



Consolidated Directors' Report for 2020

Prosegur Compañía de Seguridad, S.A. and Subsidiaries.

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Letter from the President

As every year, we welcome all the stakeholders with which the company interacts to this Directors' Report.

2020 has been an extraordinarily complex year for everyone. The COVID-19 coronavirus pandemic has marked all our actions. Therefore, the first thing I would like to do is to remember the employees of the company who have died from this virus. I also want to express my full appreciation to the extraordinary group of employees who make up Prosegur and who, in this atypical scenario, have continued to work with effort and dedication to remain alongside our clients.

During these months, we have seen countless examples that have highlighted our ability to go far beyond our responsibilities. Complex situations in which our new corporate purpose and the values that we want this company to represent have become more relevant than ever. I am deeply convinced that our purpose of "making the world a safer place by taking care of people and companies, staying at the forefront of innovation" has an even more intense meaning in the current circumstances.

The pandemic has also caused enormous economic uncertainty. The speed of its spread and its extraordinary scope have forced us to adopt various measures aimed at ensuring the viability of our activity. In the first half of 2020 alone, our sales fell 13.6%, EBITA fell 33.3%, and net profit fell 60%. Fortunately, and thanks to the measures implemented, we have achieved a significant improvement in the generation of operating cash, favoured by the efficiency in receipts and the containment of expenses.

Regarding the activities of our business units, I would like to point out the adaptability of Prosegur Security. In record time they have developed a proposal for Safety Solutions to generate spaces of trust, ensuring that the health measures implemented by the governments of the markets in which the unit operates are met.

In the case of Prosegur Cash, our subsidiary has played a fundamental role in the distribution of financial aid that governments, especially those of LatAm, have distributed in these months. Furthermore, the activities within the New Products unit continue to increase their weight in total billing and are showing strong resistance in the face of the pandemic.

Despite the context, Prosegur Alarms recorded positive organic growth and continued to strengthen its service offering with solutions such as ContiGo. In the financial year 2020, it is worth highlighting the activity in Spain with the March start-up of Movistar Prosegur Alarms. Without a doubt, an ambitious stake to lead and transform this sector through innovation.

I would also like to highlight the consolidation of Prosegur AVOS, our proposal in outsourcing high added value services, as a new business line. As well as the development of Cipher, our cybersecurity business unit. New activities that are the result of our ambition to continue innovating and leading our sector.

An area in which Prosegur has once again demonstrated its vision and leadership by being the first global security company to launch an open innovation programme. Under the name of COME IN, we want to show ourselves as an open, collaborative and disruptive company. And we do so because we are fully aware that collaboration with the entrepreneurial environment is going to be enormously enriching for us and, ultimately, for our clients.

Finally, I would like to refer to the work of the Prosegur Foundation, which, as a result of the pandemic, was forced to withdraw actions on the ground, to focus on essential initiatives. In adapting, it focused on the beneficiary with a clear commitment to networking and a more innovative mentality.

In this way, it launched initiatives such as the #AprendemosConectados campaign, where it offered on-line platforms with programming, science and maths challenges during the lockdowns. It also held Labour Orientation Workshops in Argentina, Chile, Colombia, Spain, Paraguay and Uruguay for university talent scholars. In the case of the schools in the Picitos Colorados programme, the company's professionals contributed with the delivery of books, school supplies and basic necessities to families with fewer resources. The Foundation also produced a total of 34 educational booklets with more than 140 activities related to cross-cutting subjects (mathematics, physical education, emotional intelligence or healthy eating) that benefited more than 4,700 LatAm students. And it delivered more than 100 devices to vulnerable students in Argentina, Chile, Colombia and Spain, in a line of work that will continue in 2021.

I would not like to miss the open innovation initiative, For a COVID Free face-to-face education. A challenge that the Prosegur Foundation, together with the company's Innovation area, launched in June and which received a total of 85 proposals from 20 countries in just four weeks. The winner was the Spanish start-up Nothingbutnet with its Soocial Distance solution. A technological tool to ensure the maintenance of social distance in high occupancy spaces, such as schools.

As I mentioned, 2020 was an extraordinarily tough year. A complex time in which the best of Prosegur has emerged once again: our team. I want to assure you that all of us who make up this company will continue to strive, every day, to: "Make the world a safer place", we will continue to "take care of people" and we will work hard to "stay at the forefront of innovation".

One more year, thank you very much for your trust.

Helena Revoredo

President

Message from the Executive Director

Welcome to the Prosegur Directors' Report for the 2020 financial year, a year that was an unprecedented challenge for everyone.

Throughout these months, we have had to face new situations never even imagined. These are very difficult times that are undoubtedly demanding the utmost commitment from everyone, both professionally and personally. In this context, I believe that the behaviour shown by all our professionals should make us feel tremendously proud of what Prosegur represents and of our position as leaders in the private security industry.

Already in the first weeks of the pandemic we understood the scope of the situation we were experiencing. And we began to deploy the necessary measures to, first of all, ensure the safety of our employees. Thus, all positions able to work from home have been doing so since last March. At the same time, we activated contingency plans to safeguard the health of all our professionals who, due to the nature of their position, were unable to telework.

These actions have allowed us to continue providing our services. Not without overcoming enormous difficulties, working with effort and dedication to remain alongside our clients. In short, throughout these months everyone has given the best of themselves to make the world a safer place.

At the same time, we launched various initiatives to control spending and protect cash, and it is a satisfaction to be able to affirm that all the measures implemented at the beginning of the crisis have yielded positive results. This has also been reflected in a very favourable increase in the operating cash flow generated, and we remain optimistic regarding the strength and resilience of our business model. Prosegur has shown great capacity to overcome this very adverse situation up to now. For this reason, we believe that all the actions we have been taking will also allow us to take advantage of the opportunities that arise in the immediate future.

In this regard, I would highlight the drive maintained in 2020 to meet the objectives of the company's strategic plan. First of all, it is important to point out the demonstrated capacity to react to provide clients and employees with the necessary tools to ensure business continuity. Likewise, advances in the process for digital transformation with regard to agility, scalability and operational excellence.

Regarding innovation, 2020 was a year of great progress as the weight of new products over total sales continued to grow in all business and, at the same time, we designed new security solutions to respond to the crisis caused by the pandemic. We were also the first global private security company to launch an open innovation programme. Our COME IN initiative has already completed a total of seven challenges for the different business and support areas.

On the growth of our activities, I would highlight the setting up of a joint venture with Telefónica for the development of the Movistar Prosegur Alarms business in Spain. An opportunity to transform and lead this segment. Also, in the second half of the year we were witness to the resilience of our business model, when the lockdowns were relaxed.

All of this gave us a year turnover of EUR 3,463 million, 17.5% down on 2019. As in previous years, the joint effect of the exchange rate had the greatest negative impact, while organic growth barely registered a minimal drop of 0.4%.

EBITA reached EUR 258 million in the first nine months of the year, 28% down. While the EBITA margin stood at 7.4%. The consolidated net result, discounting minority interests, therefore reached EUR 59 million, a fall of 48.2%.

Beyond these figures, I would highlight the renewal of our Standard & Poor's rating last October, with a BBB and a stable outlook. This was undoubtedly an endorsement of the great work done throughout the year.

Regarding the evolution of the activity in our business units, Prosegur Security experienced a slowdown in sales due to the lower clients activity, with the exception of sectors such as food distribution or those related to the world of health. On the positive side, the new Safety Solutions registered strong demand and reported returns above the business average. Although profitability was affected in general terms, the business unit managed to generate positive margin growth.

Prosegur Cash suffered a contraction in the volumes transported, associated with the decrease in consumption in most sectors. Instead, there was great demand in some LatAm markets to support the distribution of cash aid to the population affected by the pandemic.

Prosegur Alarms was severely affected during the lockdowns since the social distancing measures prevented the sale of our services that require physical interaction with clients during their marketing and installation. However, the positive sign is that the business recovered rapidly when commercial activity was resumed.

Finally, I would like to mention Prosegur's commitment to sustainability. In 2020, the Board of Directors and the Appointments and Remuneration Committee, which has been renamed the Appointment and Remuneration, Sustainability and Corporate Governance Committee, were granted new supervisory functions.

The fact of integrating Sustainability in this committee highlights the importance of this matter for the company. And we also want to extend our commitment to our strategic plan, which will be aligned with the Sustainable Development Goals. Our commitment is that each business unit should operate within the best environmental, social and good governance practices. With this we want to situate Prosegur as the sector benchmark in sustainability.

The year that we report on in this Report has been a great challenge for all of us. However, I trust that by reading this document you can gain a true picture of the extraordinary work done by the 160,000 professionals that make up this company. People who, in an environment of great uncertainty, have shown their best to "make the world a safer place." From here I give my deepest thanks to you all. As well as all the stakeholders with whom Prosegur interacts every day. To all of you, I repeat that you will always find a trusted partner in Prosegur.

Christian Gut
Executive Director



1. About Prosegur



Consolidated Directors' Report for 2020

This Directors' report has been prepared in accordance with the recommendations contained in the Guidelines for the preparation of the Directors' reports of listed companies, published by the National Securities Market Commission (CNMV).

1. About Prosegur

Prosegur, a global benchmark in the private security sector, is a business group made up of Prosegur Compañía de Seguridad, S.A. and its subsidiaries (boards, Prosegur), which provides private security services in the following countries: Germany, Argentina, Australia, Brazil, Chile, China, Colombia, Costa Rica, Ecuador, El Salvador, Spain, the United States, the Philippines, Guatemala, Honduras, India, Indonesia, Luxembourg, Mexico, Nicaragua, Paraguay, Peru, Portugal, United Kingdom, Singapore, South Africa and Uruguay.



1.1. Business Model

The Prosegur business model is based on the responsibility and sustainability of its operations, as well as on the constant adaptation to new dynamics and demands of the environment.

Prosegur offers high added value services for several types of clients. The Company develops integrated physical and logical security solutions for companies, services specialising in cash in transit and alarm systems for the home and retail premises, and automation and outsourcing of the business processes. All of these are endowed with high technological components and an innovative approach to security.

1.1.1. Business lines

Prosegur comprises the following business:

	<p>PROSEGUR SECURITY</p>	<ul style="list-style-type: none"> > It provides comprehensive security services, based on an optimal combination of manned guarding and the latest technological and analytical capabilities. This chiefly includes the use of guards, mobility services, electronic security systems, comprehensive systems maintenance, fire protection, global risk analysis, consultancy and control centre activities.
	<p>PROSEGUR CASH</p>	<ul style="list-style-type: none"> > It provides cash in transit services. The activity is focused on the transport of high value goods, comprehensive cash cycle management, solutions focused on the automation of payments in shops and integral management of ATMs. The activity is mainly focused on financial institutions, businesses, government agencies, central banks and mints.



PROSEGUR ALARMS

- > It has a wide range of services that help to improve the security and security of families and businesses. They include the installation and maintenance of home alarms, as well as alarm monitoring via the alarm reception centre (ARC) and alarm response.



PROSEGUR AVOS

- > Develop and implement solutions aimed at redesigning, automating and outsourcing its customers' business processes. Using technology, Prosegur AVOS (Added Value Outsourcing Services) makes the operational management of companies' back and front office and the execution of business processes more efficient.



CIPHER

- > Prosegur's cybersecurity division, the company develops and implements robust and effective solutions to ensure the security of assets, information systems and people. Cipher's portfolio of solutions encompasses: Managed Security (MSS), Managed Detection and Response (MDR), Cybersecurity Intelligence Services (CIS), Advanced Red Team Services (RTS), Governance, Risk and Compliance (GRC), Cybersecurity Technology Integration (CTI).

1.1.2. Mission, Vision and Values

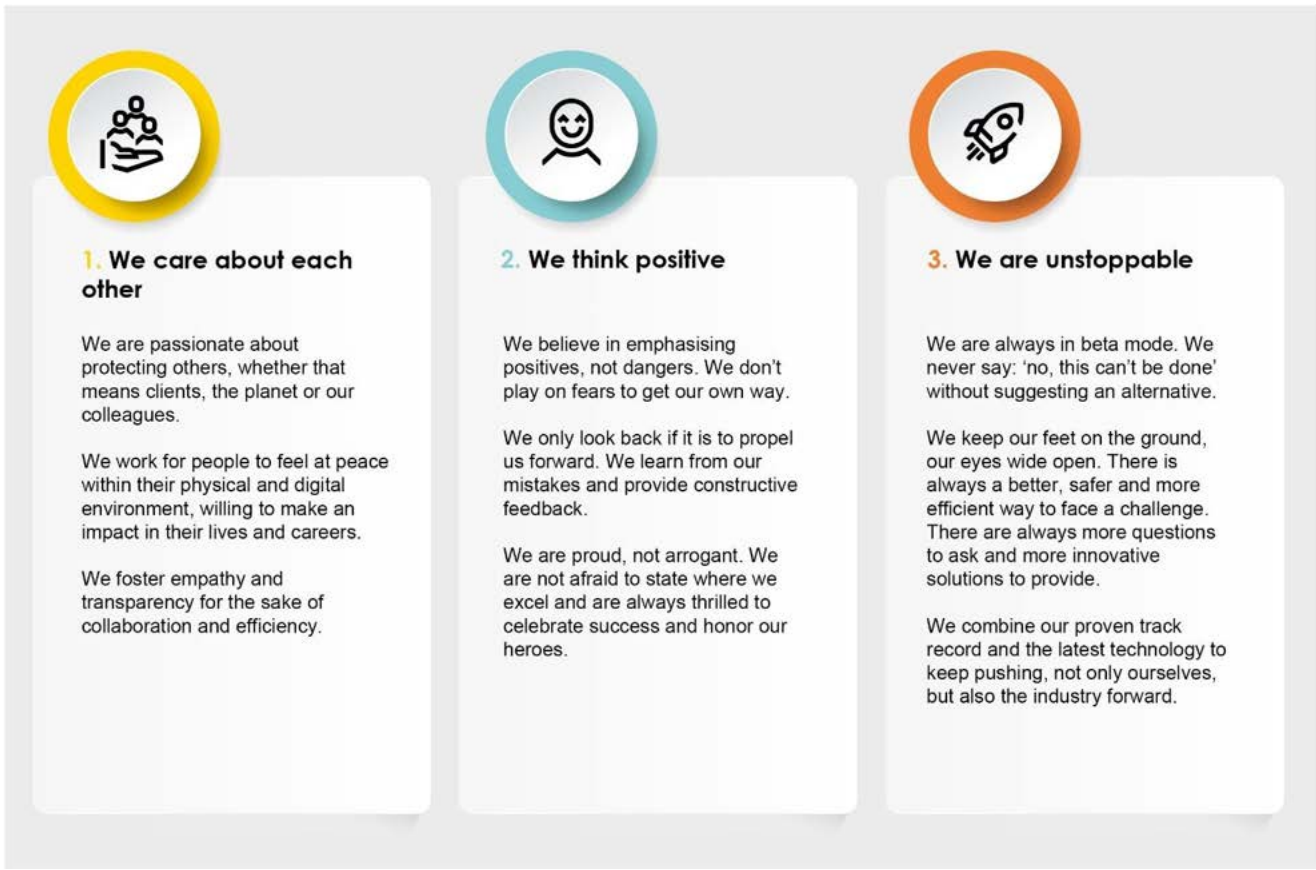
Prosegur undertook a review of its corporate identity in 2020 that reflects the transformation that the company is undertaking and shows its unambiguous leadership position through innovation. The new identity also aims to reinforce Prosegur's commitment to the security of people, companies and society as a whole.


This aspiration has been materialised in a new purpose and values that emphasise the company's responsibility towards its stakeholders and the fundamental role that Prosegur professionals play.

Purpose

To make the world a safer place by taking care of people and companies, staying at the forefront of innovation.

Values






1. We care about each other

We are passionate about protecting others, whether that means clients, the planet or our colleagues.

We work for people to feel at peace within their physical and digital environment, willing to make an impact in their lives and careers.

We foster empathy and transparency for the sake of collaboration and efficiency.




2. We think positive

We believe in emphasising positives, not dangers. We don't play on fears to get our own way.

We only look back if it is to propel us forward. We learn from our mistakes and provide constructive feedback.

We are proud, not arrogant. We are not afraid to state where we excel and are always thrilled to celebrate success and honor our heroes.



3. We are unstoppable

We are always in beta mode. We never say: 'no, this can't be done' without suggesting an alternative.

We keep our feet on the ground, our eyes wide open. There is always a better, safer and more efficient way to face a challenge. There are always more questions to ask and more innovative solutions to provide.

We combine our proven track record and the latest technology to keep pushing, not only ourselves, but also the industry forward.

1.1.3. Business environment

The emergence of new technologies has meant a real revolution with a direct impact on companies. The changes brought about by developments such as Blockchain, IoT (Internet of Things) or 5G create new realities in which traditional models can stop working at any time. Therefore, this phenomenon generates a volatile environment that forces companies to constantly adapt their strategy to renew in record time and offer clients an effective response.

The private security industry is no stranger to this context. The birth of new paradigms and growing technological globalisation carry uncertain and changing risks in multiple environments. New risks and threats that require different approaches. This phenomenon forces the sector to constantly rethink and improve its solutions and the way it relates to society.

To face this variable situation and continue to respond to client needs, the use of technology as a differential element and the constant search for innovation in processes is essential. But it is not enough to just stay there, it is necessary to take a step further and work through a collaborative, open and disruptive model that generates new solutions and provides a different view of what tomorrow's security should be like.

Prosegur faces this future with determination and as an opportunity to expand its value proposal with transformative solutions that reaffirm its position as a solid and global company.

1.2. Governance and organisational structure

Based on the provisions and recommendations of the Unified Code of Good Governance for Listed Companies, approved by the Council of the National Securities Market Commission (CNMV), and best international practices and recommendations in the field of good governance, Prosegur has remained steadfastly committed to success and its efforts to consolidate a responsible, profitable and sustainable business. In this regard, the organisation's corporate governance is founded on five core pillars that serve as a framework and reference point for further development: independence, transparency, protection of minority shareholders, effectiveness and efficiency, and integrity.

The Prosegur Corporate Governance System draws from several standards that help articulate it and that guarantee its effective control, such as the Articles of Association, the General Shareholders Meeting Regulation and the Board of Directors. The Company reinforces its commitment to good governance with the addition of other internal related procedures that serve as a frame of reference:

- ▶ Code of Ethics and Conduct.
- ▶ Internal Code of Conduct on Matters Relating to Securities Markets.
- ▶ Framework Agreement on Relations between Prosegur Cash and Prosegur Compañía de Seguridad.
- ▶ Director Appointment and Remuneration Policy.
- ▶ Corporate Social Responsibility Policy.
- ▶ Internal Audit Policy.
- ▶ Risk Control and Management Policy.
- ▶ Tax Strategy Policy.
- ▶ Human Rights Policy.
- ▶ Communication Policy.

1.2.1. Ownership structure

The share capital of Prosegur Compañía de Seguridad, S.A. is of EUR 32,916,253.32, represented by 548,604,222 shares each of a face value of EUR 0.06, belonging to one same class and series. All shares have been fully paid up and subscribed, and are traded on the Stock Exchanges of Madrid, Valencia, Bilbao and Barcelona (Spain). Each share carries the right to one vote and there are no legal or statutory restrictions on the exercise of the vote. Likewise, there are no legal restrictions on the acquisition or transfer of stakes in the share capital.

Acquisition and disposal of own shares

At the Shareholders General Meeting held on 27 June 2011, the shareholders authorised the acquisition of own shares up to the legal maximum. All or part of these own shares may be granted or transferred to the Directors of the Company or Prosegur employees, either directly or as a result of a share option being exercised within remuneration schemes linked to the quoted share price.

On 30 September 2020 the Board of Directors of Prosegur decided to implement a new own share buyback programme.

The Programme is put into effect under the provisions of Regulation (EU) no. 596/2014 on market abuse and the Commission Delegated Regulation 2016/1052, making use of the authorisation granted by the Shareholders General Meeting held on 29 October 2020 for the purchase of own shares, for the purpose of reducing the share capital of Prosegur Compañía de Seguridad, S.A.

The Programme will apply to a maximum of 54,860,422 shares, representing approximately 10% of Prosegur's share capital.

The share buy-back programme approved by the Board of Directors on 4 June 2019, ended on 30 September 2020.

Under the programme, the company has acquired a total of 25,189,517 shares, representing approximately 4.21% of its share capital in that date.

In line with the objectives of the Programme and in application of the authorisation to the Board of Directors for the reduction in capital approved by the Shareholders General Meeting held on 4 June 2019, the company has carried out a capital reduction by amortising the aforementioned 25,189,517 own shares.

On 02 December 2020 a capital decrease took place by means of the redemption of 24,885,623 of its own shares.

On 26 June 2019 a capital decrease took place by means of the redemption of 18,445,278 of its own shares.

On 28 January 2020 and aside from the own share buyback programme, Prosegur acquired a package of 5,850,000 of its own shares from an institutional investor, representing 0.98% of the share capital, at a price of EUR 3.592 per share, with a discount of EUR 0.05 per share.

On 06 March 2020 and aside from the own share buyback programme, Prosegur acquired a package of 1,448,376 of its own shares from an institutional investor, representing 0.24% of the share capital, at a price of EUR 3.335 per share, with a discount of EUR 0.015 per share.

On 31 July 2020 and aside from the own share buyback programme, Prosegur acquired a package of 13,998,289 of its own shares from an institutional investor, representing 2.34% of the share capital, at a price of EUR 2.20 per share, with a discount of EUR 0.03 per share.

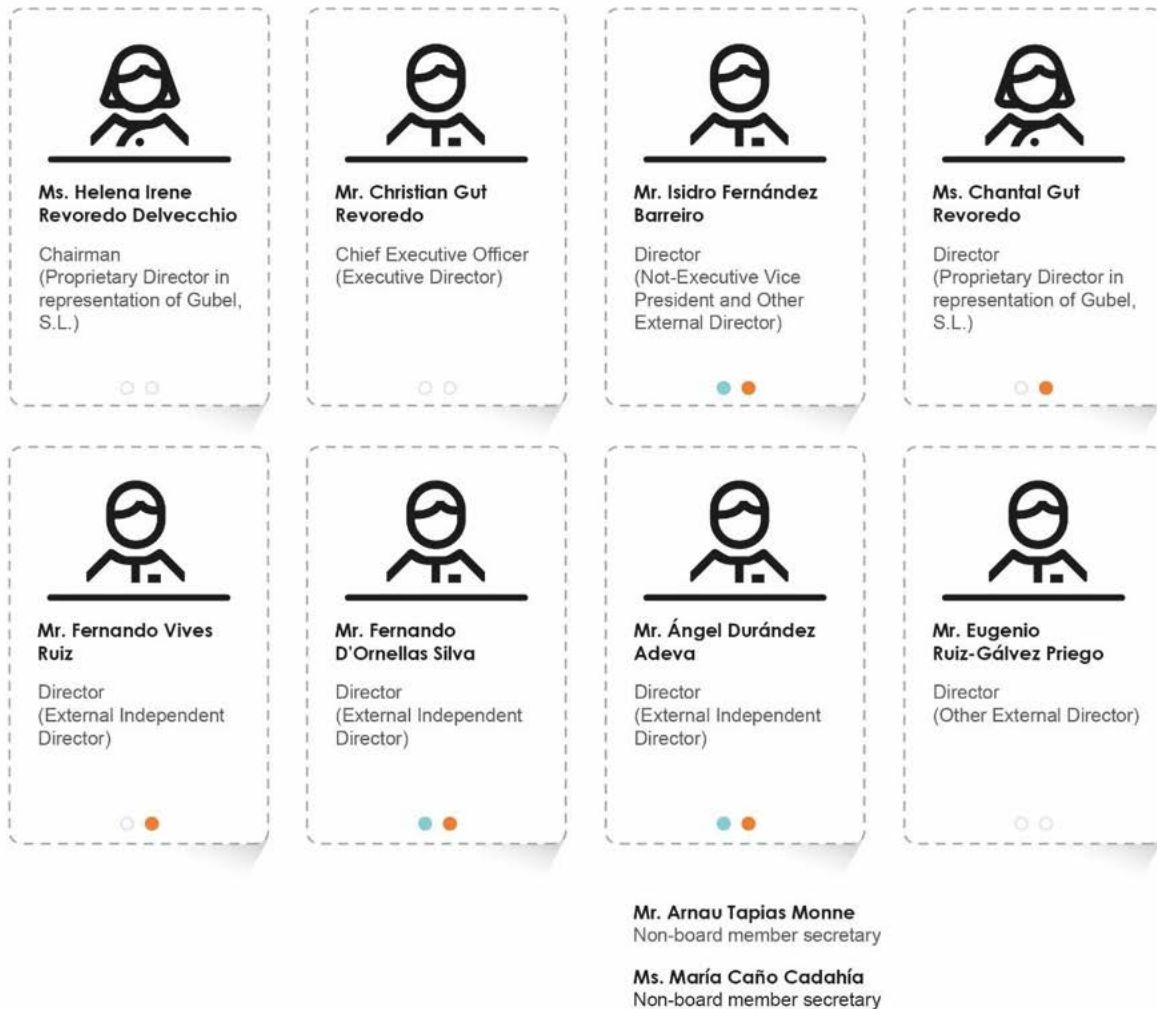
On 02 September 2020 and aside from the own share buyback programme, Prosegur acquired a package of 3,500,000 of its own shares from an institutional investor, representing 0.58% of the share capital, at a price of EUR 2.00 per share, with a discount of EUR 0.014 per share.


1.2.2. Governance of Prosegur

The representation power of the Parent Company of the Group pertains to the Board of Directors acting collectively and by majority decision. The Board has broad powers to manage the activities of the companies, with the sole exception of matters under the jurisdiction of the Shareholders General Meeting or which are not included in the corporate purpose.

The delegated committees of the Board of Directors are the Audit Committee and the Committee for Sustainability, Corporate Governance, Appointments and Remuneration. The responsibilities of the Audit Committee, composed 66.6% by independent directors, include: proposing the appointment of the auditor; reviewing the Prosegur accounts; ensuring compliance with legal requirements and the application of generally accepted accounting principles. For its part, the Committee for Sustainability, Corporate Governance, Appointments and Remuneration establishes and reviews the criteria for the composition and remuneration of the Board of Directors, and of the members of the Prosegur management team, and it regularly reviews the remuneration programmes. It also has powers for information, consultancy and proposals on environmental, social and of corporate governance matters, and also for following up the Company's commitment to attaining the Sustainable Development Goals approved by the United Nations.

Structure of the Board of Directors:



 Auditing Committee  Sustainability, Corporate Governance, Appointments and Remuneration Committee

At 31 December 2020, the Board of Directors of Prosegur was composed of eight members (25% women): one executive and seven non-executive, of which three are independent directors (37.5%), two are proprietary and one is external. The responsibilities of the President and the Executive Director are different and complementary. Prosegur adopts the requirements of the main international standards on corporate governance, which recommend the separation of roles.

Annual Corporate Governance Report

Prosegur's Annual Corporate Governance Report for the 2020 year forms part of the Directors' Report, and is available on the web site of the National Securities Market Commission and on the Prosegur web site as from the date of publication of the Annual Accounts.

This report includes section E, analysing control and risk management systems of the Company; and F, providing details on the risk control and management system in relation with the process of issue of financial information (ICFR).

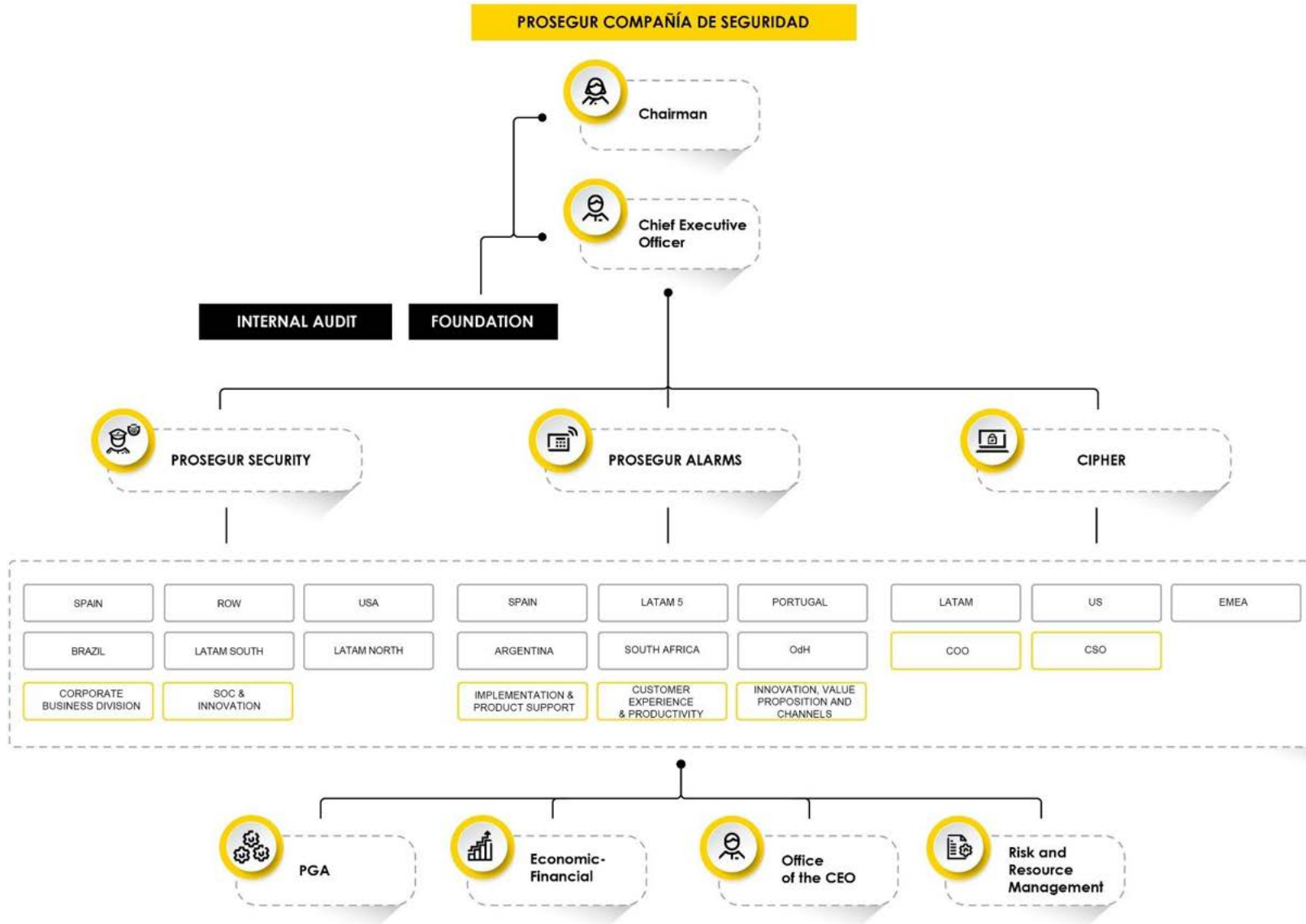
1.2.3. Organisational structure

The organisational structure of Prosegur is designed to improve business processes and add value to clients. Its flexibility allows for a permanent adaptation to an ever-changing environment and the evolution of Prosegur as a business group. It also allows the growth of Prosegur and provides broad autonomy to the business of Security, Cash and Cipher, since each one has different dynamics and, therefore, different needs. This way, Prosegur ensures the best service to its clients, wherever it operates.

