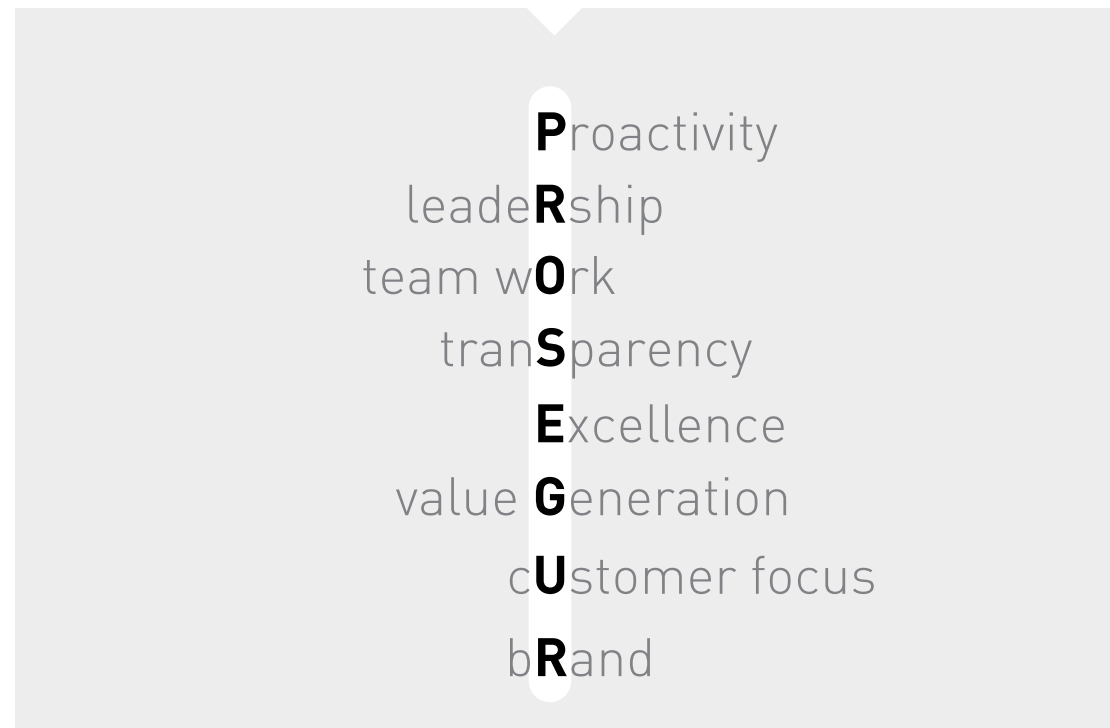




1.1.2. Prosegur Cash's purpose

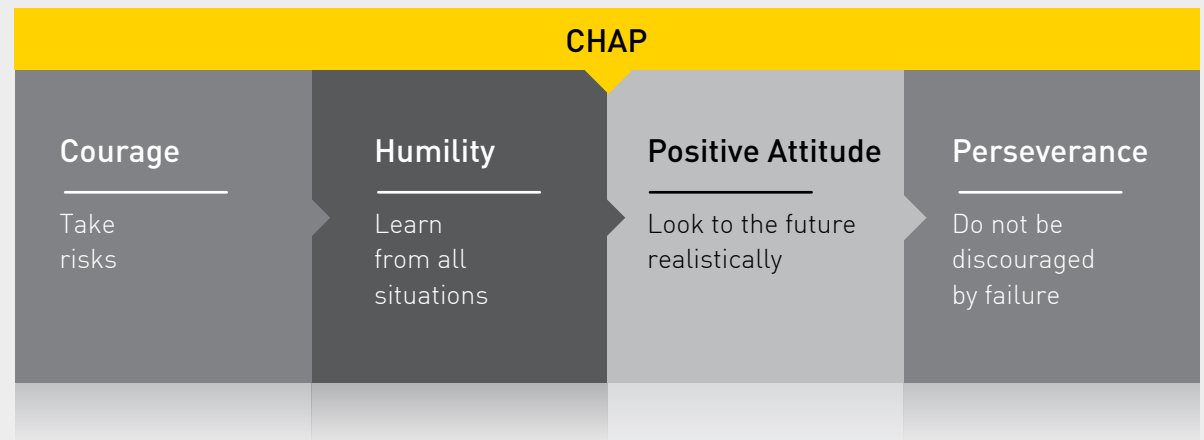
Prosegur Cash's purpose is **to facilitate business worldwide**. The company has a clear mission: to generate value for its customers, society and shareholders by offering end-to-end cash management solutions and other associated activities. It achieves this by incorporating the most advanced technology and by including the very best professionals in its workforce. The future vision that guides the company's activities is to be the (agile and efficient) sector leader in emerging markets through the consolidation of the industry and its transformation, which would require it to ride the third wave of outsourcing.

Values of Prosegur Cash





To make all this possible, the professionals who are part of Prosegur Cash have something in common: their CHAP attitude. The CHAP attitude refers to the courage (C) with which they assume risks and leave their comfort zone when the situation requires it; the humility (H) with which they work to achieve a common goal, learning not only from their own experiences, but also from their colleagues and always looking for the best way to serve the customer; the positive attitude (A) with which they tackle all the challenges that face them; and the perseverance (P) with which the team works to achieve the company's ambitious objectives.



1.1.3. Governance structure

Based on the provisions and recommendations of the Unified Code of Good Governance for listed companies, ratified by the National Securities Market Commission (CNMV), the best practices and national recommendations in the field of good governance, Prosegur Cash has remained steadfastly committed to success and efforts to consolidate a responsible, profitable

and sustainable business. In this sense, the organisation's corporate governance is founded on five core pillars that serve as a framework and benchmark for its development.

On 31 January 2018, Prosegur Cash approved its Corporate Governance Policy which governs activities in this area and includes the criteria

and principles that regulate the organisation and operation of the bodies which govern the company, applying both national and international best practices.

THE PILLARS OF GOOD GOVERNANCE IN PROSEGUR CASH



Within the framework of these principles and best practices, the general principles and commitments through which Prosegur Cash's Corporate Governance System will be developed are:

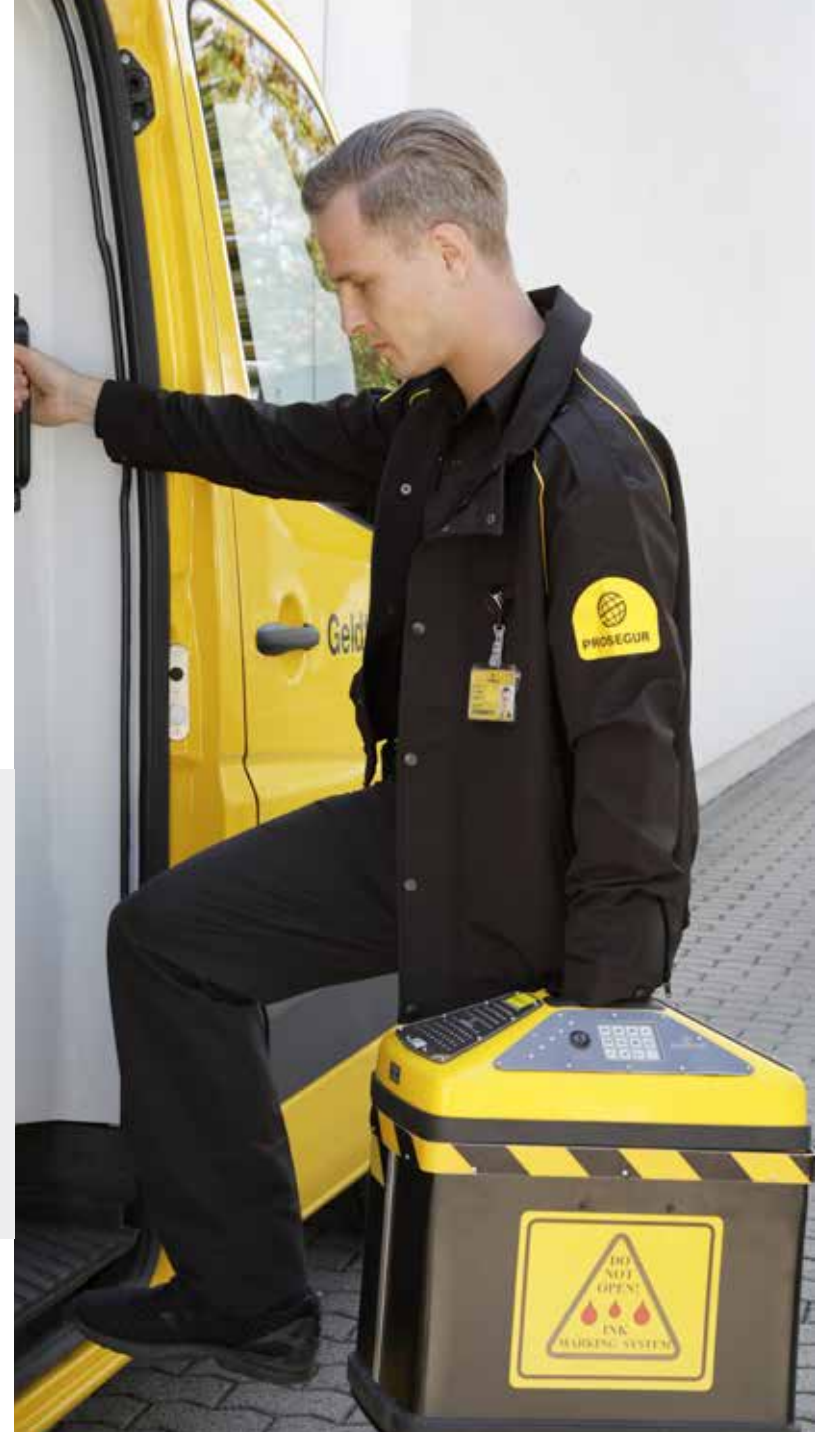
- › **Promotion of social interest**, ethically and sustainably creating value for our shareholders, customers and society in general.
- › **Apply best practices**, both national and international, in corporate governance matters, encouraging the review and continuous improvement of the corporate governance policies of the company and its group.
- › **Compliance with current legislation**, by directors, executives or employees of the company, who will pay special attention to fulfilling the regulatory requirements on anti-money laundering, competition law, data protection and securities markets.
- › **Ensure good habits**, the professionalism, independence and efficiency of the Board of Directors and the management team.
- › **Communication with shareholders** and with the market in general, under the principles of transparency and truthfulness.
- › **Encourage the informed participation** of shareholders.



Various other policies feed into this Good Governance Policy which help to develop the Corporate Governance System:

Company Bylaws, Regulations of the General Shareholders' Meeting and Regulations of the Board of Directors. In addition to these policies, other related internal procedures also exist, which act as reinforcement and a frame of reference:

- > Code of Ethics and Conduct
- > Internal Regulations on Conduct in Securities Markets
- > Framework Relationship Agreement between Prosegur Cash and Prosegur Compañía de Seguridad
- > Director Selection and Remuneration Policy
- > Corporate Responsibility Policy
- > Investor Communications Policy
- > Dividend Policy



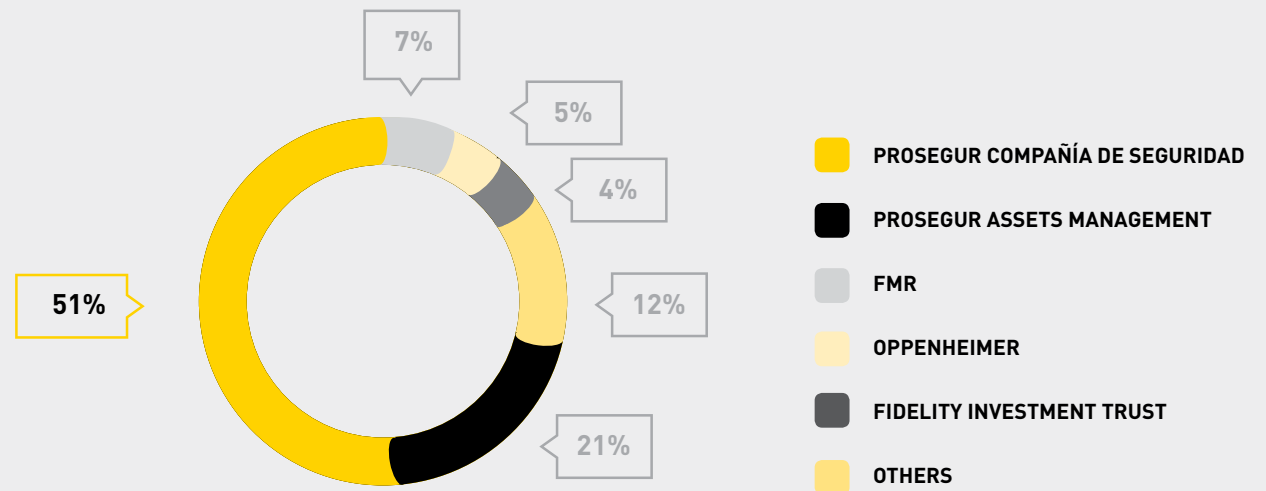


Ownership structure

The share capital of Prosegur Cash is EUR 30,000,000.00, represented by 1,500,000,000 shares of 0.02 euros nominal value, represented by means of book entries, with ISIN code: ES0105229001, all of a single class and the same series.

All shares are fully subscribed and paid out, and listed on the stock exchanges of Madrid, Barcelona Bilbao and Valencia (Spain). Each share carries the right to one vote and there are no legal or statutory restrictions on exercising of voting rights, or on the acquisition or transfer of shares in the share capital.

Prosegur Cash Shareholders





Prosegur Cash Governance System

The General Shareholders Meeting is the main body representing Prosegur Cash share capital, exercising the functions set out by law and the company's by-laws. In 2018, the Ordinary General Shareholders Meeting was held on 28 May 2018, with the attendance in person of 8.12 percent of the share capital and the representation of 81.2 percent, dealing with the approval of the company's financial statements, the directors' remuneration policy and the Long-Term Incentive Plan (LTI 2018).

The Board of Directors is the most senior body of representation, administration, direction, management and control of the company. It has the power to represent the company and establish strategic, supervisory and shareholder relations directives.

The Board has two committees, the functions of which are detailed in the Annual Corporate Governance Report: The Audit Committee and the Appointments and Remuneration Committee the organisation and operation of which is regulated

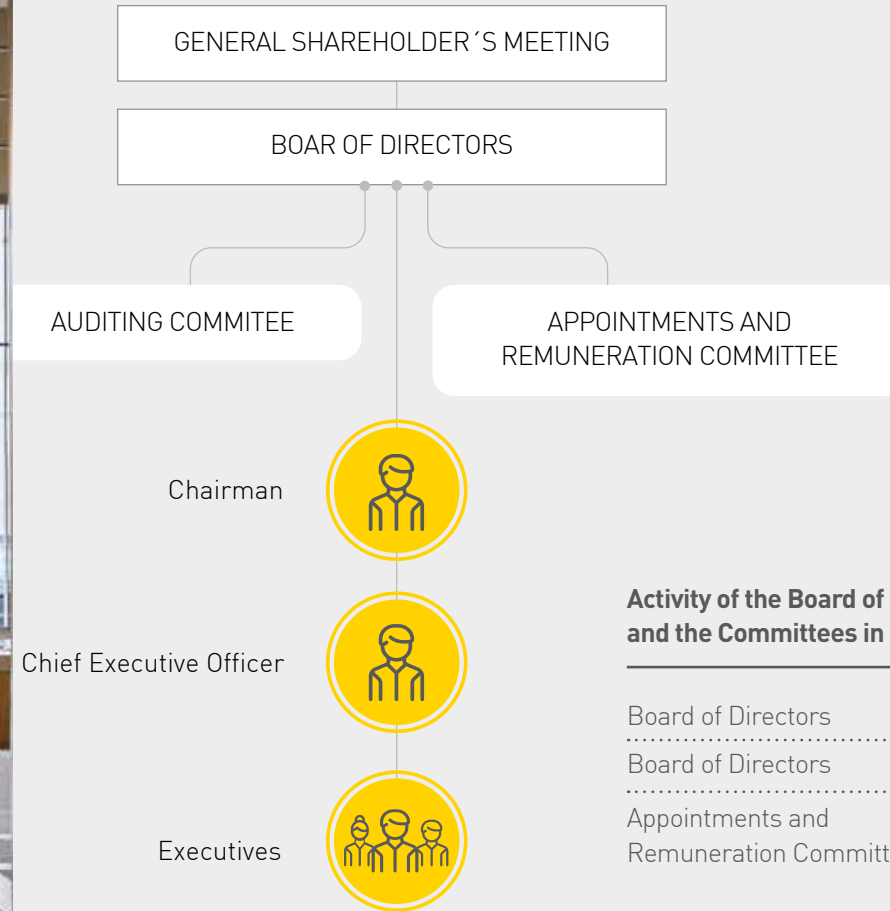
by the Bylaws and specifically by the Regulations of the Audit Committee (both these documents are available at: www.prosegurcash.com).

The responsibilities of the Audit Committee include: proposing the appointment of the auditor; reviewing Prosegur Cash's financial statements; ensuring compliance with legal requirements and application of generally accepted accounting principles. In addition, it is required to review the company's corporate responsibility policy; coordinate the process of reporting non-financial and diversity information; and supervise the strategy for communication and relations with shareholders and investors.

For its part, the Appointments and Remuneration Committee establishes and reviews the criteria for the composition and remuneration of the Board of Directors and for the Prosegur Cash management team. It also periodically reviews remuneration programmes.



Prosegur Cash Governance System



Activity of the Board of Directors and the Committees in 2018

Board of Directors	8 meetings
Board of Directors	5 meetings
Appointments and Remuneration Committee	1 meeting

Composition of the Board of Directors

At 31 December 2018, Prosegur Cash's Board of Directors was formed by nine members: two executive members and seven non-executive members, of which four are independent and three are proprietary.

The responsibilities of the Executive Chairman and Chief Executive Officer are different and complementary. As a result, Prosegur Cash adopts the requirements of the main international standards in matters of Corporate Governance that recommend the separation of roles.

For further information, see the Prosegur Cash Annual Corporate Governance Report (www.prosegurcash.com).



Mr Christian Gut Revoredo

Executive Chairman Board of Directors



Mr Pedro Guerrero Guerrero

Vice Chair of the Board of Directors (Proprietary Director)



Mr José Antonio Lasanta Luri

Chief Executive Officer (Executive Director)



Mr Claudio Aguirre Pemán

Ordinary Member (Independent Director) Chairman of the Appointments and Remuneration Committee and Coordinating Independent Director



Ms María Benjumea Cabeza de Vaca

Ordinary Member (Independent Director)



Mr Daniel Guillermo Entrecanales Domecq

Ordinary Member (Independent Director) Chairman of the Audit Committee



Ms Chantal Gut Revoredo

Ordinary Member (Proprietary Director)



Mr Antonio Rubio Merino

Ordinary Member (Independent Director)







Ms Ana Inés Sainz de Vicuña

Ordinary Member (Independent Director)


○ Auditing Committee

● Appointments and Remuneration Committee

Name	Category	Position on the board	Appointments and Remuneration Committee	Audit Committee	Profile
MR CHRISTIAN GUT REVOREDO	Executive Director	Chairman			Degree in Economics and Business Administration MBA from INSEAD. CEO of Prosegur since 2008 and Board member since 1997. General Manager of Prosegur Spain until 2007. Member of the Board of Trustees of Prosegur Foundation.
MR PEDRO GUERRERO GUERRERO	Proprietary Director	Vice Chairman			Law degree from the Complutense University of Madrid. State Attorney, Exchange Agent and Stockbroker and Notary (on leave). Former Chairman of the Governing Body of the Madrid Stock Exchange and Sociedad de Bolsas. Founding partner and Vice Chairman of A.B. Asesores Bursátiles and Chairman of A.B. Asesores Red. Chairman of Bankinter, of which he has been a Director since 2000.
MR JOSÉ ANTONIO LASANTA LURI	Executive Director	Chief Executive Officer			Degree in Business Administration from the Universidad Pontificia Comillas – ICADE (E4). Worked at the consulting firm McKinsey, and at Rothschild investment bank. Joined Prosegur in 2004, where he has held the position of Strategy Manager, Corporate Development Manager, Manager for Asia-Pacific, Manager of the Technology business and CFO.

Name	Category	Position on the board	Appointments and Remuneration Committee	Audit Committee	Profile
MR CLAUDIO AGUIRRE PEMÁN	Independent Director	Independent Director – Coordinating Director			<p>Degree in Economics and Business Administration from Universidad Complutense de Madrid.</p> <p>MBA from the Instituto de Empresa de Madrid and Advanced Management Program (AMP) from Harvard Business School.</p> <p>Former Head for Spain of The Chase Manhattan Bank and Goldman Sachs Investment Banking.</p> <p>He also held various senior positions at Merrill Lynch. Chairman, CEO and Founding Partner of Altamar Capital Partners.</p> <p>Director of Redexis Gas, S.A.</p> <p>President of the Advisory Board of Marsh McLennan, member of the Advisory Board of Caixabank Banca Privada and of the International Advisory Board of Goldman Sachs & Co.</p>
MS MARÍA BENJUMEA CABEZA DE VACA	Independent Director	Ordinary Member			<p>Degree in Geography and History from Universidad Complutense de Madrid.</p> <p>Founder of Círculo de Progreso, which later became Infoempleo.</p> <p>Founder and President of Spain Startup since 2012.</p> <p>Founding Partner of International Women Forum (IWF) Spain and Secot.</p>

Name	Category	Position on the board	Appointments and Remuneration Committee	Audit Committee	Profile
MR DANIEL GUILLERMO ENTRECANALES DOMECCQ	Independent Director	Ordinary Member			Degree in Economics from Carroll School of Management of Boston College. Project Manager at Unilever's International Innovation Centre in Milan, Marketing and Communication Manager of Loewe (LVMH Group) and General Manager of Grupo Cinnabar S.A. Founder and President of the advertising and communication agency Revolution. Director of Acciona S.A. Director of Newco Entrepriver, S.L. President of the Organising Committee of Madrid Horse Week.
MS CHANTAL GUT REVOREDO	Proprietary Director	Ordinary Member			Degree in Economics and Business Administration. MBA from IESE. Director of Prosegur since 1997. Director of Euroforum since 2001. Miembro del Patronato de la Fundación Prosegur.
MR ANTONIO RUBIO MERINO	Proprietary Director	Ordinary Member			Degree in Economics and Business Administration from ETEA-Universidad de Cordoba. Bachelor's Degree in Geography and History from the Universidad Nacional de Educación a Distancia (UNED). Former Consolidation and Audit Manager at Abengoa, and Administration Manager and Chief Financial Officer of the Inditex Group. Chief Financial Officer of Prosegur since 2009.

