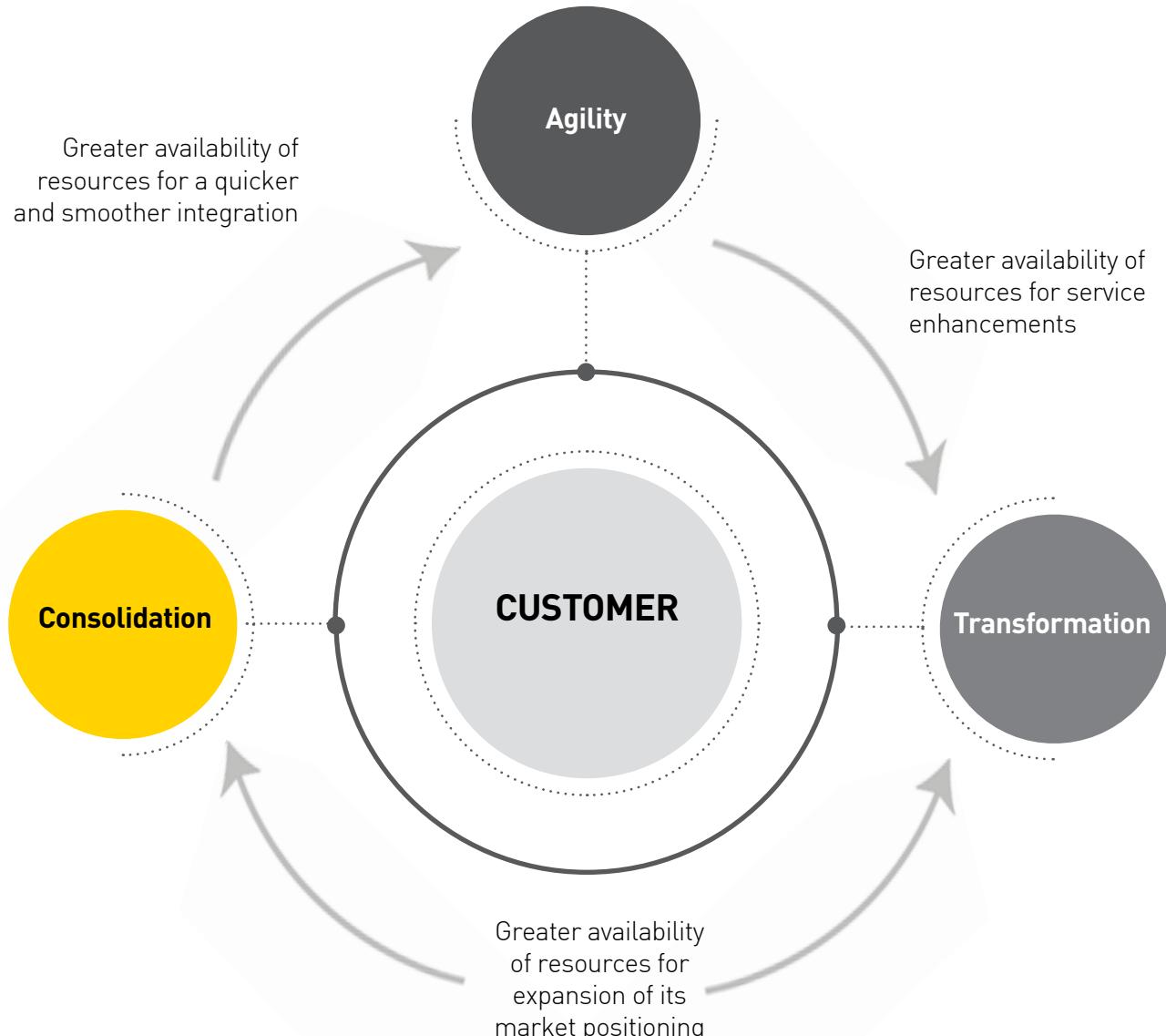


1.2. Strategic action framework

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.