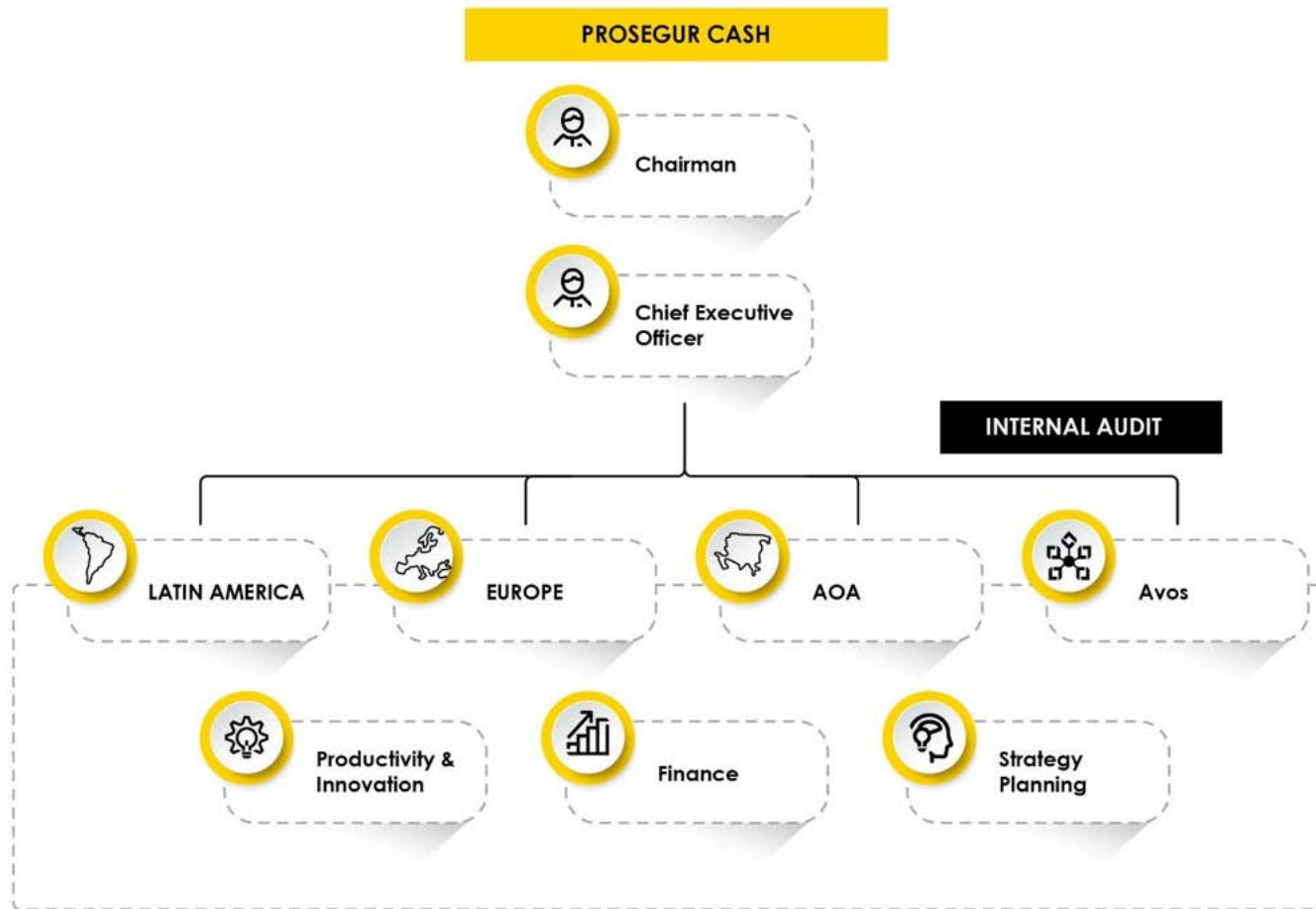
Business is the backbone of the organisation and is made up of the General Business Management Areas which are responsible for the design of security solutions for clients and cover the main business lines.

The corporate functions are supervised by the Global Support Directorates which cover the Financial-Economic department, Prosegur Assets Management, Executive Director's Office and Risk and Resources Management.

The organisation of Prosegur is shown in the table below:



The organisational chart of Prosegur Cash, a subsidiary of Prosegur Compañía de Seguridad and in which it has a 72.5% direct and indirect interest, is as follows:



1.3. Strategic Performance Framework

1.3.1. Transformation Plan

The rapid emergence of new technological currents has had a noticeable impact on most economic sectors. This phenomenon has forced companies to rethink not only their way of doing things, but their own business model. Some of these technologies, such as IoT (Internet of Things), Artificial Intelligence (AI), 5G or Data Science offer innumerable opportunities to improve processes that enhance efficiency, agility and effectiveness.

Prosegur is not oblivious to this reality and is aware of the importance of applying the advantages offered by new technologies to improve its operation as an organisation and offer its clients the service in line with the needs that arise in this new paradigm. In this way, issues such as contracting and monitoring services in real time from any device, viewing offers of employment on specific channels or completing the contracting process 100% digitally and in the least time possible, are some processes that help exemplify this context. For this reason, in line with its spirit of adaptation, Prosegur has decided to respond to the constant changes of the environment and to the demands for modernisation presented on the market by means of a Transformation Plan that touches all business lines, as well as transversal divisions.

Areas of action of the Prosegur Transformation Plan

Optimisation of resources of the current business:

- ▶ To streamline and simplify processes and decrease their execution times, by means of groups especially devoted to the improvement of client (*Opportunity to Cash*), employee (*Employee Experience*), and supplier (*Procure to Pay*), and finances and accounting (*Record to Report*) processes.
- ▶ To simplify the technological footprint, endeavouring that the critical systems for each one of the business becomes increasingly robust, modern and better integrated among one another.
- ▶ To improve data governance by means of the review of processes and systems.
- ▶ To reach the same quality level in all markets.

Promotion of innovation as a cornerstone of the future business:

- ▶ To develop new opportunities and experiment with new innovation models, using and maximising all existing internal and external capabilities.
- ▶ To maintain all components of each business, adapted to the demands for innovation of the market and to take advantage of opportunities and synergies
- ▶ To collaborate with companies in the entrepreneurial ecosystem through open innovation, with the aim of incorporating innovative solutions into the business and support areas of the company that improve processes and allow new services to be offered to clients.

Impetus of capabilities and consolidation of a common culture:

- ▶ To provide back-up for all associates in the transformation process through the use of new tools for working and collaboration, such as “agile” or “design thinking”.
- ▶ Development of specialised and quality training, accessible to all employees through the Prosegur Corporate University, to provide teams with the necessary knowledge in disruptive technologies and new forms of collaboration.
- ▶ To promote an internal culture by means of the design of communication plans for all employees, that aids in the viewing of new global and local objectives.

Innovation

Thanks to the different initiatives that Prosegur has launched as part of an ambitious Digital Transformation Plan, the company has achieved that technology is now no longer an instrument and has become an intrinsic part of the activity.

Innovation has become a cornerstone of Prosegur's future business. After the identification and certification process carried out during the course of 2020, it has been established that in 2019 Prosegur invested more than EUR 21.2 million in projects approved as innovation by the governments of the countries in which it operates, representing growth of more than 100% compared to the equivalent investment in 2018. Likewise, throughout the 2018-2020 Plan, over EUR 12 million have been invested directly in innovative start-ups with technological solutions that are quickly incorporated into services and solutions for clients.

In 2020, as a sign of Prosegur's commitment to Innovation, Tech Studios have been created in order to equip Prosegur with the capabilities to develop Innovation projects in advanced digital technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), Data Science and Electronic Security Systems (SES).

Similarly, to promote innovation, Prosegur has implemented new initiatives such as the launch of the COME IN Open Innovation Programme, which aims to encourage collaboration between the start-up ecosystem and Prosegur. This programme has launched a series of challenges to support each of the business lines, as well as the Prosegur Foundation, in their specific needs. Additionally, as a result of the situation caused by the pandemic, it has launched two challenges to design safe spaces free of COVID-19.

COME IN in 2020 was participated in by more than 200 start-ups of 33 different nationalities. The winners of each challenge are currently developing their technology and solutions backed up by specialist teams from each Prosegur business line.

Additionally, an ambitious internal training plan on Innovation, called "Innovation Deep Dive" has been launched, which aims to give all its employees technological capabilities, allowing them to acquire knowledge in advanced IoT technologies (Internet of things), Data Science, IA, Blockchain, Mixed Reality, 3D printing and Robotics), as well as in innovative management processes (Management 3.0, Design Thinking and Agile Methodology). More than 4,000 company employees have participated in the programme, totalling over 30,000 training hours in technology and innovation.

Among the projects which have been successfully completed recently or which are currently in progress, we shall highlight the following, per business area:

Prosegur Security

The corner stone of the main initiatives carried out in 2020 is the use of new technology to continue providing a service that stands out from the rest. On the one hand, the impetus to IoT (Internet of Things) technology for offering clients a value-added service and providing them with information that enables them to speed up decision-making. On the other hand, the use of Artificial Intelligence (AI) has enabled Prosegur Security to be more aware of the risks and offer better capabilities, which translates as greater operating efficiency for the business.

During this year the company has continued developing its Ecosystem of Partners and incorporated open innovation, with the aim of establishing lasting alliances that lead to disruptive solutions that can be rapidly put into effect in its portfolio of services.

Furthermore, Prosegur Security continued developing its POPS tool, the Prosegur Seguridad Operating Platform, which is already used by 20,000 employees, a perfect example of how the company is bringing its innovations efforts in line with the global strategy focussed on developing integrated security solutions from and for the client.

Prosegur Cash:

In 2020, Prosegur Cash has promoted the development of agile methodology aimed at achieving excellence through the ongoing improvement of processes and services. A wide group of Prosegur Cash associates work using this methodology, which has made it possible to obtain 35% more product output in 27% less time. In addition, the company has worked on improving and strengthening its range of Prosegur Smart Cash solutions, through technology, to offer its clients a specialised service, improving communication through a new mobile application that is more agile and accessible.

Prosegur Alarms:

In 2020, Prosegur Alarms focussed its innovative efforts on two basic pillars: the Ecosystem of the Prosegur Smart app based on technology and the strengthening of its *back office* through digitalisation and automation.

The continuous improvement of the Prosegur Smart platform falls under the division's priorities. Throughout the year the incorporation of the application has been improved with alarm devices to make it more personal. Amongst other initiatives, it launched the ContiGo service, a personal protection system via mobile phone outside of the home.

Prosegur Alarms continues immersed in the improvement of the predictive models it already uses, such as using the alarm or the model for qualifying new registrations, to have more information on the behaviour of its clients and designing new initiatives of linkage and retention to reduce the abandonment rate in the total connection base (BTC in Spanish).

1.3.2. Strategy

The unceasing development of the environment in which Prosegur operates has played a crucial role in the company's transformation over the last few years. In this connection, Prosegur established three main goals:

- ▶ To respond to the new needs of clients in line with market trends, especially accelerated as a result of the global emergence of COVID-19.
- ▶ To become a trusted strategic partner for clients.
- ▶ To provide increased value to clients through efficiency in processes and by implementing solutions that are increasingly technological.

Prosegur is currently in the final stage of its Three-Year Strategic Plan for 2018-2020. Our ambition to lead the industry has led them to embark on a transformation of the Company, hinging upon three basic pillars: Digitise, Innovate and Grow.

Specific goals have been set for each pillar and, at the end of the Plan, the degree of achievement of the targets was substantial.



Digitise

With regard to digitalisation, the established goals are:

- ▶ Support operational excellence and the technological improvement of processes.
- ▶ Roll out the necessary platforms and tools to simplify management and enhance client experience.
- ▶ Reduce the weight of indirect costs that do not create value for clients.
- ▶ Attract, develop and retain the most highly-qualified professionals.

In 2020, the last year of the 2018-2020 Three-Year Plan, progress was made in the following areas:

- ▶ Demonstration of agility in terms of reaction in responding to the health crisis caused by COVID-19, placing at the disposal of clients and employees the tools necessary to ensure the continuity of the business.
- ▶ Advances in the process for digital transformation with regard to agility, scalability and operational excellence.
- ▶ Launching of the new corporate web sites and the new corporate identity and purpose.



Innovate

With regard to innovation, the established goals are:

- ▶ Listen to clients to develop new value proposals that meet their needs.
- ▶ Introduce new products that improve client satisfaction, transform the business, increase margins and evidence our firm commitment to innovation.

The following advances have already been made in 2020:

- ▶ Increase in the weight of new products over total sales in all business.
- ▶ Launch of new solutions and business lines.
- ▶ Introduction of innovation methodology designed during 2019, based on horizons and under ad hoc governance model.
- ▶ Incorporation of talent in innovation.
- ▶ Launch of the COME IN Open Innovation Programme, with a total of seven initiatives put into operation by the start-up ecosystem for the different business and support departments.



Grow

With regard to growth, the established goals are:

- ▶ Maintain high rates of profitable organic growth.
- ▶ In Prosegur Security, to boost the integrated sale of surveillance and technology products.
- ▶ In Prosegur Cash, maintaining the pace of growth logged in recent years, spearheading market consolidation and stimulating the sale of new products.
- ▶ In Prosegur Alarms, to boost the value of the business by increasing the number of connections.

2020 has seen advances made in the following business lines:

- ▶ Confirmation of the resilience of the business model, with a rapid recovery of the figures at the levels prior to the pandemic.
- ▶ Setting up a joint venture with Telefónica for development of the Movistar Prosegur Alarms business in Spain.
- ▶ Consolidation of the entry of Prosegur Security in the U S market.
- ▶ Bolt-on acquisitions in traditional business and acceleration of new products, especially Prosegur Cash and Cipher.

2. Business performance and profit (loss)



2. Business performance and profit/(loss)

2.1. 2020 Economic and financial results

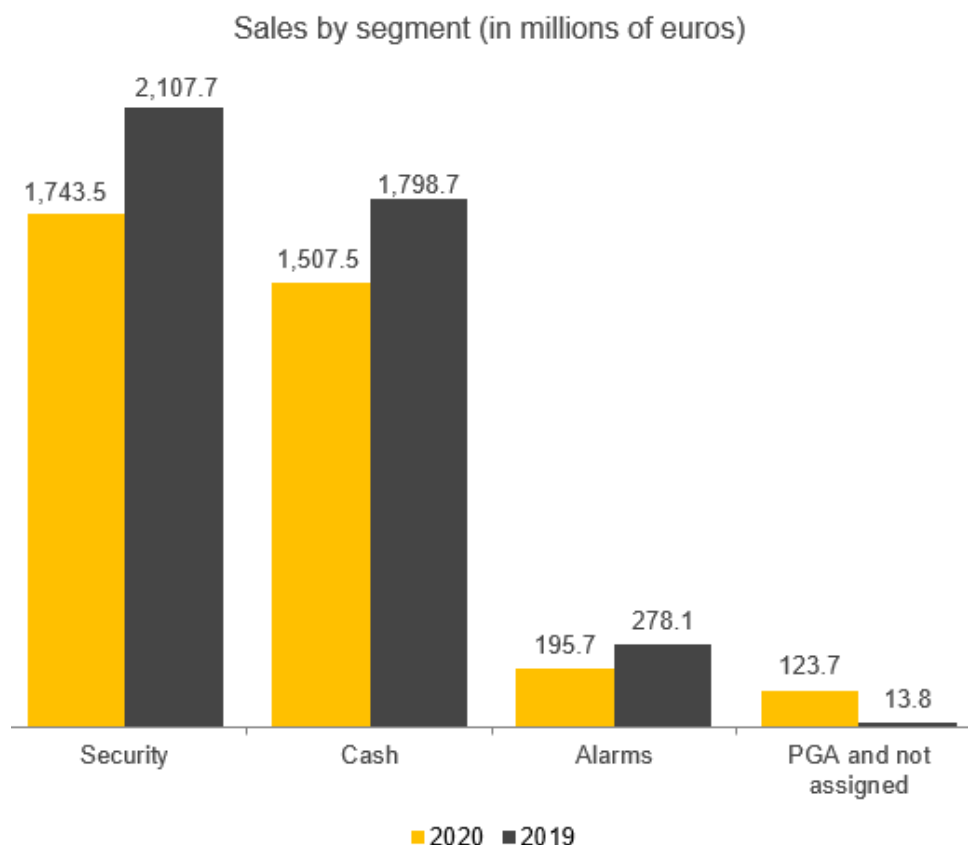
(Millions of Euros)	2020	2019	Variation
Sales	3,570.4	4,198.2	(15.0 %)
EBITDA	821.7	536.4	53.2 %
	<i>Margin</i>		
	23.0 %	12.8 %	
Depreciation and amortisation*	(158.0)	(178.2)	
EBITA	663.7	358.2	85.3 %
	<i>Margin</i>		
	18.6 %	8.5 %	
Amortisation and impairment of intangible assets	(52.5)	(27.7)	
Goodwill impairment	(61.8)	—	
EBIT	549.4	330.5	66.3 %
	<i>Margin</i>		
	15.4 %	7.9 %	
Financial results	(65.7)	(65.6)	
Profit/(loss) before tax	483.7	264.9	82.6 %
	<i>Margin</i>		
	13.5 %	6.3 %	
Taxes	(148.9)	(104.6)	
	<i>Tax rate</i>		
	(30.8) %	(39.5) %	
Net result	334.9	160.2	109.0 %
Non-controlling interests	3.6	46.4	
Consolidated net profit/(loss)	331.3	113.9	190.9 %
Basic profit per share	0.6	0.2	

*Includes amortisation of property, plant and equipment, rights of use, real estate investments and amortisation and impairment of computer software.

2.1.1. Sales by business area

Prosegur consolidated sales for 2020 amounted to EUR 3,570.4 million (2019: EUR 4,198.2 million), which represents a 15% decrease, of which 0.4% is a pure organic decrease and 1.7% an inorganic decrease due to divestments. The combined currency exchange rate effect and the result of applying IAS 29 and IAS 21.42 had a negative impact of 12.8%.

Consolidated sales are distributed by business as follows:



Aggregated consolidated sales are distributed by business area as follows:

Millions of Euros	2020	2019	Variation
Security	1,743.5	2,107.7	-17.3 %
<i>Total %</i>	48.8 %	50.2 %	
Cash	1,507.5	1,798.7	-16.2 %
<i>Total %</i>	42.2 %	42.8 %	
Alarms	195.7	278.1	-29.6 %
<i>Total %</i>	5.5 %	6.6 %	
PGA and unassigned	123.7	13.8	100.0 %
<i>Total %</i>	3.5 %	0.3%	
	3,570.4	4,198.2	-15.0 %

The decrease in business turnover in 2020 compared to 2019 has been of 15.0%.

The Security business, that includes Surveillance and Technology activities, reduced its sales figure by 17.3%, mainly as a result of the inorganic growth carried out as a result of the health crisis caused by COVID-19 and by the exchange rate effect.

These two effects have also caused a fall in sales of the Cash business by 16.20% and Alarms by 29.60%. In the case of Cash, in addition, sales also fell as a result of the sale of the business in France and Mexico. For its part, the Alarms business also saw its turnover reduced, mainly as a result of the sale of 50% of the Alarms business in Spain.

Trend in consolidated Prosegur turnover over the past five years is reflected in the following table:

(Millions of Euros)	2016	2017	2018	2019	2020
Turnover	3,902.3	4,290.7	3,939.2	4,198.2	3,570.4

2.1.2. Changes to the Group's structure

The changes in the composition of the Group during 2020 were mainly due to the following acquisitions:

- ▶ Cash business combinations in LatAm. During 2020, Prosegur acquired a number of security companies in LatAm providing securities logistics, cash in transit and ancillary banking services. The total purchase price was EUR 75.7 million, comprising a cash consideration of EUR 24.8 million, a deferred contingent consideration amounting to a total of EUR 27.7 million, due in 2020 and 2024 and a deferred payment of EUR 23.2 million, due in 2020, 2021, 2022, 2023, 2024 and 2025.
- ▶ Cash business combinations in Europe: Prosegur acquired a company in Europe that provides buying and selling services online through an internet platform that puts the seller in contact with the end client. The total purchase price was EUR 6.1 million, comprising a cash payment of EUR 2.2 million, and a deferred contingent consideration totalling EUR 3.9 million maturing in 2023 and 2025.
- ▶ Cash business combinations in ROW: In 2020, Prosegur acquired assets relative to cash in transit services. The total purchase price was EUR 10,5 million, entirely comprising a cash payment.
- ▶ Security business combinations in Europe: During the first half of 2020, Prosegur acquired a security company in Europe specialising in the installation and maintenance of security equipment. The total purchase price was EUR 2.3 million, comprising a cash payment of EUR 0.9 million, and a deferred contingent consideration totalling EUR 1.4 million maturing in 2020, 2021 and 2022.

The following companies were incorporated or wound up in 2020:

- ▶ In February 2020, Prosegur Consumer Finance Perú S.A.C. was incorporated in Peru.
- ▶ In February 2020, Prosegur Global BSI International, S.L. was incorporated in Spain.
- ▶ In February 2020, Prosegur Custodia de Activos Digitales, S.L. was incorporated in Spain.
- ▶ In February 2020, Prosegur BSI Internacional, S.L. was incorporated in Spain.
- ▶ In March 2020, Gelt Brasil Consultoria em Tecnologia da Informação Ltda. was incorporated in Brazil.
- ▶ In June 2020, Spike GmbH was incorporated in Germany.
- ▶ In June 2020 Prosegur EAS USA LLC was incorporated in the United States.
- ▶ In July 2020 Prosegur Security USA Inc. was incorporated in the United States.
- ▶ In July 2020, Prosegur Servicios Integrales en Seguridad Privada S.A. de CV was incorporated in Mexico.
- ▶ In October 2020, Prosegur Servicios Administrativos S.A. was wound up in Peru.
- ▶ In December 2020, Prosegur Cash Servicios S.A.C. was incorporated in Peru.
- ▶ In December 2020 Prosegur Security UK Limited was incorporated in United Kingdom.

Furthermore, the following mergers took place between subsidiaries in 2020:

- ▶ In January 2020, the takeover merger of Transfederal Transporte de Valores Ltda. by Prosegur Brasil S.A. Transportadora de Valores e Segurança was formalised in Brazil.

- ▶ In March 2020, the takeover merger of Transvip Transporte de Valores e Vigilância Patrimonial Ltda. by Prosegur Brasil S.A. Transportadora de Valores e Segurança was formalised in Brazil.
- ▶ In December 2020, the takeover merger of Tevsur Cia Ltda. by Transportadora Ecuatoriana de Valores TEVCOL Cia Ltda. was formalised in Ecuador.
- ▶ In December 2020, the takeover merger of BaS Solution GmbH, by Prosegur Cash Services Germany GmbH was formalised in Germany.

Sale of a 50% stake in Prosegur's Alarms business in Spain

Once the pertinent regulatory approvals were obtained, on 28 February 2020, Prosegur sold 50% of Prosegur's Alarms business in Spain to the Telefónica Group for a final price of EUR 305.3 million (Note 18).

Sale of 100% of the Mexican companies Prosegur Seguridad Privada Logística y Gestión de Efectivo S.A. de CV, Prosegur Servicios de Seguridad Privada Electrónica S.A. de CV and Grupo Tratamiento y Gestión de Valores SAPI de CV.

On 14 February 2020 Prosegur sold all its stake in the Mexican companies Prosegur Seguridad Privada Logística y Gestión de Efectivo S.A. de CV, Prosegur Servicios de Seguridad Privada Electrónica S.A. de CV and Grupo Tratamiento y Gestión de Valores SAPI de CV for a total sum of EUR 3.6 million.

The cash and cash equivalents that were sold with the companies amounted to EUR 6.710 million.

The net assets of the Mexican companies at the time of sale amounted to EUR 4.7 million. The sale entailed an expense for Prosegur of EUR 1.0 million included under the heading Other expenses. Additionally, an amount of EUR 1.2 million was reclassified to income, which corresponds to the translation differences of the Mexican companies sold.

Sale of 100% of the company Command Security Honduras S.A.

On 24 August 2020, Prosegur sold 100% of the Honduran company Command Security Honduras S.A. for EUR 0.4 million.

The cash and cash equivalents that were sold with the companies amounted to EUR 51 thousand.

The net assets of the Honduran company at the time of sale amounted to EUR 0.6 million. The sale entailed an expense for Prosegur of EUR 0.228 million included under the heading Other expenses. Additionally, an amount of EUR 29 thousand was reclassified to income, which corresponds to the translation differences of the Honduran company sold.

The sale of 100% of security operations in France

On 1 October 2020, Prosegur signed the agreement to sell 100% of the security operations in France to Fiducial for a total amount of EUR 1.

The cash and cash equivalents that were sold with the companies amounted to EUR 12 million.

The net assets of the Mexican companies at the time of sale amounted to EUR 13.2 million. The sale entailed an expense for Prosegur of EUR 13.2 million included under the heading Other expenses.

Acquisition of Alicerces Duradouros Unipessoal Ltda. and Dinero Gelt S.A.

Furthermore, in March 2020, the inactive Portuguese company Alicerces Duradouros Unipessoal Ltda. was purchased, and in October 2020 the inactive company Dinero Gelt, S.A. was acquired in Argentina.

2.1.3. Management analysis

2020 was a year marked by the social, economic and health effects of the pandemic caused by COVID-19. From its start, and in anticipation of a much more intense duration and force than what the first estimates indicated, Prosegur activated a series of measures based on three fundamental axes: protecting and guaranteeing employee health, ensuring the continuity of the clients' economic activity within the maximum health and safety parameters and, lastly, ensuring liquidity and capacity to generate cash.

In this sense, and in record time, the company deployed a series of measures to ensure the well-being and protection of employees. Fundamentally, of particular note is the promotion of telework in all positions where it is viable and the deployment of the communication and security infrastructure necessary for employees to carry out their work with the best possible guarantees.

Likewise, the company adopted the necessary health and safety measures to prepare the work centres and protect employees whose activities could not be carried out remotely. Of special note is the deployment of a digital passport that allows employees to manage access to the facilities from their mobile phone and that establishes mechanisms and protocols for monitoring positive cases.

These measures, along with others such as the use of technology for temperature measurement, verification of the use of masks or control of social distancing, were also introduced in the premises of the company's clients in order to guarantee the safety of their own employees and workspaces.

Finally, in the financial and operational sphere, Prosegur activated receipt management and working capital protection protocols. The company undertook workforce adjustments in line with the decline in demand as a result of the measures taken to contain the pandemic. These actions, together with financial policies of cash repatriation, offer to pay dividend in shares and reduction of non-strategic investments, ensured the company excellent cash generation during the period and a liquidity profile that guarantees the financial stability of the group for the years to come.

In any case, the consequences of the health crisis have affected each of the business lines with varying degrees of intensity. Despite having demonstrated a remarkable degree of resistance and adaptability, it has not been enough to counteract the fall in volume due to the temporary closures and business interruptions of the vast majority of clients.

Prosegur Cash, despite offering an essential service, has been affected by the impact of the health crisis and the subsequent containment measures introduced by governments to combat it, which resulted in a fall in activity and a reduction in the volumes operated.

The high penetration of cash payments in emerging countries, the lower incidence during the first phase of the pandemic and the development of extraordinary services allowed this negative effect to be mitigated.

For its part, Prosegur Security has also suffered the effects of the pandemic with a decrease in activity, but more attenuated due to the specific needs of client services and the maintenance of certain levels of security.

Prosegur Security's dependence on the airport sector in the United States and the total suppression of large events, combined with the general decline in economic activity in almost all countries, caused Prosegur Security's billing in the period to turn negative. Together with the deconsolidation due to the sale of the business in France and the negative effect of currencies in LatAm, the business unit totals a volume loss in 2020 of more than 17%.

In compensation, the high demand for more specialised services to guarantee secure access to client facilities, and their combination with high added value technological elements gave a strong push to the market penetration of new solutions, which already represent more than 36% of turnover. The health crisis has been a boost for this type of product due to the speed of its implementation, the economic efficiency and the versatility of the service to be able to control elements such as workers' temperature in real time, the use of sanitary masks or the adherence to recommended social distancing guidelines.

This allowed a structural improvement in Prosegur Security's profitability margins, which in 2020 closed with an increase of 500 basis points over the previous year.

Lastly, Prosegur Alarms also suffered a negative impact due to the fall in the number of additions due to the home confinements decreed in most regions. These measures prevented the normal commercial operation and installation of new connections. To this situation, an increase in the churn rate of small business clients is added.

Despite this, the total contract base of Prosegur Alarms added more than 26,000 new connections, supported by the strong growth experienced in Spain by the Movistar Prosegur Alarmas joint venture. The company, created jointly by Telefónica and Prosegur, began its operations in early 2020 to jointly target the Spanish residential market.

In short, no structural deterioration in the demand and potential of the alarms market due to the pandemic has been observed, except for the specific situation of access to the homes of new clients during the periods of lockdown. Prosegur remains confident that the alarm business will be one of the fastest growing in the coming years.

It is worth highlighting the performance of the group's financial indicators, due to the good results of the cash generation and debt containment carried out during the year. Thanks to the efficiencies obtained by digital transformation projects in the client management and receipts processes, Prosegur has improved its procedures for receipts and credit calculation. This has allowed the company to achieve a significant improvement in working capital, even in times of strong uncertainty.

Furthermore, Prosegur placed an extraordinary focus on the containment of internal spending and the control of non-strategic investments, which has resulted in a more than 30% reduction in the group's Capex.

Additionally, and as a cash outflow containment measure, the company offered shareholders the possibility of receiving a part of the company's annual dividend in shares. This initiative was accepted by more than 50% of the group's shareholders and resulted in cash savings of more than EUR 36 million.

Lastly, Prosegur's rigorous financial discipline and its excellent management of currency risk and repatriation of profits has kept corporate debt below the agreed banking limits. And also within the limits self-imposed by the company's Board of Directors.

The group's net debt/EBITDA ratio increased slightly compared to 2019 due to the share buyback programme launched two years ago. This programme culminated in November 2020 with the acquisition of almost 10% of treasury stock. If the buyback programme is excluded, the level of indebtedness would stand at 2.1 times EBITDA, which is within the group's usual leverage parameters.

The treasury stock acquired during the period was amortised by resolution of the Board of Directors in December 2020 and the company has now started a new buy-back programme with which it had acquired one percent of its own stock as of 31 December 2020.

2.1.4. EBITA Margins per business

Consolidated operating profit (EBITA) before amortisation stands at EUR 663.7 million for 2020 (2019: EUR 358.2 million).

The EBITA margin is distributed by business as follows:

Thousands of Euros	Cash		Security		Alarms		PGA and unassigned		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Total sales	1,507.5	1,798.7	1,743.5	2,107.7	195.7	278.1	123.7	13.8	3,570.4	4,198.3
EBITA	185.1	323.4	68.3	71.2	17.3	23.2	393.07	(59.6)	663.7	358.2

The following table shows the EBITA trend seen over the past five years:

(Millions of Euros)	2016	2017	2018	2019	2020
EBITA	357.6	414.3	327.0	358.2	663.7
% margin on sales	9.2 %	9.7 %	8.3 %	8.5 %	18.6 %

The ratio of the EBITA margin to consolidated sales was 18.6% in 2020. The notable improvement in this indicator over previous years is due to the increase experienced by the "Other Income" item in the Income Statement as a result of the sale of 50% of Prosegur's Alarms business in Spain (Note 2.2).

The information on the allocation of Prosegur assets to each of the segments and the reconciliation between the profit allocated to segments and the consolidated net profit is contained in Note 10 of the Consolidated Annual Accounts.

2.1.5. Commercial information

Prosegur services are sold through regional offices and the Company's own sales personnel, with exclusive dedication. The Company applies selective criteria to minimise the risk of arrears and possible payment default. In cases where the Company has insufficient experience with a particular client, consultations are carried out using public information that allow it to objectively perform quantifiable risk assessments and individual analyses. Once the contract has been signed, throughout the period over which the service is rendered, the client receives direct attention, enabling us to work in line with their operating requirements and financial situation, thereby reducing the risk of default.

For Prosegur the client is therefore at the core of the business. Therefore, the first goal is to comply with the strictest quality standards. Likewise, in the support provided to the client, the Company seeks to favour the understanding that with Prosegur a value-added and responsible security service is being contracted.

Finally, for Prosegur the continuous update and improvement of its supply is essential, as well as the development of new products in each business line.