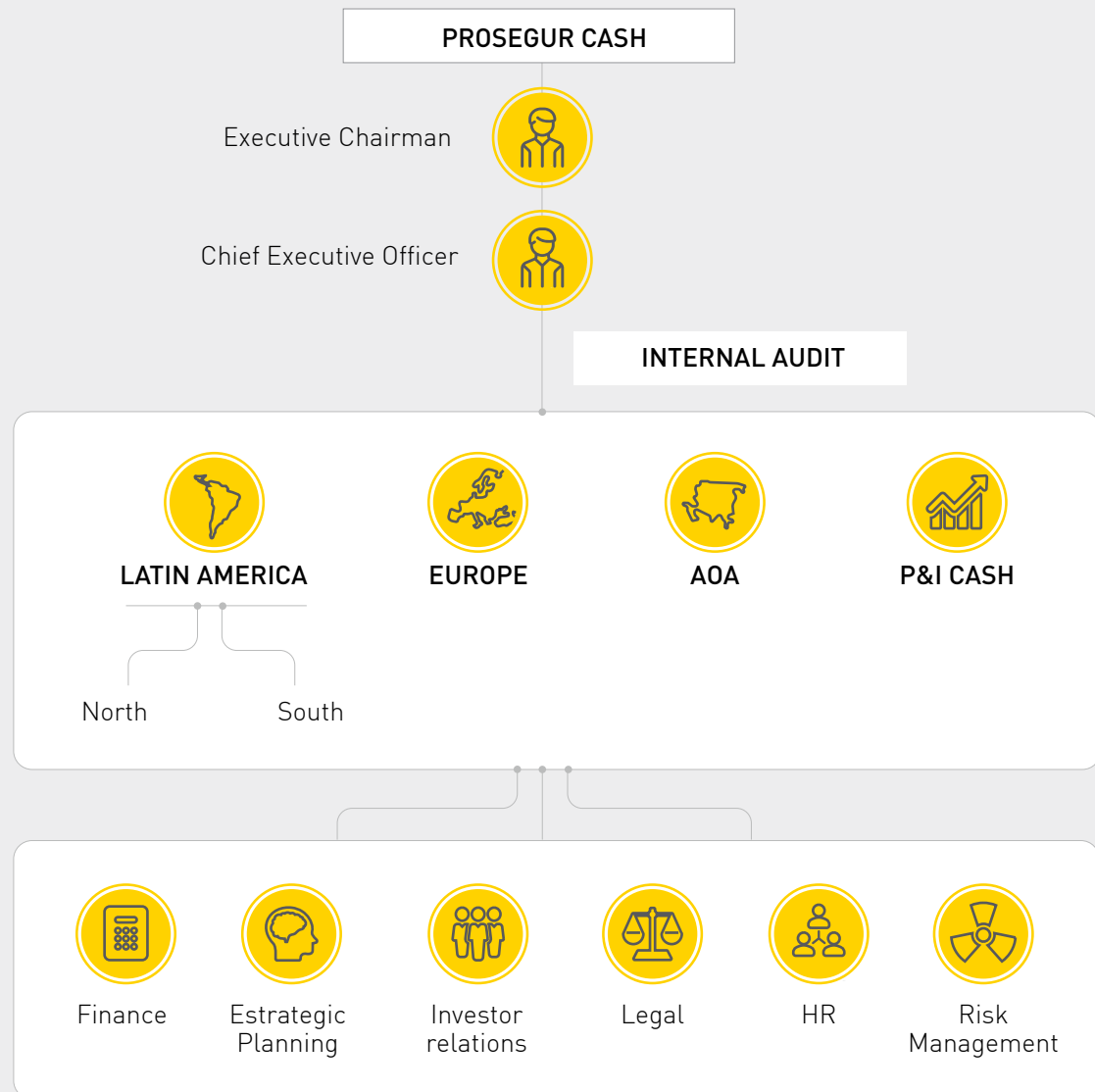
Name	Category	Position on the board	Appointments and Remuneration Committee	Audit Committee	Profile
MS ANA INÉS SAINZ DE VICUÑA BEMBERG	Independent Director	Ordinary Member			Degree in Agricultural Economy from Reading University and Program for Management Development at Harvard University. Former General Manager at Merrill Lynch International Bank in Spain. Former Director of Mobile Dreams Factory and Asturbega, Coca-Cola bottling company in northern Spain. Director of Altamar Capital Partners, Acciona, S.A., Corporacion Financiera Guadalmar (CFG) and Inmobiliaria Colonial. Member of the Board of Trustees of the ARPE Foundation.



Organisational structure

The organisational structure of Prosegur Cash is designed with the aim of improving the business's processes and flexibility, which allow it to adapt to the changing environment and to develop services that are focused on creating added-value for the customer. The Business Divisions are divided into three geographical segments: Europe, Asia-Oceania-Africa (AOA) and Ibero-America. There is also an Innovation and Productivity Division.

The corporate functions are supervised by the Global Support Departments of Finance, Human Resources, Investor Relations, Legal and Strategic Planning.

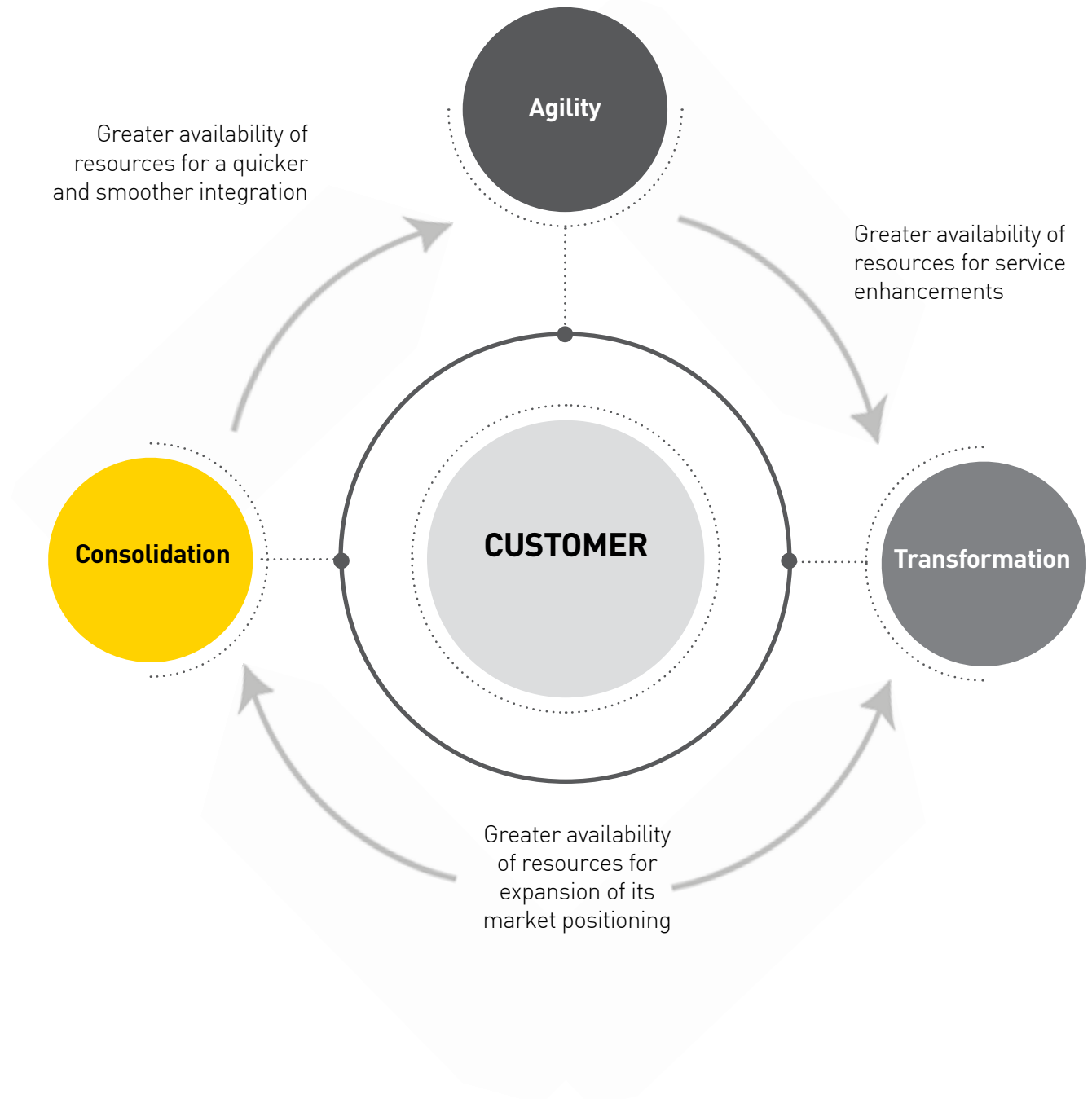


1.2. Strategic action framework

1.2.1. ACT Strategy

The constantly changing environment in which Prosegur Cash operates has played a key role in the transformation that the company has started out on in the last few years. Prosegur Cash has set three main objectives in this respect:

- > To respond to customers' latest needs, in line with market trends.
- > To become their trusted strategic partner.
- > Contribute greater value to them, through efficiency in processes and the deployment of increasingly technological solutions.

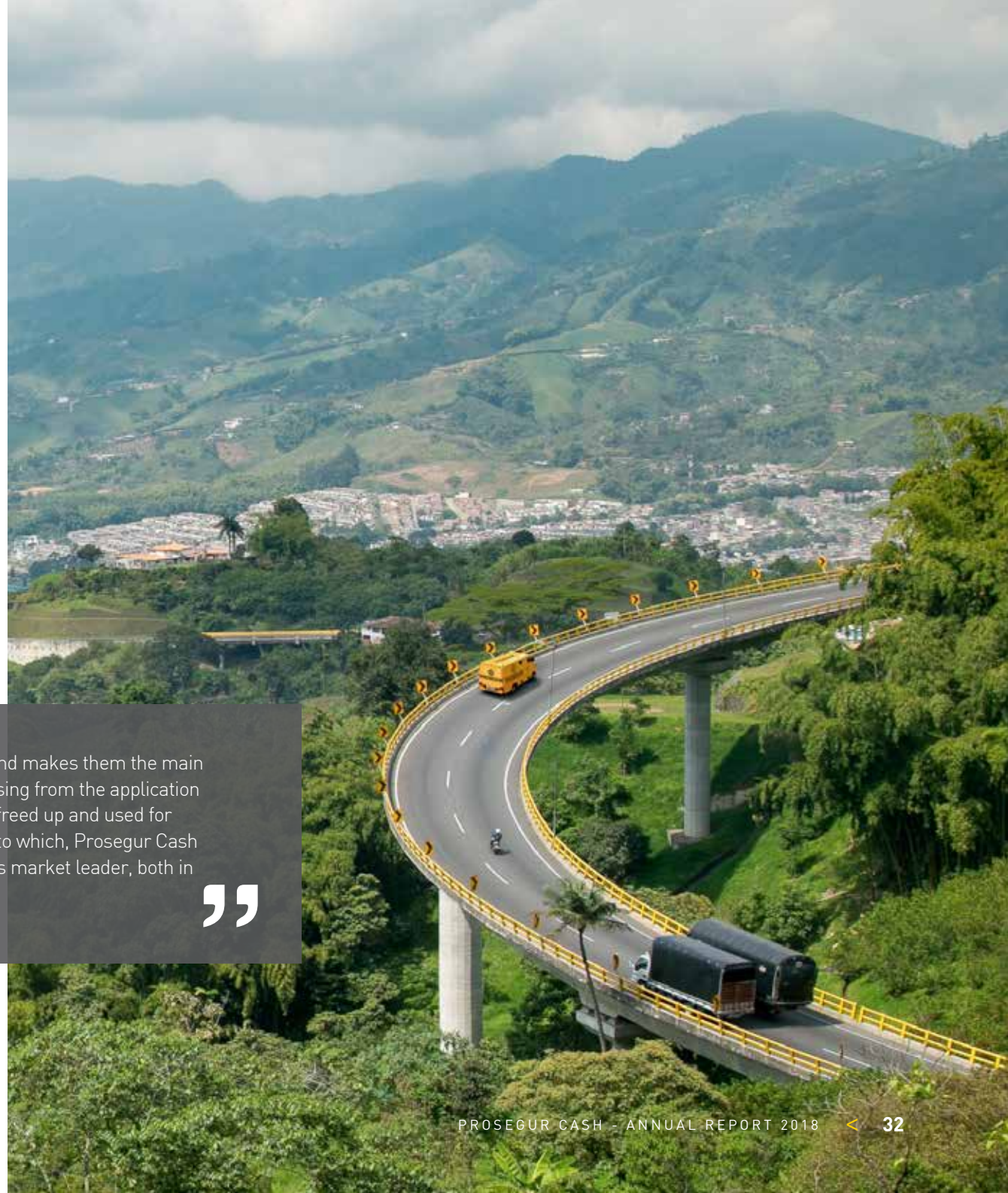


Prosegur Cash is currently immersed in the new Prosegur group 2018-2020 Triennial Strategic Plan. The company aims to accelerate its growth in a profitable manner, benefiting from the third wave of outsourcing and the possible consolidation of the sector. Along these lines, it has decided to commit itself to the sale of new products, especially those that have to do with the automation of retail, the end-to-end management of cashpoints and value-added services for the financial sector. In the same way, it wants to continue playing a key role in the consolidation of the sector, to strengthen not only its existing position but also to create the necessary platforms for its future expansion.

“

ACT puts the customer at the centre of the operation and makes them the main beneficiary of the achievements and improvements arising from the application of this plan. Greater agility will enable resources to be freed up and used for service improvements (digital transformation), thanks to which, Prosegur Cash will be able to consolidate [Consolidation] its position as market leader, both in its existing markets and those of its new acquisitions.

”



AGILITY

With the aim of making Prosegur Cash a more efficient, scalable and profitable business.

The wide geographic presence of Prosegur Cash involves a multitude of internal processes that have to be streamlined from a dual perspective: The appropriate management of the current business and the more efficient merger of the new companies acquired through inorganic growth. The biggest benefit of the agility ultimately will be the Prosegur Cash management team, which will have more efficient management systems available to them.

To achieve this agility and standardisation of processes and internal systems, Prosegur Cash is helped by digitisation as a basic tool to achieve transversal operational efficiency across the company: from human resources processes to the billing of customers, etc.

Price reviews, the implementation of efficiency plans and the progress made in the digital transformation process are the ways of working to achieve greater agility.

CONSOLIDATION

With more ambitious market expansion and consolidation plans.

The consolidation of Prosegur Cash's market position can be seen in two ways: maintain its dominant position in the markets where it has already operated for a number of years and strengthen its leadership of the sector by entering into new geographic areas with growth potential.

TRANSFORMATION

As a diversification and differentiation tool, giving greater value to customers and leading the future of the cash industry.

The objectives set are: to listen to the customer in order to develop the new value propositions that meet their needs, and to introduce new products that increase customer satisfaction, transform the business, deliver higher margins and reflect our clear commitment to innovation.

Prosegur Cash's strategy is framed by the pillars of digitisation, innovation and growth and these have materialised as the company's ACT Strategic Plan: Agility, Consolidation and Transformation.



DIGITALISE

- > Automation of client interfaces.
- > **In Information Technology**, progress in the standardisation of technology infrastructure, enabling the harmonisation of systems and the reduction of operational errors.
- > **In Human Resources**, developing the screening of candidates using data analytics.



INNOVATION

- > Boosting sales of Prosegur Smart Cash solutions and added-value outsourced services (AVOS).



GROWTH

- > Further progress in the acquisitions strategy, with new countries being included and the consolidation of existing markets.

1.2.2. Transformation Plan

For some time now, the rapid development of several technological trends has had a tangible and far-reaching impact on economic sectors, business models and even ways of working. Some of these technologies, such as the Internet of Things, Artificial Intelligence, Big Data, Blockchain and the proliferation of smart devices, generate potential to implement new tasks quicker or more effectively.

This new scenario has had a bearing on Prosegur Cash's business, via the demands of clients, employees and other stakeholders, who demand the application of these technological advances to the way they interact with the company. Such processes as the more efficient contracting of services, viewing job offers via specific channels, or the completion of an exclusively digital hiring process in an optimal timeframe are already in operation. Prosegur Cash has decided to address the constantly changing market environment by launching a Transformation Plan.

The Plan revolves around three central pillars according to the objective pursued:

Areas of action of the Prosegur Cash Transformation Plan

Optimisation of the current business's resources

- › **Agilising and simplifying processes** and reducing implementation times, via groups specifically dedicated to improving **customer processes** (Opportunity to Cash), **employee processes** (Employee Experience), and **supplier processes** (Procure to Pay).
- › **Simplifying the technological footprint**, rendering critical systems for each business more robust, modern and better integrated.
- › **Improving data governance** by reviewing processes and systems.

Promotion of innovation as a cornerstone of the future business

- › **Developing new opportunities and experimenting with new innovation models**, utilising and optimising all existing internal and external capabilities for the development of new value-added products.

Boosting the capabilities and consolidation of a common culture

- › Support all those collaborating in the transformation process through the **use of the new work and collaboration tools**, such as "agile" or "design thinking", and **the design of communication plans** that we want to reach the entire organisation worldwide.

Important milestones in transformation in 2018



Automation of management and operational processes



There are now 135 robotised processes in the company, with an efficiency saving of 120,000 hours a year. An example of this is Prosegur Cash in Brazil has automated the guideline management process of one of the country's major banks from end to end. This process involves the consolidation of the information on cash bags between the Prosegur Cash systems and the bank, improving the average time of the operation and the subsequent customer satisfaction.



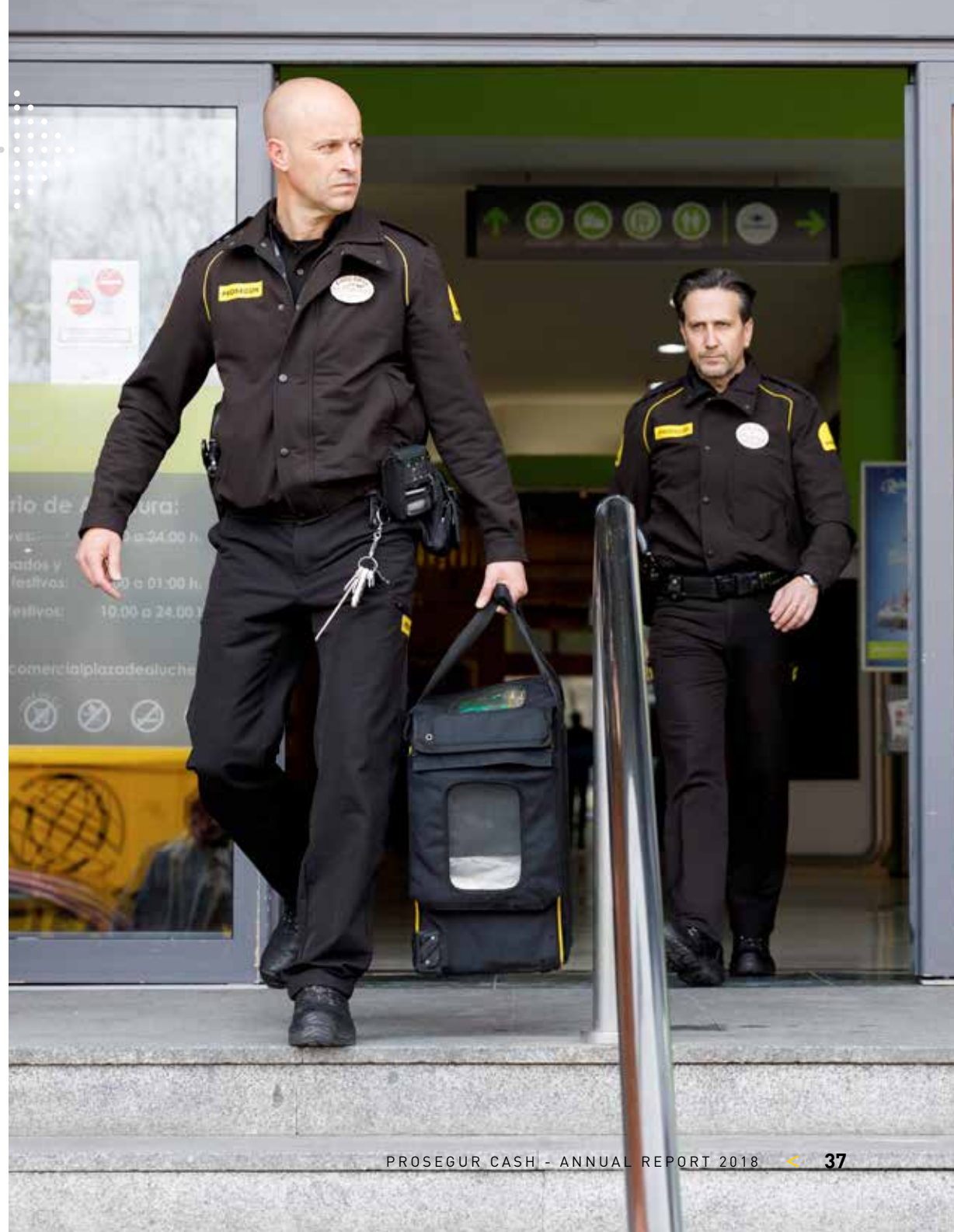
New real-time fleet management platform

Costs have been reduced by over 50 percent, with real-time monitoring of more than 2,600 armoured vehicles in Brazil, Colombia, Spain, Mexico and Portugal, through a connection with the Internet of Things (IoT). Savings of around USD 3 million in five years with the new fleet management platform.



Digital transformation represents a strategic catalyst for Prosegur Cash's business, seeking to optimise operations via more efficient resource management, while having a direct

impact on employees, clients, suppliers and communities in general. Likewise, Prosegur Cash has continued efforts in terms of technological innovation, research and development across all other business areas, thanks to its new Digital Transformation Plan.



2. Responsible management

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MECANIZADO DE REMESAS



2.1. 3P Management Model

The Prosegur Cash management system is known as the 3P System and it is the source of all policies, procedures and processes; enabling it to have internal rules and a common language for services and processes throughout the organisation, making it easier to standardise and provide services focussed on meeting the required level of quality, along with the efficient management of resources and the continuous improvement of processes. The standards are designed so that certain elements are applied globally, irrespective of the location of the activity, but including certain characteristics that are particular to each region.

“

The 3P (Prosegur Processes and Policies) Management Model, reflects the company's ambition of providing the highest quality standards.

”



CUSTOMER FOCUS

Agility and efficiency or response capacity as key elements in customer relations and which underpins the corner stone of the organisation's purpose.

EXCELLENCE

Focus on effective and efficient management of activities and processes, seeking not only to meet but to surpass standards, with an added-value proposal in each area that represents the company.

PROFITABILITY

Search for the best ways to ensure profitability and growth in the organisation combined with practices that promote innovation, creation of new solutions and operational efficiency.

ACCOUNTABILITY

Accountability as a way to improve on a daily basis by employing indicators that enable process assessment, foster change and help adopt the pertinent measures.





