



*Prosegur*

*9M 2013 Results*

*November 12th, 2013*





## Highlights in the period

- The transfer to clients of the **increase in the labour costs** in Brazil (ARV) is being implemented according to the plan.
- Margin recovery in Europe **improves the trend** shown in the first semester.
- The integration of our acquisitions is **already completed**.
- The negative impact of the **devaluation exchange rate** in LatAm keeps increasing.



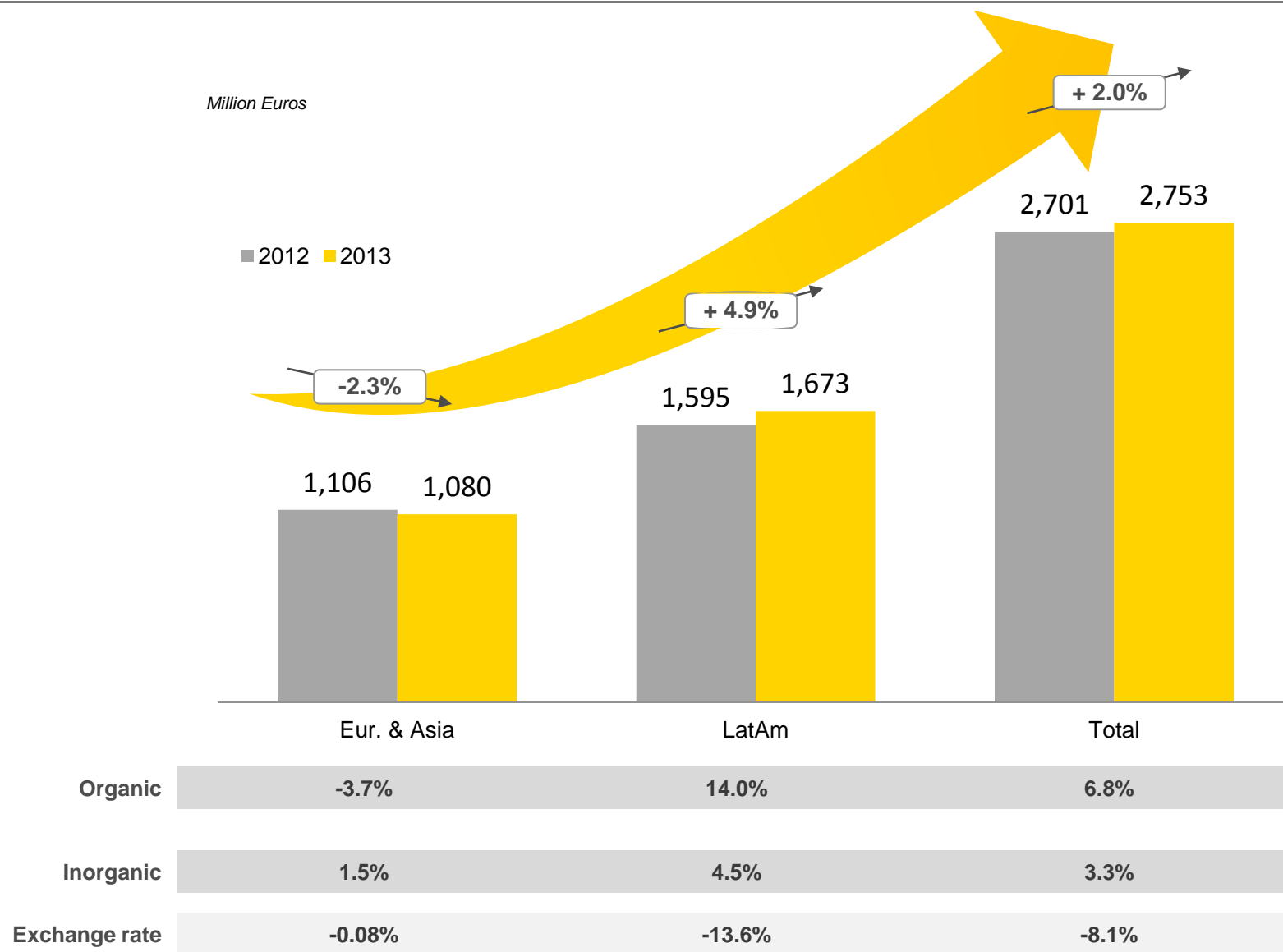


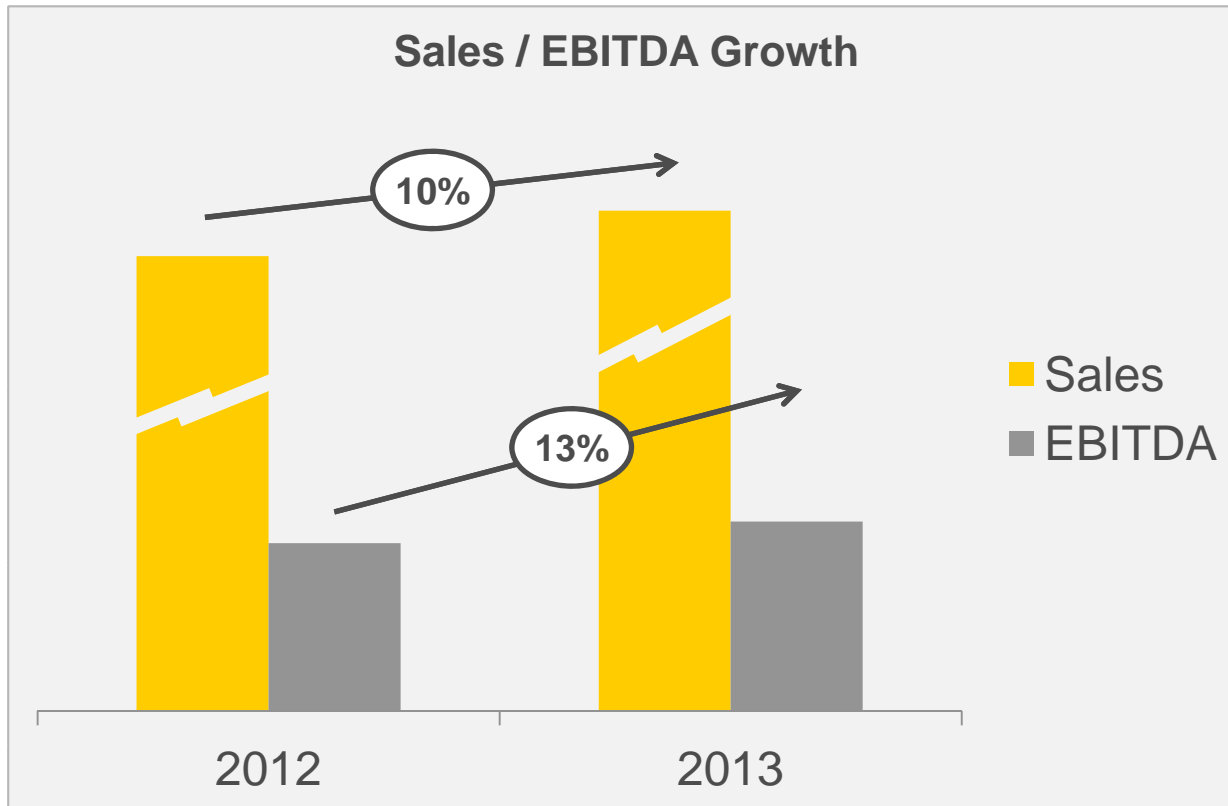
# P&L

Consolidated Results	9M 2012	9M 2013	Var.
<i>Million Euros</i>			
<b>Turnover</b>	2,701	<b>2,753</b>	2.0%
<b>EBITDA</b>	295	<b>299</b>	1.3%
<i>Margin</i>	10.9%	10.9%	
Amortization	-57	-59	
Depreciation of intangibles and other	-16	-32	
<b>EBIT</b>	<b>222</b>	<b>207</b>	-6.6%
<i>Margin</i>	8.2%	7.5%	
Financial Results	-46	-41	
<b>Profit before taxes</b>	176	<b>166</b>	-5.6%
<i>Margin</i>	6.5%	6.0%	
Taxes	-62	<b>-60</b>	
<i>Tax rate</i>	35.5 %	36.2%	
<b>Net profit</b>	113	<b>106</b>	
Minority interests	-0.5	-0.2	
<b>Net consolidated profit</b>	114	<b>106</b>	-6.8%
<b>EPS</b>	<b>0.2</b>	<b>0.2</b>	