2.1.6. Investments

All of Prosegur's investments are always analysed by the corresponding technical and operating areas and the management control department, which estimate and examine the strategic importance, return period and yields of the investments before these are approved. Subsequently these are submitted to the Investment Committee for a final decision on whether to proceed with the investment. Investments in excess of EUR 0.6 million are submitted to the Board of Directors.

Amortisation and depreciation charges totalled EUR 147.1 million in 2020 (2019: EUR 164.7 million). Property plant and equipment and a Property Investments accounts for EUR 97.7 million (2019: EUR 120.4 million), computer software to EUR 18.4 million (2019: EUR 16.6 million) and other intangible fixed assets to EUR 31.0 million (2019: EUR 27.7 million).

The total investments analysed by the Investment Committee in 2020 with comparative figures from 2019 are detailed below:

(Millions of Euros)	2020	2019
First Quarter	21.1	39.0
Second Quarter	13.5	28.3
Third Quarter	26.3	28.7
Fourth Quarter	28.0	26.7
Total	88.9	122.7

EUR 114.0 million was invested in property, plant and equipment in 2020 (2019: EUR 171.8 million). Investment of EUR 29.2 million was also made in computer software (2019: EUR 29.6 million).

2.2. Liquidity and capital resources

Prosegur continued formalising strategic financing transactions designed to optimise financial debt, control debt ratios and meet growth targets.

The Company calculates net financial debt considering total current and non-current borrowings (excluding other non-bank borrowings) plus net derivative financial instruments, minus cash and cash equivalents, and minus other current financial assets (Note 32.2).

At 31 December 2020 net financial debt totals EUR 889.4 million (2019: EUR 649.3 million).

2.2.1. Liquidity

Prosegur keeps a reasonable level of liquid reserves and a great financing capacity available to ensure flexibility and rapidity in meeting the requirements of working capital, of investing capital or inorganic growth.

At 31 December 2020 Prosegur has available liquidity of EUR 1,457.1 million (2019: EUR 1,591.9 million). This amount is compounded by:

- ▶ EUR 767.0 million of cash and cash equivalents (2019: EUR 530.7 million).
- ▶ The balance of other current financial assets in an amount of EUR 150.0 million (2019: EUR 319.6 million).
- ▶ EUR 305.0 million of non-current credit available, relating to the drawable syndicated loan arranged on 10 February 2017 (2019: EUR 480.0 million).
- ▶ Other unused credit facilities for EUR 235.1 million (2019: EUR 261.6 million) diversified in a wide banking pool featuring the top banks from each country where Prosegur operates.

This liquidity figure accounts for 40.81% of consolidated annual sales (2019: 37.9%), which ensures both the short-term financing needs and the growth strategy.

The efficiency measures of internal administrative processes implemented in recent financial years have helped to substantially improve business cash flow. The maturity profile of Prosegur debt is in line with its capacity to generate cash flow to pay it.

It is important to point out that, although part of the cash flow position at the close of 2020 is subject to certain regulatory conditions arising from Prosegur's geographical positioning, compliance with upcoming contractual obligations does not depend on distributions or payments from subsidiaries which are subject to insurmountable restrictions of a legal or regulatory nature. During the annual budget planning process, a repatriation plan of dividends from subsidiaries is designed, thus maximising the tax efficiency of the consolidated Group.

2.2.2. Capital resources

The structure of the financial debt is determined by the following contracts:

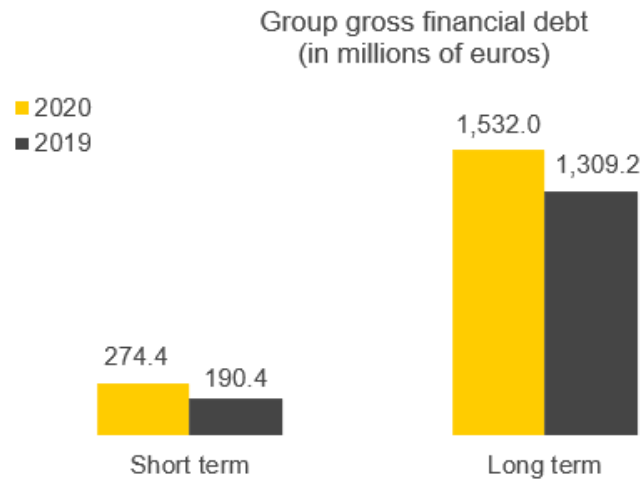
- ▶ On 8 February 2018 an issue of uncovered bonds with a nominal value of EUR 700 million, maturing on 8 February 2023, has been made. The bonds are traded on the secondary market, on the Irish Stock Exchange. They accrue an annual coupon of 1.00% payable at the end of each year.
- ▶ On 4 December 2017 Prosegur, through its subsidiary Prosegur Cash, S.A. made an issue of uncovered bonds with a nominal value of EUR 600 million, maturing on 4 February 2026. The bonds are traded on the secondary market, on the Irish Stock Exchange. They accrue an annual coupon of 1.38% payable at the end of each year.
- ▶ On 10 February 2017 two syndicated financing loans were contracted in the amounts of EUR 200 million and EUR 300 million both for a five-year term; the latter was taken out, by the Prosegur subsidiary, Prosegur Cash. At 31 December 2020, the capital drawn down amounted to EUR 195 million.
- ▶ On 28 April 2017, Prosegur, via its subsidiary Prosegur Australia Investments Pty, arranged a syndicated credit financing facility in the amount of AUD 70 million. In April 2020, the operation was renewed with a maturity ranging from 2021 to 2023. (AUD 10 million in 2021, AUD 10 million in 2022, and AUD 50 million in 2023).

At 31 December 2020, the drawn down capital corresponding to the loan amounts to AUD 70 million (at 31 December 2020 equivalent to: EUR 44.03 million). At 31 December 2019, the drawn down capital corresponding to the loan amounts to AUD 70 million (equivalent to EUR 43,170 million at 31 December 2019: EUR 43.76 million).

In consolidated terms, long term gross financial debt maturing over one year reached the amount of EUR 1,532.0 million at the end of 2020 (2019: EUR 1,309.2 million), mainly due to the bonds issued by Prosegur and Prosegur Cash.

Short-term gross financial debt totals EUR 274.4 million (2019: EUR 190.4 million) mainly for bank borrowings and the availability of part of credit facilities.

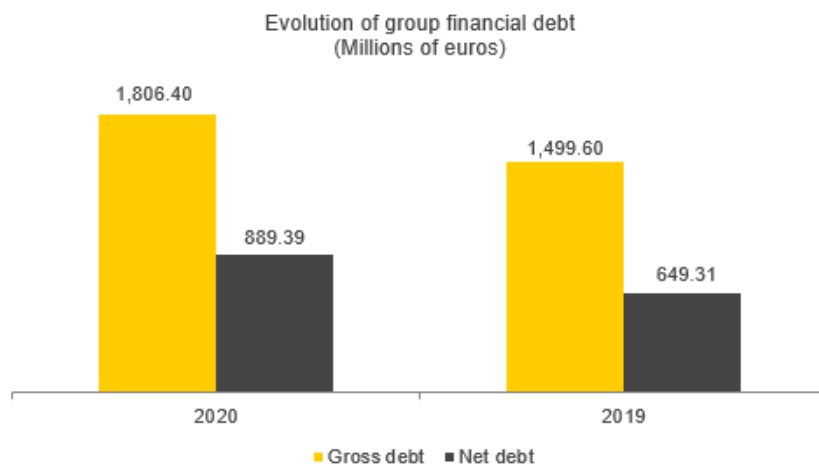
The current and non-current maturities of gross financial debt are distributed as follows:



In 2020 financial debt had an average cost of 1.12% (2019: 1.36%). The lower average cost of debt is due to the reduction in the cost of Corporate debt and of its subsidiaries.

Net financial debt at the end of the 2020 financial year was EUR 889.4 million (2019: EUR 649.3 million) and went up mainly as a result of the cash outflows associated with the business combinations made during 2020, and to the own share buyback programme.

Comparison of gross debt and net debt from 2019 and 2020 is shown in this table:



No significant changes are expected in 2021 in regard to the structure of own funds and capital or in regard to the relative cost of capital resources in relation to the financial year ended 31 December 2020.

The following table shows the maturities of the debt set out according to contractual cash flows at 31 December 2020:

(Millions of Euros)	Less than 1 year	1 to 5 years	More than 5 years	TOTAL
Debentures and other securities	15.3	738.8	608.3	1,362.4
Bank borrowings	232.7	256.2	—	488.9
Credit accounts	49.2	—	—	49.2
Other payables	58.6	64.5	8.4	131.5
Finance lease liabilities	33.1	72.3	23.4	128.8
Suppliers and other payables	563.2	—	—	563.2
	952.1	1,131.8	640.1	2,724.0

Future lease payment commitments amount to EUR 4.8 million (2019: EUR 32.9 million) which mainly pertain to the contract of the office building in Madrid (Spain), operational bases located in Brazil, other business buildings and operational vehicles (Note 29).

Prosegur calculates the leverage ratio as the quotient resulting from the net financial debt and total capital, the latter understood as the sum of the net financial debt and net equity. The ratio at 31 December 2020 is of 36.61% (2019: 31.75%).

The ratio of net financial debt to equity is 1.37 at 31 December 2020 (2019: 0.9).

The ratio of net financial debt to EBITDA was 1.08 in 2020 (2019: 1.5).

2.2.3. Analysis of contractual obligations and off-balance sheet transactions

Note 29 of the Consolidated Annual Accounts includes the amounts of future minimum payments arising from operating lease contracts by maturity tranches.

Additionally, as indicated in Note 28 of the Consolidated Annual Accounts, Prosegur issues third party guarantees of a commercial and financial nature. The total amount of guarantees issued at 31 December 2020 amounts to EUR 522.1 million (2019: EUR 522.8 million).

2.3. Alternative Performance Measures

In order to comply with ESMA Guidelines on APMs, Prosegur presents this additional information to enhance the comparability, reliability and understanding of its financial reporting. The Company presents its profit/(loss) in accordance with International Financial Reporting Standards (IFRS) However, Management considers that certain alternative performance measures provide additional useful financial information that should be taken into consideration when assessing its performance. Management also uses these APMs to make financial, operating and planning decisions, as well as to assess the Company's performance. Prosegur provides those APMs it deems appropriate and useful for users to make decisions and those it is convinced represent a true and fair view of its financial information.

APM	Definition and calculation	Purpose
Working capital	This is a finance measure that represents the operating liquidity available for the Company. Working capital is calculated as current assets less current liabilities plus deferred tax assets less deferred tax liabilities less non-current provisions.	Positive working capital is necessary to ensure that the Company can continue its operations and has sufficient funds to cover matured short-term debt as well as upcoming operating expenses. Working capital management consists of the management of inventories, accounts payable and receivable and cash.
Capex	Capex (Capital Expenditure) is the expense that a company incurs in capital goods and that creates benefits for the company, whether through the acquisition of new fixed assets or by means of an increase in the value of fixed assets already in existence. CAPEX includes additions of property, plant and equipment as well as additions of computer software of the intangible assets.	CAPEX is an important indicator of the life cycle of a company at any given time. When the company grows rapidly, the CAPEX will be greater than fixed asset depreciations, which means that the value of the capital goods is increasing rapidly. On the other hand, when the CAPEX is similar to the depreciations or even less, it is a clear sign that the company is decapitalising and may be a symptom of its clear decline.
EBIT margin	The EBIT margin is calculated by dividing the operating profit/(loss) of the company by the total figure of revenue.	The EBIT margin provides the profitability obtained of the total revenue accrued.
Organic Growth	Organic growth is calculated as an increase or decrease of income between two periods adjusted by acquisitions and disinvestments and the exchange rate effect.	Organic growth provides the comparison between years of the growth of the revenue excluding the currency effect.
Inorganic Growth	The Company calculates inorganic growth for a period as the sum of the revenue of the companies acquired. The income from these companies is considered inorganic for 12 months following their acquisition date.	Inorganic growth provides the growth of the company by means of new acquisitions or disinvestments.
Exchange rate effect	The Company calculates the exchange rate effect as the difference between the revenue for the current year less the revenue for the current year using the exchange rate of the previous year.	The exchange rate effect provides the impact of currencies on the revenue of the company.
Cash flow translation rate	The Company calculates the cash translation rate as the difference between EBITDA less the CAPEX on EBITDA.	The cash flow conversion rate provides the cash generation of the Company.
Net Financial Debt	The Company calculates financial debt as the sum of the current and non-current financial liabilities (including other payables corresponding to deferred M&A payments and financial liabilities with Group companies) minus cash and cash equivalents, minus current investments in group companies and minus other current financial assets.	The net debt provides the gross debt less cash in absolute terms of a company.
EBITDA	EBITDA is calculated on the basis of the consolidated profit/(loss) for the period without including the profit/(loss) after taxes from discontinued operations, taxes on earnings, financial income or costs, or depreciations of Goodwill, or impairment of intangible assets or the amortisation of intangible assets but including amortisation and depreciation of computer software.	The EBITDA provides an analysis of earnings before taxes, tax burden and amortisation of intangible assets.
EBITDA	EBITDA is calculated on the basis of the consolidated profit/(loss) for the period for a company, excluding earnings after taxes from discontinued operations, income taxes, financial income or costs, and amortisation expenses or depreciation on goodwill but including impairment of property, plant and equipment.	The purpose of the EBITDA is to obtain a fair view of what the company is earning or losing in the business itself. The EBITDA excludes variables not related to cash that may vary significantly from one company to another depending upon the accounting policies applied. Amortisation is a non-monetary variable and thereof of limited interest for investors.

The reconciliation of Alternative Performance Measures is as follows:

Working capital (in millions of Euros)	31/12/2020	31/12/2019
Inventories	46.5	64.8
Clients and other receivables	675.7	915.0
Current tax assets	105.7	155.7
Cash and cash equivalents	767.0	530.7
Other current financial assets	150.0	319.6
Deferred tax asset	99.2	94.8
Suppliers and other payables	(714.9)	(833.1)
Current tax liabilities	(168.1)	(138.6)
Current financial liabilities	(325.3)	(257.0)
Other current liabilities	(30.7)	(50.6)
Deferred tax liabilities	(66.8)	(46.0)
Provisions	(191.5)	(226.7)
Total Working Capital	346.9	528.6

CAPEX (in millions of euro)	31/12/2020	31/12/2019
Land and buildings (without decommissioning costs)	0.9	5.0
Technical installations and machinery	20.5	36.5
Costs of Obtaining	4.2	22.9
Other installations and furniture	30.3	54.6
Armoured vehicles and other property, plant and equipment	20.0	17.4
Advances and work in progress	38.1	35.4
Additions of property, plant and equipment	114.0	171.8
Additions of computer software	30.4	29.6
Adjusted CAPEX	144.4	201.4
Adjustments for hyperinflation	0.0	0.0
Total CAPEX	144.4	201.4

EBIT margin (in millions of Euros)	31.12.2020	31/12/2019
EBIT	549.4	330.5
Revenue	3,570.4	4,198.2
EBIT margin	15.4 %	7.9 %

Organic Growth (in millions of Euros)	31/12/2020	31/12/2019
Revenue current year	3,570.4	4,198.2
Less: revenue previous year	4,198.2	3,939.2
Less: Inorganic Growth	(73.2)	257.0
Exchange rate effect	(536.8)	(356.3)
Total Organic Growth	(17.8)	358.3

Inorganic Growth (in millions of Euros)	31/12/2020	31/12/2019
Cash LatAm	61.2	69.5
Cash Europe	5.9	10.4
Cash ROW	8.3	17.8
LatAm Cybersecurity	—	7.1
Europe Cybersecurity	—	0.5
ROW Security and Cybersecurity	30.9	168.0
Alarms LatAm	4.3	—
Alarms ROW	—	—
Disinvestments	(183.8)	(16.3)
Total Inorganic Growth	(73.2)	257.0

Exchange Rate Effect (in millions of Euros)	31.12.2020	31/12/2019
Revenue current year	3,570.4	4,198.2
Less: Revenue from the year underway at the exchange rate of the previous year	4,107.2	4,554.5
Exchange rate effect	(536.7)	(356.3)

Cash Flow Translation Rate (in millions of Euros)	31/12/2020	31/12/2019
EBITDA	821.7	536.4
CAPEX	144.4	201.4
Translation Rate (EBITDA - CAPEX / EBITDA)	82 %	62 %

Net financial debt (In millions of Euros)	31/12/2020	31/12/2019
Financial liabilities	1,910.0	1,621.9
Plus: Finance lease liabilities	92.6	132.0
Adjusted financial liabilities (A)	2,002.6	1,754.0
Cash and cash equivalents	(767.0)	(530.7)
Less: adjusted cash and cash equivalents (B)	(767.0)	(530.7)
Less: Other current financial assets (C)	(150.0)	(319.6)
Total Net Financial Debt (A+B+C)	1,085.5	903.7
Less: other non-bank borrowings (D)	(103.6)	(122.3)
Less: Finance lease liabilities (E)	(92.5)	(132.0)
Total Net Financial Debt (excluding other non-bank borrowings referring to deferred M&A and financial debt from lease payments) (A+B+C+D+E)	889.4	649.3

EBITA (In millions of euros)	31/12/2020	31/12/2019
Consolidated profit/(loss) for the year	331.3	113.9
Non-controlling interests	3.6	46.4
Income taxes	148.9	104.6
Net financial expenses	65.7	65.6
Amortisation	114.3	27.7
EBITA	663.7	358.2

EBITDA (In millions of euros)	31/12/2020	31/12/2019
Consolidated profit/(loss) for the year	331.3	113.9
Non-controlling interests	3.6	46.4
Income taxes	148.9	104.6
Net financial expenses	65.7	65.6
Depreciation and amortisation	272.3	205.9
EBITDA	821.7	536.4

As mentioned in Note 2 of the consolidated report, in 2020, due to the interpretation issued by the International Financial Reporting Interpretations Committee, the Company has adopted the accounting policy of recording changes in equity, associated with the currency effect and the inflation effect, under the heading "Translation differences" as a whole. Comparative figures have not been revised.

2.4. Important circumstances after the reporting period

In February 2021, the maturity was extended to February 2026 for both the syndicated loans contracted by Prosegur for EUR 200,000 thousand and that contracted by Prosegur Cash for EUR 300,000 thousand. (Note 24).

2.5. Information on the foreseeable performance of the entity

The general forecasts and estimates for 2021 are dependent on the evolution of the COVID-19 pandemic.

Although during the course of 2020 the company and its various business lines have demonstrated a strong capacity for recovery, and above-average resilience to the negative effects of COVID-19, it is difficult to anticipate the figures for growth as all the business are directly linked to the general trends of the economy and consumption of each country.

The excellent cash flow generation achieved during 2020; the comfortable level of leverage lower than the limits established by the lending banks and also below the comfort levels self-imposed by the Board of Directors; the group's excellent debt structuring – both in cost and in the length of maturity – and the solid liquidity profile at present, all allow Prosegur to face the uncertainty of 2021 with more peace of mind. And with the reassurance of having ensured the efficiency and recovery capacity of each business line.

It is expected – depending on the evolution of the pandemic – that in the next two years growth and profitability will return to levels similar to or higher than before the pandemic.

Prosegur Security will support that growth on the strong penetration achieved in recent months by the integrated security solutions, based on a combination of remote monitoring technology and mobile surveillance services. Largely fuelled by the strong demand from clients for guaranteeing COVID-free work spaces for their own clients and employees.

The Alarms business line will continue to grow strongly as the restrictions and lockdowns are removed and the sales force and technical service can attend to the strong demand in Spain that the powerful marketing package of Prosegur and its strategic partner Telefónica have placed on Movistar Prosegur Alarmas and whose growth in connections, even in the difficult times of 2020, has quadrupled the number obtained by Prosegur in 2019. Therefore the prospects in a more favourable environment without lockdown will be much more attractive.

Lastly, Cash is expected to show a very rapid recovery profile as normal business activity is restored in the countries where at present there are restrictions.

As from the second half of 2021 this development is expected to go hand-in-hand with a gradual stabilising of the macroeconomic aspects of the main regions where the company operates. This may result in a decreased volatility of exchange rates, which could help define a medium-term period in which the profitability growth rate increases.

Prosegur will nevertheless continue reinforcing its internal control procedures that ensure the efficiency in the various business. Such as the maintenance of the financial discipline of the Group and the reinforcement of corporate supervision policies aimed at an increased control of profitability by business line. Furthermore it will continue working in each market to promote organic growth via new products of greater margin.

This exhaustive level of internal control and optimisation should continue with the improvements and increases in cash generation in recent years, and which have also been seen in 2020, as many of them have become permanent structural elements of the financial discipline of the Group.

In addition, Prosegur is immersed in an ambitious project for digital transformation and innovation that is already bringing results, and which has become the essential pillar for the development of new products, as well as an important generator of internal efficiency and saving.

As observed, Prosegur will face interesting growth challenges in the years ahead. In any case, the company has excellent leverage for growth. Starting with the best platform in the world for cash in transit, to the set of the most integrated security solutions, to the optimum solvency and financial soundness with which to address these challenges. The years ahead will focus more on innovation with strong control over profitability and organic growth. Prosegur expects to continue to consolidate its leadership position, gaining market share and reinforcing its image as a worldwide company with the most advanced security solutions.

3. Stock market information



3. Stock market information

3.1. Share evolution

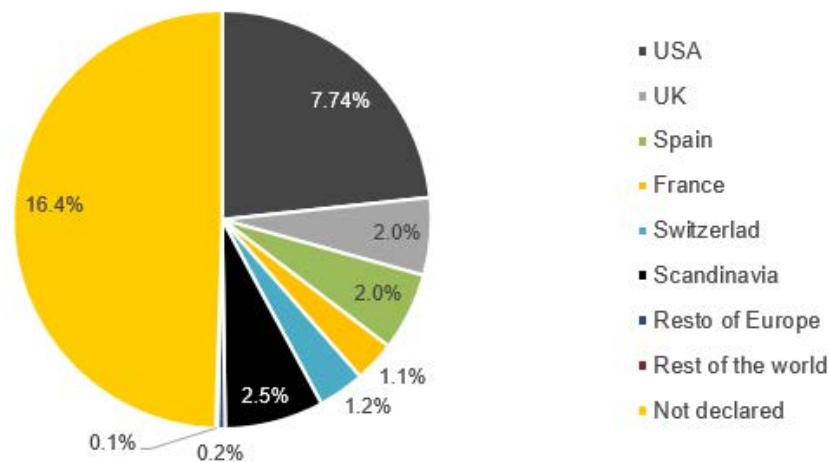
Prosegur's shares started 2020 listed at EUR 3.68 per share, and at close, on 31 December at EUR 2.44 per share. During the year, the Company's share price went down by 33.8% mainly caused by the sharp adjustment that the market applied from mid-March due to the COVID-19 crisis that left Prosegur's shares at the minimum annual price of EUR 1.79 in June.

From there on, mitigating effects such as the debt rescheduling agreement in Argentina with private creditors in September, the announcement of the termination of operations of the Security business in France and the presentations of quarterly results, are a positive boost for the share price which recovered to finish the year at EUR 2.44.

3.2. Geographical distribution of free float

Excluding the significant stakes corresponding to Gubel S.L. and AS Inversiones, representing 65.77% of the share capital, the remaining 34.23% of the Prosegur shareholding structure is geographically distributed as follows:

Shareholder distribution by geographies



At an international level and given its growth potential, Prosegur has always been well accepted among investors. For these reasons, its shareholding includes foreign investors which account for a very significant part of its free float.

In 2020 there have been some significant changes in the interests in the United States, which were reduced to 7.7% of the shareholding due to the conclusion of the investment cycle of some major shareholders in the country.

The COVID-19 crisis, and the programme for purchase of treasury stock begun by Prosegur, led to some investment funds seeking to protect their own liquidity by capitalising their more profitable investments and, in some cases, taking advantage of Prosegur's offer to buy its own shares for transfer.

In other markets there is also a slight drop, for similar reasons, although it should be highlighted that the Scandinavian investors have increased their holding in Prosegur to 2.5% as against the 1.3% held in 2019.

3.3. Relationship with investors

Prosegur focuses its efforts in the creation of value for its shareholders. Improving profit/(loss) and transparency, as well as rigour and credibility, are what guides the Company's actions.

The policy of relationship with shareholders and investors of Prosegur aims to establish a communication that is direct, personal and stable over time. The Company has a close relationship with its shareholders, private and institutional investors and with the main stock analysts, to whom it provides detailed information on a continuous basis.

To comply with this transparency commitment, Prosegur uses multiple communication channels. The webcast held each quarter on the occasion of the communication of results, the Investors Newsletter or the publication of other informative newsletters with content of specific interest for the investment community, are some examples of this.

During 2020, and despite the strong negative impact that the global pandemic has meant for travel and face-to-face meetings, Prosegur has maintained a level of contact with the shareholders and investors very similar to that of previous years.

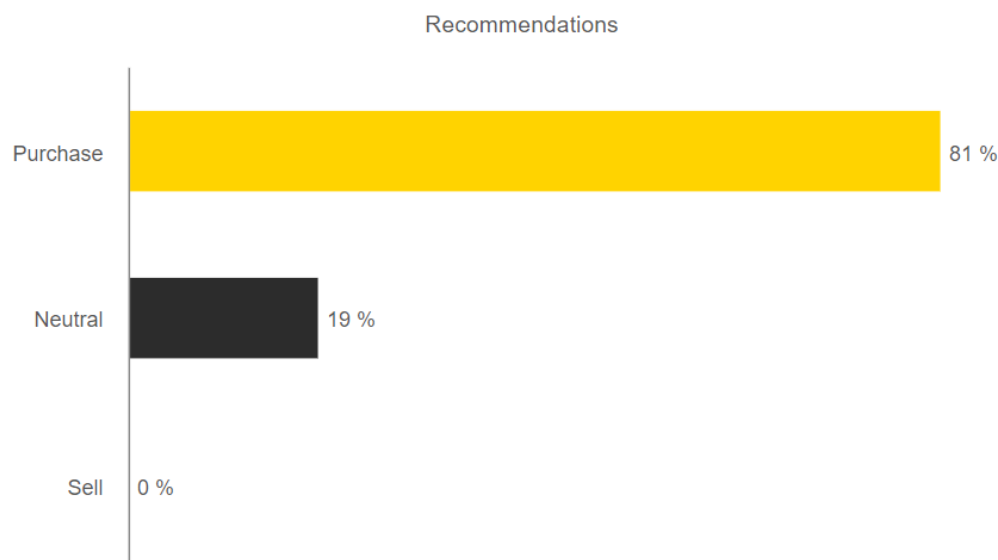
The activity was rapidly transferred to "virtual" formats through online meetings and videoconferencing. Prosegur contracted close to 170 investment funds and 22 research firms, went on 4 international roadshows and participated in 11 sectoral conferences. Furthermore, in the first months of the year, several visits were organised to operating centres.

On ESG issues (Environmental, Social and Corporate Governance), Prosegur continuously provides detailed information to any shareholders, private and institutional investors, the leading stock market analysts and proxy advisors who request it. By means of face-to-face meetings or telephone calls, the Company responded to issues regarding its Corporate Social Responsibility Policy, the commitment to the environment, the development of labour relations or the respect for and promotion of human rights. Likewise, Prosegur has participated in the procedures established by the main ESG ratings for the elaboration of its reports and belongs to the FTSE4Good IBEX index, which independently evaluates and classifies the companies that best manage sustainability and comply with the criteria of good practice in corporate responsibility.

3.4. Coverage of analysts and recommendations

In 2020 there have been some variations in the coverage of the analysts who regularly inform the market about the company. Due to the negative effects of applying the MIFID 2 directive, some analysis firms were obliged to close or suspend coverage, while at the same time other new firms began coverage in Prosegur.

At the close of the market in 2020, of a total of 16 analysts who regularly cover Prosegur's equity stock, most of them had a positive perception of the company. In this manner, three of them maintain a neutral recommendation (six in 2019), thirteen recommend purchasing (twelve in 2019) and none of them had a negative valuation or recommendation to sell.



3.5. Main shareholders

The shareholding structure of Prosegur reflects its solidity and stability. At 31 December 2020, 65.77% of the company capital was in the hands of significant shareholders, 0.96% were own shares and the remaining 33.27% was free float.

The strong presence of the shareholding in the Board of Directors enables the management bodies to define that the strategic lines and decisions are in line with the interests of all its shareholders. This solid and stable shareholder base of relevance, made up largely of significant shareholders and institutional investors, provides Prosegur with the ideal conditions to develop its project and achieve its objectives.

Estimated free float at 31 December 2020	33.27%
Own shares	0.96%
Ms Mirta María Giesso	6.36%
Board Members	59.41%

4. Responsible management



4. Responsible management

4.1. Prosegur Management Model

The management model of the Prosegur Group, known as the 3P System, from where all the policies, procedures and processes originate, allows us to have internal rules and a common language for services and processes. It facilitates standardisation and the provision of services aimed at meeting required quality standards, as well as efficiently managing resources and continuously improving processes. The standards are designed for the global application of certain elements, regardless of the location of the activity, but including certain characteristics that are specific to each territory.

The 3P System has obtained the following certifications:

- ▶ ISO 9001 Quality Management System.
- ▶ ISO 14001 Environmental Management System.
- ▶ ISO 22301 Business Continuity System.
- ▶ ISO 27001 Information Security System.
- ▶ ISO 28001 Security Management System for the Supply Chain.
- ▶ EN 16082 Airport Security.
- ▶ OHSAS 18001 - Occupational Health and Safety Assessment Series.
- ▶ Aproser.
- ▶ APSAD Fire Protection Security System.
- ▶ MASE Safety, Health and Environmental Management System.
- ▶ NCh2728:2015 Certificate based on the Chilean Quality Standard.
- ▶ NORSOK S-006 Certificate based on the Chilean Quality Standard.
- ▶ NP 4413:2012 - Extinguisher Maintenance Service.

4.2. Risk management

Frame of reference

The Prosegur Risk Management System allows the company to have a proactive risk management system, identifying the most critical aspects, assessing them and supervising their management by means of key indicators. Furthermore, this system is based on the standard COSO standard (Committee of Sponsoring Organizations of the Treadway Commission) and works together with other standards such as Basel III, inherent to the financial industry or the ISO 31000 standard. Furthermore, it works integrally and continuously, consolidating management by area, business unit, activity, subsidiaries, geographical areas and areas of support at corporate level.

Prosegur is a global company that is exposed to various risk factors. These depend on the countries in which it operates and the nature of the sectors. It seeks to identify these risks and assess them, an initiative that allows it to implement timely management measures sufficiently in advance to mitigate the probability of these risks occurring and/or their potential impact on targets.

In July 2020, the Audit Committee approved Prosegur's new Risk Control and Management policy, which is published on the corporate website. This standard defines the risk control and management model, powers, functions, responsibilities of the corporate governance structure and types of existing risks.

Risk management governance

In accordance with the provisions of Prosegur's Risk Control and Management Policy, one of the basic principles that guides this activity is: "to involve employees in the culture of risk management, encouraging them to identify risks and actively participate in their mitigation."

Within its general supervisory function, the Prosegur Board of Directors is the main body responsible for determining the general policies and strategies on risk control and management, and delegates responsibility to the Audit Committee to inform, advise and propose in relation to them and to supervise the operation of the risk control and management unit, through Prosegur's Internal Audit Department.

As risk control and management unit, the Risk Committee ensures the proper functioning of the risk control and management systems and, in particular, that all significant risks that affect the company are properly identified, managed, and quantified. Prosegur actively participates in preparing the risk strategy and in the important decisions regarding its management and ensures that risk control and management systems adequately mitigate the risks.

Risk management process

Prosegur's Risk Control and Management Policy includes the following basic principles on which this activity focuses:

1. INFORMATION

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

2. RISK IDENTIFICATION

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

4. 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.