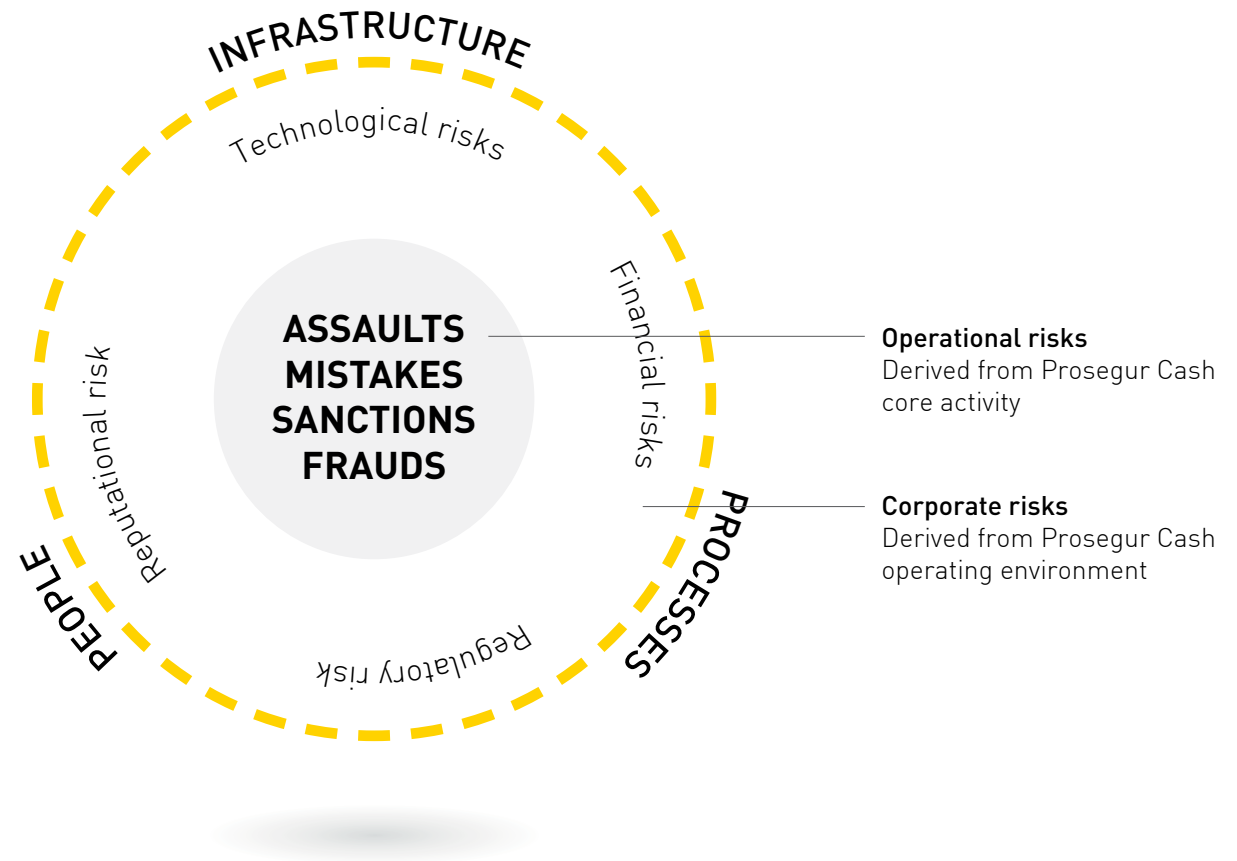
During this year, the 3P Management Model has obtained the following certification:

- > **ISO 9001** Quality Management System (Spain, Argentina, Colombia, Portugal and Uruguay).
- > **ISO 14001** Environmental Management System (Spain, Colombia and Portugal).
- > **ISO 22301** Business Continuity System (Spain and Argentina).
- > **APROSER** (Spain).
- > **DIN 77200** Prosegur HV Ratingen (Germany).



2.2. Risk management

Prosegur Cash's risk management is double-edged: on one side, managing the risks and uncertainties arising from the environment itself which affect the company's activity and, on the other, managing the risk in the operations resulting from its main activity, which is the nucleus of its business model. The most notable components of Prosegur Cash's risk management are the infrastructure, people and processes involved in the activity. In addition to representing the sources from where the identified operational risks may materialise, they are also the main barrier from which that materialisation can be contained.



“

Prosegur Cash's business model is to accept and manage the risks from the activities involved in moving its customers' cash. Therefore, the area responsible for risk management is extremely important in the feasibility study of the services requested by customers.

”

The Risk Control and Management System is based on procedures and methodologies that enable the identification and assessment of risks in order to achieve the main objectives of Prosegur Cash. It is largely based on the COSO (Committee of Sponsoring Organizations of the Treadway Commission) system and is complemented by other standards applied by most of our customers in the financial sector such as the Basel III rules and the ISO 31000 standard. The basic risk management principles of Prosegur Cash are:



- › Continuous identification, assessment and prioritisation of critical risks based on their possible impact on Prosegur Cash's main objectives.
- › The risk assessment and evaluation procedure is carried out in accordance with pre-established tolerance levels so that the assessment constitutes the basis to determine how to manage each risk. A series of key indicators will be selected on the basis that they can be controlled, assessed and monitored over time.
- › Periodic follow-up on assessment results and the effectiveness of measures implemented by Prosegur Cash's management so as to prevent, mitigate, compensate for or correct the effects of the materialisation of any of the managed risks.
- › The Corporate Risk Committee periodically reviews and analyses risk management and control results and reports its findings to the Audit Committee which is responsible for overseeing the system.

“

The maximum responsibility for risk management and control falls on the Board of Directors. The Audit Committee has, among its basic responsibilities, that of supervising the effectiveness of internal control and risk management systems, checking their appropriateness and completeness, and reviewing the appointment and substitution their managers.

”

Risk management cycle

01. INFORMATION

Inform and communicate risk exposures and conduct an annual assessment of riskd.

04. MONITORING

Supervise and follow-up compliance with policies, standards, procedures, information systems through internal control to ascertain whether exposure is acceptable. Continuous remote and on-site monitoring.

02. RISK IDENTIFICATION

Identify business risks or foresee risk scenarios, measure and analyse their impact on the company.

03. CONTROL

Propose new policies or reassess existing policies. In addition, propose necessary corrective measures based on cost-effectiveness criteria to minimize identified risks.





The main risks identified for Prosegur Cash include:

RISKS IDENTIFIED	
REGULATORY RISKS	<ul style="list-style-type: none"> › Regulatory non-compliance, including employment and social security regulations, tax regulations, arms control or prevention of money laundering applicable in each market and/or as a whole. Unfavourable changes in regulatory conditions, including as tax legislation or restrictions on how to obtain or renew permits and licences.
	<ul style="list-style-type: none"> › Prosegur Cash devotes the greatest part of its efforts to regulatory compliance and the management of operational risks due to their impact on the commitments undertaken with stakeholders and, specifically, with customers.
	<ul style="list-style-type: none"> › Regulatory risks are mitigated by identifying them at an operational level, regularly assessing the control environment and via the implementation of programmes to constantly monitor the proper operation of controls implemented.
	<ul style="list-style-type: none"> › Prosegur Cash set up an Anti-Money Laundering Unit in 2018.
OPERATIONAL RISKS	<ul style="list-style-type: none"> › Operational risks are those related to burglaries and robberies, errors in operations, legal penalties and, as a result thereof, business continuity risk. In particular the risks due to incidents involving assets under custody or lost cash, operations in markets with temporary reductions in demand and operations in highly competitive markets. There are formal programmes and policies that help to control this type of risk.
	<ul style="list-style-type: none"> › One task that should be highlighted is the monitoring task of the control and traceability of operations in the transport, handling and storage of cash. Furthermore, additional assistance is provided for claims or discrepancies in the cash management activity, helping to identify best practices and designing procedures to minimise the risk of losses.

RISKS IDENTIFIED	
REPUTATIONAL RISKS	<ul style="list-style-type: none">› Negative publicity about the company. Loss of trust.
FINANCIAL RISKS	<ul style="list-style-type: none">› Including the risk of fluctuations in interest rates or exchange rates, and counterparty and tax risks. In addition, the deterioration in cash flow generation or cash flow management.
TECHNOLOGICAL RISKS	<ul style="list-style-type: none">› Failures or incidents in the IT infrastructure. Loss or theft of own or customers' confidential information. Cyberattacks and computer and security failures.





2.2.1. Operating risk management

The Global Risk Management Department is the area of the company responsible for improving the efficiency of risk management. The structure and organisation of this department, in itself, represents a competitive advantage compared to other companies in the sector. This department provides Prosegur Cash with the necessary tools to efficiently manage the risks associated with the

security of operations and provides the necessary tools to ensure that the standards and procedures defined by the company are upheld and to ensure compliance with national regulations.

The corporate structure, located in Madrid (Spain) comprises three departments with regional and national representation: Security, Intervention and

Insurance. The integration of these three departments into a single Global Directorate maximises the efficiency of operations at the lowest cost thanks to the in-house specialists that share common procedures.



Global Risks Management Division

Security Department

SUPPORT AREA

- › Security of bases and facilities
- › International Tactical Recruitment Team
- › Intelligence
- › Information security

Countries

Investment Department

- › Europe & Asia-Pacific
- › Latin America
- › Brazil

Insurance Department

- › Operational Structure

Countries

The Security Department manages the risks and legal policies concerning security and acts as the organisation's second line of defence, taking an active role in the development and implementation of business operations in security matters. The department has a large number of employees distributed across four global support areas: Intelligence, Information Security, Security at Operational Sites and Facilities, and International Tactical Training Team. In 2018, work has taken place on improving the protection of operational sites, in strengthening of the Remote Control Centres and in modernisation of tracking equipment in armoured units.

The Intervention Department is comprised of 188 individuals organised into two units: Intervention and Loss Control (LCU). These two units conduct on-site reviews of business operations (audits of valuables in custody, operational controls, security in operations, security of facilities and compliance with legal policies), with remote monitoring of daily accounting closures at all delegations, helping to minimise operating losses for the Prosegur Cash business.

“

Operational risks are of key importance in the management of the business in so far as their control is the main tool in improving efficiency: the minimisation of operating risks increases the profitability of projects. These risks are mainly due to errors in daily activity (operational differences), under-excess claims covered it by the captive (robberies and frauds) and the reinsurance cost. The sum of all these deviations is known as Cost of Risk, which is mitigated by a policy to cover these losses, underwritten by a “captive” reinsurance company. The low level of claims by Prosegur Cash ensures that the cost of this policy also remains very low. This is because the efficient management of the business, risk containment and the very low operational differences, ultimately reduce the cost of insuring the business.

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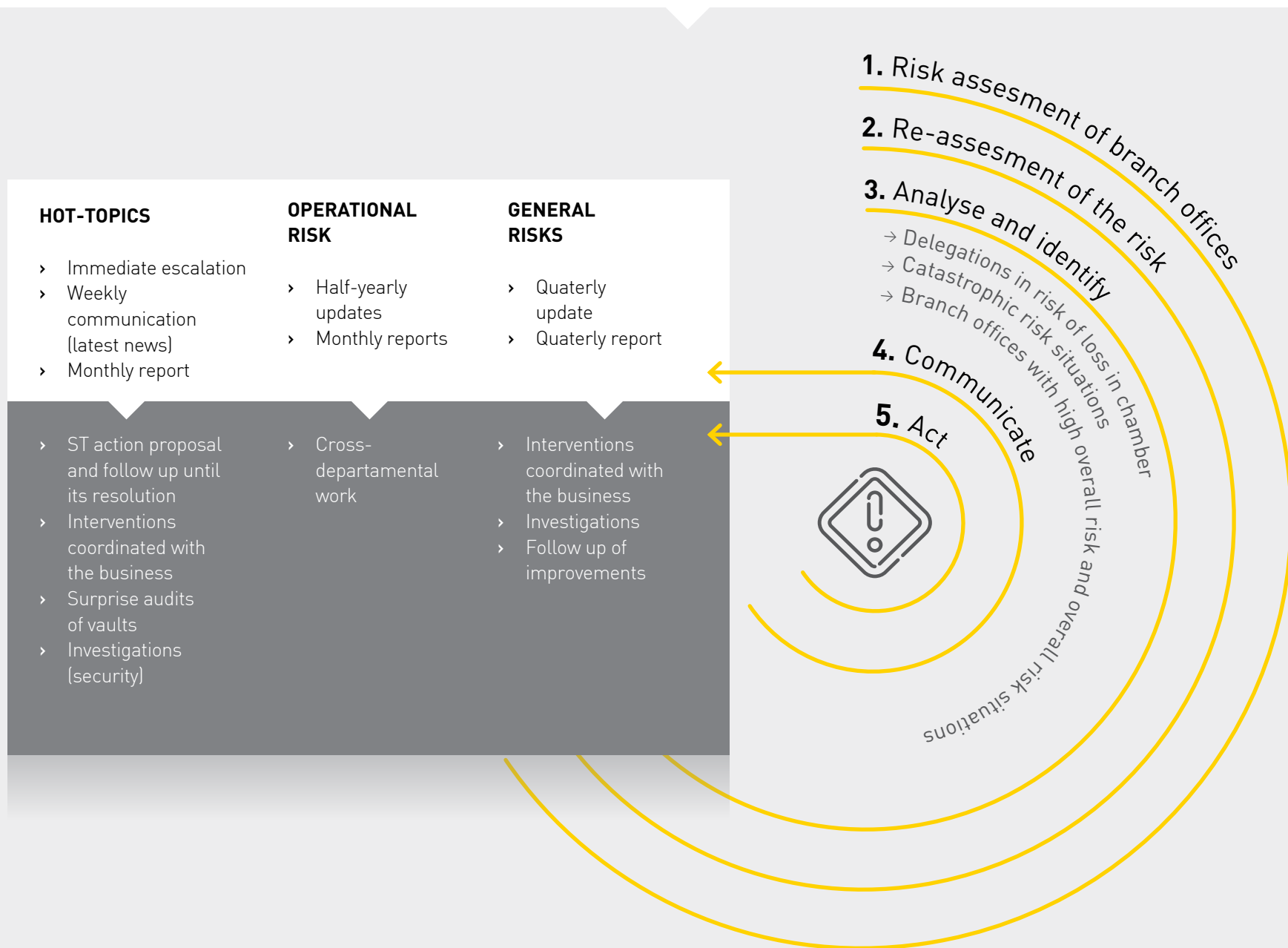
Operational risk management and control model for the intervention unit

During 2018 the Department conducted 325 operational reviews and 334 vault audits in the Prosegur Cash business, and 11 transversal audits for support processes across all businesses.

During 2018 the Loss Control Unit launched a new application intended to provide daily control over vault closures. The deployment began in Brazil and is set to be rolled out to the remaining countries in 2019. This application features improved functionalities and capabilities compared to its predecessor.



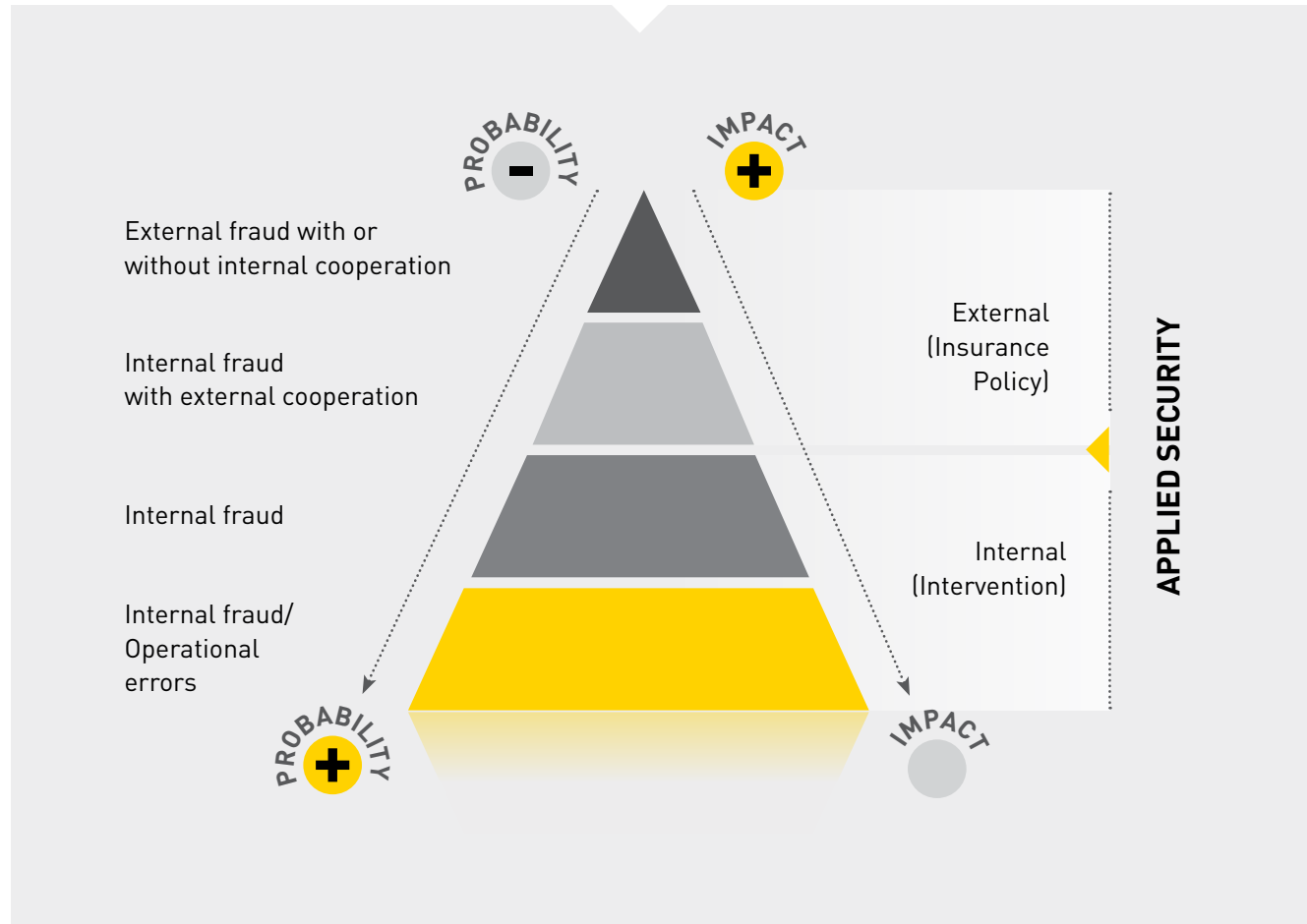
Operational risk management and control model



The Insurance Department identifies and controls operational risks and establishes the basis for risk insurance and management, guaranteeing the minimum impact on the income statement. The department has established insurance programs and takes out insurance policies at corporate and local level with leading insurance companies, providing cover for a wide range of risks: employee risks, direct and indirect risks arising from Prosegur Cash's activity and risks affecting items of property, plant and equipment. In 2018, the Insurance Department added cover for cyber risks while also extending professional civil liability coverage to the entire group.

The strict control of the three areas of infrastructure, processes and people, along with analysis of the impact and probability of these major operational risks, determines the risk management approach according to whether the mitigation occurs internally (through an intervention of the teams) or externally (applying the insurance cover contracted):

Risk management approach



2.3. Ethics and compliance

Ethical behaviour and compliance with policies, in the markets in which Prosegur Cash operates, play a key role in the contribution of its business strategy, due to various different factors intrinsic to the company's activity:

- > Employees are frequently exposed to risk situations.
- > Large sums of cash and valuables are handled.
- > The company works not only to safeguard the integrity of customers, but also to protect and assist society in general.

- > Risks associated with the development of the legislative framework in specific markets.

Prosegur Cash has a Corporate Compliance Programme in place, which establishes control measures designed to prevent and duly manage risks associated with breaches of regulations in each market where it operates. This program addresses all the related legal matters and, in particular, those regarding money money laundering, data protection, competition law, crime prevention and compliance with securities market regulations.

The Corporate Compliance Program is overseen by the Compliance Committee, made up of management representatives from the Legal, Finance, Human Resources, Risk Management, Internal Audit and Compliance divisions, which acts independently and report to the Audit Committee. At the same time, each market in which the company operates has its own Regulatory Compliance Committee or compliance officer who ensures observance of applicable ethical principles, the corporate compliance program and other applicable policies.

Corporate Compliance Programme



2.3.1 Anti-Money Laundering Unit

In 2018, the Compliance area of Prosegur Cash made further progress in combatting money laundering through the development of an Anti-Money Laundering Unit. The objective of this new unit revolves around three aims:



Homogenisation and consolidation of the prevention system.

Preventive detection of risks situations.

Reduction in the risks of sanctions.

The **Anti-Money Laundering Unit** develops its activity through three different lines of action which work in a coordinated way:

OVERSIGHT

- › Establish prevention policies to improve the money laundering prevention systems operating in each country.
- › Coordinate and supervise the money laundering prevention units.
- › Liaise with Prosegur's Intelligence Unit.
- › Undertake the study and analysis of risk in the various sectors where the company operates or where new business opportunities appear.

CONTROL

- › Carry out audits and reports on compliance with obligations deriving from the system.
- › Produce status reports and group the information on countries to develop a global risk map.
- › Receive and process periodic information from the Anti-Money Laundering Committees in the various countries.

CONSULTING

- › Analyse the systems of prevention, identifying points for improvement and establishing action plans.
- › Support the development of training plans.
- › Carry out due diligence on anti-money laundering compliance on acquisitions of new companies.
- › Collaborate in undertaking risk analysis of the countries.
- › Analyse new policies and their impact on the systems of prevention.
- › Assess the inclusion of tools designed to strengthen the systems.
- › Identify the best practices in the various countries and analyse their application to others.
- › Develop risk analysis reports on different sectors of our activity or new business opportunities.

Adaptation to the General Data Protection Regulation (GDPR)

During 2018, Prosegur Cash implemented a series of measures as part of the Corporate Compliance Programme, which necessarily included improvements in the fields of data protection due to the introduction of the new General Data Protection Regulation (GDPR), a European directive aimed at safeguarding the data of individuals via a focus on personal data processing and free circulation of such data. The group adapted to this directive as follows:



To comply with these new data protection requirements, Prosegur Cash has implemented legal and organizational measures, as well as technological measures, among which the following stand out:

LEGAL MEASURES



- > Update of data protection clauses provided to the third parties
- > Legal ground for processing data
- > Implementation of mechanisms for obtaining the consent data subjects to the processing or disclosure of their data
- > Elaboration of contracts adapted to the European Regulation
- > Privacy impact assessment

ORGANISATIONAL MEASURES



- > Designation of a Data Protection Officer responsible for monitoring compliance with the law
- > Creation of data breaches notification procedure adapted to GDPR
- > Updating data subject access request procedures, including the right to data portability

TECHNOLOGICAL MASURES



- > Security procedures
- > Logical security
- > Physical security
- > Cryptography
- > Development and maintenance of information systems
- > Operation of systems
- > Anonymization
- > Pseudonymization

Creation of the Data Protection Committee particularly stands out. This committee includes representatives from the businesses and corporate areas, acting as Functional Data Processing Controllers under the supervision of the Data Protection Officer (DPO). Its actions are guided by the GDPR Governance Model, for which the Board of Directors has maximum responsibility, divided into three lines of defence: those comprised by the Data Protection Committee, the Privacy and Data Protection Supervisors and Officers Committee, and finally, the third line of defence, that represented by Internal Audit.

All of this means Prosegur has in place an End-to-End Data Protection Management Model and ensures a clear view of the company's regulatory compliance in terms of data protection -GDPR and LOPDGDD-, allowing activities to be prioritised for compliance with said regulations and minimising privacy risk at the organisation.