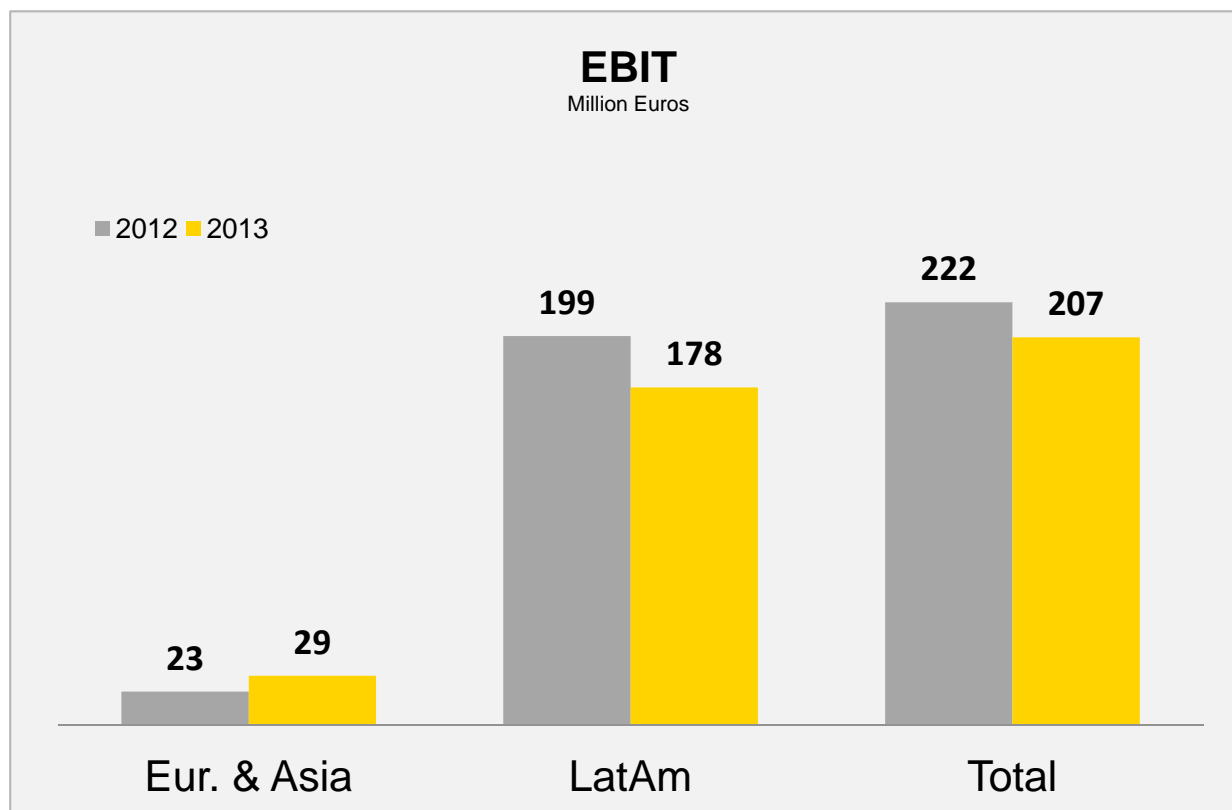
- Total sales growth of **10%** at flat exchange rate to reach **€ 2,753 million**
- **EBITDA grows by 13%** at constant FX rate, despite the increase in the labour costs still to be transferred to the clients
- Operating margin of **7.5%** reflects the improvement over the first half of the year
- Net consolidated profit of **€ 106 million keeps softening** the decrease shown in previous quarters