3. CONTROL

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



- ▶ The ongoing identification, evaluation and prioritisation of critical risks, considering their possible effect on the relevant goals of Prosegur.
- ▶ Assessment of risks in accordance with procedures based on key indicators that enable their control, evaluation and monitoring.
- ▶ Periodic monitoring of the results of the evaluation and effectiveness of the measures applied by those responsible for the risks.
- ▶ Review and analysis of results by the Risk Committee.
- ▶ Supervision of the system by the Audit Committee through the Internal Audit Department.

Risk mapping

Taking as reference the objectives identified in the Company's Strategic Plan, the risks that could affect the achievement of said objectives both from a global perspective (through the main global areas of the Group) and locally (through local officials) are identified.

An evaluation of the impact and probability of the identified risks is carried out, to facilitate their prioritisation and the definition of response plans.

To help identify the risks, Prosegur has an internally developed risk management tool, which enables it to identify a general catalogue of risks that is updated once a year and which allows the information to be standardised and consolidated.

4 categories of risks are considered:

- ▶ Strategic risks: Those expected key for Prosegur, and which must be managed proactively and as a priority. If these risks materialise, they compromise the achievement of Prosegur's strategic objectives.
- ▶ Operational risks: Those related to operational management and which may significantly affect the operations of the organisation.
- ▶ Reporting risks: Those that directly affect the aspects of information reported to the organisation and/or third parties.
- ▶ Compliance risks: Those that affect internal or external regulatory compliance with third parties.

Prosegur is exposed to various types of risks in its daily activity. Being a service company, it not only manages its own risks, but also manages risks on behalf of its clients. It is important for Prosegur to minimise its stakeholders' risks.

The risks to which Prosegur is subject are generally the following:

4.2.1. Operational and business risks

Prosegur carries out its operations in sectors and markets which, in some cases, may be experiencing adverse situations that may significantly affect the company's turnover.

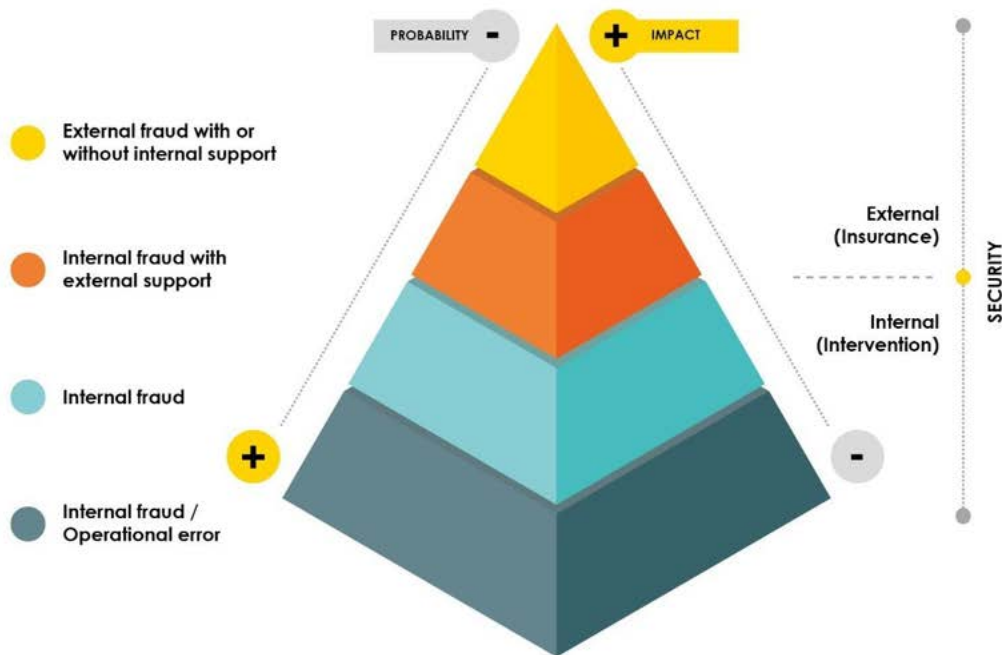
If due to adverse market conditions, such as concentration processes in the financial sector or a prolonged decrease in the use of cash (which would mainly affect the cash management business), a fall in the demand for security services by the public sector, or policies of cost containment applied by private companies (which would mainly affect the surveillance business), or a reduction of activity in the construction sector and the deterioration of the real estate market (which would mainly affect the technology and alarms business), substantial contraction in demand for services or facilities, Prosegur may not be able to reach the expected volume of business and this would therefore affect its results.

The business risks identified by Prosegur include the temporary reduction in the demand for security services, operations in highly competitive markets or inadequate management of indirect costs.

To mitigate them, the company has advanced in the diversification of business in separate markets, in the development of new value added products and services that make Prosegur stand out, which have boosted the recognition of the Prosegur brand and implemented measures for operational efficiency.

Prosegur devotes significant effort to the management of operational risks due to the potential impact on the commitments undertaken with its stakeholders and, specifically, with clients and employees. Prosegur's approach to risk management covers all fields of company activity through strict control of three basic pillars: infrastructure, processes and employees.

In order to improve efficiency in operating risk management, the Company has a Global Risk Management Directorate, an area that, given its structure and organisation, provides a competitive advantage in the management of those risks with respect to other companies of the sector.



This Directorate endows the organisation with the instruments necessary to efficiently manage the risks associated with operational security. It furthermore provides the tools necessary to ensure the maintenance of the standards and procedure defined by the Company, as well as the compliance required by national regulations.

With a corporate structure located in Madrid (Spain), the Directorate is composed of three departments with regional and national representation: Security, Intervention and Insurance. The unification of these three departments under one Directorate maximises the efficiency of the operations at a lower cost, thanks to the internal specialists that share common procedures.

The **Security department** manages the risks and legal standards on security as a second level of defence of the organisation by actively participating in the development and execution of business operations on security. This department has employees distributed in four global support areas: Intelligence, Information Security, Security of Bases and Facilities and International Tactical Training Team.

The **Intervention department** is organised into two units: Intervention and Loss Control (UPC). Both combine in situ reviews of the business operations (audits of valuables in custody, operating controls, operating security and of the facilities, and compliance with legal regulations), with the remote monitoring of the close of daily accounting entries for all regional offices, thus minimising the operating losses of the Prosegur Cash business. Additionally, it is responsible for reviewing the operations in all Prosegur Security and Prosegur Alarms business, as well as all special corporate audits (procurement, fleet, among others).

The **Insurance Department** identifies and controls operating risks and determines the bases for assurance and management, guaranteeing minimum impact on the income statement. The department arranges insurance schemes, signs policies at corporate and local level with first rate insurance companies, providing cover for a wide range of risks: for direct and indirect employees engaged in Prosegur's activity and for its fixed assets.

4.2.2. Legal, corporate and regulatory risks

Prosegur carries out its business in a strongly regulated environment and is subject to complying with certain standards in the countries in which it operates, such as: obtaining clearances or authorisations to be able to provide security services, fulfilling multiple obligations in the performance of its operations and informing on various aspects of its activities.

Amongst other standards, Prosegur is subject to complying with the legislation regulating: private security activities, labour relations and social security, occupational risk prevention, arms control, prevention of money laundering, data protection, competition law and the stock market.

Regulatory risks are mitigated by identifying the risk at an operational level, regularly assessing the control environment and implementing and continuously monitoring programmes to ensure the proper operation of controls implemented.

The local Business Areas define the policies, procedures and tools for their identification and quantification, as well as the proposal of measures to mitigate risk and the ongoing monitoring of any deviation from established tolerance levels, in connection with operational control, security and regulatory compliance. For this purpose there are standard procedures in place in all the countries where the Group operates, consistent with the requirements of regulations applicable in each case.

The Internal Audit and Compliance Directorate also plays an essential role regularly assessing the control environment and implementing and continuously monitoring the programmes to ensure the proper operation of controls implemented.

4.2.3. Financial risks

Interest rate risk

Prosegur is exposed to interest rate risk due to its monetary assets and liabilities.

The Company analyses its interest rate risk exposure dynamically. In 2020 the majority of Prosegur's financial liabilities at variable interest rates were denominated in Euros and Australian Dollars.

A simulation of various scenarios, considering refinancing, the renewal of current positions, alternative financing and hedges is performed. On the basis of these scenarios, Prosegur calculates the impact on the profit/(loss) of a given variation of the interest rate. Each simulation uses the same variation in the interest rate for all currencies. These scenarios are only analysed for the liabilities that represent the most significant positions in which a floating interest rate is paid.

Currency risk

The natural coverage made by Prosegur is based on the capital expenditure required in the industry, which varies by business area, is in line with the operating cash flow generated and it is possible to time the investments made in each country based on operating requirements.

During 2020, Prosegur maintained a natural hedging policy, holding debts in the currencies of the main countries where the company operates in order to minimise exposure to currency risk.

Although Prosegur operates in a large number of countries, its financial debt is concentrated mainly in the following currencies: Euros, South African Rand and Australian Dollar. The debt in Euros represents 88%, 2% in Australian Dollars, 3% in Argentine Pesos, 2% in Brazilian Reals and 5% in all other Prosegur currencies.

Note 24 of the Consolidated Annual Accounts reflects the value of financial liabilities by currency. Note 32.1 contains relevant information on the exchange rate exposure via the rates of the main currencies affecting assets and liabilities.

Credit risk

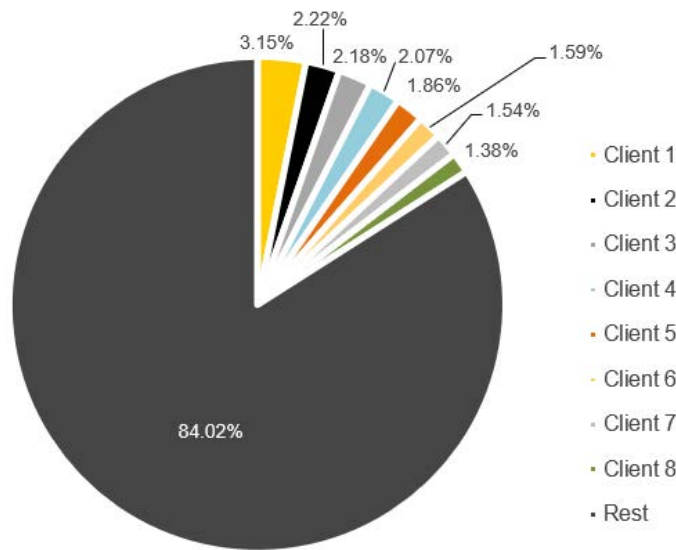
The Credit and Collection Departments of each of the countries in which Prosegur operates carry out a risk assessment of each client on the basis of the contract data and establish credit limits and payment terms which are recorded in the Prosegur management systems and periodically updated. Monthly tracking of the credit situation of the clients is carried out, making any value corrections deemed necessary on the basis of clearly established policies.

Note 32.1 of the Consolidated Annual Accounts shows tables of representativity of the main clients over the overall turnover of Prosegur.

As for financial investments and other operations, these are carried out with defined rating entities and financial transaction framework agreements are entered into (CMOF or ISDA). The counterparty risk limits are clearly defined in the corporate policies of the Financial Department and updated credit limits and levels are periodically published.

Client concentration

Prosegur is not significantly exposed to clients. Note 32.1 of the Consolidated Annual Accounts shows tables of representativity of the main clients over the overall turnover of Prosegur, as shown in the following pie chart:



4.2.4. Technological risks

The activities of Prosegur and the other companies of the Prosegur group, especially those related to the cash in transit services and the connections to the alarm receiving centres, are highly dependent on their information technology infrastructure and their communications.

In the normal course of its activity, Prosegur collects, manages, processes and preserves sensitive and confidential information, including commercial and operational information regarding its clients and personal information on clients and employees.

Despite the security measures in place both in the facilities and in the computer systems, the information in Prosegur's possession could be vulnerable to security breaches, computer viruses, data loss, human errors or other similar events.

Prosegur has strengthened its Information Security area in 2020 with the incorporation of Chief Information Security Officer, a Global CISO and CISOs in each of its business lines. Based on the NIST Cybersecurity Framework, it has introduced important improvements into the different functions, with special mention of those related to Protection, Detection and Recovery.

Similarly, the training and awareness of all its employees is a priority for Prosegur. Therefore, it has reached a level of training in cybersecurity through the Prosegur Corporate University of more than 90% of the employees. Moreover, some periodic cyber awareness exercises have been carried out to keep our employees trained on an ongoing basis.

4.2.5. Reputational Risks

Maintaining the success of Prosegur's business over time is largely based on the trust generated by the quality and control of the services it offers, its reputation as a company and the integrity of its employees.

In order to be able to respond to actual or perceived incidents which have a negative effect on its name or generate brand value loss, Prosegur detects any possible irregularities through its Report Channel, anticipates non-fulfilment through the Corporate Compliance Programme and implements independent processes of due diligence.

4.2.6 Environmental risks

The activities carried out by Prosegur for the Security, Alarms and Cash business are considered to have a low environmental impact.

Prosegur makes a significant effort in environmental matters, taking as a model the system of management and continuous environmental improvement defined by the ISO 14001 international standard.

The environmental impact associated with our activity in each country is evaluated, measured and reduced and we make our employees aware of caring for the environment by communicating good practices that promote sustainable development.

Policies with environmental management commitments and objectives are established in the business and countries in which the company operates, in order to guarantee compliance with the applicable environmental legislation in each country. Likewise, the company seeks to obtain a compliance commitment from the suppliers and companies to which it subcontracts services.

4.2.7 Risks of corruption and fraud

Prosegur carries out its activities through various operating companies located in different countries, which may be affected by situations of corruption and/or fraud. These risks can affect the economic development of these countries and even put their state and government models at risk, violate the principles of equality and competition in the markets and cause serious damage to the social order, political stability and the economy.

The company has a solid crime prevention programme in the countries where it operates, implemented through policies, procedures and the establishment of controls to prevent any corruption and fraud in which an employee, administrator, shareholder, client or supplier or any related third party acts dishonestly, or the materialisation of these risks might affect the company's reputation and financial situation.

4.2.8 Political risks

Prosegur operates in various countries. The risk outlook is dynamic and may affect the economic interests of the company, as a consequence of changes or the lack of political stability in a country or region.

Prosegur continuously monitors emerging risks through its Security department.

4.3 Global risk environment

The appearance of the Coronavirus COVID-19 in China in January 2020 and its global expansion has caused a global health crisis.

The COVID-19 pandemic is not only an unprecedented health emergency, it is an economic and social emergency, the magnitude and consequences of which make organisations face one of the most serious challenges.

This year, Prosegur specifically monitored the evolution of events and their impact on the company's operations, on its employees and on its clients and suppliers, applying a series of intervention protocols aligned with the recommendations of the pertinent health and administrative authorities.

Among these action protocols Prosegur includes the creation of a multidisciplinary team of senior managers who have permanently evaluated the measures to be taken and the deployment of preventive measures and action procedures necessary to guarantee the health and safety of all its employees and to maintain excellence in client service, and it has adopted the suggestions and indications that have been established by the Ministry of Health in light of the risk of spreading the virus.

5. Statement of Not-financial Information



5. Statement of Non-financial Information

Prosegur acknowledges that its position as a worldwide reference in private security confers upon it the responsibility to work to raise the standards of the sector in all the areas in which it operates. Performance in aspects such as reducing its environmental impact, generating quality employment, occupational health and safety, regulatory compliance, respect for human rights or good governance most clearly represent its commitment.

Within the framework of the management system of Prosegur, known as the 3P System, formal procedures and policies have been compiled in connection with these matters. The 3P System affords the Company internal rules and a common language for services and processes throughout the organisation. It facilitates standardisation and the provision of services aimed at meeting required quality standards, as well as efficiently managing resources and continuously improving processes.

With regard to social and environmental issues, and those relating to staff, respect for human rights and combating corruption and bribery, we highlight the following policies and procedures:

- ▶ Prosegur Corporate Social Responsibility Policy.
- ▶ Environmental Management Policy.
- ▶ General Regulation Concerning Human Resources Management.
- ▶ General Regulation Concerning Complaints for Discrimination and Harassment.
- ▶ Occupational Health and Safety Policy.
- ▶ Prosegur Code of Ethics and Conduct.
- ▶ General Procedure Governing the Report Channel.
- ▶ Human Rights policy

Except in respect of matters reserved for the competency of the Shareholders General Meeting, the Board of Directors is the Company's most senior decision-making body. In turn, the Audit Committee is responsible for supervising the process for preparing and submitting the necessary financial information and presenting recommendations or proposals to the governing body aimed at safeguarding its integrity.

In October 2020, the Board of Directors granted new Sustainability functions to the Appointments and Remuneration Committee, and reformulated it as the Sustainability, Corporate Governance and Appointments and Remuneration Committee.

Furthermore, a Global Sustainability Department has been created, dependent on the Senior Management, whose functions include the coordination of all areas in Environmental, Social and Corporate Governance aspects and ensuring that the ESG objectives and initiatives are aligned with the strategy of the Prosegur Group.

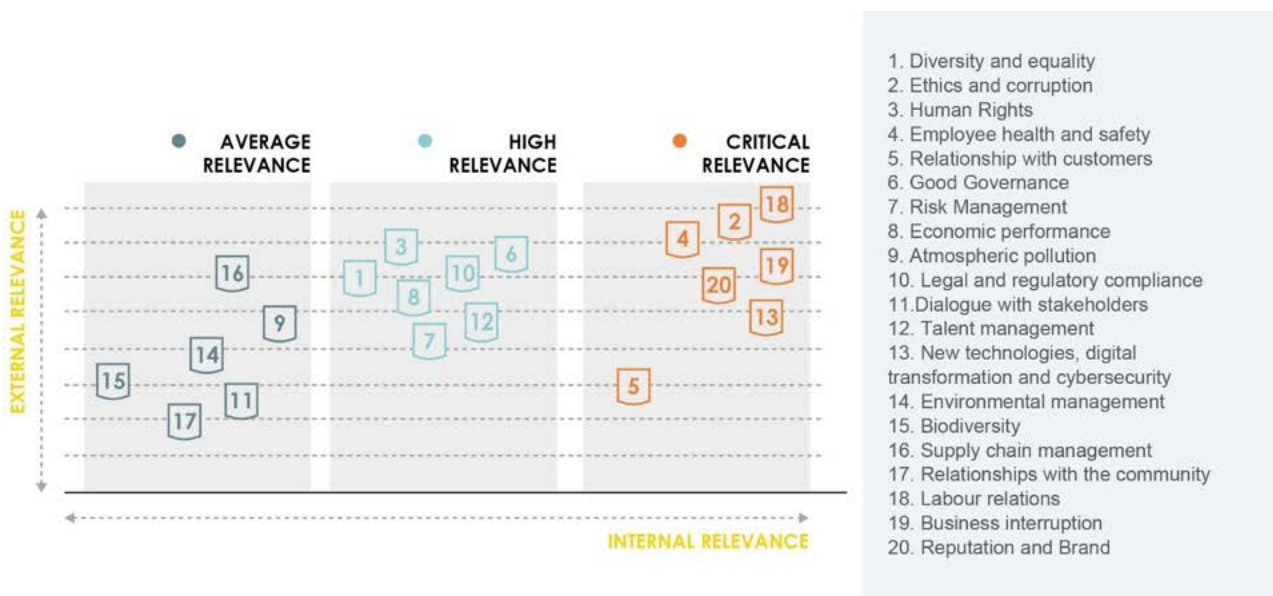
Business is the backbone of the organisation and is made up of the General Business Management Areas which are responsible for the design of security solutions for clients and cover the main business lines: Security, Cash and Alarms. Accordingly, the company itemises profit/loss before income tax per region, in order to provide a better understanding in Note 5.5.4 of this Statement of Non-financial Information.

The 2020 materiality analysis of Prosegur is based on the review and update of the materiality matrix and the adaptation of the topics to the context and developments of the sector and its environment. Consequently, the purpose of the organisation is to identify the most relevant areas for external (clients and shareholders) and internal stakeholders (with which an ongoing dialogue is maintained by means of unions and employee organisations), with a view to showing the progress made and determining the measures to take in order to continue generating value.

Prosegur updated the materiality analysis based on the following aspects:

- ▶ External relevance in the sector: Standard Global Reporting Initiative Guide (GRI), information from international bodies and selective stock indices and topics that may have been a source of controversy in the private security sector.
- ▶ *Benchmarking against peers*: Analysis of relevant information and best practices at industry peers and materiality studies of companies in and out of the sector.
- ▶ Internal relevance: Analysis of the impact of each topic identified in the risk map approved in the Risk Committee, based on relevant data such as the strategic plan, sectoral reports, analysis of competitors, opinion of business and corporate areas and interviews of the management team.

As a result of this assessment, a list was drawn up with the 20 matters of greater importance to Prosegur:



Taking into account the income/(loss) for this year, Prosegur does not consider the following to be material issues:

- ▶ Biodiversity: The Company does not have a significant impact on living creatures and the variety of ecosystems.
- ▶ Actions to fight the waste of food the company has no related business activity.

The information concerning risk management, its assessment and impact is described in Note 4 of the Consolidated Directors' Report.

Information concerning the Company's activity, location, regions and operations is provided in Note 1 of the Consolidated Directors' Report.

About this report

- ▶ This report responds to Act 11/2018 concerning non-financial reporting and diversity.
- ▶ The scope of this Statement of Non-financial Information statement is the same as the consolidation scope of financial reporting, with the exception of the new M&A acquisitions in already existing geographical areas in 2020 (Brazil, Colombia and Spain) which are in the process of integration and standardisation of the Company's processes and systems, the divestment in France, Honduras and Mexico executed in 2020, and equity-accounted business (Cash India). The tables including quantitative data contain notes indicating the scope of the data reported compared to sales or employees.
- ▶ Sales and employees in the consolidation scope amount to EUR 3,570.4 million and there are 147,231 employees.
- ▶ Most of the comparative figures for 2019 are shown for information purposes only and may not cover the same scope as the figures for 2020, although there are exceptions as a result of legal requirements for reporting the evolution.
- ▶ The contents of Act 11/2018 and GRI standards were used to compile this report, in accordance with the GRI option chosen, as detailed in the Appendix to this Statement of Non-financial Information.
- ▶ In accordance with current commercial regulations, this Statement of Non-Financial Information has been verified by EY. The independent Verification Report is attached to this Statement of Non-Financial Information.

5.1. Environmental matters

KPIs	2019		2020		Scope (over sales)
Direct CO2 emissions	Security	41,528 T	Security	26,808 T	100%
	Cash	94,272 T	Cash	112,628 T	100%
	Alarms	11,915 T	Alarms	10,252 T	100%
Indirect CO2 emissions	Security	2,980 T	Security	4,464 T	94%
	Cash	13,818 T	Cash	12,785 T	94%
	Alarms	768 T	Alarms	1,481 T	94%
Electricity consumption MWh	Security	11,298 MWh	Security	14,196 MWh	94%
	Cash	52,602 MWh	Cash	53,471 MWh	94%
	Alarms	2,782 MWh	Alarms	5,388 MWh	94%
Non-hazardous waste managed	Security	262 T	Security	108 T	96%
	Cash	2,226 T	Cash	1,655 T	96%
	Alarms	70 T	Alarms	68 T	96%
Hazardous waste managed	Security	36 T	Security	5 T	97%
	Cash	168 T	Cash	82 T	97%
	Alarms	81 T	Alarms	7 T	97%
Fuel (millions of litres)	Security	15	Security	10	100%
	Cash	34	Cash	41	100%
	Alarms	4	Alarms	4	100%
Paper consumption	Security	168 T	Security	55 T	97%
	Cash	610 T	Cash	628 T	97%
	Alarms	25 T	Alarms	12 T	97%
Number of uniforms distributed	Security	879,520	Security	681,189	97%
	Cash	226,013	Cash	147,755	97%
	Alarms	25,278	Alarms	17,330	97%
Water consumption (m3)	Security	69,088	Security	154,115	94%
	Cash	328,862	Cash	485,920	94%
	Alarms	21,343	Alarms	16,694	94%
Natural Gas (m3)	Security	22,950	Security	44,827	100%
	Cash	82,004	Cash	150,956	100%
	Alarms	640	Alarms	11,703	100%
Consumption of Operational Plastics (T)	Security	n/a	Security	n/a	97%
	Cash	2,194 T	Cash	1,577 T	97%
	Alarms	n/a	Alarms	n/a	97%

The scope of these KPIs excludes the scope of the new M&A acquisitions in 2020 (except for Ecuador), disinvestments and the countries in which business are equity-accounted.

Prosegur has a global 3P Environmental Management Policy, or general regulation that is binding upon all employees. Each country defines a local policy that should be aligned with the global policy and ensure the unavoidable obligation of local management to show compliance with applicable environmental legislation in its region.

The business areas have defined the main environmental risks and are currently developing the measures to mitigate those risks. Prosegur was the first Spanish security company to obtain certification ISO 14001, for both Prosegur Security and Prosegur Cash. Prosegur is certified in Spain, Colombia and Portugal. In those countries where certification is not available, the company will implement the best practices acquired that are not already underway.

Prosegur business activities do not have a significant impact on the environment and neither do they pose a threat in terms of climate change and biodiversity. They are activities related to the provision of services. As such, they cannot be considered to be transformation or manufacturing activities.

They are very labour-intensive activities, such as cash in transit services or surveillance work. The most significant environmental impact is found in the activity of Prosegur Cash, mainly caused when driving armoured vehicles to and from client facilities.

The functions that previously fell to the Global Directorate of Quality, Environment and Safety and Health at Work, have recently been disaggregated. On the one hand, the Environment function has moved to business and the global function now falls to the Global Sustainability Directorate. The functions of Health and Safety and Prevention of occupational risks now fall to the Global Directorate of Labour Relations. The heads of areas of the departments for business, fleet, property services and procurements define and adopt measures to improve the environmental impact within their scope of competency, always coordinated and backed up by the specialist from Environment of each business and by the Global Sustainability Directorate.

The main environmental issues relating to Prosegur's business activities - which do not have a significant impact on the environment, climate change or biodiversity - are the following:

- ▶ Prosegur Security and Prosegur Alarms business involve activities considered to be of low environmental impact. The most significant are the consumption of paper, uniforms and fuel, and the generation of mainly low-hazard waste such as paper and cardboard.
- ▶ Prosegur Cash is also considered a low-impact activity, though higher than the Security and Alarms business. The main environmental issue relates to the direct emissions of greenhouse gases associated with fuel consumption. There is also the consumption of electricity, paper and plastics at the operating centres.

Prosegur shows its firm commitment to combating climate change through the accounting and control of its consumption and, accordingly, its carbon dioxide emissions.

The Cash in transit and cash management services business have devised a scorecard to measure, among other indicators, the consumption of fuel by the armoured fleet, which it uses as the basis for decision-making. This scorecard has already been implemented in eighteen countries.

In Prosegur Security and Prosegur Alarms business, emphasis has been placed on the definition of indicators to enable the implementation of reduction and efficiency objectives. These collect information on consumption, waste and emissions of each one of the countries in which the company operates.

Management of both business, fully conscious of the impact of their activities on the environment, have chosen those consumptions and waste with the greatest impact.

Sustainable mobility

In 2020 Prosegur Cash reached a milestone in the heavy industrial fleet, with the commissioning of twelve ECO hybrid armoured vehicles in Spain and one 100% electric armoured, zero emissions vehicle in Germany.

These hybrid armoured vehicles, which will operate in Madrid and Barcelona, have a 110 PS EURO VI thermal engine and a 40 KW electric motor that provides a total of 150 PS and is ECO environmental, and entails a reduction in CO₂ emissions from the atmosphere of close to 25%, a saving of 23% in fuel consumption and 10% in maintenance costs.

The 100% electrical armoured vehicle implemented in Germany and the hybrid armoured vehicles operating in Spain are part of a pilot programme with which the company will continue to deepen its

fleet hybridisation and electrification plan. Portugal will be the next market where new low-emission vehicles will be deployed.

The company chooses vehicles in consideration of compliance with the latest Euro VI legislation, lower fuel consumption and the least direct emissions of CO₂ possible. In 2020, 1,578 ECO vehicles were available (fuels depending on the country and their ease of implementation are 100% electric, Ethanol, LPG, Hybrids and CNG). Of this total, 1,102 are hybrids and 100% electric, with the surveillance and technology business having the greatest impact with a total of 1,007 vehicles of the total ECO vehicles. The countries where the orientation towards the ECO model has been developed most has been Spain with a total of 1,103 ECO units, followed by Brazil with 304 units, and a reduction has been achieved in the operating light fleet of 430 vehicles (in Security and Alarms).

At Prosegur Cash, 401 armoured units have been deactivated as part of a permanent renewal plan for the heavy fleet, identifying those vehicles that have higher fuel consumption due to their age or state of preservation, in order to reduce the impact on the carbon footprint and streamline the variable costs of the fleet.

The company has continued making progresses in the policies promoted at the global level to control fuel consumption establishing, among other measures, armoured vehicle fuel reduction goals at the operating base level.

The projects implemented from Global Directorate include a shared fleet model implemented in Spain in 2019, by means of which a broad group of users, through a reservation platform managed in their smartphone terminals, access this to reserve the use of a fleet of ecological vehicle (electric/LPG/CNG) by time slots. This model is designed to cover mobility needs based on use. This product, which has made it possible to optimise resources by increasing vehicle occupancy, will be deployed in the rest of the countries where the company operates.

Prosegur has also counted with the collaboration of different companies in the automotive sector, mostly start-ups, as well as with the support of universities and scientific research centres to seek a collaborative environment that allows the achievement of sustainable mobility solutions.

As a benchmark for innovation in the sector, Prosegur Cash analyses new vehicle developments and the use of alternative fuels. Nowadays, this includes the design of lighter armoured vehicles, therefore more efficient in fuel consumption; and engines with alternative fuels such as hydrogen and other renewable sources.

All of these projects are aimed at an adjustment plan of the operating fleet, for the purpose of reducing direct CO₂ emissions and boosting the efficiency of resources.

At 31 December 2020, direct and indirect CO₂ emissions from business of the group were 149,688 T and 18,730 T respectively (147,715 T and 17,567 T respectively at 31 December 2019).

In the 2020 financial year, Prosegur reduced its CO₂ emissions by 10% compared to 2019 within a constant perimeter, without taking into account the incorporation of new areas reporting data for the first time (Central America, Ecuador, Indonesia and Philippines in Cash and USA in Prosegur Security).

The decarbonisation target set by business for the Strategic Plan 21-23 is as follows:

- ▶ Prosegur Cash establishes a 3% annual reduction in consumption per kilometre by turning the fleet towards more efficient models. The company will also begin offsetting its emissions during the Plan 21-23. Prosegur Cash also expects to reduce scope 2 emissions by 10% during the period and to acquire green energy in all its geographic areas.
- ▶ Prosegur Security and Prosegur Alarms each establish a 5% reduction in their emissions through the purchase of new more efficient electric and hybrid vehicles and the reduction of the size of the fleet. Both business will also start offsetting their emissions during the Plan 21-23. Both business also expect to reduce scope 2 emissions by 10% during the period and to acquire green energy in all their geographic areas.

Additionally, Prosegur has adhered to the international commitment promoted by Amazon and Global Optimism called The Climate Pledge, which aims to achieve carbon neutrality by 2040, ten years ahead of the Paris agreement.

Uniformity

Prosegur operative uniforms are distributed centrally and specially for all Europe from the warehouse that we manage together with the Aprocor Foundation, thus fostering the inclusion of individuals with disabilities. The uniforms have been designed with Ecodesign criteria to extend their useful life and with the Aprocor foundation a circular uniformity management is carried out that includes direct logistics, inverse logistics and garment recycling. In 2020, more than 100,000 garments were recycled with the subsequent positive impact in terms of solidarity as well as the environment.

Recycling and circular economy

As for used tyres, suppliers undergo a standardisation process to ensure recycling is duly guaranteed. At Prosegur own workshops in various countries in LatAm, the manner of collecting tyres is established to ensure they are properly recycled. Prosegur is furthermore registered as a waste producer in Argentina own workshops, in the city of Buenos Aires.