Risk approach



Information security

One new development by Prosegur group in 2018, is a Strategic Plan for Information Security. This involves deployment of an Information Security Governance Model based on three lines of defence. A series of indicators and metrics were also established to provide information on the security status of information across all of its businesses. This ensures that Prosegur group can incorporate best practices to accompany the company's strategic development:



Code of Ethics and Conduct

Prosegur Cash has in place a Code of Ethics and Conduct, which was approved by the Board of Directors on 26 April 2017. The Code sets out guidelines for the standards of conduct and sound practice for all Prosegur Cash professionals as they go about their duties, as well as in their relations with third parties. It also establishes the duty to act under the principles of legality, cooperation, truthfulness and transparency in our

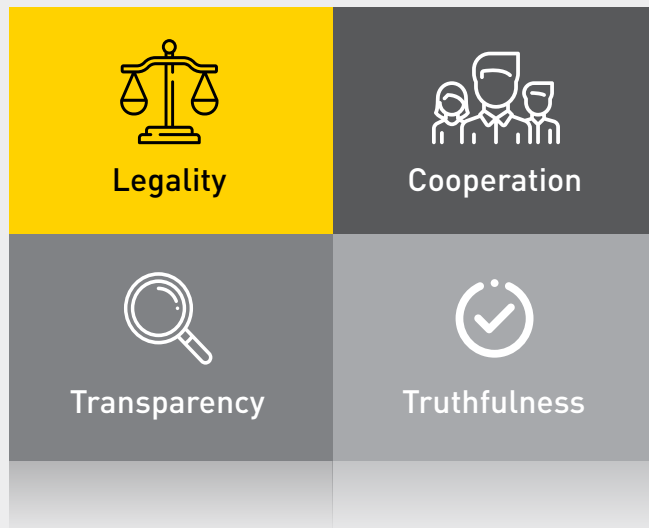
relationships with the authorities, public administrations and regulating bodies in those countries where the company undertakes its activities.

The Code of Ethics and Conduct is binding and mandatory for all governance bodies, executives and employees of the company and regulates all conduct and relationships of these groups with each other and with external groups. Any breaches

of the Code are investigated by a team of impartial experts led by the Compliance Unit, which will propose the appropriate disciplinary measures.

The Code of Ethics and Conduct is available on the corporate website and provided for acceptance by each employee when they join the company. In 2018 a total of 2,276 employees underwent training in the Code of Ethics and Conduct.

Pillars of the Code of Ethics and Conduct





Whistleblowing Channel

Prosegur Cash has a Whistleblower Channel available to enable any person, regardless of whether they form part of the group or not, to report any conduct that may contravene the Code of Ethics and Conduct, as well as any potential human rights violations, unlawful behaviour, and any financial and accounting irregularities. This channel can be accessed by going to the corporate website and completing the form available there.

The Internal Audit Department deals confidentially with all the communications received and, depending on the subject and severity of each case, sends them to the Department responsible for their management, investigation and resolution. In accordance with the conclusions drawn from the investigations carried out, the necessary measures are adopted at the Audit Committee meetings for those cases which require the company to take action.

In 2018 a total of 9 violations of the Code of Ethics and Conduct were reported via this Channel.

17 PARTNERSHIPS
FOR THE GOALS



With the aim of promoting sector development, improve quality standards and drive more advanced public policies to support sustainable development,

Prosegur Cash engages in industry dialogue via memberships of associations and organisations. The main international organisations to which the company is adhered include the International Security Ligue, the European Security Transport Association (ESTA), the Asian Cash Management Association (ACMA), the ATM Industry Association (ATMIA), the Aviation Security Services Association – International (ASSA-I) and United Nations Global Compact. Likewise, at the local level Prosegur Cash is adhered to leading industry organisations in countries within its footprint.

2.3.2 Due diligence with regard to human rights

Prosegur Cash diligently complies with its duty to foster respect for human rights as an inalienable aspect of its activities. The company channels resources and effort into enshrining respect for the rights listed in the Universal Declaration of Human Rights (UDHR), adopted by the UN General Assembly, within its practices and procedures, as well as the recommendations of the United Nations Global Compact, of which Prosegur group has been a signatory since 2002.

This commitment goes beyond compliance with the laws and policies of the territories in which Prosegur Cash operates, and, in particular, offers a stronger protection framework in countries where the state's ability to safeguard human rights is limited. For several years now, the company has been working with a view to adopting the principle of due diligence to define the internal control

elements necessary to optimise the management of this matter and, with it, to be able to state that everything possible is done to encourage good practice and to prevent, detect and eradicate irregularities in the area of human rights.

Likewise, within the framework of the Prosegur Cash management system, formal policies and procedures have been established to prevent and mitigate potential human rights violations. This system forms part of the organisation's global risk management, for which reason the critical risks are identified, and the management of them is assessed and supervised through a set of key indicators in each market. Depending on the type of risk and its relevance, appropriate procedures are established to prevent, detect, avoid, mitigate, offset or share the effects of its possible materialisation.



Risk management control system

Whistleblowing Channel

Human Rights due diligence processes

Training

Other Human Rights policies and procedures:

- > Corporate Responsibility Policy
- > Prosegur Cash Code of Ethics and Conduct
- > Occupational Health & Safety Policy
- > 3P HR Decalogue
- > 3P Security and Associated Policies Decalogue
- > 3P General Procedure for Reporting

Prevention and control measures

POLICY FRAMEWORK:



Various policies and procedures combine to serve as the first barrier of prevention and control in human rights matters: Code of Ethics and Conduct, Corporate Responsibility Policy, Discrimination and Harassment Complaints Procedure, Whistleblowing Channel Procedure, Health and Safety Policy, among others.

WHISTLE-BLOWING CHANNEL:



Through this method, the company enables employees and third parties to report any human rights violations that may arise, in a confidential and anonymous manner. In 2018, Prosegur Cash received no reports of any human rights violations via its Whistleblowing Channel.

SUPERVISION:



The supervision of human rights matters is based around a solid structure. The Audit Committee of the Board of Directors is responsible for reviewing any related matter through periodic reports.

SPECIFIC TRAINING:



Human rights are integrated into the various training courses carried out from the areas of Human Resources and Compliance. In addition, mandatory training plans for operating staff include sessions on critical issues such as the use of force, gender violence, cultural diversity and human rights in the company.





Seeking to maintain an efficient focus on human rights management, in 2018 Prosegur group introduced a due diligence process, additional to those already in place, with the following aims:

Goal I:	Identifying and prioritising risks related to Human Rights.
Goal II:	Review of policies and procedures for human rights management, with a corporate and local focus.
Goal III:	Identifying opportunities to improve Identifying opportunities to improve

The project, which was implemented by a prestigious third party, adhered to leading international directives and documents in the field. Additionally, an analysis was made by a specialist independent consultancy of the human rights impact on the company's activity, defining the degree of connection with each matter, its possible internal and external causes and the potential effect. Throughout this process, improvement opportunities were identified that were associated with the management of risk prevention and/or control mechanisms found in the implementation process.

2.4. Environmental management

Prosegur Cash is conscious of how its activities impact the environment. For this reason, and with the aim of minimising the risks associated with its operations, the company has established various policies, a management system and indicators, and clear objectives within the 3P Management Model. As part of its commitment to environmental protection, Prosegur Cash promotes ISO 14001 certification and compliance with the requirements established in it. This certification is renewed every year with the aim of applying the relevant updates to it.

In addition to obtaining certification, Prosegur Cash puts special emphasis on increasing the understanding among all of its employees of the need for environmental protection through awareness campaigns. The company also looks to extend this environmental commitment and one of its goals is to ensure that suppliers and subcontractors also comply with the targets that the business is implementing.

Prosegur Cash demonstrates its firm commitment to combating climate change by accounting for and controlling the consumption and, as a result, the emissions of carbon dioxide, associated with its operations in the countries where it is based. In 2018, Prosegur Cash calculated total emissions of 107,739 tonnes of carbon dioxide (tCO₂). Of these emissions, 88 percent were from direct emissions, i.e. from the burning of petrol, diesel and natural gas; with the rest coming from electricity or indirect consumption.

Similarly, the company has developed a scorecard on which to assess the fuel consumption of its fleet of armoured vehicles. This system is already deployed in twelve of the countries where it operates and it is expected to soon be implemented in a further nine. In addition, within Spain, the total high- and low-voltage electricity comes from renewable sources, something which it is hoped to introduce in other countries outside Europe and which is part of the Strategic Plan.

“

Prosegur Cash has developed the following actions to reduce fuel consumption. Increasing knowledge among its employees through environmental protection awareness campaigns which promote sustainable development. Replacement of vehicles in its fleet with others which meet the requirements of the latest anti-pollution protocols introduced by various governments.

”



In relation to waste generation, each country centralises the contracting operations of waste management to ensure compliance with the legal requirements in each country. In order to monitor and reduce its consumption, Prosegur Cash carries out a monthly audit of the waste arising from various different materials. In 2018, 661 tonnes of waste were produced, both hazardous and non-hazardous.

Consumption		Total
Water		328,937 m ³
Paper		426 tonnes

Generation of waste (tonnes)		Total
Hazardous waste		149
No-hazardous waste		1,325

Emissions of carbon dioxide (tonnes)		Total
Direct emissions		95,182
Indirect emissions		12,556



Environment Committee

The impact of Prosegur Cash's activity on the environment and its commitment to reduce it, have led to the creation of the Environment Committee which monitors the normal operation of Prosegur Cash throughout the year and tracks environmental behaviour and impact indicators; more specifically, the measures of direct and indirect emissions, the consumption of operational plastics and waste management.

In its meetings this Committee analyses the figures by geographic area every six months and monitors specific action plans. In 2018, an energy-saving programme was carried out in two centres in Spain, with the aim of updating the air-conditioning and lighting systems.



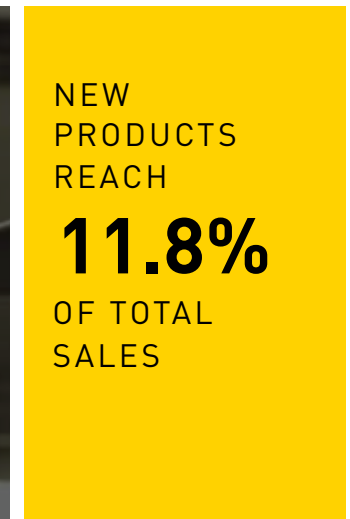
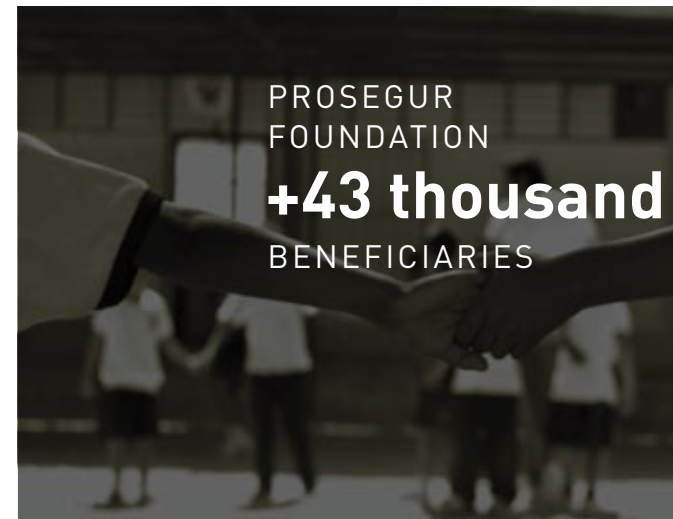
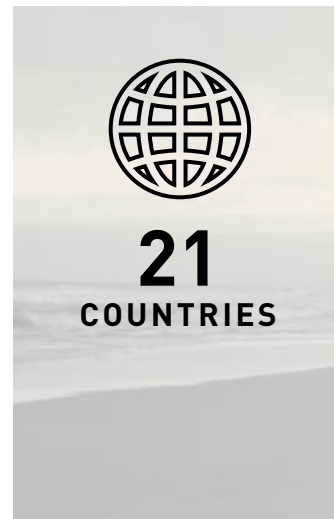
3. Business performance and results in 2018

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3.2.	Economic and financial results in 2018	71



3.1. Key figures for the year

Prosegur Cash is a business group that provides services in all of its business lines in Germany, Argentina, Australia, Brazil, Chile, Colombia, Costa Rica, El Salvador, Spain, Philippines, France, Guatemala, Honduras, India, Mexico, Nicaragua, Paraguay, Peru, Portugal, South Africa and Uruguay. The company has continued to drive inorganic growth and has doubled its M&A investment compared to last year, up to around EUR 100 million. Prosegur Cash has entered the Philippines and the markets of Central America, and has consolidated its position in various markets in Ibero-America and Europe.



International Presence in 2018



*Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua.

3.2. **Economic** and financial results in 2018

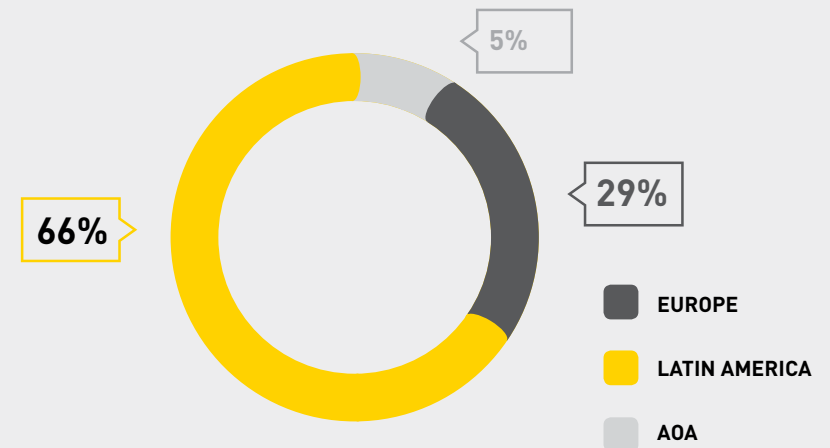
Prosegur Cash obtained a net profit attributable to its activity of EUR 174 million in 2018, down 26.2 percent on 2017. The heavy devaluation in Ibero-American currencies, and the application of accounting standards IAS 21 and 29 after Argentina was declared a hyperinflationary economy in the third quarter of the year, had a negative effect on Prosegur Cash's economic performance. Despite these factors, Prosegur Cash reported solid growth in local currency of 12 percent, which, in part, offset the issues with Ibero-American currencies. Prosegur Cash reported sales of EUR 1,732 million in 2018, which represents a fall of 10 percent on 2017. EBITDA and EBIT amounted to EUR 340 million and EUR 268 million respectively, equating to sales margins of 19.7 percent and 15.5 percent, respectively. The lower margin, compared to that of 2017, is mainly due to the exchange rate effect, the application of hyperinflation accounting standards and the merger costs resulting from acquisitions.



By geographies, Prosegur Cash achieved sales in Ibero-America of EUR 1,148 million, some 16 percent less than in the same period in 2017, with this being the geographic area where the currency devaluation had the biggest impact. The region contributed 66 percent of total sales and maintained a healthy organic growth of 12.4 percent. Furthermore, the positive contribution of the acquisitions, especially in Central America, must be included, adding an additional 2.7 percent of growth. Europe accounted for 29 percent of total revenue, with sales amounting to EUR 491 million, which represented an increase of 6 percent compared to the previous year. This was a result of increased organic growth complementing the inorganic growth experienced. Lastly, the activity in AOA (Asia, Oceania and Africa) accounted for 5 percent of company sales with EUR 92 million, 7 percent less than in 2017. This region continues to recover the volume lost in previous quarters in Australia and to consolidate the operations in the Philippines.

Sales of new Prosegur Cash products once again grew and reached EUR 205 million (+22.9 percent vs. 2017) and now account for 11.8 percent of total revenue. In Ibero-America, and despite the exchange rate effect, the new services grew by 23 percent to EUR 126 million, largely driven by Prosegur Smart Cash (automated cash services at POS), AVOS (added-value outsourcing solutions) and end-to-end cashpoint services. In Europe, sales of new products also grew strongly to reach EUR 73 million, an increase of 34 percent, thanks to the good performance of Prosegur Smart Cash and AVOS, while in AOA they fell to EUR 6 million, largely hit by the reduction in cashpoint services.

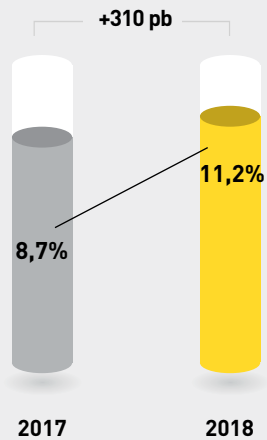
Sales by geographies



Prosegur Cash's solid cash generation has enabled it to maintain a moderate level of debt, which is reflected in a net financial debt of EUR 547 million at year-end 2018, which includes the deferred payments of recent acquisitions and Prosegur Cash's treasury shares. The company, therefore, maintains a level of

net debt to EBITDA of 1.6 times, well below the internal limit of 2.5 times. This low-debt position also enables it to remain committed to its acquisitions programme in line with its leadership strategy within the global cash in transit and cash management industry.

Percentage of New Products / Total Sales

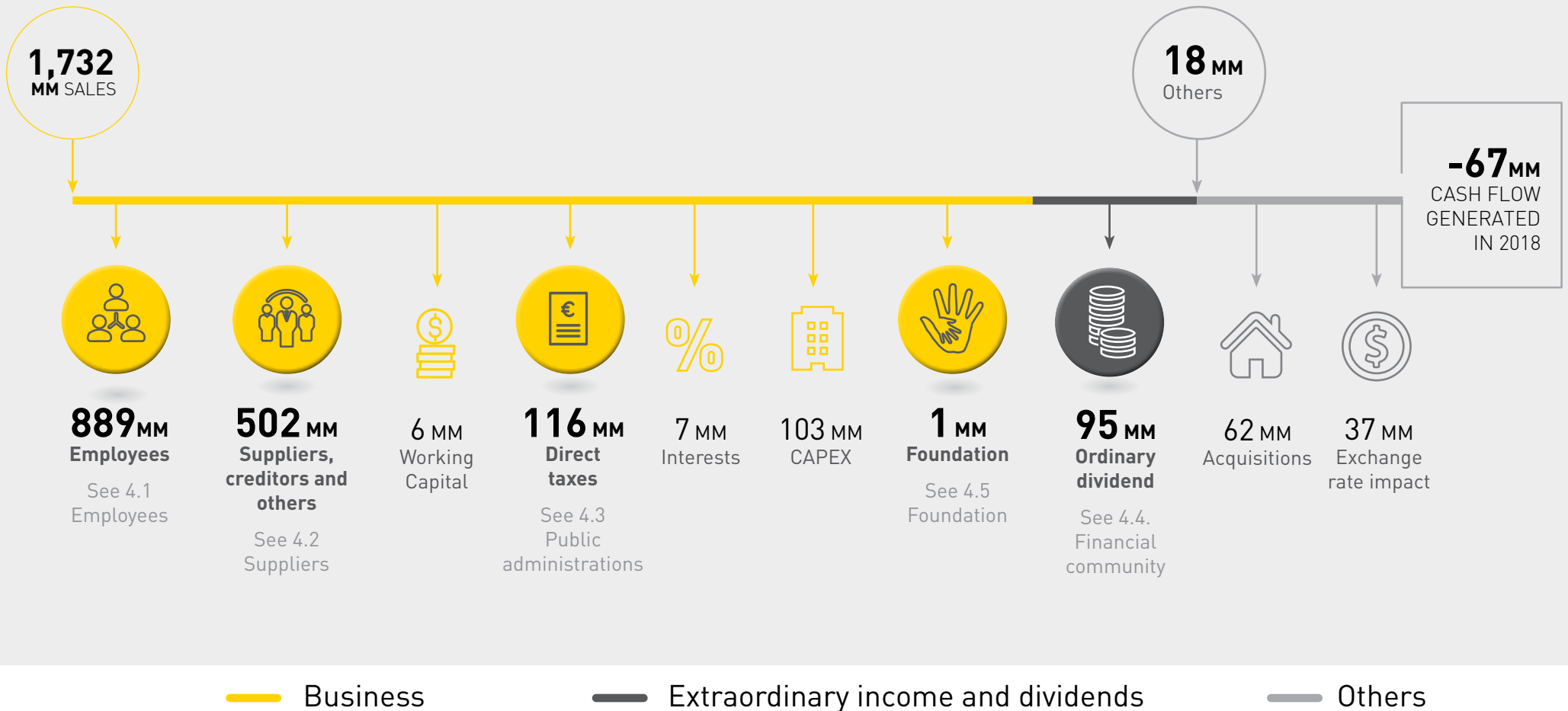


4. Creation of stakeholder value

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Social Cash Flow: The value of a group



4.1. Employees

Prosegur Cash knows that the correct management of employees' talent and their individual success is the key component in ensuring value creation and the achievement of the overall objectives of the organisation.

“

Prosegur Cash has more than 55,000 employees in 21 countries, to whom it provides a safe and stable work environment: 77.2 percent of workers have permanent contracts and 83.5 percent are full-time.

”



1 Employer Branding



2 Recruitment & Onboarding



3 Leadership, Performance & Talent



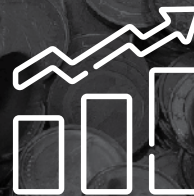
4 Prosegur Corporate University



5 Program of cultural transformation



6 Compensation & Benefits



7 Employee experience



Talent management in Prosegur Cash – success factors



Selection

Efficient policies and processes to achieve an ideal combination of technical and professional competences and personal values that represent the company (honesty, responsibility, emotional balance and psychological maturity).



Training

Firm commitment to the training of employees in different key areas for the performance of their duties and their personal and professional growth, through innovative tools.



Development

Initiatives that reward excellence and good performance of the duties of the different job profiles in the company and that continuously monitor the evolution of each employee.



Dialogue

Platforms and internal communication channels that facilitate cascade-style communication and homogenization of information at branch office level and the cascading of objectives, strategic plans, messages, etc. in a clear and efficient manner.



In 2018, Prosegur Cash implemented a new Talent Plan to help drive the two-way communication culture, efficiency improvement and the way in which talent is developed. This Plan is structured in a variety of ways that assist with the employee's integral development and their experience in the organisation. The progress made with the plan so far has been:



Agile methodologies:

A series of methodologies have been transferred, adapted to Prosegur Cash needs over a range of projects, with the aim of driving cultural transformation through new ways of working.



Leadership model:

Initiatives were implemented with teams at both global and country level, through workshops to establish the Leadership Model (skills and behaviours), which as of 2019 the company will use as a basis for performance assessment, individual talent plans, and aligning itself with the best training and development methods.



Oracle implementation:

Use of technology tools (Oracle) to develop new talent processes (performance assessment, development, etc.).



Prosegur Corporate University and digital training:

Implementation of a new digital platform to boost the Prosegur Corporate University and its training catalogue.

8 DECENT WORK AND ECONOMIC GROWTH



Prosegur Cash helps towards the achievement of Goal 8 through its contribution to the economies of those markets in which it operates and by providing a workplace that respects and promotes employee development. As a result, a large part of the company's revenue is distributed as wages, salaries and employee benefits. This distribution has a direct impact on GDP and employment in the various countries. Another field of action and contribution is the protection of labour rights and the promotion of a safe work environment, within the framework of several occupational health and safety programmes. The company's objective is to achieve "zero accidents", by strictly complying with the labour risks prevention policies, training programs, technological tools and monitoring mechanisms. In addition, Prosegur Cash guarantees labour inclusion and decent work for all groups through the Labour Inclusion Plan for Persons with Intellectual Disabilities or the Talent Plan.



Labour relations

Prosegur Cash manages labour relations locally, taking into account the particularities of each market and the legislation in force in each country. In accordance with the Universal Declaration of Human Rights (UDHR) and applicable laws in the countries within its footprint, the company respects the right to freedom of association and collective bargaining of its employees, while at the same time encouraging dialogue with them.