# Sales growth





- Excluding the FX impact, EBITDA shows a significant 13% growth.
- Outperforming Sales growth



- EBIT reflects the impact of the currency devaluation and shows a recovery trend as Brazil's labour costs are transferred and the seasonal effect subsides
- Europe improves the margin growth trend, whereas LatAm also shows a significant recovery over the previous quarters



## We continue developing our model



- With the **main integrations** already completed and the **deleveraging level** achieved, the focus keeps on margin optimization
- Higher cost control on all countries with faster reaction to deviations
- Ensuring the implementation of Prosegur's strategic model on several markets



## *9M 2013 Results per region*







**Sales per business line**

Million Euros

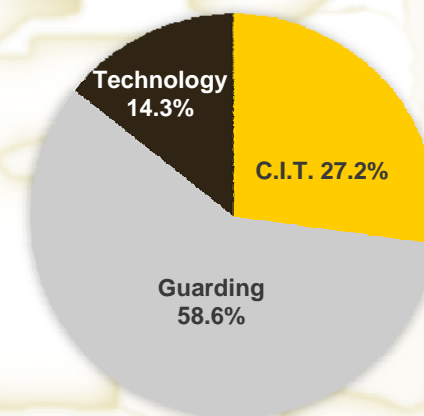
	GUARDING			C.I.T.			TECHNOLOGY		
	9M 2012	9M 2013	Var. %	9M 2012	9M 2013	Var. %	9M 2012	9M 2013	Var. %
Europe & Asia	679	<b>633</b>	-6.8%	283	<b>293</b>	3.8%	144	<b>154</b>	7.1%
LatAm	566	<b>639</b>	13.1%	873	<b>886</b>	1.5%	156	<b>148</b>	-5.6%
<b>Total</b>	1,245	<b>1,272</b>	2.2%	1,156	<b>1,179</b>	2.1%	300	<b>302</b>	0.5%
% over sales	<b>46.2%</b>			<b>42.8%</b>			<b>11.0%</b>		





## Europe & Asia

Million Euros	9M 2012	9M 2013	Var.	Organic	Inorganic	Exchange rate
Spain	703	<b>657</b>	-6.6%	-6.6%		
France*	156	<b>170</b>	9.2%	2.3%	6.9%	
Germany	112	<b>116</b>	3.6%	3.6%		
Portugal	110	<b>108</b>	-1.2%	-1.2%		
Asia **	19	<b>26</b>	34.5%	11.3%	27.9%	-4.7%
Others	6	<b>3</b>	-46.5%	-47.4%		0.9%
<b>Total</b>	<b>1,106</b>	<b>1,080</b>	-2.4%	-3.7%	1.5%	-0.08%
<b>EBIT</b>	<b>23</b>	<b>29</b>	26.7%			
Margin	2.0%	2.7%				

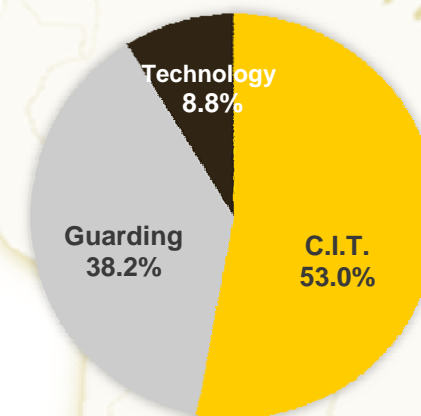


\* Includes Luxembourg

\*\* Includes Singapore, India and China



Million Euros	9M 2012	9M 2013	Var.	Organic	Inorganic	Exchange rate
<b>Brazil</b>	783	<b>796</b>	1.8%	8.1%	6.9%	-13.2%
<b>Argentina Area*</b>	478	<b>535</b>	11.8%	29.5%	3.3%	-21.1%
<b>Peru</b>	115	<b>121</b>	4.5%	8.1%		-3.7%
<b>Chile</b>	102	<b>106</b>	4.2%	6.9%		-2.7%
<b>Colombia</b>	96	<b>91</b>	-4.8%	1.7%		-6.5%
<b>Mexico</b>	21	<b>24</b>	15.1%	4.1%	9.9%	1.0%
<b>Total</b>	<b>1,595</b>	<b>1,673</b>	4.9%	14.0%	4.5%	-13.6%
<b>EBIT</b>	<b>199</b>	<b>178</b>	-10.3%			
<i>Margin</i>	<i>12.5%</i>	<i>10.7%</i>				