In Spain, the tyre waste treatment follows the requirements established in Royal Decree 1619/2005, prioritising reduction, reuse and recycling by an approved supplier. For the management of the NFU (Out of Use Tyre) in the rest of the European countries, this is governed by the attribution of the EUROTASA to the producing companies, which is applied in the purchase of the new tyre and is intended for the removal and recycling treatment by organisations approved for this purpose.

Paper consumption

Prosegur is implementing a new multifunction printer model which, together with the progressive introduction of teleworking, will significantly contribute to reduce paper consumption. A 40% reduction in paper over Strategic Plan 21-23 is estimated thanks to this new global document printing policy and the review of certain business processes based on digitisation processes, such as the GTV in Brazil. This tax form used in transport and billing tasks will be replaced by a digital form during 2021 to avoid the consumption of more than 20 million sheets of paper.

Travel

During 2020 the new global travel management model operating in Argentina, Chile, Spain, Mexico and Portugal, allowed centralised, 100% digital management with an end-to-end tool that allows the integrated control and monitoring of the carbon footprint. By 2021, Prosegur will complete the implementation in the rest of the LATAM countries, the USA and Germany.

The current global travel policy establishes that trips must be requested only when there is no other means to achieve the intended operational objectives, with the clear purpose of reducing the number

of travels to the essential minimums. Within its prioritisation elements the parameterisation of the self-booking tool has the selection of the shortest routes, establishing a control and monitoring of emissions. The reduction target for 2021 is set at 30% based on consolidated emissions.

Recycled operating materials and biodegradable bags

Prosegur is carrying out a plan to transform traditional operating material into more sustainable and ecological solutions. In the awarding of the tender at the European level, sustainability requirements have been incorporated for the bags used in Cash in transit services at Prosegur Cash. The implementation plan will begin in Germany, Spain and Portugal to replace the bags traditionally used in the transport of securities (made in virgin polymer material) with more sustainable alternatives made with recycled material (post-consumption recycled polyethylene). The main suppliers have the European Natur Cycle and Blue Angel Certificates.

Additionally, an innovative project to create the first compostable cash in transit bag made from 100% biodegradable materials has been successfully completed.

Energy Efficiency

In 2020, Prosegur carried out a pilot trial in Brazil that consisted of the installation of photovoltaic solar panels in 15 Prosegur Cash branches, covering 70% of their annual energy demand with self-generated solar energy and estimating 95% coverage for 2021 in these delegations. By 2021, the company will extend this line of action to Europe and the rest of LatAm, as part of a global initiative framed within the Strategic Plan 21-23, called Energy Efficiency and Alternative Energies. This project consists, on the one hand, of the installation of photovoltaic and solar thermal solar panels, and the evaluation of other forms of energy generation, such as geothermal energy, biomass boilers and aerothermal energy. On the other hand, and linked to this, the plan includes the development of a control system for the efficient management of electrical and air conditioning installations, as well as the renovation and improvement of current facilities. Furthermore, although since 2015 Prosegur develops a global luminaire replacement plan using LED technology, in the 21-23 Strategic Plan the company has set the objective of taking on 100% efficient lighting.

In April 2020, Prosegur signed a new contract with its electricity supplier in Spain (Endesa) that will guarantee that 100% of the electricity comes from renewable sources, in accordance with the Guarantee of Origin System that certifies renewable sources of supplied energy. As a result, in April 2021, the first certificate of energy from 100% renewable energy sources and high-efficiency cogeneration, issued by the National Commission on Markets and Competition, will be obtained. Energy from renewable sources accounts for 15% of the Prosegur Group's total.

Additionally, in compliance with Royal Decree 56/2016, Prosegur undergoes an energy efficiency audit carried out by an external verifier every four years. The last verification was made in December 2020 by BNP Paribas Real Estate.

At 31 December 2020, electricity consumption of the group business was 73,043 MWh (2019: 66,682 MWh). This increase is due to M&A and the entry in new geographic areas.

Due to the nature of its business operations, Prosegur has not established any measure to reduce light or noise pollution.

Sustainable use of resources

On a country-by-country basis, the consumption and waste generation associated with the Company's activity is monitored. Each country establishes the actions and goals to minimise said impact annually. Waste is always subsequently processed by an authorised waste processor, in

accordance with the applicable legislation in each country. Furthermore, Global Directorate has implemented the following actions in the last year:

- ▶ A digital transformation programme in all business, with special mention of electronic signature and digitalisation of contracts with clients, suppliers and employees, and also digitalisation of delivery notes in Cash and other operating documentation used in the technical service of the business and management of facilities. This results in a significant decrease in paper consumption.
- ▶ Progress continues in the policies promoted at the global level to control fuel consumption establishing, among other measures, armoured vehicle fuel reduction goals at the operating base level.
- ▶ Continuity of awareness campaigns to reduce water consumption in headquarters and centres.
- ▶ Continuity of energy efficiency programmes at operating centres, installing efficient lighting devices (LEDs), as well as environmental awareness campaigns.
- ▶ Centralisation in each country of the contracting of approved waste processors to ensure compliance with legal requirements.

In Spain there is an integrated management model that ensures full traceability of the segregation and treatment of waste in specific facilities by authorised managers. In the rest of the countries where Prosegur operates, there are non-homogeneous models with different degrees of efficiency, depending on the locations.

Prosegur consumes materials responsibly and seeks to reduce waste generated by promoting a culture of environmental responsibility and undertaking to reduce the impact of the activities it performs. At 31 December 2020, hazardous and non-hazardous waste managed amount to 82 tonnes and 1,655 tonnes, respectively (2019: 285 tonnes and 2,558 tonnes respectively).

Prosegur has a civil liability policy, valid until 31 December 2021, which includes coverage for accidental contamination that it could generate. This policy has a coverage of up to EUR 75,000,000 per claim to cover accidental damages that may be caused by the exercise of the activity.

5.2. Social and employment matters

Datos 2020

Scope		Total	Spain	Portugal	Germany	Australia	Indonesia	Philippines	China	Singapore	Southafrica	Brazil	Argentina	Chile	Uruguay	Paraguay	Peru	Mexico	Colombia	Central America	Ecuador	USA	
Total summary of employees		100%	147,231	31,277	5,243	4,226	1,001	496	1,145	529	1,915	587	43,705	17,766	5,084	2,024	1,865	10,358	3,104	10,041	1,407	1,555	3,903
Resumen total de empleados																							
Gender	Men	100%	118,338	24,192	4,283	3,487	664	487	689	493	1,535	544	36,249	14,410	4,087	1,801	1,645	8,887	2,438	7,327	1,177	1,406	2,537
	Women		28,893	7,085	960	739	337	9	456	36	380	43	7,456	3,356	997	223	220	1,471	666	2,714	230	149	1,366
Age	Less than 30 years old	100%	24,136	3,245	540	333	149	301	629	106	239	76	6,265	3,217	914	174	559	2,647	826	2,346	421	252	897
	Between 30 an 50 years old		90,710	17,289	3,500	2,086	460	190	466	223	723	429	30,596	11,849	2,574	1,103	1,247	6,476	1,857	6,184	850	1,060	1,548
	More than 50 years old		32,385	10,743	1,203	1,807	392	5	50	200	953	82	6,844	2,700	1,596	747	59	1,235	421	1,511	136	243	1,458
Professional category	Directors and managers	100%	1,230	300	24	39	7	31	11	7	12	9	260	139	31	15	26	34	22	55	17	7	184
	Supervisors and coordinators		3,326	518	53	68	43	25	17	11	81	3	953	607	43	69	113	133	102	219	67	35	166
	Analysts and administratives		9,200	1,985	363	151	38	17	84	25	22	76	2,409	1,365	490	122	155	1,024	116	495	102	126	35
	Blue collar		133,475	28,474	4,803	3,968	913	423	1,033	486	1,800	499	40,083	15,655	4,520	1,818	1,571	9,167	2,864	9,272	1,221	1,387	3,518
Average number of employees																							
Type of employee	Blue collar	100%	142,058	29,789	5,562	3,785	845	455	1,041	622	1,848	648	42,971	14,713	5,021	2,000	1,728	10,719	3,338	9,830	1,407	1,560	4,176
	Men		118,053	23,340	4,643	3,161	591	453	793	605	1,504	625	36,409	13,418	4,133	1,816	1,541	9,454	2,608	7,793	1,200	1,471	2,495
	Women		24,005	6,449	919	624	254	2	248	17	344	23	6,562	1,295	887	184	187	1,265	730	2,037	207	89	1,681
	White collar		9,750	2,815	457	220	86	31	112	47	131	88	1,477	1,296	735	179	130	576	133	587	176	158	317
	Men		6,043	1,876	297	149	39	24	60	26	90	57	791	840	516	116	92	333	79	264	105	84	205
Women		3,707	939	159	71	47	7	52	21	41	31	685	456	219	63	38	243	54	323	71	74	112	
Number of employees by contract types																							
Gender	Men	100%	118,338	24,192	4,283	3,487	664	487	689	493	1,535	544	36,249	14,410	4,087	1,801	1,645	8,887	2,438	7,327	1,177	1,406	2,537
	Indefinite		99,158	20,231	3,177	2,795	334	11	689	1	1,535	544	36,110	14,387	3,821	1,795	1,579	3,625	2,331	1,093	1,167	1,397	2,536
	Temporary		19,180	3,961	1,106	692	330	476	0	492	0	0	139	23	266	6	66	5,262	107	6,234	10	9	1
	Women		28,893	7,085	960	739	337	9	456	36	380	43	7,456	3,356	997	223	220	1,471	666	2,714	230	149	1,366
	Indefinite		23,648	5,530	610	583	121	4	456	1	380	43	7,326	3,354	855	221	209	823	641	751	228	147	1,365
Temporary		5,245	1,555	350	156	216	5	0	35	0	0	130	2	142	2	11	648	25	1,963	2	2	1	
Age	Less than 30 years old	100%	24,136	3,245	540	333	149	301	629	106	239	76	6,265	3,217	914	174	559	2,647	826	2,346	421	252	897
	Indefinite		16,884	1,837	102	124	34	1	629	0	239	76	5,996	3,214	767	170	535	515	800	292	411	246	896
	Temporary		7,252	1,408	438	209	115	300	0	106	0	0	269	3	147	4	24	2,132	26	2,054	10	6	1
	Between 30 an 50 years old		90,710	17,289	3,500	2,086	460	190	466	223	723	429	30,596	11,849	2,574	1,103	1,247	6,476	1,857	6,184	850	1,060	1,548
	Indefinite		77,139	14,388	2,602	1,625	229	13	466	2	723	429	30,596	11,827	2,353	1,101	1,199	3,132	1,769	1,235	848	1,055	1,547
	Temporary		13,571	2,901	898	461	231	177	0	221	0	0	22	221	2	48	3,344	88	4,949	2	5	1	
	More than 50 years old		32,385	10,743	1,203	1,807	392	5	50	200	953	82	6,844	2,700	1,596	747	59	1,235	421	1,511	136	243	1,458
Indefinite		28,785	9,536	1,083	1,629	192	1	50	0	953	82	6,844	2,700	1,556	747	54	801	403	317	136	243	1,458	
Temporary		3,600	1,207	120	178	200	4	0	200	0	0	0	0	0	40	0	5	434	18	1,194	0	0	0
Professional category	Directors and managers	100%	1,230	300	24	39	7	31	11	7	12	9	260	139	31	15	26	34	22	55	17	7	184
	Indefinite		1,194	297	24	37	7	14	11	1	12	9	260	139	31	15	26	29	22	54	16	7	183
	Temporary		36	3	0	2	0	17	0	6	0	0	0	0	0	0	0	5	0	1	1	0	1
	Supervisors and coordinators		3,326	518	53	68	43	25	17	11	81	3	953	607	43	69	113	133	102	219	67	35	166
	Indefinite		3,143	510	53	65	41	0	17	0	81	3	953	607	43	69	108	69	93	163	67	35	166
	Temporary		183	8	0	3	2	25	0	11	0	0	0	0	0	0	5	64	9	56	0	0	0
	Analysts and administratives		9,200	1,985	363	151	38	17	84	25	22	76	2,409	1,365	490	122	155	1,024	116	495	102	126	35
	Indefinite		8,078	1,944	275	140	30	1	84	1	22	76	2,143	1,363	459	122	143	551	105	357	102	126	34
	Temporary		1,122	41	88	11	8	16	0	24	0	0	266	2	31	0	12	473	11	138	0	0	1
	Blue collar		133,475	28,474	4,803	3,968	913	423	1,033	486	1,800	499	40,083	15,655	4,520	1,818	1,571	9,167	2,864	9,272	1,221	1,387	3,518
	Indefinite		110,399	23,010	3,435	3,136	377	0	1,033	0	1,800	499	40,080	15,632	4,143	1,812	1,511	3,804	2,753	1,270	1,210	1,376	3,518
	Temporary		23,076	5,464	1,368	832	536	423	0	486	0	0	3	23	377	6	60	5,363	111	8,002	11	11	0

		Scope	Total	Spain	Portugal	Germany	Australia	Indonesia	Philippines	China	Singapore	Southafrica	Brazil	Argentina	Chile	Uruguay	Paraguay	Peru	Mexico	Colombia	Central America	Ecuador	USA		
Annual average of contracts																									
Gender	Men	Full time indefinite	97,812	21,339	577	3,513	632	477	703	507	1,594	682	37,200	732	4,651	173	344	9,787	2,886	8,056	1,254	22	2,684		
		Part time indefinite	74,984	18,240	85	2,541	319	11	703	1	1,133	682	34,879	576	4,268	173	267	3,594	2,869	1,168	1,229	19	2,227		
	Women	Full time indefinite	4,234	665	9	272	0	0	0	0	0	461	0	2,194	156	19	0	0	1	0	0	1	0	456	
		Part time indefinite	17,388	1,877	448	525	0	466	0	506	0	0	0	8	0	364	0	77	6,184	17	6,888	24	3	1	
	Age	Less than 30 years old	Full time indefinite	21,236	2,268	259	320	127	293	635	108	269	97	5,887	888	1,079	81	178	2,909	1,419	2,290	453	19	1,659	
			Part time indefinite	12,798	1,275	13	83	33	1	635	0	240	97	4,962	504	863	81	147	449	1,412	255	430	17	1,301	
		Between 30 an 50 years old	Full time indefinite	1,686	198	0	27	0	0	0	0	29	0	682	384	3	0	0	4	0	0	2	0	0	357
			Part time indefinite	6,082	547	222	152	0	292	0	108	0	0	15	0	213	0	31	2,436	7	2,035	21	2	1	
		Professional category	Directors and managers	Full time indefinite	958	281	0	36	8	31	3	7	12	12	259	12	29	3	2	32	14	56	18	1	142
				Part time indefinite	917	278	0	30	8	14	3	1	12	12	259	12	29	3	2	26	13	56	17	1	141
Supervisors and coordinators			Full time indefinite	7	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
			Part time indefinite	34	1	0	2	0	17	0	6	0	0	0	0	0	0	0	6	1	0	0	1	0	0
Gender			Men	Full time	118,338	24,192	4,283	3,487	664	487	689	493	1,535	544	36,249	14,410	4,087	1,801	1,645	8,887	2,438	7,327	1,177	1,406	2,537
				Part time	111,327	21,442	3,875	3,069	334	487	689	493	1,092	544	33,971	14,329	4,084	1,801	1,645	8,879	2,438	7,327	1,177	1,406	2,245
	Women		Full time	7,011	2,750	408	418	330	0	0	0	443	0	2,278	81	3	0	0	8	0	0	0	0	0	292
			Part time	28,893	7,085	960	739	337	9	456	36	380	43	7,456	3,356	997	223	220	1,471	666	2,714	230	149	1,366	
	Age		Less than 30 years old	Full time	26,024	5,669	866	498	121	9	456	36	321	43	6,851	3,329	979	223	220	1,451	666	2,714	227	148	1,197
				Part time	2,869	1,416	94	241	216	0	0	0	59	0	605	27	18	0	0	20	0	0	3	1	169
		Between 30 an 50 years old	Full time	24,135	3,245	540	333	149	301	629	106	238	76	6,265	3,217	914	174	559	2,647	826	2,346	421	252	897	
			Part time	21,705	2,253	485	253	34	301	629	106	213	76	5,322	3,184	911	174	559	2,627	826	2,346	418	251	737	
		Professional category	Directors and managers	Full time	2,430	992	55	80	115	0	0	0	25	0	943	33	3	0	0	20	0	0	3	1	160
				Part time	90,711	17,289	3,500	2,086	460	190	466	223	724	429	30,596	11,849	2,574	1,103	1,247	6,476	1,857	6,184	850	1,060	1,548
Supervisors and coordinators			Full time	85,618	15,313	3,038	1,834	229	190	466	223	588	429	28,804	11,782	2,561	1,103	1,247	6,468	1,857	6,184	850	1,060	1,392	
			Part time	5,093	1,976	462	252	231	0	0	0	0	0	1,792	67	13	0	0	8	0	0	0	0	156	
Analysts and administratives			Full time	32,385	10,743	1,203	1,807	392	5	50	200	953	82	6,844	2,700	1,596	747	59	1,235	421	1,511	136	243	1,458	
			Part time	29,897	9,545	1,085	1,480	192	5	50	200	612	82	6,696	2,692	1,593	747	59	1,235	421	1,511	136	243	1,313	
Professional category	Directors and managers		Full time	2,488	1,198	118	327	200	0	0	341	0	148	8	3	0	0	0	0	0	0	0	0	145	
			Part time	1,230	300	24	39	7	31	11	7	11	9	260	139	31	15	26	34	22	55	17	7	184	
	Supervisors and coordinators		Full time	1,217	294	24	33	7	31	11	7	12	9	260	139	31	15	26	34	22	55	17	7	183	
			Part time	43	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Analysts and administratives	Full time	3,326	518	53	68	43	25	17	11	81	3	953	607	43	69	113	133	102	219	67	35	166		
		Part time	3,286	494	53	62	41	25	17	11	81	3	953	607	43	69	113	133	102	219	67	35	158		
	Blue collar	Full time	40	24	0	6	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	
		Part time	9,200	1,985	363	151	38	17	84	25	22	76	2,409	1,365	490	122	155	1,024	116	495	102	126	35		
	Professional category	Blue collar	Full time	8,796	1,927	363	123	30	17	84	25	22	76	2,109	1,363	488	122	155	1,024	116	495	102	125	30	
			Part time	404	58	0	28	8	0	0	0	0	0	300	2	2	0	0	0	0	0	0	1	5	
Professional category	Blue collar	Full time	133,475	28,474	4,803	3,968	913	423	1,033	486	1,800	499	40,083	15,655	4,520	1,818	1,571	9,167	2,864	9,272	1,221	1,387	3,518		
		Part time	124,052	24,396	4,301	3,349	377	423	1,033	486	1,298	499	37,500	15,549	4,501	1,818	1,571	9,139	2,864	9,272	1,218	1,387	3,071		
Professional category	Blue collar	Full time	9,423	4,078	502	619	536	0	0	0	502	0	2,583	106	19	0	28	0	0	0	3	0	447		
		Part time																							

Scope		Total	Spain	Portugal	Germany	Australia	Indonesia	Phillipines	China	Singapore	Southafrica	Brazil	Argentina	Chile	Uruguay	Paraguay	Peru	Mexico	Colombia	Central America	Ecuador	USA
Number of dismissals																						
Gender	Men	11.8%	4.6%	10.9%	1.0%	2.4%	19.8%	6.1%	2.1%	0.5%	12.1%	19.1%	0.8%	55.6%	11.0%	22.1%	7.2%	14.9%	5.8%	12.8%	1.1%	26.9%
	Women	13,981	981	441	37	19	95	46	9	9	64	7,056	115	2,306	187	380	650	362	473	145	14	592
Age	Less than 30 years old	3,359	462	132	7	5	3	24	2	0	7	1,298	29	520	35	33	95	101	112	35	3	456
	Between 30 an 50 years old	4,328	400	134	26	9	33	39	0	4	6	1,417	44	1,023	18	103	338	126	164	80	1	363
	More than 50 years old	9,841	789	383	5	10	61	28	7	3	54	5,332	83	1,200	118	302	358	282	350	84	13	379
Professional category	Directors and managers	3,171	254	56	13	5	4	3	4	2	11	1,605	17	603	86	8	49	55	71	16	3	306
	Supervisors and coordinators	105	30	0	0	0	6	0	5	0	1	25	0	1	2	0	2	7	2	2	0	22
	Analysts and administratives	226	17	0	0	0	3	0	0	0	2	147	1	6	3	13	6	29	12	13	2	22
	Blue collar	970	182	74	0	3	2	15	6	0	4	362	6	142	24	56	26	24	34	3	2	5
	15,989	1,214	499	44	21	87	55	0	9	64	7,820	137	2,677	193	344	711	403	537	162	13	999	
Number of new hirings																						
Gender	Men	27,114	7,946	577	303	135	168	66	344	860	179	6,344	434	1,217	173	344	1,898	2,891	2,167	172	251	645
	Women	9,333	3,156	191	80	81	4	64	36	218	5	1,926	231	362	8	24	357	866	1,176	42	52	454
Age	Less than 30 years old	13,193	3,678	246	107	68	129	89	142	157	44	2,679	361	686	81	178	999	1,419	1,313	114	221	482
	Between 30 an 50 years old	19,770	6,004	458	211	101	43	41	183	393	128	5,123	282	777	95	182	1,143	2,106	1,898	95	72	435
	More than 50 years old	3,484	1,420	64	65	47	0	5	55	528	12	468	22	116	5	8	113	232	132	5	10	182
Professional category	Directors and managers	143	34	0	4	2	5	0	4	1	2	13	4	2	3	2	2	14	7	5	10	29
	Supervisors and coordinators	304	48	2	3	7	0	0	0	17	4	65	12	5	1	9	11	72	19	11	0	18
	Analysts and administratives	1,651	431	144	14	13	2	13	5	5	12	483	58	83	17	32	101	61	112	15	39	11
	Blue collar	34,349	10,589	622	362	194	165	117	371	1,055	166	7,709	591	1,489	160	325	2,141	3,610	3,205	183	254	1,041
Detail of employees by Professional category																						
Professional category	Directors and managers	1,230	300	24	39	7	31	11	7	12	9	260	139	31	15	26	34	22	55	17	7	184
	Men	994	245	20	29	6	29	8	6	9	8	225	116	24	11	21	27	17	41	11	5	136
	Women	236	55	4	10	1	2	3	1	3	5	35	23	7	4	5	7	5	14	6	2	48
	Supervisors and coordinators	3,326	518	53	68	43	25	17	11	81	3	953	607	43	69	113	133	102	219	67	35	166
	Men	2,579	385	38	56	23	25	12	7	68	3	791	486	34	51	90	99	85	135	55	29	107
	Women	747	133	15	12	20	0	5	4	13	0	162	121	9	18	23	34	17	84	12	6	59
	Analysts and administratives	9,200	1,985	363	151	38	17	84	25	22	76	2,409	1,365	490	122	155	1,024	117	495	102	126	35
	Men	5,234	1,232	224	93	10	15	40	9	3	48	1,108	849	315	76	98	669	74	239	59	63	10
	Women	3,966	753	139	58	28	2	44	16	19	28	1,301	516	175	46	57	355	42	256	43	63	25
	Blue collar	133,475	28,474	4,803	3,968	913	423	1,033	486	1,800	499	40,083	15,655	4,520	1,818	1,571	9,167	2,864	9,272	1,221	1,387	3,518
Men	109,543	22,330	4,001	3,309	625	423	629	471	1,455	485	34,125	12,959	3,712	1,663	1,436	8,092	2,262	6,912	1,057	1,309	2,288	
Women	23,932	6,144	802	659	288	0	404	15	345	14	5,958	2,696	808	155	135	1,075	602	2,360	164	78	1,230	
Professional category	Directors and managers	1,230	300	24	39	7	31	11	7	12	9	260	139	31	15	26	34	22	55	17	7	184
	Less than 30 years old	19	2	0	0	0	2	0	0	0	0	1	0	0	0	3	0	0	0	0	0	11
	Between 30 an 50 years old	800	207	15	16	3	28	3	7	6	6	183	84	21	9	17	27	18	35	13	2	100
	More than 50 years old	411	91	9	23	4	1	8	0	6	3	76	55	10	6	6	7	4	20	4	5	73
	Supervisors and coordinators	3,325	518	53	68	43	25	17	11	81	3	953	607	43	69	113	133	101	219	67	35	166
	Less than 30 years old	189	23	0	3	2	4	0	1	6	0	53	12	0	2	14	5	9	12	15	0	28
	Between 30 an 50 years old	2,425	337	42	34	31	21	7	9	51	2	751	467	30	46	92	117	82	163	45	23	75
	More than 50 years old	711	158	11	31	10	0	10	1	24	1	149	128	13	21	7	11	10	44	7	12	63
	Analysts and administratives	9,201	1,985	363	151	38	17	84	25	22	76	2,409	1,365	490	122	155	1,024	117	495	102	126	35
	Less than 30 years old	1,909	219	37	16	7	8	35	7	9	6	853	179	57	19	61	188	36	129	22	17	4
Between 30 an 50 years old	6,006	1,322	255	77	20	9	39	17	11	58	1,383	1,049	312	82	87	717	74	312	71	88	23	
More than 50 years old	1,286	444	71	58	11	0	10	1	2	12	173	137	121	21	7	119	7	54	9	21	8	
Blue collar	133,475	28,474	4,803	3,968	913	423	1,033	486	1,800	499	40,083	15,655	4,520	1,818	1,571	9,167	2,864	9,272	1,221	1,387	3,518	
Less than 30 years old	22,019	3,001	503	314	140	287	594	98	224	71	5,358	3,024	857	153	483	2,454	781	2,205	384	235	853	
Between 30 an 50 years old	81,505	15,423	3,188	1,959	406	132	417	190	655	382	28,279	10,256	2,211	966	1,051	5,615	1,683	5,674	721	947	1,350	
More than 50 years old	29,951	10,050	1,112	1,695	367	4	22	198	921	46	6,446	2,375	1,452	699	37	1,098	400	1,393	116	205	1,315	
Number of employees with disabilities																						
Number of people with disabilities		819	249	24	242	0	0	0	0	3	177	2	28	0	0	0	8	0	55	2	27	2
Percentage of people with disabilities		0.6%	0.8%	0.5%	5.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.4%	0.0%	0.6%	0.0%	0.1%	0.0%	0.5%	0.1%	1.7%	0.1%	
Number of immigrant employees																						
Number of immigrants on the workforce		3,331	1,268	115	547	2	2	1	0	614	1	27	267	53	138	30	12	3	14	5	1	231
Percentage of immigrants on the workforce		2.3%	4.1%	2.2%	12.9%	0.2%	0.4%	0.1%	0.0%	32.1%	0.2%	0.1%	1.5%	1.0%	6.8%	1.6%	0.1%	0.1%	0.1%	0.4%	0.1%	5.9%
Number of directors and managers from local community		959	300	24	2	5	29	7	17	11	0	252	138	27	1	7	31	21	50	9	6	22
Percentage of directors and managers from the local community		78.0%	100.0%	100.0%	5.1%	71.4%	93.5%	63.6%	242.9%	91.7%	0.0%	96.9%	99.3%	87.1%	6.7%	26.9%	91.2%	95.5%	90.9%	52.9%	85.7%	12.0%