There is a constant and fundamental willingness to enter into dialogue with the trade unions. The company holds regular meetings with all the

legitimate representatives of the workers, listening to them, sharing information and seeking common goals. Pursuant to the provisions of EU Directive 2009/38/CE and Act 10/1997, in 2014 Prosegur group set up a European Works Council, a body that promotes cross-border co-operation between the company and worker representatives, while holding a constructive dialogue within the European sphere. Of particular note here, is that the European Works Council met on 21, 22 and 23 November 2018 at Prosegur's central headquarters in Madrid, Spain. These meetings discussed aspects such as absenteeism, general informa-

tion relating to the group, completed and planned investments, as well as other topics of interest.

As of 31 December 2018, more than 19 percent of Prosegur Cash's workforce belong to unions, and there are collective bargaining agreements covering more than 56 percent of all its employees. It is worth noting that these figures are higher than the average for the main companies in the sector. These agreements include measures to develop occupational health and safety policies, as well as improve working conditions, information, and many others.

Trade union representation	Total
Number of employees who are members of trade unions	10,816
Percentage of employees who are members of trade unions	19%

Collective bargaining agreements	Total
Number of employees covered by a collective bargaining agreement	32,675
Percentage of employees covered by a collective bargaining agreement	56%

“ **56 percent** employees covered by a collective bargaining agreement ”

Equality Plan

The percentage of women continues to grow thanks to efforts in recent years, with the proportion reaching 19.9 percent of all employees.

As an essential means of ensuring equality between men and women, Prosegur Cash has an Equality Plan in place. Under the same, Prosegur Cash commits to eradicating any cases of discrimination direct or indirect, on the basis of gender and, in particular, those associated with maternity, paternity, assumption of family obligations and marital status. The Equality Plan's scope is limited to Spain, based on compliance with Organic Law 3/2007, and the main measures included in it are the following:

- › Informing and raising awareness of the workforce of work-life balance measures that exist.
- › Inclusion of the commitment to gender equality in job advertisements.
- › Inclusion of the Equality Plan in the Organisation's Intranet.
- › Provision of the Equality Plan and the Harassment protocol to the Works Councils/staff delegates.
- › Provision of a copy of the Equality Plan and the Harassment Protocol, along with the prohibited workplace behaviour, for every 100 in-service employees.



Accessible training for everyone

The continuous training of Prosegur Cash's team is one of the pillars on which the differentiation of its service offer is based, at the same time, it is a source of empowerment, and personal and professional development, for employees. In total, 874,000 hours of training were delivered in 2018: an average of 22 training hours per employee. The training includes areas such as: Code of Ethics and Conduct, Information Security, Prevention of Occupational Risks, etc.

Through its online platform, the Prosegur Corporate University, Prosegur Cash offers a virtual space in which professionals share knowledge, promote the company's values, develop their talents and specialise through a common culture. This online platform, which was set up in 2006 and was optimised in 2018 through the introduction of Cornerstone (an e-learning platform that integrates collaborative tools and training metrics), Prosegur Cash offers a differentiated and wide-ranging catalogue of courses

as part of its professional development plans for employees, and which may vary according to geographical area, adapting them to the needs and requirements of each country and business.

In 2018 the Prosegur Corporate University ran activities in fourteen countries. This year, new training content and functions have been included that allow the University to be an interconnected community that fosters the exchange of knowledge and values characteristic of the company.



Prosegur Cash's commitment to education has been developing and growing over time, with the aim of empowering employees and strengthening their skills and employment opportunities. Through initiatives such as the Prosegur Corporate University, which offers a wide range of training in various areas, the company contributes to the continuous development of its human capital.

Promotion of internal communication



Internal communication remains a core pillar for the organisation, and it is now more relevant than ever due to the ongoing processes of transformation and adaptation to the current environment. In 2018, Prosegur Cash shaped its dialogue with internal groups via key messages associated with developing a cohesive internal culture and strategic topics, such as new digital trends. The Digital Friday concept was created, providing talks given by experts in innovation, digitisation and leadership, helping to promote employee participation and commitment while also driving a culture of change.



Workplace Health and Safety



Prosegur Cash works in compliance with industry standards regarding occupational risk prevention and it invests in specific training related to “risks by activity and job, emergency measures and inspections” and in the analysis of accidents that have occurred with the adoption of measures to mitigate risks. The company wants to ensure that employees work in suitable environments and have the necessary resources to do their job safely.

“Zero accidents” objective



This objective remains a key focus in the operations of Prosegur Cash, with particular attention and effort being directed towards prevention, management and monitoring systems for matters relating to health and safety. In 2018, the number of accidents was reduced by 63 compared to 2017 (1,326 accidents in total) and the accident rate was 3.61 percent and the severity rate stood at 186.69. Prosegur Cash understands that training and the publicising of safety matters is essential to prevent and mitigate occupational risks. For this reason, it dedicated a total of 49,879 hours in health and safety training for its employees. With this training, Prosegur Cash has managed to raise awareness and improve the skills and abilities of employees to address the risks they face in their daily work, in particular driving vehicles.

Training

In order to promote individual responsibility amongst workers and foster growth in the culture of work safety throughout the organisation.



469,115 hours of occupational Health & Safety training.

Tracking

Using tools that facilitate exhaustive control of the accident rate, its causes and the events surrounding it. This in turn allows us to apply a cycle of improvements to source conditions and the handling of potential accidents. Furthermore, Prosegur Cash has Health & Safety Committees for regular consulting there on.



New Global Protocol on the reporting of serious and fatal accidents.

Technological innovation

R+D development in Health & Safety have continued in 2018, with the optimisation of control tools and with special plans for the communication and dissemination of best practices.



Progress in “zero accidents” company’s objective, despite the intrinsic difficulty of the business in which Prosegur operates.

During 2018 Prosegur Cash further drove development of its PROCDE tool, which provides notifications of any accidents anywhere in the world across all levels (global, regional and national), ensuring greater control and that effective measures are put in place. Thus, the country’s local Health and Safety team provides information on the location of any

incident, as well as the date, time and severity assessment (minor, serious or very serious), accident type (attack, traffic, etc.) and a brief description. This entry in the tool will keep the status “open” until the final notification of the closure of the investigation is issued. This procedure allows the company to have first-hand information and accompany employees

and family members after an incident. Following an investigation and based on the cause analysis information, Prosegur Cash identifies any aspects that can be improved and ensures that corrective measures are implemented, thus driving excellence in the handling of health and safety matters, which represents a priority for the organisation.

Workplace Health and Safety Committee

The particular nature of the work carried out by Prosegur Cash, alongside its ambition to protect this work using all the tools possible, has led to the creation of a specific Workplace Health and Safety Committee. This Committee assesses the geographic breakdown of frequency, incidence, severity, fatality and training indicators. The Committee is responsible for assessing trends in the indicators and the absolute number of accidents and their causes.

The Committee worked transversally in 2018 on drafting a comprehensive cover insurance policy and the victim's families support protocol.

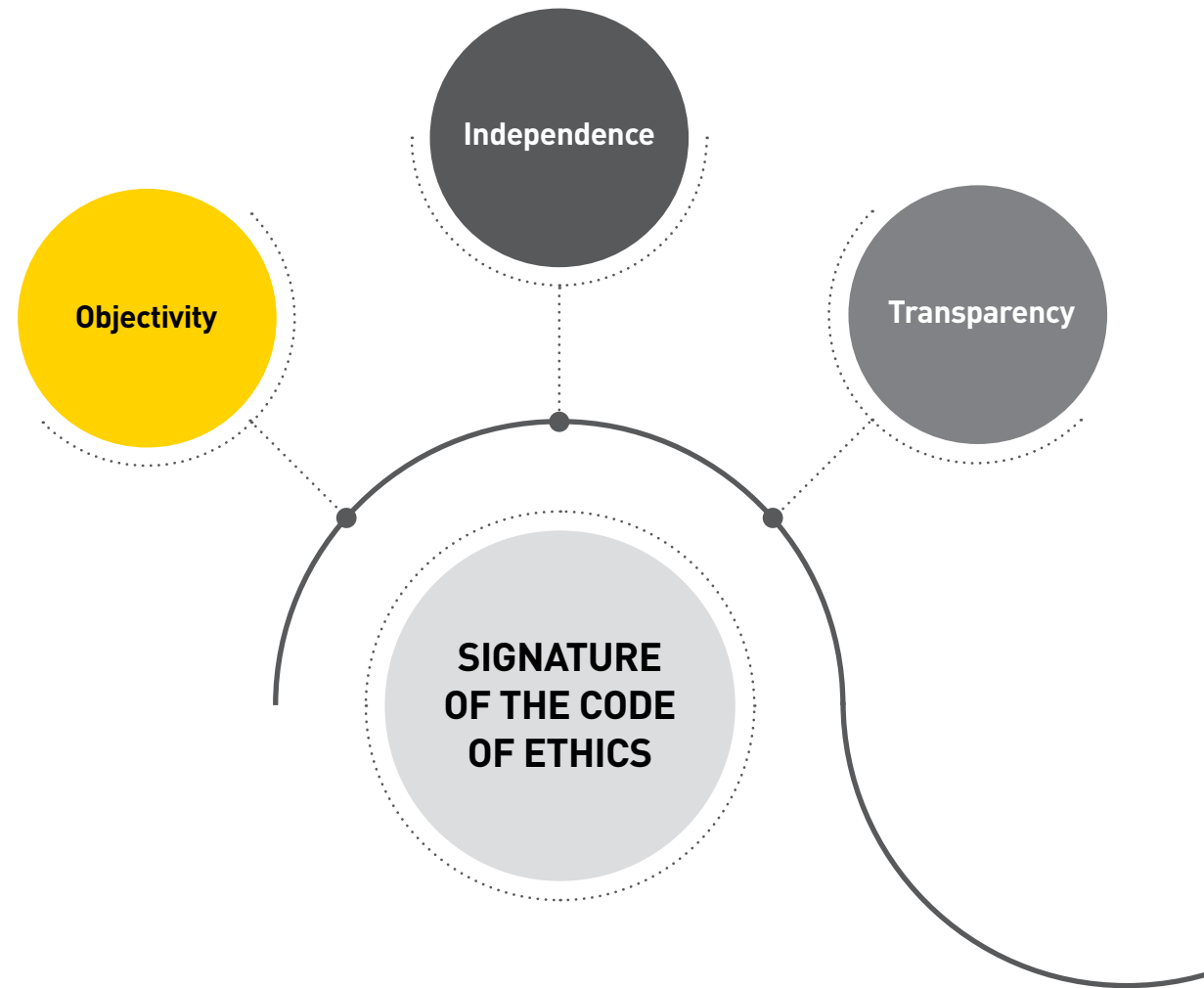


4.2. Suppliers

Prosegur group has a common Resource Management Division for the various different companies, including Prosegur Cash. In 2018, in this business relationships were maintained with 14,000 suppliers at global level, which provide services in various sectors such as technology, fleet, management services, buildings, telecommunications & IT, equipment and uniforms, machinery, operating and maintenance materials, and other services like consulting, marketing and training. Total expense was over EUR 300 million, divided among the various sectors and geographic areas.

In addition to the services that the Resource Management Division provides for all Prosegur group companies, Prosegur Cash is specifically served in the areas of procurement, fleet and buildings:

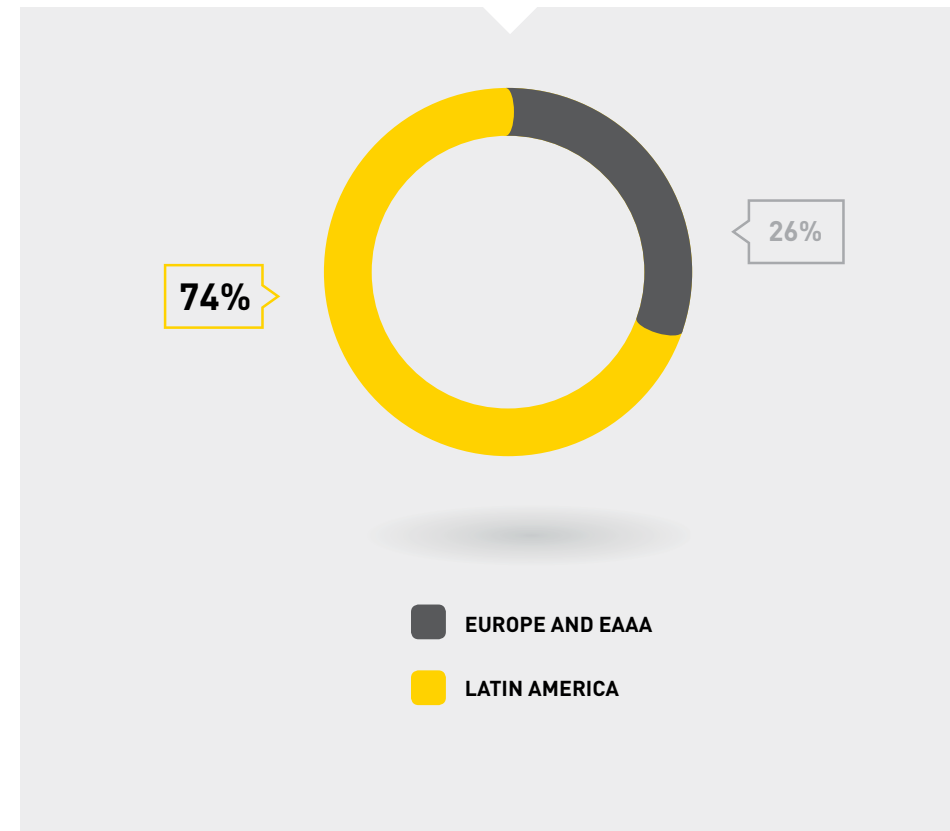
- › **Procurement:** cash management machines, cashpoints, their maintenance and operating materials.
- › **Fleet:** design and maintenance of the armoured vehicles for cash in transit.
- › **Buildings:** design and construction of operational sites in accordance with the security levels established by the company.



The Procurement and Supply Chain area, in coordination with the business, is continuously searching for the most competitive prices and the best and most innovative equipment available in the market at any time for its customers. The Fleet area designs and defines the different types of armoured vehicles that the company uses, monitoring the manufacturing process and the entry into service of the vehicles. Finally, the Buildings area continues working with its focus on the importance of the design of Prosegur Cash's operational sites. This work is undertaken by an in-house team of professionals under their own quality standards: both in the design phase and during their construction.

Prosegur Cash's Code of Ethics and Conduct establishes that the criteria of independence, objectivity and transparency must be taken into consideration in the supplier contracting process, and that these must be aligned with the interest of obtaining the best commercial terms possible. Prosegur Cash requires its suppliers to respect and comply with the Code of Ethics and Conduct from the moment they sign a contract with the company. In order to check on the compliance with these obligations, Prosegur Cash has an internal procedure which establishes the steps that must be followed where there is a conflict of interest or in cases of fraud between employees and suppliers. Due to its activities, Prosegur Cash takes into account the collaboration with suppliers both at global and local level, generating wealth, in this way in the geographic areas of those countries where it operates.

Procurement by region



Outstanding projects developed by Buildings department in 2018

VALPARAÍSO, CHILE

- > Work executed: constructed area of 1,576 m² and 800 m² of outdoor courtyard
- > Capacity for 22 armoured units



BOGOTA, COLOMBIA

- > Work executed: constructed area of 8,600 m² and 1,000 m² of outdoor courtyard



4.3. Public **administrations**

Prosegur Cash has positioned itself as a global benchmark in the cash in transit sector and is present in countries on five continents. It develops its fiscal strategy following the guidelines set by the Organisation for Economic Co-operation and Development (OECD) and complies with the recommendations suggested by the “Base Erosion and Profit Shifting” (BEPS) document, regarding tax avoidance and relocation to regions with low or

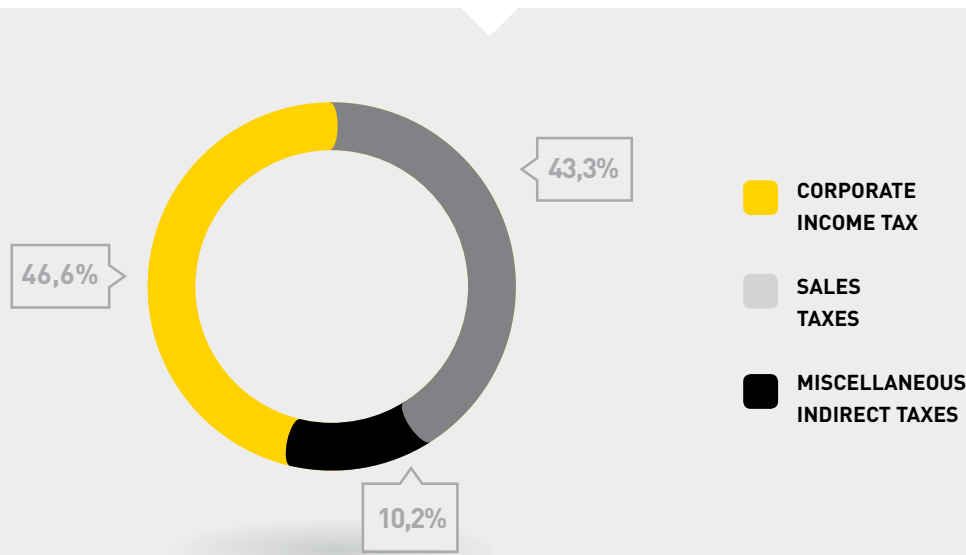
no taxation. Prosegur Cash’s tax rate in 2018 was 34 percent, higher than the average of its main competitors.

The breakdown of Prosegur Cash’s tax burden is based on its total tax contribution, which takes into account the taxes paid by the company’s own taxes, value-added tax, employment taxes and other tax items with the exception of social secu-

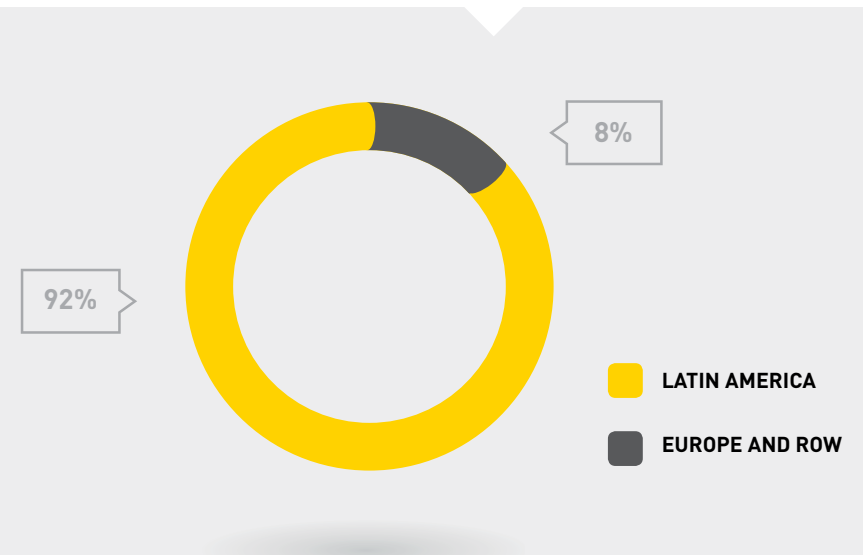
rity payments. These contributions significantly drive up Prosegur Cash’s total tax contribution.

In 2018, the type of taxes paid by the company were divided into corporate taxes, miscellaneous indirect taxes and sales taxes. Prosegur Cash meets its tax obligations in all of the markets in which it operates, in accordance with the legislation applicable in each country.

Detail of own taxes



Taxes by region



The total tax contribution made in 2018 amounted to EUR 493 million.

COUNTRY		2018		
	Own taxes	Third-party taxes	VAT	Total
Latin America	178	101	98	377
Europe & ROW	15	36	64	115
Total Prosegur Cash	193	137	162	493

“ **EUR 493MM**
tax contribution
made in 2018 ”



4.4. Financial **community**

Share performance

Prosegur Cash's performance in 2018 was adversely affected by a more hostile economic scenario than in 2017. This environment not only had a bad effect on the value of Ibero-American currencies, but also led to a slowdown in economic growth of the region's main economies of Brazil and Argentina.

The US Federal Reserve's policy of raising interest rates which began in March 2018 and continued through to the end of the year, accelerated the return of a great deal of the funds that were invested in Ibero-America, putting upward pressure on exchange rates in the various countries. Both the US dollar and the euro appreciated significantly in relation to the major Ibero-American currencies, with the Brazilian real and the Argentine peso the worst hit.

In addition, political uncertainty in Brazil and the fiscal gap in Argentina, which contributed to it being declared a hyperinflation economy, ultimately led to a negative impact on growth in both economies, with a slowdown in economic recovery in the case of Brazil and a significant reduction in the contribution in that of Argentina.

As a result, Prosegur Cash's consolidated sales were penalised by the currency impact, despite the fact that, in constant currency, there was above double-digit growth.

On 31 December 2018, the price of the Prosegur Cash share closed at EUR 1.93, some 28 percent less than in December of the previous year.

Prosegur Cash (MSE) Open: 2,76 | High: 2,89 | Low: 1,60 | Close: 1,93
02/01/2018 - 31/12/2018



Main Shareholders

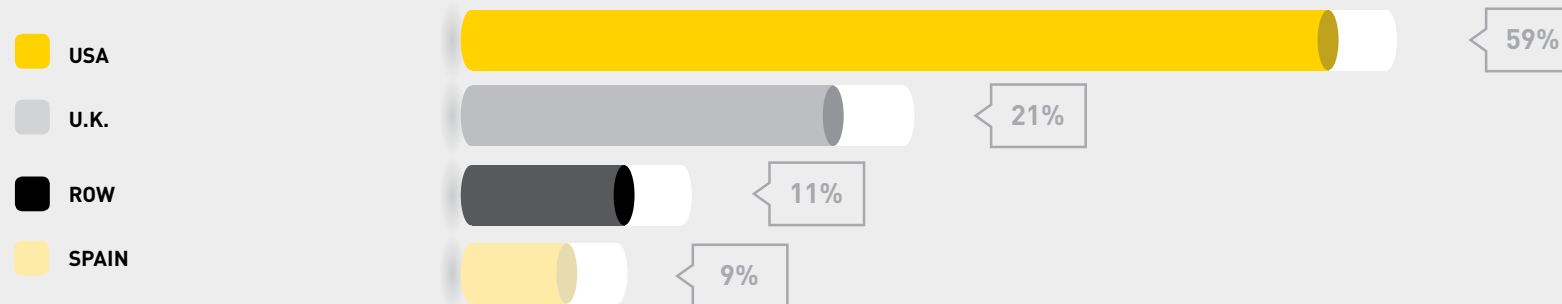
The shareholding structure of Prosegur Cash reflects its solidity and stability. As of 31 December 2018, 72.50 percent of the capital directly or indirectly was owned by Prosegur Compañía de Seguridad, while the remaining 27.5 percent is floating capital, including the

shares of FMR with 6.645 percent, Oppenheimer with 4.992 percent and Fidelity Investment Trust with 3.806 percent.

The structure of the Board of Directors enables the management bodies to define strategic lines

and make decisions in line with the interests of all of the shareholders. This solid and stable relevant shareholder base, made up largely of significant shareholders and institutional investors, provides Prosegur Cash with the ideal conditions to develop its project and achieve its objectives.

Geographical distribution of floating capital



Investor relations

Prosegur Cash focuses its efforts on the creation of value for its shareholders. The improvement in results and transparency, as well as rigour and credibility, underpin its actions. The company has published the policy governing its relationship with shareholders and investors on its corporate website, which has been approved by its Board of Directors. To this end, it assumes the commitment to promote effective and open communication with all shareholders, ensuring at all times the coherence and clarity of the information it provides. Likewise, it seeks to maintain transparent and habitual contact with its shareholders, which facilitates mutual understanding of its objectives.