\* Includes Paraguay and Uruguay

## Composition of financial result



Million Euros

	9M 2012	9M 2013
Net financial expenses	45	38
Depreciation of financial investments	-	7
Exchange differences	1	(4)
<b>Financial result</b>	<b>46</b>	<b>41</b>

## Net profit



Consolidated Results		9M 2012	9M 2013	Var.
<i>Million Euros</i>				
<b>Profit before tax</b>		176	<b>166</b>	
	<i>Margin</i>	6.5%	6.0%	
Tax		-62	<b>-60</b>	
	<i>Tax rate</i>	35.5%	36.2%	
<b>Net profit</b>		113	<b>106</b>	
Minority interests		-0.5	-0.2	
<b>Net consolidated profit</b>		114	<b>106</b>	-6.8%
	<i>Margin</i>	4.2%	3.8%	
<b>EPS</b>		0.2	<b>0.2</b>	

- Net profit decreases to **€106 million** due mainly to the EBIT reduction caused by the increase of the labour costs (ARV) and the currencies devaluation



- Ratio of PBT conversion into cash of 169%

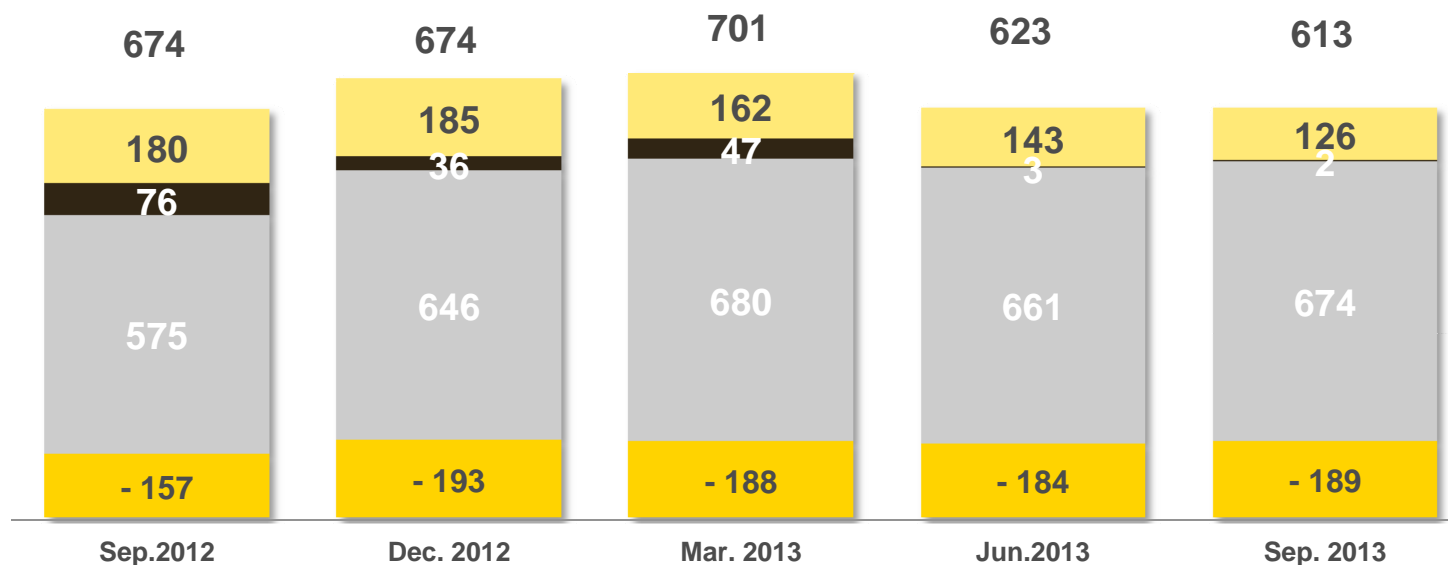
<b>Consolidated cash flow</b> <i>Million Euros</i>	<b>9M 2012</b>	<b>9M 2013</b>
Profit before taxes	176	166
Adjustments to profit/ (loss)	119	133
Tax on profit	(62)	(65)
Changes in working capital	(26)	(22)
Interest payments	(45)	(33)
<b>Operating cash flow</b>	<b>162</b>	<b>180</b>
Changes in the securitization program	(50)	(34)
Acquisition of property, plant and equipment	(55)	(78)
Payments for acquisition of subsidiaries	(223)	(53)
Dividend payment	(44)	(45)
Other flows from investment/financing activities	(4)	2
<b>Cash flow from investment/financing</b>	<b>(377)</b>	<b>(207)</b>
<b>Total net cash flow</b>	<b>(215)</b>	<b>(27)</b>
<b>Initial net debt (31/12/2011-12)</b>	<b>(360)</b>	<b>(646)</b>
Net increase/ (decrease) in cash	(215)	(27)
<b>Net financial position (30/09/2012-13)</b>	<b>(575)</b>	<b>(674)</b>