Scope		Total	Spain	Portugal	Germany	Australia	Indonesia	Phillipines	China	Singapore	Southafrica	Brazil	Argentina	Chile	Uruguay	Paraguay	Peru	Mexico	Colombia	Central America	Ecuador	USA	
Medium compensation in Euros																							
Gender	Men	11,591	21,434	11,147	34,955	40,338	3,189	3,224	9,914	12,333	4,124	5,404	6,699	8,929	13,409	5,842	5,953	2,108	4,471	6,344	3,279	8,016	
	Women	10,979	17,677	11,147	26,329	36,231	10,923	3,224	9,914	12,154	8,302	5,256	6,428	8,357	15,002	5,947	6,156	2,076	3,687	7,025	3,206	6,502	
Age	Less than 30 years old	7,717	17,248	11,147	26,931	37,091	3,050	3,224	9,914	12,101	3,662	4,521	5,672	7,129	11,321	5,361	5,702	1,326	3,962	5,878	3,206	7,148	
	Between 30 and 50 years old	10,219	20,561	11,147	33,920	38,893	4,309	3,224	9,914	12,920	4,299	5,519	7,104	9,060	13,841	5,968	6,104	2,174	4,476	6,655	3,287	7,862	
	More than 50 years old	14,961	22,374	11,147	33,702	38,407	4,309	9,552	9,914	12,154	5,470	5,689	6,594	9,561	13,604	6,190	6,018	2,447	4,446	6,487	3,341	8,190	
Professional category	Directors and managers	64,778	87,239	73,465	72,784	165,258	35,589	31,276	63,281	113,263	34,190	55,693	60,326	62,991	61,413	52,678	66,208	21,006	39,638	41,335	30,471	44,019	
	Men	66,115	90,344	78,370	74,533	152,712	35,536	32,901	72,509	114,263	32,541	56,099	62,071	63,132	61,413	46,112	66,171	21,006	39,638	42,705	15,358	69,390	
	Women	59,490	75,138	51,060	51,042	422,473	74,191	24,899	63,281	91,597	53,982	54,771	53,240	61,818	58,964	63,230	70,717	23,368	37,695	37,138	45,584	44,019	
	Supervisors and coordinators	23,900	46,509	31,890	55,109	73,631	10,475	16,368	28,879	37,638	21,240	13,407	19,958	35,380	27,667	9,346	25,230	3,157	12,156	14,764	4,263	10,852	
	Men	23,752	48,170	33,448	57,525	86,967	10,028	15,652	27,554	38,522	21,240	12,953	20,061	36,518	26,949	9,286	23,304	2,630	12,730	11,716	4,674	10,982	
	Women	25,075	43,422	25,211	49,767	61,237	10,923	16,368	35,175	30,387	0	15,647	19,634	34,054	31,771	10,129	26,661	7,509	11,224	24,317	3,689	10,541	
	Analysts and administratives	13,410	24,616	14,231	35,500	40,259	5,226	4,006	16,562	27,013	8,472	7,206	12,862	13,511	13,891	7,543	9,529	3,522	5,820	8,306	5,056	5,818	
	Men	14,765	26,943	16,030	38,212	56,393	5,555	4,143	15,616	27,812	7,208	7,549	13,453	14,198	13,488	7,691	9,679	4,228	6,217	8,306	5,056	5,987	
	Women	11,896	21,677	13,332	29,091	39,001	4,602	3,918	18,712	26,811	9,580	6,982	12,009	12,070	14,393	7,342	9,369	3,334	5,627	8,431	4,814	5,721	
	Blue collar	10,612	20,430	11,147	33,232	37,303	3,058	3,224	9,914	12,327	4,022	5,218	6,304	8,330	13,370	5,512	5,881	2,063	4,397	6,243	3,227	7,788	
	Men	10,657	21,130	11,147	34,590	39,652	3,058	3,224	9,914	12,333	3,926	5,277	6,413	8,450	13,321	5,551	5,888	2,068	4,450	6,232	3,248	7,997	
	Women	9,914	16,361	11,147	25,864	36,138	0	3,224	9,914	12,101	6,154	4,873	5,849	7,705	14,156	5,256	5,795	2,031	3,495	6,517	3,206	6,517	
Wage gap																							
Wage gap	100%	11.8%	14.8%	4.4%	25.1%	9.2%	93.0%	0.2%	-1.3%	2.2%	-52.7%	9.2%	16.2%	15.5%	-1.2%	1.7%	6.0%	-1.0%	16.9%	11.2%	3.8%	24.4%	
Professional category	Directors and managers	9%	18%	50%	47%	-177%	-109%	24%	13%	20%	-66%	1%	6%	43%	22%	9%	37%	54%	-13%	7%	-1%	14%	
	Supervisors and coordinators	-4%	12%	15%	19%	30%	-9%	-31%	-28%	21%	100%	-11%	4%	29%	-28%	11%	-21%	-157%	-4%	13%	-11%	18%	
	Analysts and administratives	11%	15%	16%	19%	31%	17%	6%	-20%	4%	-33%	10%	8%	13%	2%	1%	9%	12%	15%	10%	5%	14%	-37%
	Blue collar	12%	15%	3%	25%	9%	100%	0%	0%	2%	-57%	10%	17%	15%	-1%	1%	6%	2%	18%	14%	3%	26%	
Trade Union Representation																							
Number of employees affiliated to a trade union organization		100%	26,563	5,869	783	1,200	0	0	0	578	0	6,891	2,460	2,798	737	0	793	2,719	165	0	0	1,570	
Percentage of employees affiliated to a trade union organization		100%	18%	19%	15%	28%	0%	0%	0%	30%	0%	16%	14%	55%	36%	0%	8%	88%	2%	0%	0%	40%	
Collective agreements																							
Number of employees covered by a collective agreement		100%	116,362	31,277	5,171	3,998	0	0	0	0	43,705	15,449	2,770	1,968	1,865	2,951	2,944	2,456	0	238	1,570		
Percentage of employees covered by a collective agreement		100%	79%	100%	99%	95%	0%	0%	0%	0%	100%	87%	54%	97%	100%	28%	95%	24%	0%	15%	40%		
Number of workers' representatives																							
Number of employees elected by the employees as representatives of the workers (both union and unit)		100%	3,675	941	5	0	0	0	0	3	0	2,218	246	80	34	0	49	2	81	0	11	5	
Percentage of employees elected by employees as employee representatives (both union and unit)		100%	2%	3%	0%	0%	0%	0%	0%	0%	0%	5%	1%	2%	2%	0%	0%	0%	1%	0%	1%	0%	
Number of people with work conciliation																							
Number of employees who have any benefits associated with work-life balance		100%	1,714	710	10	0	0	0	0	0	0	974	16	0	0	3	0	0	1	0	0		
Percentage of employees with work conciliation		100%	1%	2%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Total number of training hours																							
Gender	Men	1,621,098	328,666	62,875	2,051	3,717	360	39	6,960	12,865	14,182	145,395	272,200	85,465	2,816	18,006	368,127	100,444	186,215	4,819	5,897	0	
	Women	362,040	69,276	12,887	528	2,107	30	11	276	2,171	2,377	46,031	53,434	31,304	382	2,638	25,339	61,559	50,078	1,516	97	0	
Professional category	Directors and managers	23,488	3,755	63	213	80	70	8	114	396	500	7,494	2,346	688	44	1,030	4,169	157	1,898	386	77	0	
	Supervisors and coordinators	77,859	8,362	1,470	375	600	50	24	0	496	1,150	26,578	11,838	1,191	404	2,172	16,673	1,753	3,325	1,130	270	0	
	Analysts and administratives	176,020	60,662	9,542	555	360	50	18	150	80	1,700	21,142	27,149	15,517	355	2,294	27,508	1,234	5,493	1,388	823	0	
	Blue collar	1,705,771	325,163	64,687	1,436	4,784	220	0	6,972	14,064	13,209	136,212	284,301	99,373	2,395	15,148	345,117	158,859	225,576	3,431	4,824	0	
Total number of hours of training imparted on human rights																							
Gender	Men	247,007	1,453	1,499	0	0	40	0	24	0	160	5,567	1,851	1	0	91	138,522	93,993	3,773	32	0	0	
	Women	76,925	251	225	0	0	8	0	19	0	48	1,411	466	13	0	9	16,117	57,606	734	19	0	0	
Professional category	Directors and managers	2,708	0	0	0	24	0	25	0	80	105	0	0	0	0	0	2,323	147	0	4	0	0	
	Supervisors and coordinators	7,326	0	0	0	8	0	0	0	48	328	8	2	0	5	5,273	1,640	0	14	0	0		
	Analysts and administratives	23,879	12	0	0	0	8	0	18	0	48	442	27	12	0	4	22,131	1,155	0	22	0	0	
	Blue collar	290,021	1,692	1,724	0	0	8	0	0	0	32	6,104	2,282	0	0	91	124,913	148,657	4,507	11	0	0	
Total number of hours of training imparted on Health & Safety																							
Gender	Men	660,193	295,456	331	0	424	24	16	6,936	1,727	80	17,161	13,573	48,437	462	1,063	229,605	6,451	37,463	717	268	0	
	Women	111,811	54,676	19	0	231	0	8	257	732	0	5,143	1,633	21,203	88	234	9,222	3,953	14,256	130	27	0	
Professional category	Directors and managers	4,964	1,761	0	0	10	16	8	89	24	80	291	152	0	7	164	1,846	10	485	21	0	0	
	Supervisors and coordinators	20,340	3,584	0	0	308	0	16	0	136	0	1,206	1,487	2	55	188	11,400	113	1,745	88	13	0	
	Analysts and administratives	43,706	23,533	9	0	80	8	0	132	64	0	1,850	3,739	4,620	100	342	5,377	79	3,684	76	13	0	
	Blue collar	702,994	321,254	341	0	257	0	0	6,972	2,235	0	18,958	9,828	65,018	388	603	220,204	10,202	45,805	661	269	0	
Investment in training																							
Investment made in employee training (millions of euros)		100%	8.1	5.2	0.1	0.2	0.1	0.0	0.0	0.0	0.1	0.1	1.2	0.2	0.5	0.0	0.1	0.1	0.1	0.0	0.0	0.0	0.1

		Scope	Total	Spain	Portugal	Germany	Australia	Indonesia	Phillipines	China	Singapore	Southafrica	Brazil	Argentina	Chile	Uruguay	Paraguay	Peru	Mexico	Colombia	Central America	Ecuador	USA
Number of employees receiving regular evaluations of performance and professional development																							
Gender	Men	100%	12,724	1,723	4,283	125	664	24	1	63	61	40	1,280	2,194	338	176	184	738	96	410	136	71	117
	Women		6,726	909	960	69	337	2	1	22	34	27	819	2,233	203	94	94	417	53	255	61	77	59
Percentage of employees who receive regular evaluations of performance and professional development																							
Gender	Men	100%	11%	7%	100%	4%	100%	5%	0%	13%	4%	7%	4%	15%	8%	10%	11%	8%	4%	6%	12%	5%	5%
	Women		23%	13%	100%	9%	100%	22%	0%	61%	23%	63%	11%	67%	20%	42%	43%	28%	8%	9%	28%	52%	4%
Number of employees who received a maternity or paternity leave																							
Gender	Men	100%	2,196	1,002	145	45	0	0	11	0	11	0	466	192	0	41	62	0	73	125	1	19	3
	Women		1,062	270	30	39	3	0	36	3	2	3	271	110	65	11	24	79	6	62	16	16	5
Number of employees who returned to work after their termination due to maternity or paternity ended																							
Gender	Men	100%	2,059	910	136	39	0	0	8	0	0	0	466	179	0	41	62	0	73	125	1	19	0
	Women		897	220	24	12	3	0	9	0	0	0	271	88	65	11	26	79	6	62	16	16	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	100%	1,952	910	10	122	0	0	11	0	10	0	435	175	0	41	62	0	46	125	3	0	2
	Women		828	220	0	75	3	0	17	0	1	1	194	84	32	11	22	79	4	62	12	0	11
Turnover																							
Gender	Men	100%	27%	12%	11%	16%	18%	31%	26%	91%	53%	25%	23%	12%	56%	22%	29%	35%	140%	54%	29%	29%	47%
	Women		31,463	2,909	453	542	97	147	150	453	827	138	8,495	1,691	2,326	397	477	3,115	3,259	4,108	313	409	1,157
Age	Less than 30 years old	100%	8,173	949	102	127	83	5	150	31	186	11	1,705	405	526	44	61	511	1,102	1,342	97	47	689
	Between 30 an 50 years old		11,240	950	134	161	44	83	178	190	143	21	2,061	523	912	80	168	1,395	1,437	1,732	190	121	717
	More than 50 years old		2,175	1,867	329	267	97	65	116	223	355	109	6,414	1,070	1,454	208	359	1,917	2,498	3,174	198	281	754
Professional category	Directors and managers	100%	6,641	1,041	92	241	39	4	6	71	515	19	1,725	503	486	153	11	314	426	544	22	54	375
	Supervisors and coordinators		183	35	0	0	4	10	0	3	1	2	37	13	1	3	1	3	19	14	3	2	32
	Analysts and administratives		681	36	1	2	6	6	0	0	6	4	176	38	5	7	15	27	164	91	27	7	63
	Blue collar		1,889	288	45	2	12	7	6	12	7	12	536	103	146	40	74	186	162	194	23	27	7
			36,883	3,499	509	665	158	129	294	469	999	131	9,451	1,942	2,700	391	448	3,410	4,016	5,151	357	420	1,744
Turnover (leave / total employee)																							
Gender	Men	100%	26.6%	12.0%	10.6%	15.5%	14.6%	30.2%	21.8%	91.9%	53.9%	25.4%	23.4%	11.7%	56.9%	22.0%	29.0%	35.1%	133.7%	56.1%	31.7%	29.1%	45.6%
	Women		28.3%	13.4%	10.6%	17.2%	24.6%	55.6%	32.9%	86.1%	48.9%	25.6%	22.9%	12.1%	52.8%	19.7%	27.7%	34.7%	165.5%	49.4%	48.1%	31.5%	50.4%
Age	Less than 30 years old	100%	46.6%	29.3%	24.8%	48.3%	29.5%	27.6%	28.3%	179.2%	59.8%	27.6%	32.9%	16.3%	99.8%	46.0%	30.1%	52.7%	174.0%	73.8%	45.4%	48.0%	79.9%
	Between 30 an 50 years old		24.0%	10.8%	9.4%	12.8%	21.1%	34.2%	24.9%	100.0%	49.1%	25.4%	21.0%	9.0%	56.5%	18.9%	28.8%	29.6%	134.5%	51.3%	32.0%	26.5%	48.7%
	More than 50 years old		20.5%	9.7%	7.6%	13.3%	9.9%	80.0%	12.0%	35.5%	54.0%	23.2%	25.2%	18.6%	30.5%	20.5%	18.6%	25.4%	101.2%	36.0%	17.8%	22.2%	25.7%
Professional category	Directors and managers	100%	14.9%	11.7%	0.0%	0.0%	57.1%	32.3%	0.0%	42.9%	8.3%	22.2%	14.2%	9.4%	3.2%	20.0%	3.8%	8.8%	86.4%	25.5%	8.3%	28.6%	17.4%
	Supervisors and coordinators		20.5%	6.9%	1.9%	2.9%	14.0%	24.0%	0.0%	0.0%	7.4%	133.3%	18.5%	6.3%	11.6%	10.1%	13.3%	20.3%	160.8%	41.6%	59.5%	20.0%	38.0%
	Analysts and administratives		20.5%	14.5%	12.4%	1.3%	31.6%	41.2%	7.1%	48.0%	31.8%	15.8%	22.2%	7.5%	29.8%	32.8%	47.7%	18.2%	139.7%	39.2%	22.5%	21.4%	20.0%
	Blue collar		27.6%	12.3%	10.6%	16.8%	17.3%	30.5%	28.5%	96.5%	55.5%	26.3%	23.6%	12.4%	59.7%	21.5%	28.5%	37.2%	140.2%	55.6%	35.8%	30.3%	49.6%
Number of days worked by all Prosegur employees																							
Gender	Men	100%	30,728,585	5,405,903	898,423	532,869	136,413	137,749	191,695	152,087	534,767	162,870	9,564,456	3,559,738	1,059,078	458,597	440,129	2,730,665	675,744	2,578,027	378,776	584,821	545,778
	Women		6,904,971	1,584,918	197,478	87,634	61,032	2,112	126,869	7,689	121,682	15,186	1,856,802	685,173	231,073	55,205	58,862	393,869	186,816	755,253	64,729	50,477	362,111
Number of total days lost due to absence																							
Gender	Men	100%	1,428,106	256,176	76,281	47,231	763	1,280	0	1,042	13,878	3,224	114,446	577,857	64,833	37,130	8,505	124,199	5,476	68,280	9,723	17,783	0
	Women		325,116	96,876	29,701	7,770	47	21	0	59	3,468	710	42,809	74,590	21,529	4,260	3,624	15,636	2,479	17,353	2,876	1,308	0
Total hours of Absenteeism (estimating 8 hours per labour day)																							
Gender	Men	100%	1,482,068	52,764	32,904	0	2,289	21,120	0	3,654	31,660	15,408	16,118	508,050	456,184	1,522	8,664	1,747	9,059	254,984	58,062	7,880	0
	Women		682,116	226,600	6,288	0	170	288	0	0	5,436	5,680	4,453	86,319	246,176	134	408	10	8,018	82,632	9,416	88	0
Absenteeism rate (AR)																							
100%			4.7%	5.1%	9.7%	8.9%	0.4%	0.9%	0.0%	0.7%	2.6%	2.2%	1.4%	15.4%	6.7%	8.1%	2.4%	4.5%	0.9%	2.6%	2.8%	3.0%	0.0%

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Scope			Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay	Uruguay	Peru	Mexico	Central America	Australia	Singapore	China	Phillipines	USA	Southafrica	Total
Total summary of employees			33.671	4.409	6.458	4.256	16.637	44.664	11.810	6.541	2.036	2.292	11.724	3.706	1.631	955	2.004	763	1.417	4.619	552	160.145
Gender	Men	99,7%	26.039	3.644	5.314	3.606	14.855	37.635	9.270	5.279	1.787	2.028	10.136	2.799	1.326	638	1.620	734	830	3.015	502	131.057
	Women		7.632	765	1.144	650	1.782	7.029	2.540	1.262	249	264	1.588	907	305	317	384	29	587	1.604	50	29.088
Age	Less than 30 years old	99,7%	4.639	412	796	665	2.426	6.715	3.550	1.517	669	201	3.476	1.029	588	128	324	223	895	1.144	73	29.470
	Between 30 an 50 years old		18.638	2.154	4.299	2.451	11.051	31.060	6.758	3.162	1.315	1.303	6.810	2.183	902	449	694	297	475	1.762	391	96.154
	More than 50 years old		10.394	1.843	1.363	1.140	3.160	6.889	1.502	1.862	52	788	1.438	494	141	378	986	243	47	1.713	88	34.521
Professional category	Directors and managers	99,7%	269	17	20	21	108	265	48	28	21	15	46	32	14	51	10	17	19	103	11	1.115
	Supervisors and coordinators		475	81	57	79	994	947	307	108	123	84	509	76	127	103	14	0	27	294	36	4.441
	Analysts and administratives		1.982	168	427	106	886	2.466	619	270	134	345	1.005	327	133	64	20	35	60	124	32	9.203
	Blue collar		30.945	4.143	5.954	4.050	14.649	40.986	10.836	6.135	1.758	1.848	10.164	3.271	1.357	737	1.960	711	1.311	4.098	473	145.386
Average number of employees																						
Type of employee	Blue collar	99,7%	29.446	3.864	6.463	4.437	15.337	41.654	11.068	6.120	1.881	2.158	11.055	3.533	1.398	890	2.050	767	1.311	4.370	483	148.284
	Men		23.095	3.236	5.267	3.849	14.006	35.588	8.976	5.061	1.678	1.954	9.758	2.696	1.148	612	1.703	758	777	2.885	450	123.496
	Women		6.352	628	1.196	588	1.331	6.066	2.093	1.059	203	203	1.297	837	250	278	347	9	534	1.485	33	24.788
	White collar		2.766	215	529	251	1.300	1.534	646	2.088	160	201	696	175	163	80	45	38	106	141	54	9.388
	Men		1.874	146	350	131	849	809	270	181	113	133	414	105	99	36	17	19	53	82	37	5.719
	Women		892	69	179	120	451	725	375	107	47	68	282	70	64	44	28	19	53	59	17	3.669
Number of employees by contract types																						
Gender	Men	99,7%	26.039	3.644	5.314	3.606	14.855	37.635	9.270	5.279	1.787	2.028	10.136	2.799	1.326	638	1.620	734	830	3.015	502	131.057
	Indefinite		19.893	2.867	3.530	3.430	14.813	37.509	9.270	4.783	1.770	2.028	3.145	2.528	1.325	311	1.554	1	830	3.015	502	113.104
	Temporary		6.146	777	1.784	176	42	126	0	496	17	0	6.991	271	1	327	66	733	0	0	0	17.953
	Women		7.632	765	1.144	650	1.782	7.029	2.540	1.262	249	264	1.588	907	305	317	384	29	587	1.604	50	29.088
	Indefinite		5.228	592	649	589	1.782	6.901	2.540	1.071	236	264	737	820	278	115	376	2	587	1.604	50	24.421
	Temporary		2.404	173	495	61	0	128	0	191	13	0	851	87	27	202	8	27	0	0	0	4.667
Age	Less than 30 years old	99,7%	4.639	412	796	665	2.426	6.715	3.550	1.517	669	201	3.476	1.029	588	128	324	223	895	1.144	73	29.470
	Indefinite		1.842	137	116	573	2.416	6.461	3.550	1.170	649	201	458	910	574	28	320	0	895	1.144	73	21.517
	Temporary		2.797	275	680	92	10	254	0	347	20	0	3.018	119	14	100	4	223	0	0	0	7.953
	Between 30 an 50 years old		18.638	2.154	4.299	2.451	11.051	31.060	6.758	3.162	1.315	1.303	6.810	2.183	902	449	694	297	475	1.762	391	96.154
	Indefinite		14.486	1.673	2.882	2.346	11.019	31.060	6.758	2.854	1.305	1.303	2.646	1.975	888	220	672	2	475	1.762	391	84.717
	Temporary		4.152	481	1.417	105	32	0	308	10	0	4.164	208	14	229	22	295	0	0	0	0	11.437
More than 50 years old	10.394	1.843	1.363	1.140	3.160	6.889	1.502	1.862	52	788	1.438	494	141	378	986	243	47	1.713	88	34.521		
Indefinite	8.793	1.649	1.181	1.100	3.160	6.889	1.502	1.830	52	788	778	463	141	178	938	1	47	1.713	88	31.291		
Temporary	1.601	194	182	40	0	0	0	32	0	0	660	31	0	200	48	242	0	0	0	3.230		
Professional category	Directors and managers	99,7%	269	17	20	21	108	265	48	28	21	15	46	32	14	51	10	17	19	103	11	1.115
	Indefinite		265	16	20	21	108	265	48	28	21	15	46	29	14	51	10	1	19	103	11	1.091
	Temporary		4	1	0	0	0	0	0	0	0	0	0	3	0	0	0	16	0	0	0	24
	Supervisors and coordinators		475	81	57	79	994	947	307	108	123	84	509	76	127	103	14	0	27	294	36	4.441
	Indefinite		467	78	55	77	994	947	307	105	123	84	509	68	127	99	14	0	27	294	36	4.411
	Temporary		8	3	2	2	0	0	0	3	0	0	0	8	0	4	0	0	0	0	0	30
	Analysts and administratives		1.982	168	427	106	886	2.466	619	270	134	345	1.005	327	133	64	20	35	60	124	32	9.203
	Indefinite		1.914	156	276	94	886	2.212	619	232	126	345	233	293	133	56	20	2	60	124	32	7.813
	Temporary		68	12	151	12	0	254	0	38	8	0	772	34	0	8	0	33	0	0	0	1.390
	Blue collar		30.945	4.143	5.954	4.050	14.649	40.986	10.836	6.135	1.758	1.848	10.164	3.271	1.357	737	1.960	711	1.311	4.098	473	145.386
Indefinite	22.475	3.209	3.829	3.827	14.607	40.986	10.836	5.489	1.736	1.848	3.094	2.958	1.324	240	1.886	0	1.311	4.098	473	124.226		
Temporary	8.470	934	2.125	223	42	0	0	646	22	0	7.070	313	33	497	74	711	0	0	0	21.160		

Scope		Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay	Uruguay	Peru	Mexico	Central America	Australia	Singapore	China	Phillipines	USA	Southafrica	Total		
Annual average of contracts																							
Gender	Men	24.970	3.644	115	3.953	139	36.396	5.109	5.727	1.799	2.088	3.296	2.823	301	15	1.720	734	830	3.015	507	97.180		
		17.734	2.584	67	3.290	133	34.092	5.109	4.889	1.791	2.088	131	2.706	301	4	1.146	1	830	2.646	507	80.049		
		1.596	283	12	354	4	2.201	0	3	0	0	0	0	0	11	516	0	0	369	0	5.350		
		2.986	568	33	168	2	4	0	831	8	0	3.150	116	0	0	1	647	0	0	0	0	8.514	
		2.653	209	3	141	0	99	0	4	0	0	15	0	0	0	57	86	0	0	0	0	3.267	
		7.243	765	43	668	19	6.792	1.736	1.239	254	271	584	892	80	23	375	29	587	1.604	45	23.250		
		4.257	402	15	510	19	6.243	1.736	1.008	252	271	36	850	80	4	305	2	587	1.352	45	17.975		
		658	190	10	90	0	432	0	22	0	0	0	0	0	19	65	0	0	252	0	1.738		
		1.049	106	17	45	0	10	0	205	2	0	0	527	42	0	0	0	24	0	0	0	2.027	
		1.279	67	1	23	0	107	0	4	0	0	21	0	0	0	0	5	3	0	0	0	1.510	
Gender	Women	2.243	402	15	510	19	6.243	1.736	1.008	252	271	36	850	80	4	305	2	587	1.352	45	17.975		
		658	190	10	90	0	432	0	22	0	0	0	0	19	65	0	0	252	0	1.738			
		1.049	106	17	45	0	10	0	205	2	0	0	527	42	0	0	24	0	0	0	2.027		
		1.279	67	1	23	0	107	0	4	0	0	21	0	0	0	5	3	0	0	0	1.510		
		5.160	412	73	724	63	6.638	3.312	1.626	650	190	2.025	963	238	8	314	223	895	1.144	59	24.717		
		1.716	106	39	517	61	5.661	3.312	1.074	645	190	23	921	238	1	274	0	895	922	59	16.654		
		390	31	11	82	2	759	0	10	0	0	0	0	0	7	34	0	0	222	0	1.548		
		1.156	194	21	83	0	12	0	539	5	0	1.975	42	0	0	0	214	0	0	0	0	4.242	
		1.898	81	2	42	0	206	0	3	0	0	27	0	0	0	6	9	0	0	0	0	2.274	
		21.325	2.154	79	2.707	88	30.034	3.368	3.391	1.348	1.330	1.709	2.220	137	15	710	297	475	1.762	407	73.556		
Age	Between 30 an 50 years old	16.345	1.478	40	2.270	84	28.323	3.368	2.913	1.344	1.330	123	2.118	134	4	528	2	475	1.562	407	62.849		
		739	195	10	253	2	1.711	0	9	0	0	0	0	3	11	162	0	0	200	0	3.295		
		2.494	391	28	96	2	0	0	465	4	0	1.577	101	0	0	0	273	0	0	0	0	5.431	
		1.747	90	1	88	0	0	0	4	0	0	9	0	0	0	20	22	0	0	0	1.981		
		5.727	1.843	6	1.190	7	6.516	165	1.999	55	838	146	532	6	16	1.071	243	47	1.713	86	22.206		
		3.929	1.402	4	1.013	7	6.350	165	1.909	55	838	21	517	6	4	649	1	47	1.514	86	18.518		
		1.125	247	1	109	0	166	0	6	0	0	0	0	0	12	385	0	0	199	0	2.251		
		385	89	1	34	0	0	0	83	0	0	125	15	0	0	1	184	0	0	0	0	917	
		287	105	0	34	0	0	0	0	1	0	0	0	0	0	36	58	0	0	0	0	521	
		Professional category	Directors and managers	273	17	0	22	0	261	12	22	22	15	8	30	2	0	9	17	19	103	11	843
261	15			0	22	0	261	12	22	22	15	8	27	2	0	9	1	19	103	11	809		
7	1			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	
5	1			0	0	0	0	0	0	0	0	0	3	0	0	0	0	16	0	0	0	25	
0	0			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
457	81			0	98	12	947	86	203	136	84	159	109	21	2	15	0	27	294	36	2.767		
431	73			0	95	12	942	86	183	136	84	159	101	21	1	15	0	27	294	36	2.696		
25	5			0	2	0	5	0	0	0	0	0	0	0	1	0	0	0	0	0	0	37	
1	2			0	1	0	0	0	20	0	0	0	8	0	0	0	0	0	0	0	0	32	
0	1			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
Professional category	Analysts and administratives	2.018	168	16	164	12	2.336	493	464	140	345	268	296	29	5	20	35	60	124	32	7.024		
		1.873	132	0	146	12	2.070	493	398	137	345	0	277	29	1	20	2	60	124	32	6.150		
		58	24	0	7	0	48	0	0	0	0	0	0	0	5	0	0	0	0	0	142		
		84	3	16	10	0	12	0	66	3	0	267	19	0	0	0	32	0	0	0	511		
		3	9	0	1	0	206	0	0	0	0	1	0	0	0	0	1	0	0	0	221		
		29.463	4.143	142	4.337	134	39.645	6.254	6.275	1.756	1.915	3.445	3.281	330	31	2.051	711	1.311	4.098	473	109.795		
		19.426	2.766	2	3.537	128	37.061	6.254	5.774	1.749	1.915	0	3.139	326	6	1.406	0	1.311	3.494	473	88.766		
		2.165	443	0	435	4	2.584	0	12	0	0	0	0	4	25	582	0	0	604	0	6.858		
		3.944	668	117	202	2	0	0	484	7	0	3.410	142	0	0	1	623	0	0	0	9.600		
		3.929	266	23	163	0	0	0	5	0	0	35	0	0	0	0	62	88	0	0	0	4.571	
Number of employees by types of working day																							
Gender	Men	26.039	3.644	5.314	3.606	14.855	37.635	9.270	5.347	1.787	2.028	10.136	2.799	1.326	638	1.620	734	830	3.015	502	131.125		
		21.736	3.152	4.564	3.227	14.752	35.235	9.270	5.343	1.787	2.028	10.127	2.799	1.326	311	1.090	648	830	2.646	502	121.373		
		4.303	492	750	379	103	2.400	0	4	0	0	9	0	0	327	530	86	0	369	0	9.752		
		7.632	765	1.144	650	1.782	7.029	2.540	1.194	249	264	1.588	907	305	317	384	29	587	1.604	50	29.020		
Gender	Women	5.558	508	957	554	1.762	6.447	2.540	1.170	249	264	1.560	907	305	115	320	3	587	1.352	50	25.208		
		2.074	257	187	96	20	582	0	24	0	0	28	0	0	202	64	26	0	252	0	3.812		
		4.639	412	796	665	2.426	6.715	3.550	1.517	669	201	3.476	1.029	588	128	324	223	895	1.144	59	29.456		
		2.444	300	640	578	2.381	5.673	3.550	1.507	669	201	3.449	1.029	588	28	289	214	895	922	59	25.416		
Age	Less than 30 years old	2.195	112	156	87	45	1.042	0	10	0	0	27	0	0	100	35	9	0	222	0	4.040		
		18.638	2.154	4.299	2.451	11.051	31.060	6.758	3.162	1.315	1.303	6.810	2.183	902	449	694	297	475	1.762	407	96.170		
		15.887	1.869	3.677	2.188	10.981	29.277	6.758	3.150	1.315	1.303	6.800	2.183	902	220	533	275	475	1.562	407	89.762		
		2.751	285	622	263	70	1.783	0	12	0	0	10	0	0	229	161	22	0	200	0	6.408		
		10.394	1.843	1.363	1.140	3.160	6.889	1.502	1.862	52	788	1.438	494	141	378	986	243	47	1.713	86	34.519		
		8.963	1.491	1.204	1.015	3.152	6.732	1.502	1.856	52	788	1.438	494	141	178	588	185	47	1.514	86	31.426		
		1.431	352	159	125	8	157	0	6	0	0	0	0	0	0	200	398	58	0	199	0	3.093	
		Professional category	Directors and managers	269	17	20	21	108	265	48	28	21	15	46	32	14	51	10	17	19	103	11	1.115
				262	16	20	21	108	265	48	28	21											

Scope		Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay	Uruguay	Peru	Mexico	Central America	Australia	Singapore	China	Phillipines	USA	Southafrica	Total	
Number of dismissals (1)																						
Gender	Men	99,7%	727	23	388	920	1.972	5.859	425	1.686	222	83	970	618	93	0	0	2	0	659	80	14.727
	Women		327	7	208	123	187	1.485	140	392	22	12	168	173	37	0	0	0	0	449	0	3.730
Age	Less than 30 years old	99,7%	184	14	247	182	473	1.880	210	1.023	66	15	524	257	51	0	0	0	0	457	11	5.594
	Between 30 an 50 years old		652	7	304	658	1.285	4.702	305	856	172	51	549	460	68	0	0	2	0	429	66	10.566
	More than 50 years old		218	9	45	203	401	762	50	199	6	29	65	74	11	0	0	0	0	222	3	2.297
Professional category	Directors and managers	99,7%	18	1	0	4	3	32	5	0	2	0	5	5	0	0	0	2	0	26	0	103
	Supervisors and coordinators		13	0	0	9	93	143	17	38	25	0	41	18	10	0	0	0	0	71	0	478
	Analysts and administratives		250	1	166	7	58	491	61	180	26	5	89	57	6	0	0	0	0	24	0	1.421
	Blue collar		773	28	430	1.023	2.005	6.678	482	1.860	191	90	1.003	711	114	0	0	0	0	987	0	16.375
Number of new hirings																						
Gender	Men	100,0%	11.258	519	1.240	3.891	1.667	9.727	5.109	2.350	316	336	3.296	2.830	298	25	1.045	399	267	1.142	157	45.872
	Women		4.973	133	508	971	229	2.357	1.736	586	50	39	584	961	80	25	240	14	237	842	11	14.576
Age	Less than 30 years old	100,0%	6.147	193	837	1.622	744	7.364	3.312	1.528	181	159	2.025	1.503	238	21	272	109	384	873	21	27.533
	Between 30 an 50 years old		8.211	331	827	2.398	1.062	799	3.368	1.209	184	197	1.709	2.023	134	25	454	164	114	780	127	24.116
	More than 50 years old		1.873	128	84	842	90	3.921	165	199	1	19	146	265	6	4	559	140	6	331	20	8.799
Professional category	Directors and managers	100,0%	25	3	1	10	9	22	12	3	3	1	8	11	2	0	1	1	4	33	n/d	149
	Supervisors and coordinators		44	10	1	30	153	118	86	76	7	1	159	33	21	2	4	1	3	71	n/d	820
	Analysts and administratives		1.051	60	210	47	134	711	493	208	41	5	268	192	29	3	6	2	18	44	n/d	3.522
	Blue collar		15.111	579	1.536	4.775	1.600	11.233	6.254	2.649	315	368	3.445	3.555	326	45	1.274	409	479	1.836	n/d	55.789
Detail of employees by Professional category																						
Professional category	Directors and managers	100,0%	269	17	20	21	108	265	48	28	21	15	46	32	14	51	10	17	19	103	12	1.116
	Men		224	11	17	21	93	232	39	21	16	12	37	28	9	33	8	15	13	82	8	919
	Women		45	6	3	0	15	33	9	7	5	3	9	4	5	18	2	2	6	21	4	197
	Supervisors and coordinators		475	81	57	79	994	947	307	108	123	88	509	96	127	103	14	0	27	294	20	4.449
	Men		355	71	41	59	814	794	209	81	101	70	395	60	89	76	6	0	14	191	18	3.444
	Women		120	10	16	20	180	153	98	27	22	18	114	36	38	27	8	0	13	103	2	1.005
	Analysts and administratives		1.982	168	427	106	886	2.466	619	270	134	373	1.005	307	133	64	20	35	60	124	64	9.243
	Men		1.254	102	278	49	563	1.171	247	152	77	226	714	170	67	49	3	17	27	59	41	5.266
	Women		728	66	149	57	323	1.295	372	118	57	147	291	137	66	15	17	18	33	65	23	3.977
	Blue collar		30.945	4.143	5.954	4.050	14.649	40.986	10.836	6.135	1.758	1.816	10.164	3.271	1.357	737	1.960	711	1.311	4.098	456	145.337
	Men		24.206	3.460	4.978	3.478	13.385	35.438	8.775	5.093	1.593	1.721	8.990	2.541	1.161	515	1.603	702	777	2.683	435	121.534
	Women		6.739	683	976	572	1.264	5.548	2.061	1.042	165	95	1.174	730	196	222	357	9	534	1.415	21	23.803
Professional category	Directors and managers	100,0%	269	17	20	21	108	265	48	28	21	15	46	32	14	51	10	17	19	103	12	1.116
	Less than 30 years old		9	0	0	0	5	1	0	1	0	0	0	0	0	2	0	0	0	4	0	22
	Between 30 an 50 years old		173	10	12	12	55	185	31	20	14	13	35	27	11	27	4	17	4	50	5	705
	More than 50 years old		87	7	8	9	53	75	16	8	6	2	11	5	3	22	6	0	15	49	7	389
	Supervisors and coordinators		475	81	57	79	994	947	307	108	123	88	509	96	127	103	14	0	27	294	20	4.449
	Less than 30 years old		19	5	1	4	47	62	25	2	17	3	49	13	22	15	4	0	1	55	0	344
	Between 30 an 50 years old		321	40	44	57	729	738	233	76	96	64	370	75	92	67	8	0	17	123	8	3.158
	More than 50 years old		135	36	12	18	218	147	49	30	10	21	90	8	13	21	2	0	9	116	12	947
	Analysts and administratives		1.982	168	427	106	886	2.466	619	270	134	382	1.005	307	133	64	20	35	60	124	64	9.252
	Less than 30 years old		244	18	43	21	108	899	279	55	69	63	218	109	38	8	10	5	29	22	5	2.243
	Between 30 an 50 years old		1.349	73	309	70	680	1.387	295	180	64	251	610	183	81	28	9	25	28	69	47	5.738
	More than 50 years old		389	77	75	15	98	180	45	35	1	68	177	15	14	28	1	5	3	33	12	1.271
Blue collar		30.945	4.143	5.954	4.050	14.649	40.986	10.836	6.135	1.758	1.807	10.164	3.271	1.357	737	1.960	711	1.311	4.098	456	145.328	
Less than 30 years old		4.367	389	752	640	2.271	5.749	3.245	1.460	582	195	3.209	906	528	114	310	218	865	1.063	89	26.952	
Between 30 an 50 years old		16.795	2.031	3.934	2.312	9.587	28.750	6.199	2.885	1.142	874	5.795	1.900	718	328	673	255	420	1.520	330	86.448	
More than 50 years old		9.783	1.723	1.268	1.098	2.791	6.487	1.392	1.790	34	738	1.160	465	111	295	977	238	26	1.515	37	31.928	
Number of employees with disabilities																						
Number of people with disabilities		99,7%	289	229	26	119	3	168	56	35	0	0	12	0	1	0	0	0	0	14	3	955
Percentage of people with disabilities			0,9%	5,2%	0,4%	2,8%	0,0%	0,4%	0,5%	0,5%	0,0%	0,0%	0,1%	0,0%	0,1%	0,0%	0,0%	0,0%	0,0%	0,3%	0,5%	0,6%
Number of immigrant employees																						
Number of immigrants on the workforce		100,0%	1.342	516	143	792	191	16	12	47	28	119	17	5	3	0	693	0	1	0	4	3.929
Percentage of immigrants on the workforce			4,0%	11,7%	2,2%	18,6%	1,1%	0,0%	0,1%	0,7%	1,4%	5,2%	0,1%	0,1%	0,2%	0,0%	34,6%	0,0%	0,1%	0,0%	0,7%	2,5%
Número de directivos procedentes de la comunidad local		100,0%	269	1	20	21	107	16	43	1	16	15	44	30	7	0	9	15	1	29	11	655
Porcentaje de altos directivos procedentes de la comunidad local			0,8%	0,0%	0,3%	0,5%	0,6%	0,0%	0,4%	0,0%	0,8%	0,7%	0,4%	0,8%	0,4%	0,0%	0,4%	2,0%	0,1%	0,6%	2,0%	0,4%

(1) Number accumulated from 01.01.2019 to 31.12.2019 of employees whose contract has been canceled by unilateral decision of the employer. In the case of Spain, disciplinary dismissals and not exceeding the trial period are included.