To comply with its commitment to transparency, Prosegur Cash tries to provide all its financial and strategic communications in a coherent and open way, ensuring, whenever possible, the use of a simple language that facilitates its understanding, and that this information reflects the situation and its perspectives in a faithful, balanced and comprehensible manner.

The following were held in 2018: 369 face-to-face meetings with investors and 86 with analysts; 8 sector conferences; 60 telephone conferences; 9 investor roadshows; 6 guided tours of operating centres and an investor breakfast.

The company presents its results quarterly through a webcast on its website. The presentations of the company's profits and losses are led by the Chief Financial Officer and the Investor Relations Director, and annually by the Chief Executive Officer.

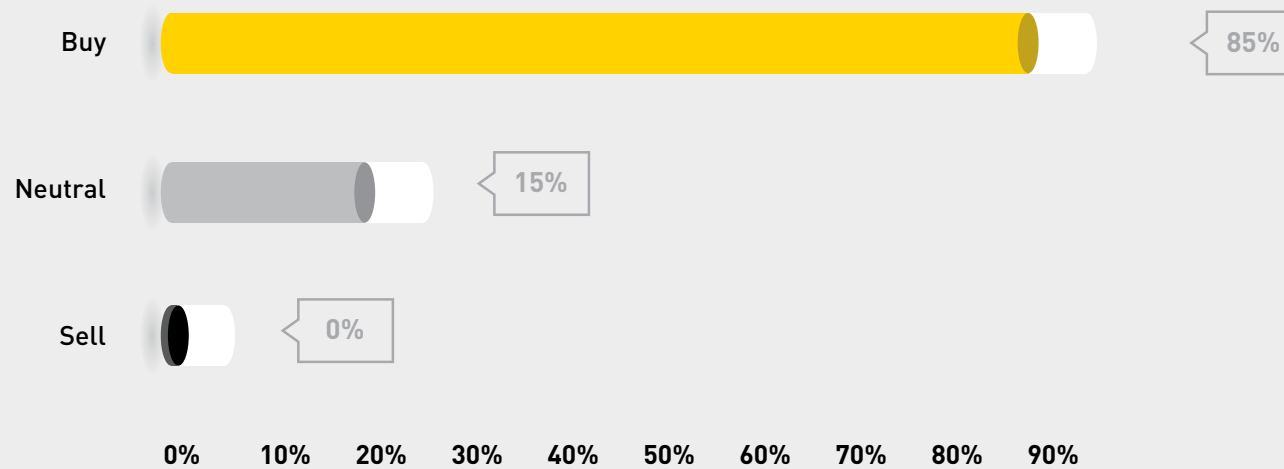
Prosegur Cash is open to receiving comments and suggestions for improvement, which can be addressed to the company through the specific communication channels mentioned on its website and/or communication policy with investors.



Analysts coverage and recommendations

The recommendations of the 13 investment companies that monitor Prosegur Cash are as follows:

Analyst recommendations



4.5. Prosegur Foundation: the company's social footprint

The Prosegur Foundation plays a particularly central role in Prosegur Cash's commitment to driving the progress of the regions in which it operates: an entity which seeks to generate development opportunities for people and which in 2018 had 43,240 direct beneficiaries in 10 countries. This is an increase of 8 percent on 2017 and has been possible thanks to greater involvement of the company's professionals, the replication of best practices and harnessing synergies in its projects.

With its three main focal points of education, labour inclusion for people with intellectual disabilities, and corporate volunteering, the activities of the Prosegur Foundation aim to generate shared value for the company and society, while making a contribution towards the following United Nations Sustainable Development Goals (SDGs):



Particularly via the Piecitos Colorados development cooperation project run at schools in disadvantaged areas of Argentina, Brazil, Chile, Colombia, Paraguay, Peru and Uruguay; and also the Talent Scholarship project, which recognises the academic excellence and hard work of employees and their children via educational grants in 3 continents. It also supports environmental education via new technologies with its Clean Planet programme.



Initiatives are run to help people with intellectual disabilities gain a foothold in the labour market. Among these are the Inclusion Plan implemented at the company's offices (Argentina, Brazil, Chile, Colombia, Spain and Peru) and Document Digitisation Centres, featuring training from experts in these areas, and currently ongoing in Brazil and Spain. The initiative is based on the Supported Employment methodology, backed by advice of experts on such matters, like Fundación Prodis, Fundación Aprocor, Best Buddies, Fundación Discar, Fundación COANIL, Centro Ann Sullivan del Perú and APAE Brasil, etc.



The Foundation promotes the creation of efficient alliances with other service sector companies to obtain synergies that provide a positive social impact. The collaboration with Fundación Créate, Nutrición Sin Fronteras, Fundación Empieza por Educar, Lego Robotix, UWC España and Fundación Amigos del Museo del Prado, within the field of education, or the aforementioned labour force inclusion partners fits into this area.

As well as these programmes, Transversal Corporate Volunteering initiatives associated with Prosegur Foundation's various areas of action also help to achieve a more lasting impact. Work in the areas of education and labour inclusion which is sustained over time and carried out by corporate volunteers on the ground, and which contributes to the achievement of SDG1 (No Poverty) and SDG10 (Reduced Inequalities).

4.5.1. Impact in 2018

QUANTITATIVE		
	2018	2017
No. of projects	34	31
No. of beneficiaries	43,240	39,964
Budget (in millions of euros)	3	2.8

PIECITOS COLORADOS



- > 46 schools and **5,540 students** have participated in the Picitos Colorados Program
- > **503 students and 30 teachers** from six different countries have been trained in entrepreneurship skills

EDUCATION



- > **1,366 Prosegur Foundation Talent Scholarships** delivered in 9 countries
- > **1,880 participating students** in 'Planeta Limpio' environmental awareness workshops
- > **179 students** from Chile, Spain and Portugal have participated in our summer experience program

VOLUNTEERING



- > **266 volunteering** days developed in eight countries
- > **2.2,871 Prosegur professionals** committed as volunteers

4.5.2. Value drivers

The Prosegur Foundation not only has a quantitative impact. Its work also helps to drive qualitative improvements in a number of areas, which are equally important for a non-profit entity with a social vocation. In this regard, in 2018, the Foundation established a series of “drivers” which enable the visualisation of the Foundation’s contribution in terms of value generation for the various different stakeholders. These are the variables analysed under this approach.



- › **Pride in Belonging:** Prosegur Cash’s professionals get involved in the Foundation’s projects, strengthening their commitment to the company and fulfilling their desire to do something charitable. In 2018, satisfaction surveys were carried out with employees volunteering in Colombia and Spain to analyse the impact generated, with responses relating to strengthening of skills and abilities, team work, empathy, [proactivity and pride in belonging, all figuring strongly.



- › **Reputation and Brand:** The work of Prosegur Foundation was recognised in Argentina in 2018 with the following awards: The Transparency and Institutional Award (highlighting the management model based on excellence and best practices) from Federación de Fundaciones; CSR Distinction Award for the “Creativity as a driver for change” project in partnership with the Friends of the Prado Museum Foundation; Social Impact Award for best sustainability practices from Verallia Argentina, also for the art outreach project with the Prado Museum in Mendoza.



- › **Creation of alliances:** The creation of strategic alliances with other service sector companies is vital to the working of the Prosegur Foundation’s model; enabling it in that way to achieve greater impact, to unlock synergies and manage resources more efficiently. All these are factors which affect the conception and development of the most innovative initiatives. Among the new alliances created in 2018, the collaboration with the Asociación Conciencia de Argentina (experts in managing educational programmes in disadvantaged areas) for the monitoring and mentoring of scholarship students in the Picicitos Colorados programme and the work with the Peruvian Institute of Sport (a public body which is part of the Ministry of Education) to systemise the sporting experience of schools in the country’s rural areas.

4.5.3. Milestones of the year

Towards digital transformation

In line with the digital transformation currently ongoing at Prosegur group, in 2018 the Foundation conducted an exercise to reflect on the challenges and opportunities that the fourth industrial revolution is creating in the third sector. An internal analysis process to establish an action strategy that enables the challenges of the digital environment to be addressed in the various phases of its activity:

- 1. Reflection on the new profile of the beneficiaries and identification of their needs**, to adapt and transform the programmes with more innovative approaches.
- 2. Analysis of work flows** to improve the internal processes in terms of efficiency (standardisation and scalability).
- 3. Implementation of tools** that enable more reliable data management and an analysis of this data for decision-making (specific database for Foundation projects).
- 4. Adapting communication to the digital environment** –mixed media, online channels and new formats - to be more agile, achieve greater interactivity with users and obtain feedback from the various stakeholders.

These lines of action - enshrined in the 2018-2020 Strategic Framework - represent a cultural shift in terms of the work performed by Prosegur Foundation and will form the central pillars of its strategy over the coming years.



Education 4.0

Seeking to adapt to generational change and address the main premise of its transformation process, during 2018 Prosegur Foundation reshaped its training initiatives to converge them with the Education 4.0 concept. A new way of teaching and learning, where in addition to technology, other factors take on special importance such as: personalisation, development of entrepreneurial talent and learning 21st-century skills (like creativity innovation, teamwork, critical thinking and emotional intelligence).

Spain. Escuelab summer camps for children aged between 8 and 14 have been updated to include STEM (Science, Technology, Engineering and Maths) content, helping children to actively develop their learning in said subjects, while stimulating their curiosity and capacity for reflection. In addition, the first Summer Entrepreneurship Experience initiative was run for pre-university students, in partnership with the EDEM Business School in Valencia. Through this summer programme, company employees' children will be able to discover



the world of business start-ups and develop skills to help them become professionals in the future.

A new module was added to the Talent Scholarships programme, focused on globalisation and language learning. From 2018, students have the opportunity

to have an international educational experience whilst practising a federated sport. Thanks to the collaboration with the Talent and Sport organisation, students and their families will be assisted to complete all the necessary paperwork to obtain a student grant at a university in the United States.

Latin America. As part of efforts to ensure quality education (SDG4), the Prosegur Foundation runs the Picitos Colorados development cooperation project: an initiative that aims to improve the education and quality of life of children from disadvantaged backgrounds in Ibero-America, with school acting as a driver of change.

Involving 46 schools and benefiting more than 5,500 children in 7 countries, during 2018 the project focused on providing tools to give students and teachers access to 21st century skills, thereby helping to narrow the education gap. Of these, the start-up training initiative “Despierta, Crea y Transforma el Medioambiente” (“Wake up, Create and Transform the Environment”), in collaboration with Fundación Créate, particularly stands out. Through its active methodology, students are able to develop

projects from ideas based on an exploration of the environment surrounding them. The learning process - experiential and collaborative - transcends the traditional classroom model, as pupils must go through all the stages of construction of the project: from developing their idea, producing a prototype, analysing resources, creating a brand strategy, right through to presenting their solution in public.

This entrepreneurship initiative involved 503 students and 30 teachers from Argentina, Chile, Colombia, Paraguay, Peru and Uruguay, who built 87 creative solutions to the environmental problems in their communities, which were presented at Innovation Fairs held at their schools. In these events, corporate volunteers acted as team mentors and Prosegur Cash customers as judges.



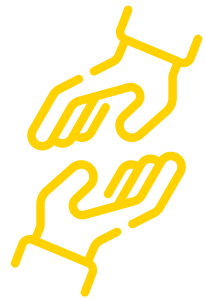
PIECITOS COMES TO THE SOUTH SUMMIT

The “Wake up, Create and Transform the Environment” project culminated in four pupils from the “Alfred Nobel” school in rural Uruguay travelling to Spain to take part in the South Summit startup event: the best known innovation and entrepreneurship platform in southern Europe, which connects start-ups with investors. Registered in the “Kids” division, the children from the Picitos project made an elevator pitch to present their “Bajavolumen” (“Lower the volume”) project to reduce noise pollution in cities through a collaboration app.

A year of charity

The number of Prosegur group employees taking part in the Volunteering activities that the company carries out in eight different countries, increased 60 percent on 2017. A total of 2,871 employees were actively involved in the 266 charity days held in Spain and Ibero-America, linked to education in disadvantaged communities, the labour inclusion of people with intellectual disabilities or the transfer of knowledge, both professional and life experience.

This increase was driven by decentralisation and the innovative approach taken by the initiatives, and will certainly have generated stronger pride of belonging among the staff who showed their charitable spirit in joining the “Valor del Amarillo” (Value of Yellow) movement:



- > **Volunteering for inclusion:** The volunteering days where employees and their families participate and form teams with people with disabilities, aims to increase awareness of diversity and drive the social integration of this group. New activities were added to the traditional sporting ones in 2018, and new geographic areas, both in Spain and Ibero-America were also included. Standing out among this year’s original inclusive initiatives were the geocaching games run in Zaragoza and Barcelona, a cultural scavenger hunt in Bogota, and cooking competitions held in Bilbao, Valladolid, Buenos Aires and Belo Horizonte (Brazil).

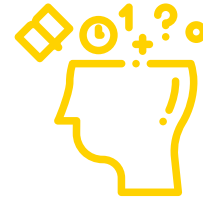


INCLUSIVE CAMINO DE SANTIAGO

In partnership with Fundación Deporte y Desafío, in 2018 the Prosegur Foundation organised the first inclusive Camino de Santiago expedition, in which employees from several branch offices in Spain walked 100 km of the famous pilgrimage route with disabled people. A pilgrimage divided into five stages, which was marked by a spirit of friendship and the overcoming of obstacles, and which thanks to teamwork of those involved ensured the achievement of a key objective: encourage a more inclusive society for people with different abilities. It was a unique experience for the volunteers, who learnt “a lesson about strength, life and overcoming obstacles”.



> As a result of the close ties between the workforce in Latin America and the schools taking part in the Piecitos Colorados project, a team of **Charity Ambassadors** was set up in Argentina: an initiative developed by the Security business line, in which a total of 90 operational employees have already participated as volunteers. Once these employees have undertaken their charitable activities at the school, they then take on the responsibility of publicising the Foundation's work in their various branch offices.



> **Volunteering to drive the transfer of knowledge.** Thanks to the talents of Prosegur Cash staff, training days have been held to take security know-how to those who most need it. Workshops have also been held on accident prevention and safe environments in Brazil; road health and safety activities in Colombia and the "Prosegur Week" in Peru, to demonstrate the work of the company's various businesses in the schools in the Piecitos Colorados project. In addition, in Argentina and Spain, professionals from various different areas, helped introduce measures aimed at improving careers advice and the motivation of young students from disadvantaged backgrounds. The goal: to share personal and work experiences to help young people in their future development.

5. **About** this report





Scope of the Annual Report

The information included in the Annual Report 2018 refers to all the activities carried out by Prosegur Cash, S.A. and its subsidiaries from 1 January 2018 to 31 December 2018.

The report covers the financial and non-financial performance of the company, as a company specialising in private security services, with a geographic scope that includes the following countries: Germany, Argentina, Australia, Brazil, Chile, Colombia, Costa Rica, El Salvador, Spain, the Philippines, France, Guatemala, Honduras, India, Mexico, Nicaragua, Paraguay, Peru, Portugal, South Africa and Uruguay.

Benchmark standards

The Annual Report 2018 was drawn up following the principles established in the Guidelines for the preparation of sustainability reports of the **Global Reporting Initiative (GRI)**, version GRI Standard, and therefore covering all the indicators related to the material aspects of the company that were defined in the materiality analysis.

The information contained in this report has also been drawn up in accordance with the following principles:

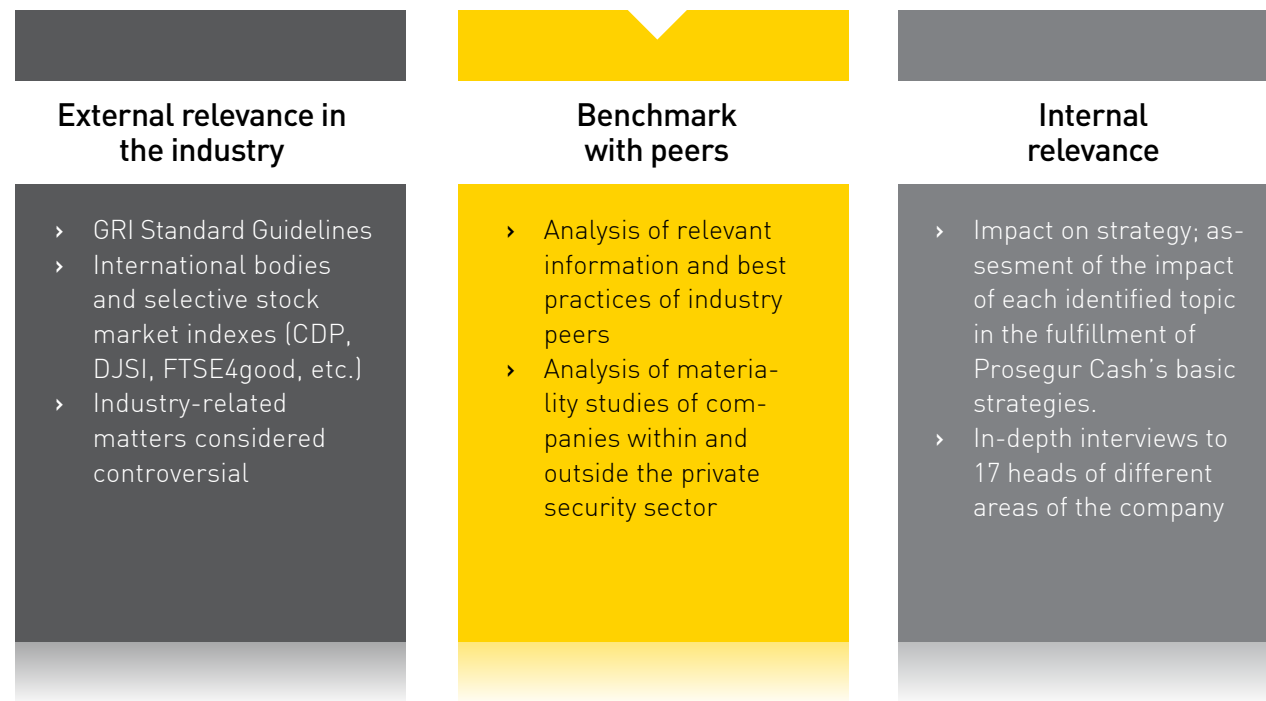
- › Principles to determine the content of the report: stakeholder inclusiveness, sustainability context and completeness.
- › Principles to ensure the quality of the report: balance, comparability, accuracy, periodicity, clarity and reliability.

Prosegur Cash has also used the IIRC Framework (International Integrated Reporting Council) as a reference for drawing up integrated Annual Reports.

Materiality analysis

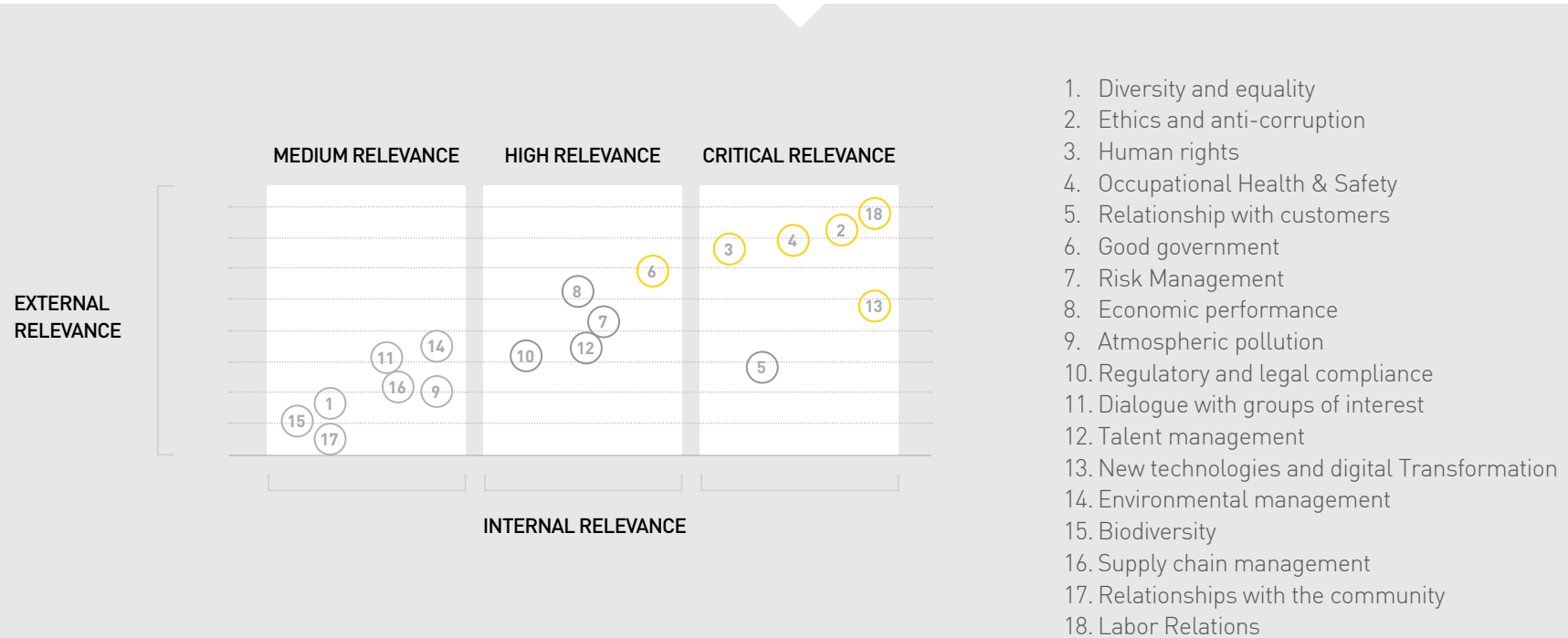
Prosegur Cash's materiality analysis derives from the revision and updating of the materiality matrix and the adaptation of the topics to the context and development of the sector and its environment. In this way, the purpose of the company is to identify the most relevant topics for external and internal stakeholders, show their progress and determine the actions that must be taken to continue generating value.

Prosegur Cash has updated materiality taking into account the following aspects:



As a result of this assessment, a list was drawn up with the **18 most relevant topics** for Prosegur Cash:

Relevant topics



1. Diversity and equality
2. Ethics and anti-corruption
3. Human rights
4. Occupational Health & Safety
5. Relationship with customers
6. Good government
7. Risk Management
8. Economic performance
9. Atmospheric pollution
10. Regulatory and legal compliance
11. Dialogue with groups of interest
12. Talent management
13. New technologies and digital Transformation
14. Environmental management
15. Biodiversity
16. Supply chain management
17. Relationships with the community
18. Labor Relations

Contact details

For further information or queries regarding the Annual Report 2018 or the information contained in it, please contact us by email at: accionistascash@prosegur.com

6. Annexes



Annex I - Performance indicators

Governance structure

KPI's	Profit/(loss)
Percentage of women in the Board of Directors	Board comprising 33% women
Percentage of independent directors	The Board comprises 44.4% independent directors
Percentage of independent directors in the Audit Committee	100% of members of the Audit Committee are independent directors

Ethics and compliance

KPI's	2018
No. of complaints for breaches of the Ethics Code	9
No. of complaints for fraud	7

The scope of these KPIs represents the 100% of the staff of the Prosegur Cash group.