## Total net debt

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

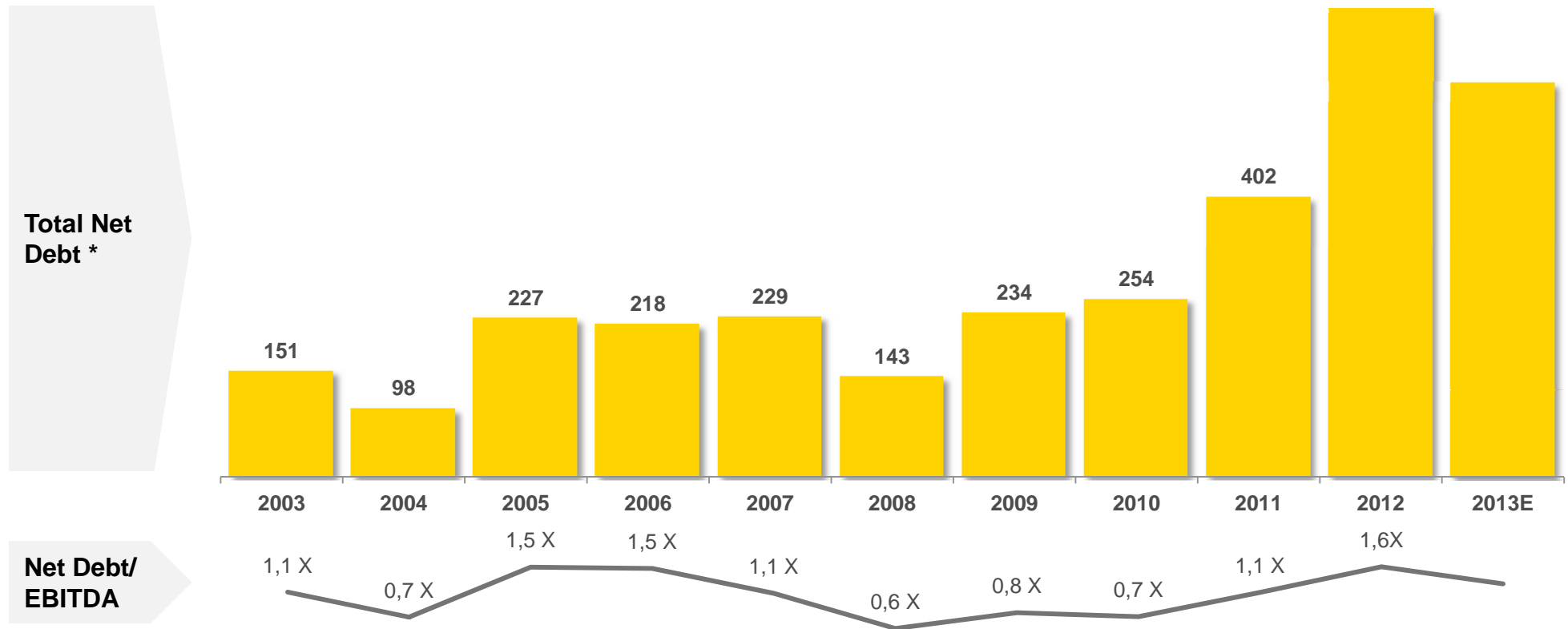
Million Euros



- In comparison with 2012 the company's total debt **has decreased by €61 million.**
- Average cost of debt for the period **4.12%**
  - **Ratio Total Net Debt/ EBITDA (annualized) 1.4**
  - **Ratio Total Net Debt/ Equity 0.9**



**Total net debt**



• The company continues on the path of the deleveraging objective for the period

\* Net debt of years 2010, 2011, 2012 and 2013 include deferred payments, securitization and treasury stocks



## Balance sheet

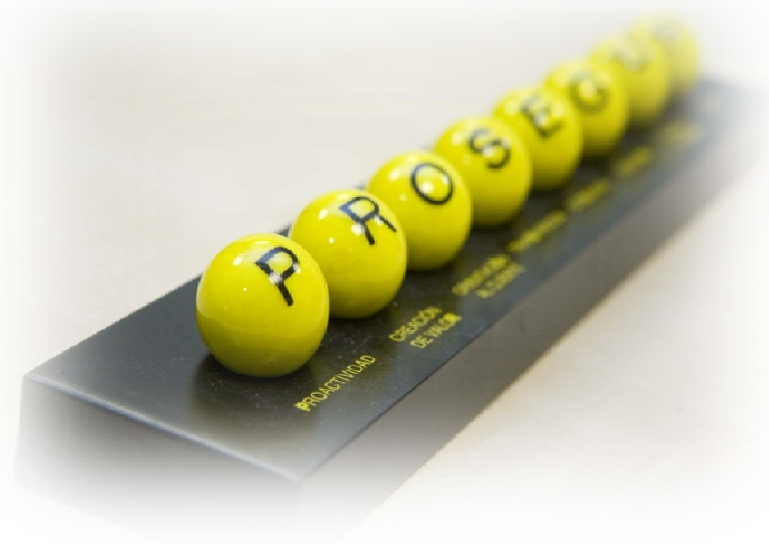
**PROSEGUR**

9M Results 2013



Million Euros

	2012	9M 2013
<b>Non Current Assets</b>	<b>1,591</b>	<b>1,507</b>
Tangible fixed assets	460	455
Intangible assets	890	828
Other	239	224
<b>Current Assets</b>	<b>1,295</b>	<b>1,355</b>
Inventories	61	56
Customer and other receivables	1,065	1,141
Cash equivalents and other financial assets	169	158
<b>ASSETS</b>	<b>2,886</b>	<b>2,862</b>
<b>Net Equity</b>	<b>732</b>	<b>691</b>
Share capital	37	37
Treasury shares	(125)	(125)
Accumulated difference and other reserves	820	779
<b>Non Current Liabilities</b>	<b>1,091</b>	<b>1,155</b>
Bank borrowings	616	722
Other financial liabilities	476	433
<b>Current Liabilities</b>	<b>1,062</b>	<b>1,016</b>
Bank borrowings	296	151
Trade and other payables	766	865
<b>TOTAL NET EQUITY AND LIABILITIES</b>	<b>2,886</b>	<b>2,862</b>



- Clear margin improvement in Europe due to the consolidation of the business model able to adapt itself to the tough economic environment.
- We maintain the ability to transfer costs increase to clients in the LatAm region, particularly in Brazil's complex situation. The growth is still significant in the region and shows the solidness of our model.
- Accomplishment of our commitment of cash generation and deleveraging of the company.
- With the main integrations already completed we will sustain our principle of organic and inorganic growth.



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