Scope		Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay	Uruguay	Peru	Mexico	Central America	Australia	Singapore	China	Phillipines	USA	Southafrica	Total	
Medium compensation in Euros (2) (3) (4)																						
Gender	Men	97,1%	21.869	37.581	11.189	20.507	10.215	7.254	5.767	11.985	7.529	14.649	4.996	4.156	7.853	34.630	13.373			38.145	12.196	
	Women		19.176	29.999	10.915	20.700	12.045	6.248	5.416	12.180	8.754	18.884	6.282	3.898	9.611	29.860	13.946			37.127	12.225	
Age	Less than 30 years old	97,1%	17.659	31.800	10.380	19.248	8.436	4.617	5.079	9.795	6.558	11.728	4.504	3.483	6.014	33.031	12.084			36.080	9.250	
	Between 30 and 50 years old		21.020	36.507	10.635	19.470	10.038	7.368	5.642	13.017	7.582	15.402	4.502	3.773	9.134	33.093	12.889			37.081	11.914	
	More than 50 years old		23.145	35.124	10.964	19.310	9.796	6.344	5.102	13.633	10.840	14.303	4.323	3.804	16.146	32.162	12.452			34.916	16.010	
Professional category	Directors and managers	97,1%	102.392	105.599	81.230	101.284	63.971	37.835	46.962	78.528	44.102	64.115	55.603	30.430	49.012	47.094	127.053			100.718	69.579	
	Men		103.060	168.886	84.916	101.284	64.131	36.774	46.182	80.714	43.047	64.758	55.690	33.163	64.348	41.102	127.053			100.718	70.563	
	Women		91.244	94.061	60.342	0	63.729	42.665	50.945	71.971	50.462	61.542	48.000	21.891	47.047	53.085	98.669			106.314	67.095	
	Supervisors and coordinators	97,1%	50.833	67.558	28.180	52.297	18.449	13.301	12.971	26.507	12.376	26.628	14.431	8.190	11.906	36.787	37.255			43.354	23.225	
	Men		52.083	69.194	29.705	54.860	18.488	13.028	13.729	26.966	12.152	26.476	14.021	8.470	11.343	38.681	36.579			44.227	23.011	
	Women		47.306	58.300	24.273	43.598	18.111	15.445	11.479	25.132	13.226	27.218	15.309	7.820	13.545	34.894	37.255			41.899	24.067	
	Analysts and administratives	97,1%	21.986	37.754	11.970	28.181	13.977	8.170	6.508	15.895	8.409	21.296	6.756	5.148	8.977	32.162	28.340			62.199	13.805	
	Men		22.833	43.393	11.948	29.098	14.570	8.650	7.709	15.859	8.404	21.399	6.265	5.204	8.150	33.031	28.340			78.337	14.892	
	Women		21.664	28.903	12.011	27.058	13.066	7.705	6.051	15.940	8.417	21.137	7.960	5.208	10.153	31.292	27.651			55.353	12.712	
	Blue collar	97,1%	26.698	35.072	10.683	19.310	9.235	4.904	5.205	11.293	6.856	12.911	4.354	3.560	4.815	31.696	12.621			34.916	12.561	
	Men		21.417	36.343	10.743	19.310	9.154	5.108	5.343	11.187	6.837	12.924	4.290	3.664	7.045	31.417	12.691			34.916	11.407	
	Women		18.635	29.128	10.376	19.302	10.307	4.524	4.815	11.812	7.010	12.671	4.670	3.360	7.029	31.975	12.296			34.916	12.275	
	Wage gap (2) (3) (4)																					
Wage gap	Wage gap	97,1%	12,5%	20,4%	3,4%	1,1%	-10,4%	10,6%	10,6%	-5,1%	-2,9%	1,7%	-10,4%	7,8%	-3,0%	-1,5%	3,2%	0,0%	0,0%	1,0%	0,0%	5,4%
Professional category	Directors and managers	97,1%	11,5%	44,3%	28,9%	100,0%	0,6%	-16,0%	-10,3%	10,8%	-17,2%	5,0%	13,8%	34,0%	26,9%	-29,2%	22,3%	0,0%	0,0%	-5,6%	0,0%	1,9%
	Supervisors and coordinators		9,2%	15,7%	18,3%	20,5%	2,0%	-18,6%	16,4%	6,8%	-8,8%	-2,8%	-9,2%	7,7%	-19,4%	9,8%	-1,8%	0,0%	0,0%	5,3%	0,0%	-1,2%
	Analysts and administratives		5,1%	33,4%	-0,5%	7,0%	10,3%	10,9%	21,5%	-0,5%	-0,2%	-27,1%	-0,1%	-24,6%	5,3%	2,4%	0,0%	0,0%	29,3%	0,0%	4,6%	0,0%
	Blue collar		13,0%	19,9%	3,4%	0,0%	-12,6%	11,4%	9,9%	-5,6%	-2,5%	2,0%	-8,9%	8,3%	0,2%	-1,8%	3,1%	0,0%	0,0%	0,0%	0,0%	0,0%
Trade Union Representation																						
	Number of employees affiliated to a trade union organization	97,1%	5.704	1.280	907	0	4.511	7.672	555	3.878	0	865	989	2.868	0	122	483	0	0	2.192	0	32.026
	Percentage of employees affiliated to a trade union organization		17%	29%	14%	0%	27%	17%	5%	59%	0%	38%	8%	77%	0%	13%	24%	0%	0%	47%	0%	20%
Collective agreements																						
	Number of employees covered by a collective agreement	99,7%	33.671	4.173	6.112	4.256	14.643	44.547	2.682	5.314	2.036	2.278	989	2.868	0	439	0	0	0	2.192	0	126.200
	Percentage of employees covered by a collective agreement		100%	95%	95%	100%	88%	100%	23%	81%	100%	99%	8%	77%	0%	46%	0%	0%	0%	47%	0%	79%
Total number of training hours																						
Gender	Men	99,5%	358.796	78.640	51.328	62.238	238.861	50.854	209.316	76.527	29.658	12.765	16.513	19.601	7.265	7.904	23.326	13.032	0	0	3.276	1.259.900
	Women		80.168	18.450	13.381	8.658	21.036	16.446	35.408	20.111	3.380	1.273	4.128	5.060	522	3.952	3.585	88	0	0	185	235.831
Professional category	Directors and managers	99,5%	1.603	0	107	134	798	7.122	1.739	577	1.126	219	206	0	1.344	0	0	0	0	0	0	14.975
	Supervisors and coordinators		5.726	116	657	655	2.514	7.102	8.061	2.763	2.089	860	1.179	322	2.517	11.856	16	0	0	0	432	46.864
	Analysts and administratives		39.089	1.106	2.791	1.112	7.494	10.941	10.163	7.816	1.867	1.628	1.257	2.145	778	0	16	0	0	0	256	88.459
	Blue collar		392.546	95.869	61.154	68.995	249.092	42.135	224.761	85.483	27.959	11.331	17.997	22.194	3.148	0	26.879	13.120	0	0	2.773	1.345.435
Total number of hours of training imparted on human rights																						
Gender	Men	94,2%	1.680	0	1.250	0	31.188	489	8.231	0	664	0	69	1.082	0	0	0	0	0	0	0	44.653
	Women		149	0	225	0	3.639	183	593	0	52	0	17	534	0	0	0	0	0	0	0	5.392
Professional category	Directors and managers	94,2%	0	0	12	0	0	6	0	0	4	0	2	0	0	0	0	0	0	0	0	24
	Supervisors and coordinators		0	0	35	0	0	35	0	0	18	0	0	48	0	0	0	0	0	0	0	136
	Analysts and administratives		0	0	228	0	0	71	89	0	72	0	0	0	0	0	0	0	0	0	0	460
	Blue collar		1.829	0	1.200	0	34.827	560	8.735	0	622	0	84	1.616	0	0	0	0	0	0	0	49.472
Investment in training																						
	Investment made in employee training (millions of euros)	100,0%	5,8	1,7	0,2	2,4	0,4	2,2	0,2	0,2	0,1	0,0	0,2	0,1	0,0	0,0	0,2	0,0	0,0	0,0	0,1	14,0
Number of employees receiving regular evaluations of performance and professional development																						
Gender	Men	100,0%	1.903	20	445	3.606	1.246	1.906	0	426	1.337	175	7.451	1.011	81	638	0	702	0	0	0	20.947
	Women		927	7	206	650	608	1.080	0	192	179	87	1.863	745	53	317	0	9	0	0	0	6.923
Percentage of employees who receive regular evaluations of performance and professional development																						
Gender	Men	100,0%	7%	1%	8%	100%	8%	5%	0%	8%	75%	9%	74%	36%	32%	100%	0%	96%	0%	0%	0%	16%
	Women		12%	1%	18%	100%	34%	15%	0%	15%	72%	33%	117%	82%	94%	100%	0%	31%	0%	0%	0%	24%

(2) The indicators of average remuneration and gap in Central America include only information related to Guatemala and Honduras
(3) In Spain, fixed wages and recurring supplements of employees with a full-time and part-time contract of over 90% are considered
(4) Fixed wages and recurring supplements of employees with full-time and part-time contracts of over 90% are considered.

Scope	Spain	Germany	Portugal	France	Argentina	Brazil	Colombia	Chile	Paraguay	Uruguay	Peru	Mexico	Central America	Australia	Singapore	China	Phillipines	USA	Southafrica	Total
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Number of employees who received a maternity or paternity leave																						
Gender	Men	97,0%	761	47	184	106	283	681	195	117	101	0	0	99	1	0	14	2	9	9	0	2.609
	Women		237	48	27	24	56	305	91	40	25	9	6.334	12	7	5	0	0	13	20	1	7.254
Number of employees who returned to work after their termination due to maternity or paternity ended																						
Gender	Men	97,0%	676	32	184	106	260	681	195	117	101	0	0	99	1	0	0	2	9	8	0	2.471
	Women		182	15	26	14	50	305	91	40	25	9	6.334	12	5	0	0	0	12	18	0	7.138
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	97,0%	676	114	79	106	253	646	195	117	100	0	0	99	1	0	14	2	9	8	0	2.419
	Women		182	70	6	14	48	240	91	40	25	9	6.334	12	4	0	0	1	14	18	1	7.109
Turnover																						
Gender	Men	100,0%	3.930	457	2.156	1.507	3.050	7.521	4.476	2.801	346	460	4.025	2.737	200	36	805	416	65	659	137	35.784
	Women		1.381	145	884	276	334	1.893	1.614	670	53	46	583	861	103	42	140	14	47	449	27	9.562
Age	Less than 30 years old	100,0%	1.510	131	888	414	800	2.582	2.562	1.539	151	97	2.005	1.274	139	19	101	102	69	457	22	14.862
	Between 30 an 50 years old		2.584	295	1.839	1.038	1.949	5.941	3.207	1.500	240	266	2.324	1.995	134	34	288	177	37	429	127	24.404
	More than 50 years old		1.217	176	313	331	635	891	321	432	8	143	279	329	30	25	556	151	6	222	15	6.080
Professional category	Directors and managers	100,0%	29	4	4	8	10	38	16	7	4	1	14	10	0	0	0	3	0	26	0	174
	Supervisors and coordinators		25	9	9	25	84	175	89	123	33	6	152	33	15	2	5	2	1	71	5	864
	Analysts and administratives		650	45	356	40	193	650	489	329	55	13	301	166	23	5	7	3	19	24	7	3.375
	Blue collar		4.607	544	2.671	1.710	3.097	8.551	5.496	3.012	307	487	4.141	3.389	265	71	933	422	92	987	152	40.934
Turnover (leave / total employee)			15,8%	13,7%	47,1%	41,9%	20,3%	21,1%	51,6%	53,1%	19,6%	22,1%	39,3%	97,1%	97,7%	8,2%	47,2%	56,4%	7,9%	24,0%	29,7%	28,3%
Gender	Men	100,0%	11,7%	10,4%	33,4%	35,4%	18,3%	16,8%	37,9%	42,8%	17,0%	20,1%	34,3%	73,9%	65,8%	3,8%	40,2%	54,5%	4,6%	14,3%	24,8%	22,3%
	Women		4,1%	3,3%	13,7%	6,5%	2,0%	4,2%	13,7%	10,2%	2,6%	2,0%	5,0%	23,2%	31,9%	4,4%	7,0%	1,8%	3,3%	9,7%	4,9%	6,0%
Age	Less than 30 years old	100,0%	4,5%	3,0%	13,8%	9,7%	4,8%	5,8%	21,7%	23,5%	7,4%	4,2%	17,1%	34,4%	36,7%	2,0%	5,0%	13,4%	4,9%	9,9%	4,0%	9,3%
	Between 30 an 50 years old		7,7%	6,7%	28,5%	24,4%	11,7%	13,3%	27,2%	22,9%	11,8%	11,6%	19,8%	53,8%	52,2%	3,6%	14,4%	23,2%	2,6%	9,3%	23,0%	15,2%
	More than 50 years old		3,6%	4,0%	4,8%	7,8%	3,8%	2,0%	2,7%	6,6%	0,4%	6,2%	2,4%	8,9%	8,7%	2,6%	27,7%	19,8%	0,4%	4,8%	2,7%	3,8%
Professional category	Directors and managers	100,0%	0,1%	0,1%	0,1%	0,2%	0,1%	0,1%	0,1%	0,1%	0,2%	0,0%	0,1%	0,3%	0,0%	0,0%	0,0%	0,4%	0,0%	0,6%	0,0%	0,1%
	Supervisors and coordinators		0,1%	0,2%	0,1%	0,6%	0,5%	0,4%	0,8%	1,9%	1,6%	0,3%	1,3%	0,9%	6,3%	0,2%	0,2%	0,3%	0,1%	1,5%	0,9%	0,5%
	Analysts and administratives		1,9%	1,0%	5,5%	0,9%	1,2%	1,5%	4,1%	5,0%	2,7%	0,6%	2,6%	4,5%	6,6%	0,5%	0,3%	0,4%	1,3%	0,5%	1,3%	2,1%
	Blue collar		13,7%	12,3%	41,4%	40,2%	18,6%	19,1%	46,5%	46,0%	15,1%	21,2%	35,3%	91,4%	84,8%	7,4%	46,6%	55,3%	6,5%	21,4%	27,5%	25,6%
Number of days worked by all Prosegur employees																						
Gender	Men	99,7%	9.180.198	604.021	1.624.634	1.060.445	3.698.895	8.975.999	2.989.770	1.954.567	543.248	575.972	3.796.730	958.461	1.345.035	177	391.900	316.016	259.790	783.900	208.832	39.268.590
	Women		2.663.408	114.802	417.295	164.777	443.718	1.690.142	795.080	408.373	75.696	71.948	600.790	306.099	360.763	270	81.605	5.245	183.731	417.040	20.800	8.821.582
Number of total days lost due to absence																						
Gender	Men	96,8%	311.045	89.615	95.851	111.307	210.505	82.656	45.115	56.724	7.668	40.765	218.821	12.121	8.260	0	11.230	2.360	1.027	0	14.536	1.319.606
	Women		124.412	27.316	48.414	28.321	26.069	404.359	22.276	21.720	1.468	5.085	10.594	4.143	2.467	0	2.851	66	1.125	0	40	730.726
Total hours of Absenteeism (estimating 8 hours per labour day)																						
Gender	Men	96,8%	2.488.360	716.920	766.808	890.456	1.684.040	661.249	360.920	453.792	61.344	326.121	1.750.568	96.968	66.080	0	89.840	18.880	8.216	0	116.288	10.556.850
	Women		995.296	218.528	387.312	226.568	208.552	3.234.872	178.208	173.760	11.744	40.683	84.752	33.144	19.736	0	22.808	528	9.000	0	320	5.845.811
Absenteeism rate (AR)			8,1%	38,6%	17,5%	27,7%	11,6%	24,8%	4,3%	8,2%	3,4%	14,1%	7,5%	2,6%	12,2%	0,0%	6,4%	2,0%	1,0%	0,0%	7,2%	11,6%

In the current environment, Prosegur maintains its growth strategy at a global level, although the temporary change in demand for its services during the 2020 financial year has led to a reduction and flexibility of the workforce to adapt it to the circumstances of this period.

Additionally, in 2020, Prosegur made disinvestments in France (4,256 employees) and in Mexico (998 employees).

The workforce of Prosegur at the end of 2020 was of 147,231 employees (2019: 160,145 employees), 8.1% down on 2019.

Diversity

Diversity is an intrinsic part of the spirit of Prosegur, especially in connection with its workforce. This diversity is embodied in the cultural, gender and functional spheres, and has a positive impact on the organisation and on its competitive advantages.

The characteristics of the sector in which the Company operates are crucial to understand the diversity data. Taking this into account, the percentage of women continues to grow thanks to the efforts made in recent years and the proportion has already reached 19.6% of the total workforce (2019: 18.2%).

In this sense, Prosegur has identified equality as one of its main lines of action. For this reason, 2020 saw the company working on the implementation of the #EmpoweredWomen programme, which will be launched in 2021.

The programme consists of various initiatives. The individualised work plan that will be carried out with 100% of women with responsibility at the corporate level, as well as women from other levels of the organisation with brilliant performance evaluations, stands out. Furthermore, the company will design a career plan together with the participants, who will receive personalised monitoring from HR, participate in work sessions on distinctive and leadership skills and develop a mentoring programme.

This initiative will be extended to the rest of the company, with outreach initiatives around biases, open weekly workshops to work on leadership and self-promotion of non-controlling groups. In addition, the company will launch the #EmpoweredWomen grants, aimed at preparing Prosegur women to lead the company's transformation projects.

The fulfilment of Prosegur's objectives in terms of diversity is supervised by the Sustainability, Corporate Governance, Appointments and Remuneration Committee (CSGCNR), which also keeps the Board of Directors informed.

Selection

A cornerstone of Prosegur's success as one of world's main security services companies has traditionally been its recruitment policy. Accordingly, Prosegur guarantees its workforce compliance with its labour and social security obligations.

Trust and responsibility are the qualities required in those who render the Company's services on client premises, operating in an area as important as security, so Prosegur must not only ensure the effectiveness of its professionals, but also their honesty, responsibility and psychological maturity.

It is precisely for this reason that continuous improvements are made by the Human Resources Department to our recruitment process, enabling us to accurately identify the suitability of an individual for a position within Prosegur.

Within the transformation plan in which the company is involved, in 2020 Prosegur strengthened the staff recruitment and selection systems. Of particular note is the implementation of curricular robotisation processes in Argentina and Colombia to improve the candidate and employee experience, as well as the implementation of gamified testing solutions for Argentina, Spain and Portugal. All this managed through the Taleo Global cloud platform (Oracle). This solution is already operational in ten of the main countries of the group (Argentina, Brazil, Chile, Colombia, Spain, Mexico, Paraguay, Peru, Portugal and Uruguay) and is being implemented in the United States.

This platform allows the company to promote the use of new technologies in the process of attracting talent. Throughout 2020, Prosegur managed more than 45,800 applications received through video interviews.

Talent management

All employees at Prosegur guide their behaviour based on the principles of the Leadership Model: Passion for the client, Results orientation, Transformation and innovation, Responsibility and commitment, and Team spirit.

Talent management at Prosegur revolves around these and consists of various development plans:

- ▶ Performance evaluation: Carried out annually for the entire indirect group. The tool gives employees the chance to self-assess and to create a space for dialogue and feedback with their managers, in order to establish development plans. Furthermore, the remuneration of Senior Management is linked to sustainability objectives.
- ▶ Talent Reviews: Carried out annually for the key management group, allowing the identification of strengths and areas for improvement that enable customised development plans to be carried out and succession plans to be ensured.

Remuneration

The remuneration schemes at Prosegur always respond to compliance with local legislation, and are aligned with market practice as well as with the company's financial situation.

On the other hand, the company has a policy for assessing positions for the entire company under the methodology of an external provider, which allows it to assess the different positions based on a series of objective criteria: responsibility, impact, scope of action, etc.

In this way, all Prosegur employees' positions have specific local salary bands, thus guaranteeing that there is no discrimination of any kind for the same job.

In order to continue guaranteeing equal pay, in 2021 Prosegur will bring in a specialised and independent consultancy company to audit its job levelling system and guarantee salary equity, identifying those situations that could generate salary differences to ensure that they are not based on gender, ethnicity or other sensitive characteristics.

The Prosegur's remuneration policy includes the following criteria and general principles:

- ▶ Willingness to be able to attract and retain the best professionals, aligning their remuneration with internal fairness, as well as to best practices and market conditions.
- ▶ Capacity to motivate our employees, ensuring their loyalty and orientation towards the expected business results, through variable short-term remuneration, as well as specific medium- and long-term remuneration for management and key positions.
- ▶ Consideration at all times of the Company's current, medium- and long-term situation and the alignment thereof with the various remuneration schemes. Hence, Prosegur aims to make our

employees' remuneration flexible, moving the remuneration scheme towards a model in which variable remuneration has a greater weighting, allowing us to align it with the aforementioned principles.

- ▶ Control to ensure compliance with the pay policy and to guarantee non-discrimination by gender, race or age.

Bearing in mind these values, the Prosegur salary structure comprises:

- ▶ Fixed remuneration: According to the standards of living and remuneration practices of each country and always in accordance with the legal guarantees provided.
- ▶ Variable remuneration: Most Prosegur groups have a variable component in their retribution, linked to specific objectives that ensure that their concession follows meritocratic criteria.

There are different variable compensation plans based on the functions and responsibilities of each group:

- ▶ DSO: An objectives plan linked to the performance of the most operational teams based on absenteeism ratios, efficiency in services, etc.
- ▶ PIC: An incentive plan for commercial groups.
- ▶ PIPE: An annual bonus plan aimed at structural personnel.
- ▶ ILP: A long-term incentive plan aimed at management personnel and linked to the company's strategic objectives. For a certain number, their participation is associated with specific values of Company stock prices.
- ▶ Other plans: There are additional plans for specific groups that seek to align teams with the organisation objectives and strategies.

In measuring the achievement of objectives for all employees, including Management, Prosegur's leadership principles will be taken into account, which include alignment with the company's sustainable development objectives, among other things.

- ▶ Other benefits: Given that Prosegur seeks to make its remuneration scheme flexible, all of its employees enjoy additional non-salary benefits.

Remuneration to Senior Management and the Board of Directors is detailed below:

Average Director remuneration: EUR 250 thousand (2019: EUR 304 thousand).

- ▶ Women: EUR 282 thousand average retribution, including the President (2019: EUR 358 thousand).
- ▶ Men: EUR 239 thousand average retribution, including the Executive Director (EUR 286 thousand).

Average salary of Senior Management: EUR 293 thousand, all members being men (2019: EUR 295 thousand).

In calculating the average remuneration, fixed, variable remuneration, per diems and remuneration for committee membership has been considered.

Training

Prosegur, as a standard-bearer in the security sector, and due to the importance of its work, offers quality employment, in which the skills and degree of specialisation of its professionals are among its main distinguishing factors. This translates into its firm commitment to the talent and professional development of its employees and is depicted in the commitment to offer varied, multi-platform and quality training, that provides employees with appropriate preparation to perform their duties, promote and attain their professional development.

Prosegur, via the global online platform—Prosegur Corporate University—offers a virtual space in which professionals can pool their knowledge, experience the company's values, develop their talent and explore specialised training through a common culture. On this on-line platform, Prosegur offers a differentiated and varied catalogue of training courses as part of the professional development plan for each employee, which may vary by region in accordance with the needs and requirements of each country and business.

The Prosegur Corporate University has an intuitive and simple look and feel. Furthermore, the platform is 100% responsive (accessible from all devices) thanks to its integration with the Prosegur Intranet App, that favours the continuous training of employees thanks to its immediate accessibility from their mobile telephones anytime and anywhere.

This new platform has been deployed in nineteen countries including Australia and the United States, whose training strategy is being defined, and includes new training content and functions that turn the Prosegur Corporate University into an interconnected community that promotes the exchange of knowledge and characteristic values of the company.

Training plan

In 2020, as a result of the global training strategy launched by the Human Resources Department, a training programme was held in which the indirect workforce from 15 countries participated. This programme includes strategic training content for the company such as Information Security, Innovation (Internet of Things, Data Science, Blockchain, Design Thinking, Artificial Intelligence, Management 3.0, Mixed Reality, Robotics and 3D Printing), management skills and good habits, as well as specific content of the business that make up Prosegur.

The year-end balance was a total of 96,000 courses taken and approximately 11,000 employees of this group undergoing training throughout this plan. As a whole, more than 70 training actions have been launched, of which 38 have been on-line training courses, 19 synchronous innovation webinars, 5 on-line innovation workshops and 9 innovation Masterclasses with experts.

Prosegur will offer mandatory training on Sustainability through its Corporate University in 2021, as an effective tool to raise awareness among its staff and the entire organisation.

Global balance of on-line training in 2020

During this financial year, a total of 643,000 hours of study were carried out, which is 440% more than in the previous year (119,000 hours).

Thanks to the drive of the 2020 Global Training Plan, there has been a strong increase in training hours, as well as in the connectivity ratio, which has increased significantly, with a total of 77,000 connections in 2020. These data have begun to be collected more comprehensively this year thanks to the integration of Google Analytics within the platform.

Local Training management

For its part, on-site and online training is managed and planned from the teams of the countries on the basis of the needs of the business and its clients. To this regard, each country has a local training

team that combines synergies with the global training team. The Corporate Management coordinates some of the global training activity, which generally takes place through the online training platform, for example everything related to compliance and 2020 Global Training Programme.

In total, 2.0 million training hours were imparted in 2020, (an increase of 32.6%), implying an average of 13.5 hours of training per employee.

Employee satisfaction

In 2018, Prosegur launched an employee experience analysis programme through which the most important initiatives to improve employee engagement were identified and the eNPS (employee Net Promoter Score) was measured as a standard market indicator on said engagement.

All employee interactions with the company, from recruitment to termination in Argentina, Brazil and Spain, which cover 63% of total employees, were analysed to identify areas for improvement (experiences that were below the expectations of the employee) and strengths (experiences that have a high impact on the employee's engagement) in their relationship with the company

From this analysis, the most urgent initiatives were prioritised and action plans were initiated. As a result of this project, new initiatives were launched such as the new Prosegur Corporate University, both in content and mobility; the new leadership model and its performance evaluation; the new mobile app for the employee with the most relevant information about the company, the work quadrants and payroll of the operating personnel; or teleworking policies in answer to the pandemic to improve the reconciliation of work and family life.

In order to measure the degree of improvement in employee engagement, the deployment of the eNPS measurement began in mid-2019. The eNPS is a standard market indicator that is measured with a single question: "between 0 and 10, to what extent would you recommend working at Prosegur to a friend or relative?" The indicator value is calculated by subtracting the percentage of proponents (those who gave scores of 9 or 10) from the percentage of opponents (those who gave scores from 0 to 6). Therefore, its value can only be between -100 and +100.

It is very important to measure the eNPS anonymously to avoid significant bias. Prosegur each day launches the questionnaire to a small group of employees, maintaining the distribution of the workforce and with a frequency of more or less twice a year per employee, allowing the results to be filtered by business and country.

Prosegur's eNPS is currently 66.39 (the average score in Spanish companies is 18 according to the latest employee experience barometer published in 2019 by the Human Resources Studies Centre of the Instituto de Empresa).

This real-time measurement identifies the relationship of employees with those relevant events that happen in the company and in society.

The recognition of these initiatives is already reaping its fruits, Prosegur having been chosen as one of the best 50 companies to work for in Brazil (where the company counts with more than 43,000 employees) and receiving the award for the best employee experience project in Spain from the AEERC (Spanish Association of Customer Relationship Experts).