Environmental management

KPI's	2017	2018	Scope (% of sales)
Direct CO2 emissions	43,368 T	95,182 T	92%
Indirect CO2 emissions	11,908 T	12,556 T	92%
MWh electricity consumption	23,350 MWh	53,788 MWh	92%
Non-hazardous waste managed	506 T	1,325 T	92%
Hazardous waste managed	155 T	149 T	67%
Fuel (millions of liters)	16,06	36,04	92%
Paper consumption	248 T	426 T	92%
Number of uniforms distributed	378,632	235,513	92%
Water consumption (m3)	235,835	328,937	92%

The scope of these KPIs excludes the new M&A geographies acquired in 2018 and the countries in which businesses are equity-accounted.

Employees

Social and employment matters

		Scope	Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay
Total summary of employees			3,983	4,069	627	631	4,979	14,150	2,871	2,327	849
Gender	Men	145%	2,424	3,388	540	510	4,269	11,504	2,237	1,660	728
	Women		1,559	681	87	121	710	2,646	634	667	121
Age	Less than 30 years old	130%	306	307	39	39	538	2,019	887	444	282
	Between 30 an 50 years old		2,342	1,995	449	409	3,604	9,547	1,824	1,138	549
	More than 50 years old		1,335	1,767	139	183	837	2,584	160	745	18
Professional category	Directors and managers ^[2]	130%	51	6	3	4	30	121	22	6	8
	Supervisors and coordinators		47	63		45	294	375	32	55	56
	Analysts and administratives		118	70	8	51	350	964	125	140	24
	Blue collar		3,767	3,930	616	531	4,305	12,690	2,692	2,126	761
Number of employees by contract types											
Gender	Men	127%	2,424	3,388	540	510	4,269	11,504	2,237	1,660	728
	Indefinite		2,095	2,866	470	501	4,269	11,433	21	1,515	722
	Temporary		329	522	70	9		71	2,216	145	6
	Women	127%	1,559	681	87	121	710	2,646	634	667	121
	Indefinite		1,082	567	63	120	710	2,573	42	570	115
	Temporary		477	114	24	1		73	592	97	6
Age	Less than 30 years old	127%	306	307	39	39	538	2,019	887	444	282
	Indefinite		96	132	7	38	538	1,875	59	325	272
	Temporary		210	175	32	1		144	828	119	10
	Between 30 an 50 years old		2,342	1,995	449	409	3,604	9,547	1,824	1,138	549
	Indefinite	1,837	1,655	388	404	3,604	9,547	1,820	1,026	547	
	Temporary	505	340	61	5			4	112	2	
	More than 50 years old	1,335	1,767	139	183	837	2,584	160	745	18	
	Indefinite	1,244	1,646	138	179	837	2,584	160	734	18	
Professional category	Temporary		91	121	1	4				11	
	Directors and managers ^[2]	127%	51	6	3	4	30	121	22	6	8
	Indefinite		49	5	3	4	30	121	22	6	8
	Temporary		2	1							
	Supervisors and coordinators	127%	47	63		45	294	375	32	55	56
	Indefinite		45	63		45	294	375	32	51	56
	Temporary		2							4	
	Analysts and administratives	127%	118	70	8	51	350	964	125	140	24
	Indefinite		116	69	6	51	350	820	62	128	24
	Temporary		2	1	2			144	63	12	
Blue collar	127%	3,767	3,930	616	531	4,305	12,690	2,692	2,126	761	
Indefinite		2,974	3,296	524	521	4,305	12,690	2,692	1,900	749	
Temporary		793	634	92	10				226	12	

The scope of these KPIs excludes the new M&A geographies acquired in 2018 and the countries that consolidate by the equity method. In the cases in which the percentage is higher than 100%, it is because the new acquisitions and equity investments have reported information in this regard.

^[1] The training data correspond to the face-to-face modality imparted to the company's employees. Face-to-face training represents 92.4% of the total training hours.

^[2] The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Uruguay	Peru	Mexico	Central America	Australia	India	Philippines	South Africa	TOTAL
Total summary of employees			580	3,200	943	2,010	1,002	8,823	1,106	6,244	58,394
Gender	Men	145%	496	2,173	662	1,644	677	8,704	681	4,450	46,747
	Women		84	1,027	281	366	325	119	425	1,794	11,647
Age	Less than 30 years old	130%	21	1,181	274	675	136	3,248	828		11,224
	Between 30 an 50 years old		345	1,775	546	1,173	458	4,806	269		31,229
	More than 50 years old		214	244	123	162	408	769	9		9,697
Professional category	Directors and managers ⁽²⁾	130%	4	14	9	20	8	74	8		388
	Supervisors and coordinators		10	277	60	64	72	443	111		2,004
	Analysts and administratives		207	377	99	114	156	227	2		3,032
	Blue collar		359	2,532	775	1,812	766	8,079	985		46,726
Number of employees by contract types											
Gender	Men	127%	496	2,173	662	1,644	677	8,704			41,616
	Indefinite		496	1,430	653	1,644	677	8,704			37,496
	Temporary			743	9						4,120
	Women	127%	84	1,027	281	366	325	119			9,428
	Indefinite		84	573	278	366	325	119			7,587
	Temporary			454	3						1,841
Age	Less than 30 years old	127%	21	1,181	274	675	136	3,248			10,396
	Indefinite		21	336	273	675	136	3,248			8,031
	Temporary			845	1						2,365
	Between 30 an 50 years old	127%	345	1,775	546	1,173	458	4,806			30,960
	Indefinite		345	1,427	537	1,173	458	4,806			29,574
	Temporary			348	9						1,386
	More than 50 years old	127%	214	244	123	162	408	769			9,688
	Indefinite		214	240	121	162	408	769			9,454
	Temporary			4	2						234
Professional category	Directors and managers ⁽²⁾	127%	4	14	9	20	8	74			380
	Indefinite		4	14	9	20	8	74			377
	Temporary										3
	Supervisors and coordinators	127%	10	277	60	64	72	443			1,893
	Indefinite		10	254	57	64	72	443			1,861
	Temporary			23	3						32
	Analysts and administratives	127%	207	377	99	114	156	227			3,030
	Indefinite		207	262	96	114	156	227			2,688
	Temporary			115	3						342
	Blue collar	127%	359	2,532	775	1,812	766	8,079			45,741
Indefinite	359		1,473	769	1,812	766	8,079			42,909	
Temporary			1,059	6						2,832	

The scope of these KPIs excludes the new M&A geographies acquired in 2018 and the countries that consolidate by the equity method. In the cases in which the percentage is higher than 100%, it is because the new acquisitions and equity investments have reported information in this regard.

⁽¹⁾ The training data correspond to the face-to-face modality imparted to the company's employees. Face-to-face training represents 92.4% of the total training hours.

⁽²⁾ The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay
Number of employees by types of working day											
Gender	Men		2,424	3,388	540	510	4,269	11,504	2,237	1,660	728
	Full time	127%	2,075	2,931	538	506	4,262	11,424	2,237	1,649	731
	Part time		349	457	2	4	7	80		11	
	Women		1,559	681	87	121	710	2,646	634	667	121
	Full time	127%	1,190	437	86	112	702	2,547	634	640	118
	Part time		369	244	1	9	8	99		27	
Age	Less than 30 years old		306	307	39	39	538	2,019	887	444	282
	Full time		175	206	39	39	530	1,867	887	429	282
	Part time		131	101			8	152		15	
	Between 30 an 50 years old		2,342	1,995	449	409	3,604	9,547	1,824	1,138	549
	Full time	127%	1,982	1,715	446	397	3,597	9,530	1,824	1,125	541
	Part time		360	280	3	12	7	17		13	
Professional category	More than 50 years old		1,335	1,767	139	183	837	2,584	160	745	18
	Full time		1,108	1,447	139	182	837	2,574	160	745	18
	Part time		227	320		1		10			
	Directors and managers ^[2]		51	6	3	4	30	121	22	6	8
	Full time		48	6	3	4	30	121	22	6	8
	Part time		3								
Professional category	Supervisors and coordinators		47	63		45	294	375	32	55	56
	Full time		40	59		45	294	375	32	55	56
	Part time		7	4							
	Analysts and administratives	127%	118	70	8	51	350	964	125	140	24
	Full time		108	63	8	50	349	816	125	140	24
	Part time		10	7		1	1	148			
Professional category	Blue collar		3,767	3,930	616	531	4,305	12,690	2,692	2,126	761
	Full time		3,015	3,240	613	519	4,291	12,659	2,692	2,095	761
	Part time		752	690	3	12	14	31		31	
Number of dismissals											
Gender	Men		73	190	11	21	87	1,391	36	88	94
	Women		74	42		9	14	448	4	40	16
Age	Less than 30 years old		25	53	2	3	22	384	15	54	26
	Between 30 an 50 years old		85	115	8	19	63	1,069	23	66	81
	More than 50 years old	127%	37	64	1	8	16	386	2	8	3
Professional category	Directors and managers ^[2]		3					10		2	
	Supervisors and coordinators		3	2		4	5	43		1	6
	Analysts and administratives			3			14	163		4	4
	Blue collar		141	227	11	26	82	1,623	40	121	100

The scope of these KPIs excludes the new M&A geographies acquired in 2018 and the countries that consolidate by the equity method. In the cases in which the percentage is higher than 100%, it is because the new acquisitions and equity investments have reported information in this regard.

^[1] The training data correspond to the face-to-face modality imparted to the company's employees. Face-to-face training represents 92.4% of the total training hours.

^[2] The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Uruguay	Peru	Mexico	Central America	Australia	India	Philippines	South Africa	TOTAL
Number of employees by types of working day											
Gender	Men		496	2,173	662	1,644	677	8,704			41,616
	Full time	127%	496	2,166	662	1,632	348	8,704			40,361
	Part time			7		12	329				1,258
	Women		84	1,027	281	366	325	119			9,428
	Full time	127%	84	1,008	281	341	117	119			8,416
	Part time			19		25	208				1,009
Age	Less than 30 years old		21	1,181	274	675	136	3,248			10,396
	Full time		21	1,162	274	651	33	3,248			9,843
	Part time			19		24	103				553
	Between 30 an 50 years old		345	1,775	546	1,173	458	4,806			30,960
	Full time	127%	345	1,768	546	1,160	236	4,806			30,018
	Part time			7		13	222				934
Professional category	More than 50 years old		214	244	123	162	408	769			9,688
	Full time		214	244	123	162	196	769			8,918
	Part time						212				770
	Directors and managers ^[2]		4	14	9	20	8	74			380
	Full time		4	14	9	20	8	74			377
	Part time										3
Professional category	Supervisors and coordinators		10	277	60	64	72	443			1,893
	Full time		10	277	60	64	62	443			1,872
	Part time	127%					10				21
	Analysts and administratives		207	377	99	114	156	227			3,030
	Full time		207	377	99	114	89	227			2,796
	Part time						67				234
Professional category	Blue collar		359	2,532	775	1,812	766	8,079			45,741
	Full time		359	2,506	775	1,775	264	8,079			43,643
	Part time			26		37	502				2,098
Number of dismissals											
Gender	Men		7	204	120	45	164	1,729			4,260
	Women			91	69	3	77	33			920
Age	Less than 30 years old			136	96	21	46	891			1,774
	Between 30 an 50 years old		2	136	82	24	121	775			2,669
	More than 50 years old	127%	5	23	11	3	74	96			737
Professional category	Directors and managers ^[2]				1		2	10			28
	Supervisors and coordinators		4	28		2	27	83			208
	Analysts and administratives			19	4		56	69			336
	Blue collar		3	248	183	46	156	1,600			4,607

The scope of these KPIs excludes the new M&A geographies acquired in 2018 and the countries that consolidate by the equity method. In the cases in which the percentage is higher than 100%, it is because the new acquisitions and equity investments have reported information in this regard.

^[1] The training data correspond to the face-to-face modality imparted to the company's employees. Face-to-face training represents 92.4% of the total training hours.

^[2] The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay	
Number of new hirings												
Gender	Men		457	463	27	158	233	634	1,106	289	147	
	Women		517	107	9	22	70	296	493	178	48	
Age	Less than 30 years old		334	173	15	49	131	489	814	219	119	
	Between 30 an 50 years old		535	296	21	74	166	417	773	235	75	
	More than 50 years old	127%	105	101		57	6	24	12	13	1	
Professional category	Directors and managers ^[2]		4			1		3	2	2	1	
	Supervisors and coordinators		8	1		8	4	11	4	9	9	
	Analysts and administratives		28	8	2	2	24	192	126	30	8	
	Blue collar		934	561	34	169	275	724	1,467	426	177	
Detail of employees by Professional category												
Professional category	Directors and managers ^[2]		51	6	3	4	30	121	22	6	8	
	Men		44	6	3	4	26	117	14	4	6	
	Women		7				4	4	8	2	2	
	Supervisors and coordinators		47	63		45	294	375	32	55	56	
	Men		33	56		36	260	309	27	46	47	
	Women	122%	14	7		9	34	66	5	9	9	
	Analysts and administratives		118	70	8	51	350	964	125	140	24	
	Men		62	45	6	37	261	484	34	60	12	
	Women		56	25	2	14	89	480	91	80	12	
	Blue collar		3,767	3,930	616	531	4,305	12,690	2,692	2,126	761	
	Men		2,297	3,281	531	433	3,722	10,594	2,162	1,550	663	
	Women		1,470	649	85	98	583	2,096	530	576	98	
	Professional category	Directors and managers ^[2]		51	6	3	4	30	121	22	6	8
		Less than 30 years old							1	1		
Between 30 an 50 years old			35	3	3	3	10	73	13	5	6	
More than 50 years old			16	3		1	20	47	8	1	2	
Supervisors and coordinators			47	63		45	294	375	32	55	56	
Less than 30 years old			1	2		2	2	17	2		18	
Between 30 an 50 years old			32	31		31	211	290	25	29	35	
More than 50 years old		122%	14	30		12	81	68	5	26	3	
Analysts and administratives			118	70	8	51	350	964	125	140	24	
Less than 30 years old			24	4		3	29	333	79	29	12	
Between 30 an 50 years old			70	35	5	31	270	525	37	85	12	
More than 50 years old			24	31	3	17	51	106	9	26		
Blue collar			3,767	3,930	616	531	4,305	12,690	2,692	2,126	761	
Less than 30 years old			321	301	39	34	507	1,668	805	415	252	
Between 30 an 50 years old		2,094	1,926	441	344	3,113	8,659	1,749	1,019	496		
More than 50 years old		1,352	1,703	136	153	685	2,363	138	692	13		

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^[2] The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

Scope		Uruguay	Peru	Mexico	Central America	Australia	India	Philippines	South Africa	TOTAL
Number of new hirings										
Gender	Men	36	431	316	128	199	3,323			7,947
	Women	1	208	156	28	77	48			2,258
Age	Less than 30 years old	7	479	259	88	73	1,933			5,182
	Between 30 an 50 years old	26	156	202	66	144	1,306			4,492
	More than 50 years old	4	4	11	2	59	132			531
Professional category	Directors and managers ^[2]			8	3	1	8			33
	Supervisors and coordinators	4	17	12	5	32	71			195
	Analysts and administratives		65	27	4	24	80			620
	Blue collar	33	557	425	144	219	3,212			9,357
Detail of employees by Professional category										
Professional category	Directors and managers ^[2]	4	14	9		8	74			360
	Men	4	14	8		5	72			327
	Women			1		3	2			33
	Supervisors and coordinators	10	277	60		72	443			1,829
	Men	10	198	42		48	428			1,540
	Women		79	18		24	15			289
	Analysts and administratives	207	377	99		156	227			2,916
	Men	152	213	51		60	177			1,654
	Women	55	164	48		96	50			1,262
	Blue collar	359	2,532	775		766	8,079			43,929
	Men	320	1,748	561		534	8,027			36,423
	Women	39	784	214		232	52			7,506
Professional category	Directors and managers ^[2]	4	14	9		8	74			360
	Less than 30 years old						2			4
	Between 30 an 50 years old	2	10	7		3	63			236
	More than 50 years old	2	4	2		5	9			120
	Supervisors and coordinators	10	277	60		72	443			1,829
	Less than 30 years old		19	6		2	157			228
	Between 30 an 50 years old	7	201	48		54	275			1,269
	More than 50 years old	3	57	6		16	11			332
	Analysts and administratives	207	377	99		156	227			2,916
	Less than 30 years old	2	97	44		35	133			824
	Between 30 an 50 years old	125	251	48		66	87			1,647
	More than 50 years old	80	29	7		55	7			445
Blue collar	359	2,532	775		766	8,079			43,929	
Less than 30 years old	19	1,065	224		113	2,956			8,719	
Between 30 an 50 years old	221	1,313	443		321	4,381			26,520	
More than 50 years old	119	154	108		332	742			8,690	

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^[2] The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay
Number of employees with disabilities											
	Number of people with disabilities	86%	47	310	1	27	2	114	24	3	
	Percentage of people with disabilities		1%	8%	0%	4%	0%	1%	1%	0%	
Number of immigrant employees											
	Number of immigrants on the workforce	101%	87	377	7	7	57	4	5	13	10
	Percentage of immigrants on the workforce		2%	9%	1%	1%	1%	0%	0%	1%	1%
	Management hired from the local community	122%	51	6	3	4	30	119	21	6	2
	Percentage of management hired from local community		100%	100%	100%	100%	100%	98%	95%	100%	25%
Average compensation (in euros)											
Gender	Men		28,460	28,451	13,876	32,001	19,052	10,042	5,880	14,970	4,870
	Women		18,706	21,734	11,261	29,264	16,751	6,606	4,877	10,317	3,741
Age	Less than 30 years old		16,987	17,584	12,305	27,057	15,463	6,326	4,363	8,270	3,503
	Between 30 an 50 years old		23,446	28,427	13,251	31,422	18,296	10,136	6,004	13,441	5,028
	More than 50 years old	122%	28,259	28,247	14,698	32,539	22,934	10,854	8,898	16,699	13,861
Professional category	Directors and managers ⁽²⁾		125,246	180,318	55,801	119,670	114,639	47,751	47,537	86,144	71,229
	Supervisors and coordinators		51,076	65,474		49,705	24,756	15,110	18,797	27,117	5,281
	Analysts and administratives		30,736	33,003	18,408	35,243	17,693	8,246	6,752	15,466	4,258
	Blue collar		22,795	26,403	13,253	28,905	17,727	6,758	5,018	12,963	3,984
Trade Union Representation											
	Number of employees affiliated to a trade union organization	117%	712	1,250	199	ND	892	3,483	177	2,010	
	Percentage of employees affiliated to a trade union organization		18%	31%	32%	ND	18%	25%	6%	86%	
Collective bargaining agreements											
	Number of employees covered by collective bargaining agreements	119%	3983	3560	627	631	4154	13998	894	2075	849
	Percentage of employees covered by collective bargaining agreements		100%	87%	100%	100%	83%	99%	31%	89%	100%
Total number of training hours ⁽¹⁾											
Gender	Men	122%	30,286	48,412	7,855	7,256	14,820	30,290	60,086	38,959	14,084
	Women		5,003	12,444	97	837	2,040	8,363	8,086	1,314	724
	Directors and managers ⁽²⁾		293	925	4		442	2,731	150	196	144
Professional category	Supervisors and coordinators	122%	1,643	212		515	882	4,368	1,048	1,509	579
	Analysts and administratives		2,002	265	3	603	2,187	8,208	5,837	853	134
	Blue collar		31,351	59,455	7,945	6,976	13,348	23,345	61,136	37,715	13,951

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⁽²⁾ The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Uruguay	Peru	Mexico	Central America	Australia	India	Philippines	South Africa	TOTAL
Number of employees with disabilities											
	Number of people with disabilities			4							532
	Percentage of people with disabilities	86%		0%							1%
Number of immigrant employees											
	Number of immigrants on the workforce			2	6	5					580
	Percentage of immigrants on the workforce	101%		0%	1%	0%					1,0%
	Management hired from the local community		4	14	3	ND	8	43			314
	Percentage of management hired from local community	122%	100%	100%	33%	ND	100%	58%			0,5%
Average compensation (in euros)											
Gender	Men		19,159	9,836	5,343	ND	85,000	1,871			12,876
	Women		18,416	6,491	3,816	ND	65,000	3,887			12,639
Age	Less than 30 years old		17,400	6,448	3,889	ND	65,000	1,505			6,207
	Between 30 an 50 years old		19,316	9,724	4,888	ND	70,000	2,046			12,617
	More than 50 years old	122%	18,935	12,968	7,109	ND	85,000	2,286			20,801
Professional category	Directors and managers ^[2]		91,241	78,746	63,815	ND	98,806	16,184			61,829
	Supervisors and coordinators		20,235	14,052	9,196	ND	61,933	3,728			18,411
	Analysts and administratives		20,832	9,541	5,629	ND	45,692	4,596			13,786
	Blue collar		17,088	7,681	3,754	ND	36,939	1,599			10,691
Trade Union Representation											
	Number of employees affiliated to a trade union organization		466	608	419	ND		600			10,816
	Percentage of employees affiliated to a trade union organization	117%	19%	19%	44%	ND		7%			19%
Collective bargaining agreements											
	Number of employees covered by collective bargaining agreements		577	608	419	ND		300			32,675
	Percentage of employees covered by collective bargaining agreements	119%	99%	19%	44%	ND		3%			56%
Total number of training hours ^[1]											
Gender	Men		3,933	13,290	3,894	ND	3,500	479,664			756,329
	Women	122%	280	2,641	1,230	ND	1,000	7,296			51,354
Professional category	Directors and managers ^[2]		46	36	161	ND	125	4,032			9,286
	Supervisors and coordinators		94	716	300	ND	400	24,144			36,410
	Analysts and administratives	122%	154	960	370	ND	500	14,112			36,188
	Blue collar		3,918	14,219	4,963	ND	3,475	444,672			726,469

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Social and employment matters

		Scope	Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay
Total number of hours of training imparted on human rights											
Gender	Men	46%	70		209		38		2507		978,14
	Women		5		22		4		806		222,28
Professional category	Directors and managers ⁽²⁾	46%			4				2		1,11
	Supervisors and coordinators							11		34,92	
	Analysts and administratives				50			2		8,24	
	Blue collar			75		177		42		3298	
Investment in training											
	Investment made in employee training (millions of euros)	122%	0,391	1,461	0,030	0,340	0,218	1,221	0,031	0,180	0,027
Number of employees receiving regular evaluations of performance and professional development											
Gender	Men	60%	277	87	40	510					564
	Women		173		8	121					68
Percentage of employees who receive regular evaluations of performance and professional development											
Gender	Men	60%	11%	3%	6%	100%					77%
	Women		11%		1%	100%					56%
Number of employees who received a maternity or paternity leave											
Gender	Men	122%	50	52	29	19	404	379	68	4	40
	Women		40	27	8	4	1,289	134	23	79	5
Number of employees who returned to work after their termination due to maternity or paternity ended											
Gender	Men	100%	46	49	19	19	404	379	68	4	40
	Women		29	31	6	4	1,289	134	23	79	5
Number of employees who returned to work after the end of their maternity or paternity leave and who continued working for 12 months after returning to work											
Gender	Men	122%	46	47	15	19	404	358			40
	Women		29	31	1	4	1,289	106			4
Turnover											
Gender	Men		235	386	32	39	266	1,552	976	305	135
	Women		195	94	3	9	37	553	518	229	26
Age	Less than 30 years old		109	98	8	13	52	492	654	178	54
	Between 30 an 50 years old		229	213	22	23	169	1,196	803	269	101
	More than 50 years old	127%	92	169	6	12	82	417	37	87	6
Professional category	Directors and managers ⁽²⁾		6	1		1		11	4	3	1
	Supervisors and coordinators		3	5		8	10	48	77	9	6
	Analysts and administratives		17	6		1	41	201	15	18	4
	Blue collar		404	468	25	38	252	1,845	1,398	504	150
Number of days worked by all Prosegur Cash employees											
Gender	Men	122%	888,706	865,224	142,560	126,149	1,037,367	2,511,476	7,352,640	565,474	252,200
	Women		562,295	173,181	22,968	28,176	172,530	580,074	2,085,408	221,720	42,300
Number of total days lost due to absence											
Gender	Men	100%	39,529	61,396	6,732	4,750	75,208	30,145	18,380	15,973	5,634
	Women		36,551	11,149	2,337	1,903	18,821	114,025	8,522	13,270	1,861