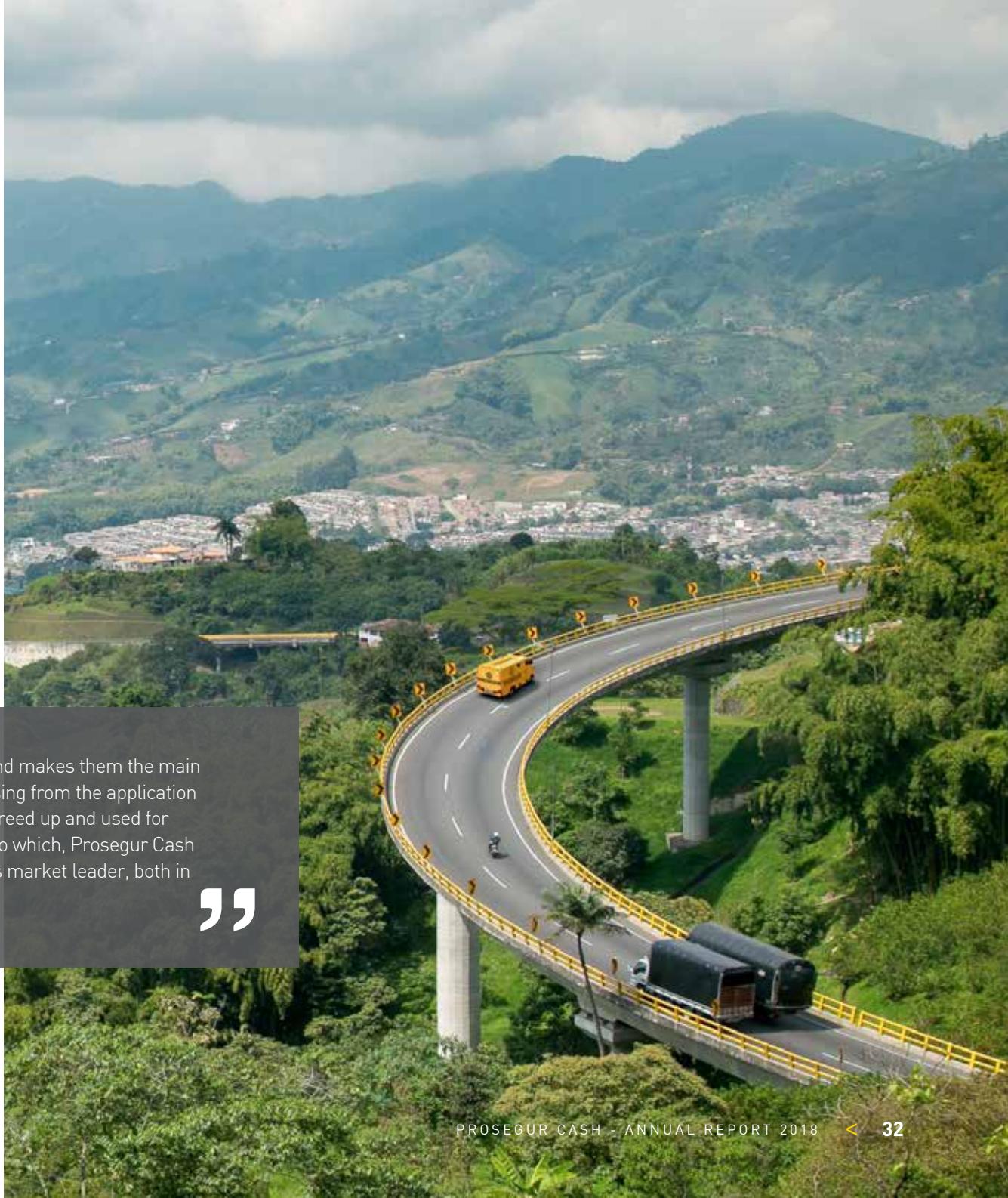


Prosegur Cash is currently immersed in the new Prosegur group 2018-2020 Triennial Strategic Plan. The company aims to accelerate its growth in a profitable manner, benefiting from the third wave of outsourcing and the possible consolidation of the sector. Along these lines, it has decided to commit itself 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.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



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.