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⁽²⁾ The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Uruguay	Peru	Mexico	Central America	Australia	India	Philippines	South Africa	TOTAL
Total number of hours of training imparted on human rights											
Gender	Men	46%		176	628,64	ND	100				4,697
	Women					195,36	ND	150			1,405
Professional category	Directors and managers ⁽²⁾	46%			21,978	ND	50				79
	Supervisors and coordinators				42,328	ND	55			143	
	Analysts and administratives				53,724	ND	25			139	
	Blue collar			176	695,97	ND	125			5,745	
Investment in training											
	Investment made in employee training (millions of euros)	119%	0,053	0,180	0,010	ND	0,300	0,111			5
Number of employees receiving regular evaluations of performance and professional development											
Gender	Men	60%		1434	88	ND	677	663			4,340
	Women			685	12	ND	325	66		1,458	
Percentage of employees who receive regular evaluations of performance and professional development											
Gender	Men	60%		45%	9%	ND	68%	8%			10%
	Women			21%	1%	ND	32%	1%		15%	
Number of employees who received a maternity or paternity leave											
Gender	Men	122%	14	68	34	ND	15				1,176
	Women		4	75	11	ND	45	1		1,745	
Number of employees who returned to work after their termination due to maternity or paternity ended											
Gender	Men	100%	14	68	33	ND	5				1,148
	Women		4	75	11	ND	15			1,705	
Number of employees who returned to work after the end of their maternity or paternity leave and who continued working for 12 months after returning to work											
Gender	Men	122%	14	68	22	ND	10				1,043
	Women		4	75	7	ND	30	3		1,583	
Turnover											
Gender	Men		33	417	258	134	164	3,778			8,710
	Women		2	279	82	36	77	39			2,179
Age	Less than 30 years old		6	391	129	78	46	1,886			4,194
	Between 30 an 50 years old		17	277	156	85	121	1,717			5,398
	More than 50 years old	127%	12	28	54	7	74	214			1,297
Professional category	Directors and managers ⁽²⁾			1	4	1	2	19			54
	Supervisors and coordinators		4	44	7	5	27	136			389
	Analysts and administratives		1	63	8	3	56	88			522
	Blue collar		30	588	327	161	156	3,574			9,920
Number of days worked by all Prosegur Cash employees											
Gender	Men	122%	128,861	705,358	179,811	ND	133,144	2,541,547			17,430,516
	Women		21,823	342,393	85,528	ND	62,492	34,455		4,435,343	
Number of total days lost due to absence											
Gender	Men	100%	18,281	68,997	10,560	ND	2,914				358,499
	Women		5,191	34,491	4,903	ND	1,006			254,030	

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Social and employment matters

		Scope	Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay
Absenteeism rate (AR)											
Gender	Men	100%	4%	7,1%	5%	4%	7%	1%	0,25%	3%	2%
	Women		7%	6,4%	10%	7%	11%	20%	0,41%	6%	4%
Average compensation by professional category and gender											
Average compensation by professional category and gender in Euro	Directors and managers ^[2]	100%	125,246	180,318	55,801	119,670	114,639	47,751	47,537	86,144	71,229
	Indefinite		131,453	180,318	55,801	119,670	116,243	47,892	50,730	100,997	88,893
	Temporary		86,233				104,213	43,646	41,948	56,437	18,238
	Supervisors and coordinators		51,076	65,474		49,705	24,756	15,110	18,797	27,117	5,281
	Indefinite		55,045	66,650	37,500	50,784	25,092	14,954	18,989	28,114	5,239
	Temporary		41,719	56,071		45,390	22,186	15,839	17,757	22,021	5,503
	Analysts and administratives		30,736	33,003	18,408	35,243	17,693	8,246	6,752	15,466	4,258
	Indefinite		35,177	37,148	19,262	35,489	18,220	7,822	8,746	17,074	4,752
	Temporary		25,819	25,542	15,845	34,594	16,148	8,674	6,007	14,260	3,765
	Blue collar		22,795	26,403	13,253	28,905	17,727	6,758	5,018	12,963	3,984
	Indefinite		25,913	27,443	13,579	29,332	18,010	6,123	5,289	14,277	4,088
	Temporary		17,922	21,148	11,214	27,021	15,926	9,970	3,914	9,427	3,281

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^[2] The professional category of "Directors and Managers" includes Senior Management

Social and employment matters

		Scope	Uruguay	Peru	Mexico	Central America	Australia	India	Philippines	South Africa	TOTAL
Absenteeism rate (AR)											
Gender	Men	100%	14%	10%	6%	ND	2%				2,1%
	Women		24%	10%	6%	ND	2%				5,7%
Average compensation by professional category and gender											
Average compensation by professional category and gender in Euro	Directors and managers ⁽²⁾	100%	91,241	78,746	63,815	ND	98,806				
	Indefinite		91,241	78,746	68,888	ND	99,200				
	Temporary				23,229	ND	98,150				
	Supervisors and coordinators		20,235	14,052	9,196	ND	61,933				
	Indefinite		20,235	15,063	9,464	ND	62,150				
	Temporary			11,519	8,572	ND	61,500				
	Analysts and administratives		20,832	9,541	5,629	ND	45,692				
	Indefinite		19,328	10,114	5,426	ND	46,000				
	Temporary		24,989	8,796	5,845	ND	45,500				
	Blue collar		17,088	7,681	3,754	ND	36,939				
	Indefinite		18,871	8,659	4,101	ND	37,000				
	Temporary		2,455	5,502	2,843	ND	36,800				

The scope of these KPIs excludes the new M&A geographies acquired in 2018 and the countries that consolidate by the equity method. In the cases in which the percentage is higher than 100%, it is because the new acquisitions and equity investments have reported information in this regard.

⁽¹⁾ The training data correspond to the face-to-face modality imparted to the company's employees. Face-to-face training represents 92.4% of the total training hours.

⁽²⁾ The professional category of "Directors and Managers" includes Senior Management

Occupational health and safety

KPI's	2017	2018	Scope (% of employees)
Safety and health training for employees (hours)	Cash: 45,407.05 Male: 33,874.06 Female: 11,532.99	Cash: 49,878.89 Male: 42,161.70 Female: 7,717.19	96%
No. of fatal accidents (in absolute value)	Cash: 3 Male: 3 Female: 0	Cash: 14 Male: 14 Female: 0	86%
Accident rate (IR)	Cash: 3,30 Male: 3,64 Female: 2,11	Cash: 3,61 Male: 3,97 Female: 2,29	96%
Index of severity (IDR)	Cash: 71,28 Male: 77,69 Female: 48,34	Cash: 186,89 Male: 227,19 Female: 38,64	96%
Occupational Disease Rate (ODR)	Cash: 0,12 Male: 0,09 Female: 0,24	Cash: 1,14 Male: 1,24 Female: 0,768	86%
Number of occupational accidents	Cash: 1,389 Male: 1,195 Female: 194	Cash: 1,326 Male: 1,146 Female: 180	96%

The scope of these KPIs excludes the new M&A geographies acquired in 2018 and the countries in which businesses are equity-accounted.

Customer experience management

KPI's	2017	2018	Scope
Number of complaints received from clients / Number of complaints solved	12,858 / 11,079	22,783 / 19,375	56%

Annex II - Industry associations

Prosegur Cash is a member of industry associations and organizations in order to promote the development of the sector, the improvement of quality standards and to promote the most advanced public policies. The main European and international organizations of which it is a member are:

- > **International Security Ligue**
Association of private security companies. Non-governmental consulting body of the United Nations (UN) and the European Union.
- > **European Security Transport Association (ESTA)**
European association of companies providing services of transport of valuables, cash handling and management.
- > **Asian Cash Management Association (ACMA)**
Association of companies providing cash in transit services in Asia, Africa and Oceania.
- > **ATM Industry Association (ATMIA)**
International association of the ATM industry.





At the national level, Prosegur Cash participates in the main organizations of the sector of all the countries in which it is present:

Germany	<ul style="list-style-type: none">› National Association of the Cash In Transit Industry (BDGW)› German Vending Federation (BDV)
Argentina	<ul style="list-style-type: none">› Argentine Chamber of CIT Services Companies (CETCA)› Argentine Federation of Cargo Carriers (FADEEAC)› Chamber of Cargo Carrier Companies (CEAC)
Australia	<ul style="list-style-type: none">› Australian Security Industry Association (ASIAL)
Brazil	<ul style="list-style-type: none">› Brazilian Transport of Valuables Association (ABTV)› National Federation of Surveillance, Security and CIT Companies (FENAVIST)
Chile	<ul style="list-style-type: none">› Associations of Private Security and CIT Companies (ASEVA)
Colombia	<ul style="list-style-type: none">› Colombian Federation of Surveillance and Private Security Companies (FEDESEGURIDAD)
Spain	<ul style="list-style-type: none">› Professional Association of Private Security Companies of Spain (APROSER)
India	<ul style="list-style-type: none">› Association of Cash Management of India (CLAI)
Paraguay	<ul style="list-style-type: none">› Paraguayan Chamber of Transport of Valuables and Security Companies (CAPATRAVALSEP)
Peru	<ul style="list-style-type: none">› National Security Society of Peru (SNS)
Portugal	<ul style="list-style-type: none">› Association of Private Security Companies (AES)
Uruguay	<ul style="list-style-type: none">› Uruguayan Chamber of Cash in Transit (CUETRACA)

Annex III - Compliance with the United Nations Global Compact

Human rights		Page
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence	2.3. Ethics and compliance (Due diligence with regard to human rights) pp. 62-64
Principle 2	Businesses should make sure they are not complicit in Human Rights abuses	2.3. Ethics and compliance (Due diligence with regard to human rights) pp. 62-64
Labour practices		Page
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	4.1. Employees (Labour relations) p. 81
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour	4.1. Employees (Labour relations) p. 81 4.2. Suppliers pp. 87-89
Principle 5	Businesses should uphold the effective abolition of child labour	4.1. Employees (Labour relations) p. 81 4.2. Suppliers pp. 87-89
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	4.1. Employees (Labour relations) p. 81



Environmental		Page
Principle 7	Businesses should support a precautionary approach to environmental challenges	2.4. Environmental management pp. 65-67
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility	2.4. Environmental management pp. 65-67
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies	2.4. Environmental management pp. 65-67
Anti-corruption		Page
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	2.3. Ethics and compliance (Ethics and compliance) pp. 53-61

Annex IV. Content Index GRI Standards

General basic contents

Organizational profile

Indicators		Page / Information
102-1	Name of the organization	Prosegur Cash S.A.
102-2	Activities, brands, products, and services	1. Prosegur Cash and its business model
102-3	Location of headquarters	Calle Santa Sabina, 8, Madrid, Spain
102-4	Location of operations	1. Prosegur Cash and its business model
102-5	Ownership and legal form	Prosegur Cash SA 1.1.3 Governance structure
102-6	Markets served	1. Prosegur Cash and its business model
102-7	Scale of the organization	3.1 Key figures for the year
102-8	Information on employees and other workers	4.1 Employees
102-9	Supply chain	4.2 Suppliers
102-10	Significant changes to the organization and its supply chain	4.2 Suppliers
102-11	Precautionary Principle or approach	2.2 Risk management
102-12	External initiatives	2.3 Ethics and compliance Annex II Industry associations Annex III Compliance with the United Nations Global Compact
102-13	Membership of associations	Annex II Industry associations



Strategy and analysis

102-14	Statement from senior decision-maker	Letter from the Chairman Message from the CEO
102-15	Key impacts, risks, and opportunities	1.2 Strategic action framework 2.2 Risk management 1.1.1 Business environment

Ethics and integrity

GRI 103: Management Approach - Material topic: Ethics and integrity		
103-1	Explanation of the material topic and its Boundary	1.1.2 The purpose of Prosegur Cash 2.3 Ethics and compliance
103-2	The management approach and its components	1.1.2 The purpose of Prosegur Cash 2.3 Ethics and compliance
103-3	Evaluation of the management approach	1.1.2 The purpose of Prosegur Cash 2.3 Ethics and compliance
102-16	Values, principles, standards, and norms of behavior	1.1.2 The purpose of Prosegur Cash 2.3 Ethics and compliance
102-17	Mechanisms for advice and concerns about ethics	1.1.2 The purpose of Prosegur Cash 2.3 Ethics and compliance

Governance		
103-1	Explanation of the material topic and its Boundary	2.2 Risk management
103-2	The management approach and its components	2.2 Risk management
103-3	Evaluation of the management approach	2.2 Risk management
102-18	Governance structure	1.1.3 Governance structure
102-19	Delegating authority	Annual Corporate Governance Report Available at www.prosegurcash.com
102-20	Executive-level responsibility for economic, environmental, and social topics	Annual Corporate Governance Report Available at www.prosegurcash.com
102-21	Consulting stakeholders on economic, environmental, and social topics	1.1.3 Governance structure 2.1 Ethics and compliance 5. About this report
102-22	Composition of the highest governance body and its committees	1.1.3 Governance structure
102-23	Chair of the highest governance body	1.1.3 Governance structure Annual Corporate Governance Report Available at www.prosegurcash.com
102-24	Nominating and selecting the highest governance body	Annual Corporate Governance Report Available at www.prosegurcash.com
102-25	Conflicts of interest	Annual Corporate Governance Report Available at www.prosegurcash.com
102-26	Role of highest governance body in setting purpose, values, and strategy	Annual Corporate Governance Report Available at www.prosegurcash.com
102-27	Collective knowledge of highest governance body	Annual Corporate Governance Report Available at www.prosegurcash.com
102-28	Evaluating the highest governance body's performance	Annual Corporate Governance Report Available at www.prosegurcash.com
102-29	Identifying and managing economic, environmental, and social impacts	1.1.3 Governance structure 2.2 Risk management Annual Corporate Governance Report Available at www.prosegurcash.com



102-30	Effectiveness of risk management processes	1.1.3 Governance structure 2.2 Risk management Annual Corporate Governance Report Available at www.prosegurcash.com
102-31	Review of economic, environmental, and social topics	2.2 Risk management
102-32	Highest governance body's role in sustainability reporting	The Annual Report is reviewed and approved by the Board of Directors
102-33	Communicating critical concerns	2.2 Ethics and compliance Annual Corporate Governance Report Available at www.prosegurcash.com
102-34	Nature and total number of critical concerns	2.2 Ethics and compliance Annual Corporate Governance Report Available at www.prosegurcash.com
102-35	Remuneration policies	Annual Corporate Governance Report Available at www.prosegurcash.com
102-36	Process for determining remuneration	Annual Corporate Governance Report Available at www.prosegurcash.com
102-37	Stakeholders' involvement in remuneration	In 2018, no questions regarding this issue have been received in any of the communication channels available to the company
102-38	Annual total compensation ratio	Annual Corporate Governance Report Available at www.prosegurcash.com Directors' remuneration report Available at www.prosegurcash.com
102-39	Percentage increase in annual total compensation ratio	Annual Corporate Governance Report Available at www.prosegurcash.com Directors' remuneration report Available at www.prosegurcash.com

Stakeholder engagement

102-40	List of stakeholder groups	4. Creation of stakeholder value
102-41	Collective bargaining agreements	4.1 Employees
102-42	Identifying and selecting stakeholders	4. Creation of stakeholder value 5. About this report
102-43	Approach to stakeholder engagement	4. Creation of stakeholder value 5. About this report
102-44	Key topics and concerns raised	4. Creation of stakeholder value 5. About this report

Reporting practice

102-45	Entities included in the consolidated financial statements	Consolidated Annual Accounts Report 2018 Consolidated Management Report 2018 Available at www.prosegurcash.com 5. About this report
102-46	Defining report content and topic Boundaries	5. About this report
102-47	List of material topics	5. About this report
102-48	Restatements of information	The information published has not been restated in none of the previous reports
102-49	Changes in reporting	Annex I - Performance indicators
102-50	Reporting period	2018
102-51	Date of most recent report	2017
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	5. About this report
102-54	Claims of reporting in accordance with the GRI Standards	5. About this report
102-55	GRI content index	6. Annexes
102-56	External assurance	The 2018 Annual Report is not verified externally. The Non-Financial Information Statement (NFIS), contained in the Company's Directors' Report 2018, has been verified by KPMG. Available at www.prosegurcash.com

Specific content

Economic		
Economic performance		
Indicadores		Capítulo / Información
201-1	Direct economic value generated and distributed	3.1 Key figures for the year 3.2 Economic and financial results in 2018
201-2	Financial implications and other risks and opportunities due to climate change	2.2 Risk management
201-3	Defined benefit plan obligations and other retirement plans	N/A. There is no benefit plan for employees
Market presence		
202-2	Proportion of senior management hired from the local community	Annex I - Performance indicators (Employees)
204-1	Proportion of spending on local suppliers	4. Creation of stakeholder value
Environmental		
GRI 103: Management Approach - Material topic: Environmental management and climate change		
103-1	Explanation of the material topic and its boundary	2.4 Environmental management Annex I - Performance indicators (Environmental management)
103-2	The management approach and its components	2.4 Environmental management Annex I - Performance indicators (Environmental management)
103-3	Evaluation of the management approach	2.4 Environmental management Annex I - Performance indicators (Environmental management)
Materials		
301-1	Materials used by weight or volume	Annex I - Performance indicators (Environmental management)
301-2	Recycled input materials used	Annex I - Performance indicators (Environmental management)

Energy		
302-1	Energy consumption within the organization	2.4 Environmental management Annex I - Performance indicators (Environmental management)
303-4	Reduction of energy consumption	2.4 Environmental management Annex I - Performance indicators (Environmental management)
Water		
303-1	Water withdrawal by source	2.4 Environmental management Annex I - Performance indicators (Environmental management)
303-3	Water recycled and reused	2.4 Environmental management Annex I - Performance indicators (Environmental management)
Emissions		
305-1	Direct (Scope 1) GHG emissions	2.4 Environmental management Annex I - Performance indicators (Environmental management)
305-2	Energy indirect (Scope 2) GHG emissions	2.4 Environmental management Annex I - Performance indicators (Environmental management)
305-5	Reduction of GHG emissions	2.4 Environmental management Annex I - Performance indicators (Environmental management)
Effluents and waste		
306-2	Waste by type and disposal method	2.4 Environmental management Annex I - Performance indicators (Environmental management)

Social		
Labour practices and decent work		
Employment		
401-1	New employee hires and employee turnover	Annex I - Performance indicators (Employees)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	The company does not offer different social benefits between temporary or part-time employees and full-time employees
401-3	Parental leave	Annex I - Performance indicators (Employees)
Labor/management relations - GRI 103: Management Approach - Material topic: Labor relations		
103-1	Explanation of the material topic and its boundary	4.1 Employees Annex I - Performance indicators (Employees)
103-2	The management approach and its components	4.1 Employees Annex I - Performance indicators (Employees)
103-3	Evaluation of the management approach	4.1 Employees Annex I - Performance indicators (Employees)
402-1	Minimum notice periods regarding operational changes	4.1 Employees Annex I - Performance indicators (Employees)
Health and safety at work - GRI 103: Management Approach - Material topic: Occupational Health and Safety		
103-1	Explanation of the material topic and its boundary	4.1 Employees Annex I - Performance indicators (Employees)
103-2	The management approach and its components	4.1 Employees Annex I - Performance indicators (Employees)
103-3	Evaluation of the management approach	4.1 Employees Annex I - Performance indicators (Employees)
403-1	Workers representation in formal joint management-worker health and safety committees	4.1 Employees Annex I - Performance indicators (Employees)
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	4.1 Employees Annex I - Performance indicators (Employees)
403-3	Workers with high incidence or high risk of diseases related to their occupation	4.1 Employees Annex I - Performance indicators (Employees)
403-4	Health and safety topics covered in formal agreements with trade unions	The information is collected in the collective agreements of the different countries of operation

Training and education		
404-1	Average hours of training per year per employee	4.1 Employees Annex I - Performance indicators (Employees)
404-2	Programs for upgrading employee skills and transition assistance programs	4.1 Employees Annex I - Performance indicators (Employees)
404-3	Percentage of employees receiving regular performance and career development reviews	4.1 Employees Annex I - Performance indicators (Employees)
Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	1.1.3. Governance structure Annex I - Performance indicators (Employees)
Equal remuneration for women and men		
405-2	Ratio of basic salary and remuneration of women to men	Annex I - Performance indicators (Employees)
Human rights		
103-1	Explanation of the material topic and its boundary	2.3 Ethics and compliance 2.3.1 Due diligence with regard to Human Rights
103-2	The management approach and its components	2.3 Ethics and compliance 2.3.1 Due diligence with regard to Human Rights
103-3	Evaluation of the management approach	2.3 Ethics and compliance 2.3.1 Due diligence with regard to Human Rights
Human rights assessment		
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	2.3 Ethics and compliance
412-2	Employee training on human rights policies or procedures	2.3 Ethics and compliance 2.3.1 Due diligence with regard to Human Rights Annex I - Performance indicators (Employees)
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	2.3 Ethics and compliance



Freedom of association and collective bargaining

103-1	Explanation of the material topic and its Boundary	4.1 Employees 2.3.1 Due diligence with regard to Human Rights Annex I - Performance indicators (Employees)
103-2	The management approach and its components	4.1 Employees 2.3.1 Due diligence with regard to Human Rights Annex I - Performance indicators (Employees)
103-3	Evaluation of the management approach	4.1 Employees 2.3.1 Due diligence with regard to Human Rights Annex I - Performance indicators (Employees)
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	4.1 Employees 2.3.1 Due diligence with regard to Human Rights

Security practices

410-1	Security personnel trained in human rights policies or procedures	4.1 Employees 2.3.1 Due diligence with regard to Human Rights Annex I - Performance indicators (Employees)
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Society		
Anti-corruption - GRI 103: Management Approach - Material topic: Ethics and anticorruption		
103-1	Explanation of the material topic and its Boundary	2.2 Risk management 2.3 Ethics and compliance
103-2	The management approach and its components	2.2 Risk management 2.3 Ethics and compliance
103-3	Evaluation of the management approach	2.2 Risk management 2.3 Ethics and compliance
205-1	Operations assessed for risks related to corruption	2.3 Ethics and compliance
205-2	Communication and training about anti-corruption policies and procedures	2.3 Ethics and compliance
205-3	Confirmed incidents of corruption and actions taken	2.3 Ethics and compliance
Anti-competitive behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2.3 Ethics and compliance
Socioeconomic compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	2.3 Ethics and compliance
Product responsibility		
Consumer health and safety		
416-1	Assessment of the health and safety impacts of product and service categories	2.2 Risk management
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There have been no incidents in this regard