Employment opportunities for people with disabilities

Prosegur has established a series of measures to boost integration of disabled people in the labour market, offering them a more stable future through employment. The main measures are:

- ▶ Documentary digitalisation to manage the large amount of paper generated, a project adapted to include people with disabilities and create shared value, and one that is responsible with the environment.
- ▶ Measures for integrating people with intellectual disability into the job market have been implemented in the more representative offices of Prosegur, with new disabled employees being added every year to the workforce in the various countries.
- ▶ The posting of job offers via web portals, establishing a specific section for affording disabled people employment opportunities.
- ▶ Integration of digitisation services offered by disabled personnel in a technological area (Robotisation, Excellence, Automation and Digitisation Centre "CREAD"). People with disabilities are placed at the centre of the operation, moving from routine tasks to performing tasks with greater added value such as the training of machine learning models. These disabled people are a fundamental part of the operations of this area that integrates technology, people and operations. Prosegur has four Digitisation Centres in the world, Brazil, Chile, Spain and Peru and employs 33 people with some type of disability. As relevant data, these digitisation centres have managed more than 34 million pages of the different departments of the company and there is a commitment not only to increase the volume managed but also to export this internal service to third-party clients as an additional service as part of the company offer. This project is a success story and an example of personal and professional integration of people with disabilities. The CREAD team was awarded worldwide Innovation Excellence in RPA at the Blue Prism Awards.
- ▶ The Special Employment Centre in Spain, a partnership between Aprocor and Prosegur to provide disabled people with employment opportunities. Likewise, the "CICLO" training centre in Brazil: a partnership between Prosegur and the São Paulo Association of Parents and Friends of the Disabled (Brazil).

Furthermore, the Code of Ethics and Conduct effectively promotes policies to respond to this matter, especially those referring to recruitment processes.

Prosegur guarantees all employees access to its facilities by adapting and improving accessibility to all the Group's operating and corporate buildings.

The total number of disabled employees in 2020 was 819 (2019: 955 employees). The goal is to fully integrate disabled employees into the Company.

Labour relations

Prosegur manages labour relations locally, based on the specific characteristics of each market and, in particular, the legislation in place in each country. In accordance with the Universal Declaration of Human Rights (UDHR) and applicable laws in the countries in which it operates, the Company respects its employees' rights of freedom to join a union, associate with others and collective bargaining, recognised in its corporate Human Rights Policy.

In its Corporate Human Rights Policy Prosegur recognises the fundamental right of workers to form, participate or join trade unions or other representative bodies in accordance with Convention 87 of the International Labour Organisation on freedom of association and protection of the right to organise convention.

Our willingness to talk with trade unions is constant and paramount. The Company holds periodic meetings with all legitimate representatives of workers in all the regions where it operates, listening to them, sharing information and seeking common goals. In fact, 20% of its workforce are union members and the bargaining agreements signed cover more than 79% of the entire workforce (2019:

78%). These figures are above the average at other leading companies in the sector. As the collective bargaining agreement for Spanish security companies of 19 January 2018 states, measures are included to foster occupational health and safety measures and to improve employment conditions and information.

Given the socio-health particularities of this past year, Prosegur has maintained an even closer collaboration with the workers' representatives when negotiating and reaching agreements regarding the actions necessary to cushion the impact of the COVID-19 pandemic.

Thanks to these fluid and stable relationships, labour unrest declined notably in the company environment during the last year, with only two strikes in Spain (Private Security Strike in Catalonia, requesting a regional agreement and ESC Strike, declared illegal) and local trouble spots in Brazil (3 strikes with limited impact) and Colombia.

In accordance with the provisions of EU Directive 2009/38/EC and Act 10/1997, in 2014 Prosegur created a European Workers' Committee. This body promotes cross-border cooperation between the Company and the workers' representatives and nurtures a constructive dialogue on the European stage. Accordingly, consultation is encouraged and cross-border information shared between companies and workers.

During 2020, close and fluid contact was maintained with all the members of the European Workers' Committee and, for reasons of force majeure and with the ever-present purpose of preserving health measures, it was agreed to postpone the annual face-to-face meeting.

During 2020 the company has continued to advance in the automation of processes to improve the employee experience and job.

In order to promote bidirectional communication with its employees, the Human Resources department has various channels among which the global intranet and its mobile application are worthy of mention. The Intranet app (available on Android and iOS) includes very useful functions such as fingerprint access or facial recognition, push notifications with relevant information, employee directory, access to the Prosegur Corporate University and, on the basis of their profile, crew management work schedules or contact with the CGO (Operating Management Centre) for guards of the Security business, as well as the displaying of payrolls in 9 countries of the group. In 2020, the Intranet app was used in 17 countries by 62% of the workforce. This application is updated quarterly to include new requests from the business as well as from employees.

Absenteeism

Prosegur acts in line with the legal and voluntary regulations in the sector concerning occupational risk prevention, investing in specific training, and creating a safe and responsible working atmosphere within the organisation.

For the purposes of this report, the days lost due to the absence of workers during their normal working hours for any type of disability, not only accidents or occupational diseases, are considered as absenteeism. Permitted absences such as training sessions are excluded from these data.

Equality plan

Through the measures adopted regarding this matter, Prosegur undertakes to ensure the fight against situations of direct or indirect discrimination, for reasons of gender and, in particular, those relating to maternity, paternity, family obligations and marital status. In 2020 a new Equality Plan was signed in Spain with the main unions, whose main measures are:

- ▶ The appointment of a manager to ensure equal treatment and opportunities within the company.
- ▶ Information and awareness of the workforce regarding work-life balance measures in place.
- ▶ Inclusion in job offers of commitment to gender equality.
- ▶ Inclusion of the Equality Plan in the organisation's Intranet.
- ▶ Delivery of the Equality Plan and the Harassment Protocol to the Workers' Committees/workers' representatives.
- ▶ Inclusion of one copy of the Equality Plan and Harassment Protocol, as well as forbidden behaviours at the workplace, for every 100 employees in the services.
- ▶ Paid leaves to victims of gender violence with psychological assistance for women and their children.

This Equality Plan has a national scope in Spain and will be extended during Strategic Plan 21-23 on a global scale.

Employment discrimination

Prosegur is constantly striving to foster policies and measures that prevent discrimination, not only at the company, but also transferring these demands to the stakeholders, with whom we are permanently in direct contact.

This is stated in its Human Rights Policy, which ensures the absence of discrimination, granting protection to any group that is especially vulnerable to this type of conduct.

In addition there is a corporate provision that establishes the action protocol in the event of discrimination, moral and sexual harassment.

Prosegur undertakes to respect that principle, as detailed in the Code of Ethics and Conduct, which is part of the best practices followed throughout the company, both internally and with its clients, suppliers, local communities and society as a whole.

In addition, during 2021 the review of the Corporate Equality Policy will be made with the intention of adapting it to the advances and new horizons in terms of diversity and plurality.

Wage gap

Prosegur is committed to bridging the wage gap, fostering equality in work relations between men and women, as for Prosegur talent resides in each individual, regardless of their gender, race, religious beliefs, political views or any other criterion.

The remuneration of the Group's workers is in accordance with the law and the applicable Collective Covenants without discrimination in any of the elements or conditions of remuneration, and the objectivity of all the concepts defined in the salary structure is guaranteed.

Compared to an average in the security sector in Spain of 13% of positions held by women (source: APROSER), during 2020 Prosegur, as a whole, managed to reach 19.6% compared to 18.2% the previous year.

In this report, the wage gap data, a concept that is being explored in particular this year, is based on information on the median pay of all employees explained according to the specific circumstances of each country.

Regarding the analysis of the wage gap, the company analyses four main categories (Executives, Middle managers, Analysts and Operators), with variations between them, at a geographical and

business level. Taking into account the aggregated data, Prosegur's wage gap is 11.8%, fundamentally directly influenced by operating positions.

The calculation of the 2020 wage gap takes into account the diversity of teams that make up the different lines of business of the company, analysing the gap for each one of them and weighting it according to the number of employees in each.

In any case, through the global compensation tool, the company has specific analysis reports by gender and wage gap that facilitate constant monitoring and identify salary variations that must be corrected.

Work-life balance

Prosegur works relentlessly to foster flexibility at the workplace, nurturing the work-life balance by fostering flexible working hours, specifically with regard to start and end times of each working day. Fostering a work-life balance makes for a more efficient and gratifying work atmosphere for all employees and helps attract new talent.

Prosegur employees are entitled to know their work schedule, as well as their daily, weekly and monthly rest time. In its Human Rights Policy Prosegur recognises the right to conciliation, to rest and to disconnect from work once employees have finished their working hours.

For Prosegur, the family is a fundamental axis of society and the company therefore protects motherhood, fatherhood and childhood. Proof of this are the 3,528 employees who enjoyed their maternity or paternity leave during 2020.

Along this line, and assimilating the positive impact that remote work has for conciliation, for 2021 the possibility of facilitating remote work options is being studied, gradually implementing this form of work for those groups of the company whose responsibilities allow it.

Occupational health and safety

KPIs	2019		2020		Scope (over sales)
Training in health and safety to employees (hours) (absolute value)	Security	432.6	Security	601.141	100%
	Men	387.996	Men	537.142	
	Women	44.605	Women	64	
	Alarms	20.037	Alarms	14.161	100%
	Men	14.99	Men	10.017	
	Women	5.047	Women	4.144	
	Cash	135.477	Cash	151.399	100%
	Men	94.526	Men	109.982	
	Women	40.951	Women	41.418	
	Others	nd	Others	4.648	100%
	Men	nd	Men	2.629	
	Women	nd	Women	2.02	
No. of fatal accidents (absolute value)	Security	6	Security	3	100%
	Men	5	Men	3	
	Women:	1	Women:	—	
	Alarms	—	Alarms	—	100%
	Men	—	Men	—	
	Women	—	Women	—	
	Cash	3	Cash	1	100%
	Men	3	Men	1	
	Women	—	Women	—	
	Others	nd	Others	—	100%
	Men	nd	Men	—	
	Women	nd	Women	—	
Accident rate (IR) = Frequency Rate IR=no. Accidents/no. hours*10 ⁶	Security	12.0	Security	8.78	100%
	Men	11.6	Men	8.06	
	Women	14.6	Women	13.03	
	Alarms	15.6	Alarms	8.6	100%
	Men	18.4	Men	11.08	
	Women	7.9	Women	1.6	
	Cash	19.1	Cash	12.74	100%
	Men	20.9	Men	14.98	
	Women	13	Women	6.32	
	Others	nd	Others	2.99	100%
	Men	nd	Men	4.15	
	Women	nd	Women	1.68	
Severity rate (IDR) IDR=no. Days lost due to occupational accidents/no. hours*10 ³	Security	0.39	Security	0.67	100%
	Men	0.36	Men	0.49	
	Women	0.61	Women	1.75	
	Alarms	0.46	Alarms	0.94	100%
	Men	0.55	Men	0.67	

	Women	0.19	Women	1.67	
	Cash	0.43	Cash	1.12	100%
	Men	0.49	Men	0.97	
	Women	0.24	Women	1.54	
	Others	nd	Others	0.34	100%
	Men	nd	Men	0.13	
	Women	nd	Women	0.59	
Occupational illnesses (absolute value)	Security	6	Security	175	100%
	Men	5	Men	108	
	Women	1	Women	67	
	Alarms	1	Alarms	3	100%
	Men	—	Men	1	
	Women	1	Women	2	
	Cash	12	Cash	94	100%
	Men	5	Men	62	
	Women	7	Women	32	
	Others	12	Others	2	100%
	Men	5	Men	—	
	Women	7	Women	2	
	Security	2.577	Security	2.239	100%
	Men	2.135	Men	1.758	
	Women	0.422	Women	0.481	
	Alarms	0.212	Alarms	0.144	100%
	Men	0.183	Men	0.137	
	Women	0.029	Women	0.007	
Number of occupational accidents (Absolute Value)	Cash	1.558	Cash	1.3	100%
	Men	1.318	Men	1.133	
	Women	0.24	Women	0.167	
	Others	nd	Others	0.019	100%
	Men	nd	Men	0.014	
	Women	nd	Women	0.005	

The scope of these KPIs excludes the scope of the new M&A acquisitions in 2020 (except for Ecuador), disinvestments and the countries in which business are equity-accounted.

Objectives and involvement of the Management

At Prosegur, Occupational Health and Safety are a priority for all levels of the organisation. This responsibility begins with the Group's Management, whose commitment is projected in the Global Policy on Safety and Health at Work applicable to all business lines, their employees, activities and collaborators.

In this sense, the Company pursues the firm objective of reducing the accident rate to zero, by implementing specific objectives, actions and indicators that are included in its specific Global Standard for Occupational Health and Safety Indicators, and that are reviewed on a quarterly basis with the Company's management.

The initiative to convene quarterly Health and Safety Committees was born out of the Global Directorate of Prosegur Cash itself, and it has been decided that they can now be extended to

Prosegur Security and Prosegur Alarms. These Committees analyse and monitor the management of Occupational Risk Prevention in each country and its indicators, global initiatives are proposed and adopted, assigning the necessary resources, and specific control is carried out on any serious or fatal accident, with an analysis of the causes and measures adopted.

Accident rate control

In Prosegur, the control and analysis of the accident rate in the search for its eradication is enormous. In addition to the detailed investigation by the occupational health and safety teams of each country, and the second control made in the aforementioned committees, the company has established a corporate channel for communicating serious and fatal work accidents. This protocol, which has a specific 3P standard, aims for any accident to be immediately reported to the entire chain of command, including the general managers and global human resources and of the country in question, so that they can immediately take all necessary actions.

As a new additional measure in the area of Occupational Health and Safety, the Groups of Experts on Health and Safety have been for 2021, bringing together health and safety managers and technicians from the different countries where Prosegur is present in order to identify needs, trends in the exercise of the function and best practices.

The number of fatal victims has decreased from 9 in 2019, to 4 in 2020. Worthy of considerable mention is the decrease in Prosegur Cash, where 3 employees died in 2019, and only one victim was registered this year.

The accident rate also fell in all business: in Security it is 8.78 (2019: 12.0), and 8.6 in Alarms (2019: 15.6) and in Cash, 12.74 (2019: 19.1).

This drastic reduction has been favoured by the exceptional situation of the period, with the reduction of some of the main risk factors such as traffic or crowds at events.

Although these indicators reflect an obvious improvement, the contrast comes in the variables related to the medical treatment of occupational contingencies: the severity rate and the number of occupational diseases, which increased.

The severity rate, which reflects the days lost as a result of occupational accidents, was directly affected by the collapse of the health systems in this period. The data therefore reflect the delays in care and in the necessary treatments for injured employees to return to work.

Regarding the number of occupational diseases, which has traditionally been very small in the activities of the company, this year stands out to a greater extent than others.

Analysis of this deviation shows that a part of this increase is due to a conservative stance of health professionals in the evaluation of occupational diseases, thereby seeking to avoid the exposure of potentially vulnerable personnel.

What's more, the inclusion of the United States has generated an upward increase in the number of occupational diseases, since, despite the fact that Prosegur's figures in the United States (0.61) are below the average for the business in the country (0.76), it represents a 39% increase in the number of occupational diseases in absolute numbers in the security business.

Occupational Risk Prevention Management

Prosegur's Occupational Risk Prevention (ORP) management system is doubly reinforced. Beyond the aforementioned corporate mechanisms, Health and Safety management is administered locally. For this reason, the company has expert professionals assigned in each country, which guarantees

both strict regulatory compliance in accordance with local laws, and a management of Occupational Risk Prevention close to the different work environments when it comes to raising awareness, identifying needs, assessing risks and implementing preventive measures.

As a result of the above, Prosegur presents a multitude of initiatives to improve the well-being of workers, both locally and with Corporate projects which in 2021 will include a Global Road Safety Campaign, as well as an initiative to promote healthy habits. All of this is accessible along with the rest of the information on ORP through the Prosegur Intranet app, and the new operational tools developed thanks to digitisation such as POPS, which offer employees all the updated information and send notifications focused on the employee's well-being.

Among these measures, training is considered by Prosegur to be the main tool for disseminating existing occupational risks and the measures necessary for their prevention. Therefore, with a view to 2021, the management indicators related to health and safety training have been strengthened, and it has been established that one strategic objective of the area is to increase the number of hours of training in health and safety by incorporating new modules in the mandatory training plans for employees.

Similarly, the prioritisation of health and safety is extended in relations with third parties according to the provisions of the 3P General Purchasing Standard. For this reason, Prosegur has strong systems for coordinating preventive activities to ensure close collaboration with all suppliers in their duties regarding risk prevention, with the aim of guaranteeing optimal working conditions throughout the supply chain and services received by the Group.

The entire management system is regularly subject to internal and external control and evaluation, successfully passing all reviews and maintaining the international OHSAS 18001 certificate. A certificate that will be continued this year by adapting it to the ISO 45001-2018 standard.

COVID-19

This last year has required an extraordinary effort to safeguard the safety and health of everyone in the context of a health emergency of this calibre.

Prosegur's response to this situation was early and forceful from the start. The following stand out amongst the measures taken:

- ▶ A Global Crisis Committee was formed at the beginning of the year to promote agility in decision-making and critical actions. In turn, local Crisis Committees were replicated to adapt the measures to the health situation in each country.
- ▶ Preparation of the Internal Action Protocol against COVID-19, distribution and implementation was orchestrated in all countries, even before positive cases were reported in some of them.
- ▶ Coordination of the collection of protective material and supply to the personnel most exposed from the beginning.
- ▶ The establishment of working from home as a preventive measure for all staff whose functions enable them to do so.
- ▶ Organisational redistribution (of shifts) and workspaces to limit the number of employees in contact and to segregate the exposure of personnel whose functions were necessarily physical.
- ▶ Constant effort in information and awareness campaigns, enabling digital tools for access control, traceability of infections and giving agility to the various procedures.

It should be noted that security is an essential service, and for this reason, Prosegur and its workers have continued to provide services during the different phases of the pandemic, thereby contributing to making the world a safer place.

5.3. Anti-corruption and bribery matters

KPIs	2019	2020
No. of complaints for breaches of the Code of Ethics	12	18
No. of complaints for fraud	19	9

The scope of these KPIs excludes the scope of the new M&A acquisitions in 2020 (except for Ecuador), disinvestments and the countries in which business are equity-accounted. The scope of these KPIs covers 100%.

Corporate governance

Based on the provisions and recommendations of the Unified Code of Good Governance for Listed Companies, approved by the Council of the National Securities Market Commission (CNMV), and best international practices and recommendations in the field of good governance, Prosegur has remained steadfastly committed to success and its efforts to consolidate a responsible, profitable and sustainable business. In this regard, the organisation's corporate governance is founded on five core pillars that serve as a framework and reference point for further development: independence, transparency, protection of minority shareholders, effectiveness and efficiency, and integrity.

The Prosegur Corporate Governance System draws from several standards that help articulate it and that guarantee its effective control, such as the Articles of Association, the General Shareholders Meeting Regulation and the Board of Directors. Likewise, it also has the Regulations for the Audit Committee and the Regulations for the Sustainability, Corporate Governance, Appointments and Remuneration Committee as an expression of the operation and responsibilities of both Committees.

The Company reinforces its commitment to good governance with the addition of other internal related procedures that serve as a frame of reference:

- ▶ Code of Ethics and Conduct, which includes the values, principles and standards of action that the employees, managers and members of the governing bodies of the Company must respect, both in their internal professional relationships and in external relationships with shareholders, clients and users, suppliers, public administrations and regulatory bodies, competitors and with society in general.
- ▶ Internal Code of Conduct on Matters Relating to the Securities Markets, the purpose of which is to establish the rules of conduct that employees, managers and members of the governing bodies of the Company must abide by in matters relating to the securities markets that affect this listed Company.
- ▶ Framework Agreement on Relations between Prosegur Cash and Prosegur Compañía de Seguridad, as the controlling shareholder of the Company, the purpose of which is to establish a transparent framework of relationships between them, defining their respective areas of activity, the framework of commercial relationships and the mechanisms provided to resolve any possible conflicts of interest.
- ▶ Director Appointment and Remuneration Policy.
- ▶ Corporate Social Responsibility Policy.
- ▶ Internal Audit Policy.
- ▶ Risk Management Policy.
- ▶ Human Rights policy.

- ▶ Risk Management Policy.

Governance of Prosegur

The Shareholders General Meeting is the principal body representing the share capital of Prosegur, and exercises the functions granted by law and the Articles of Association.

The representation power of Company pertains to the Board of Directors acting collectively and by majority decision. The Board has broad powers to manage the activities of the companies, with the sole exception of matters under the jurisdiction of the Shareholders General Meeting or which are not included in the corporate purpose.

The delegated committees of the Board of Directors are the Audit Committee and the Committee for Sustainability, Corporate Governance, Appointments and Remuneration. The responsibilities of the Audit Committee, composed 66.6% by independent directors, include: proposing the appointment of the auditor; reviewing the Prosegur accounts; ensuring compliance with legal requirements and the application of generally accepted accounting principles. For its part, the duty of the Sustainability, Corporate Governance, Appointments and Remuneration Committee is to establish and review the criteria for the composition and remuneration of the Board of Directors, and of the members of the Prosegur management team. It also periodically reviews remuneration programmes.

At 31 December 2020, the Board of Directors of Prosegur was composed of eight members (25% women): one executive and seven non-executive, of which three are independent directors (37.5%), two are proprietary and one is external. The responsibilities of the President and the Executive Director are different and complementary. Prosegur adopts the requirements of the main international standards on corporate governance, which recommend the separation of roles.

Finally, Prosegur corporate governance is reinforced by other internal programmes such as: the Regulatory Compliance Programme which, through the existence of pre-established procedures, behaviour manuals and training activities, as well as a continuous process of critical evaluation and adaptation in matters of prevention of money laundering, defence of competition and unfair competition, anti-corruption and other matters, develops and complements the Prosegur Code of Ethics and Conduct; the existence of standardised procedures in the development of each of the aforementioned corporate policies, or the articulation of collegiate, internal, permanent and multidisciplinary supervisory and control bodies, such as the Risk or Regulatory Compliance Committees, which are responsible for proactively ensuring the development, effective compliance and promotion of best practices, policies and commitments of the company.

Prosegur was included in the ranking of the hundred most responsible companies with the best corporate governance in Spain in 2020, prepared by the MERCO business monitor. Prosegur comes in 85th place, rising 13 positions compared to 2019 edition and once again the only company in the security sector in the top 100. The selection of Prosegur in this ranking, and the improvement in its position compared to the previous year, are recognition for the company in its work to guarantee responsible and transparent corporate governance and relationship protocols.

Annual Corporate Governance Report

Prosegur's Annual Corporate Governance Report for the 2020 year forms part of the Directors' Report, and is available on the web site of the National Securities Market Commission and on the Prosegur web site as from the date of publication of the Annual Accounts.

This report includes section E, analysing control and risk management systems of the Company; and F, providing details on the risk control and management system in relation with the process of issue of financial information (ICFR).

Prosegur complies with 61 of the 64 recommendations of the Unified Code of Good Governance of Listed Companies, and partially fulfils the remaining three.

Ethics and compliance

In Prosegur there is the conviction that companies must work as generators of value, promoting the sustainable development of the countries in which they operate and contributing to their economic, environmental and social progress.

Within this context and from its position as one of the main multinationals of the sector, the responsibility to contribute to a society respectful of the ethics and compliance with the rules is an obvious duty for the Company. Ethical conduct and compliance with regulations are essential aspects, especially critical for reasons intrinsic to Prosegur's business.

Prosegur's Code of Ethics and Conduct provides guidance on how all the Company's professionals behave. It reflects its commitment to act every day in accordance with common principles and standards in the development of its relations with stakeholders affected by its activity: employees, shareholders, clients and users, suppliers and associates, authorities, public administrations and regulatory bodies, competitors and the civil society in which the company operates. All Prosegur professionals are bound by the Code of Ethics and Conduct and they have the obligation to know and comply with it.

Regulatory compliance is one of the main values framed in the Code of Ethics and Conduct. Prosegur has a Compliance Programme in which all members of the governing bodies, executives and staff at Prosegur have a commitment to ethical action and to strict regulatory compliance in the development of their activities. This commitment is articulated through common principles and standards also guiding its relations with stakeholders affected by its activities: employees, shareholders, clients and users, suppliers and associates, authorities, public administrations and regulatory bodies, competitors and the civilian society in which it operates.

Prosegur takes a "zero tolerance" approach to any non-compliance or irregularity. It applies the most stringent criteria to observe the obligations established by law and works hard to ensure the establishment of the highest possible standards of compliance in its sector. In this connection, rigour is essential in defining the mechanisms of control and prevention of irregular or unlawful practices, especially in areas of greater risk.

The Ethical and Compliance culture is the one that permeates employees through the impulse of their managers with their leadership example. People are the foundation of ethics and compliance at Prosegur.

Corporate Compliance Programme

The Prosegur Corporate Compliance Programme establishes control measures designed to attenuate or remove the risk of non-compliance with regulations in day to day operations. It encompasses any legal aspect that may involve Prosegur, although it focuses mainly on anti-money laundering, data protection, defence of competition and prevention of criminal offences.

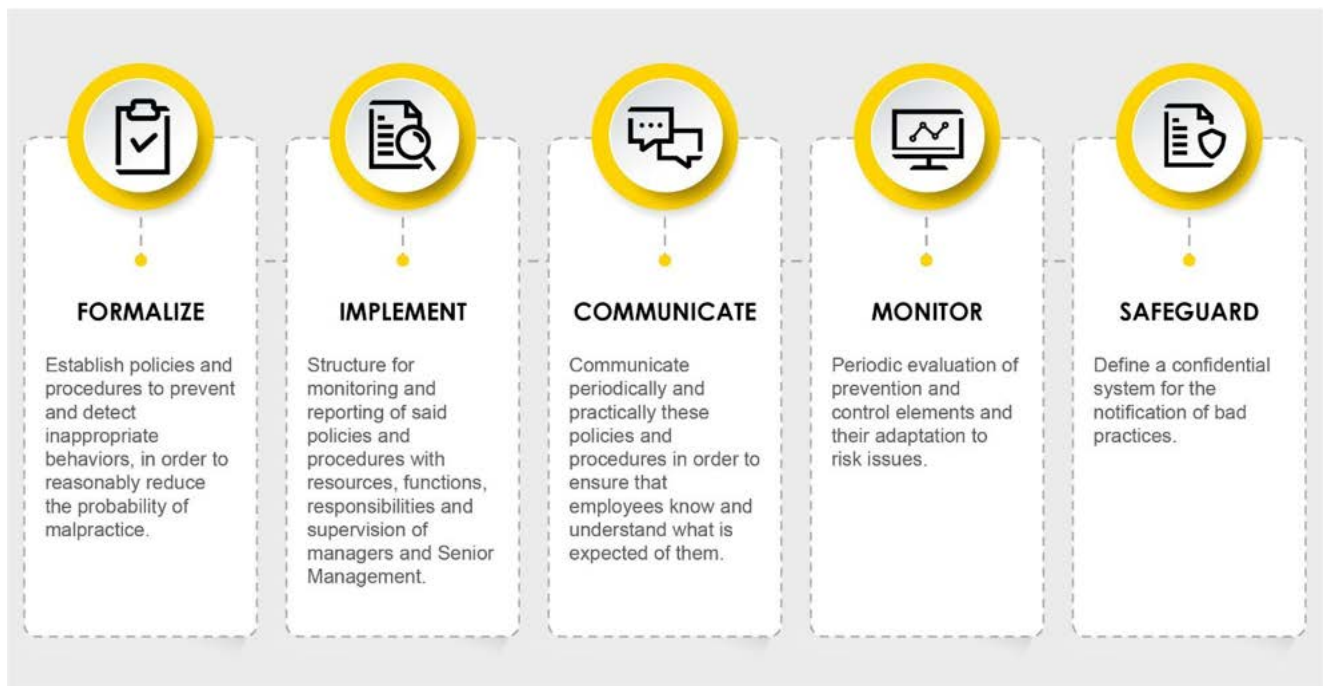
The Compliance Programme, approved by the Board of Directors of Prosegur, is overseen by the Compliance Committee which acts in an autonomous and independent manner and reports directly to the Audit Committee. This committee comprises representatives of the Legal, Finance, Human Resources, Risk Management, Compliance and Internal Audit Directorates. Likewise, the Company has compliance officials in all the countries where it operates. They oversee implementation of the Compliance Programme in each country for which they are responsible and supervise proper compliance with applicable regulations in each geography, which is also monitored in most of the countries by a local Compliance Committee. In countries in which, in certain spheres or matters, the

rules are especially restrictive, the Company develops specific regulatory compliance projects. In order to ensure that the Compliance Programme is rolled out in daily operations, training courses on the most important aspects are given to employees, as well as courses for Senior Managers and members of the governing bodies, and specialised courses tailored to those responsible for compliance.

Due diligence model and approach on crime prevention measures

For several years Prosegur has been working to adopt the principle of due diligence to define the internal control measures necessary to manage crime prevention. This principle is not guided by specific actions or on the one-time generation of investigations or reports on isolated cases. Instead, it corresponds to the implementation of a series of transversal elements that allow the Company to confirm that it is doing everything possible to motivate good practices and prevent, detect and eradicate irregularities.

After analysing the point of departure and the objectives of the Company, it was proposed to follow the North American Federal Sentencing Guidelines as a reference. These guidelines describe the elements of a programme of ethics and integrity for review by US federal judges with the understanding that the companies are exercising due diligence in the prevention of criminal activities and malpractices in general. This requires, as a minimum, for the company to have implemented a number of elements that were summarised in the general due diligence approach of Prosegur.



Preventive Controls. Risk control approach

Prosegur structures crime prevention by establishing general preventive controls which constitute the basis of risk control, notwithstanding having specific measures in place for mitigating the crime risks identified.

The crime prevention model is structured by implanting two models of control:

- ▶ General Preventive Controls established as the basis for risk control and that are effective in mitigating the generic risk of the perpetration of crimes.
- ▶ Specific Controls established by specific measures whose purpose is to mitigate a specific criminal risk.

In addition, a system of measures is incorporated on how to act in relation to those controls which makes it possible to optimise Prosegur's system for crime risk management which includes the following measures:

- ▶ Making all Prosegur employees aware of the importance of complying with the General and Specific Preventive Controls for carrying out their professional job correctly.
- ▶ Informing all Prosegur employees that any infringement of the rules of conduct contained in the Code of Ethics and Conduct and of the provisions contained in the crime prevention model could lead to disciplinary measures being imposed as set out in applicable labour legislation.
- ▶ Making it expressly and publicly clear that Prosegur strongly condemns any type of unlawful behaviour, whether due to infringing the law or to being contrary to the ethical and social principles of Prosegur drawn up in the rules of conduct which are established as the core values of Prosegur for attaining its corporate objectives.
- ▶ Adopting the measures necessary for enabling Prosegur to act efficiently both in preventing and intervening in respect of the risk of crimes being committed.
- ▶ To establish suitable controls in the operations or processes that may hypothetically generate criminal risks, with sufficient measures for their supervision and documentation.
- ▶ Implementation of the principle of the segregation of duties.
- ▶ Supervision and control of the conduct of Prosegur, and of the policies and procedures involved, keeping them regularly updated.
- ▶ Updating the functions and rules of conduct of Prosegur following any possible changes in current legislation.
- ▶ Definition of a monitoring and supervision board.

The rules of conduct designed allow the Prosegur crime prevention model to be a structured, organic system of prevention and control that is effective in reducing the risk of crimes being committed associated to the activity of Prosegur.

To be specific, of the different rules of conduct mentioned above, Prosegur considers increasing the awareness of its employees to be essential to crime prevention and, therefore pays special attention to the measures and actions for communicating and providing training on this subject.

Prevention of money laundering

Prosegur is a regulated entity at local level in several of the countries where it operates, subject to the regulations on the Prevention of Money Laundering and Terrorist Financing. In the countries and activities subject to regulation, it has implemented a system of prevention that complies not only with the requisites of the regulation but also, in European Union countries, it adapts to European Union

Directives and in general to the recommendations of the International Financial Action Task Force and to international best practice applied on this subject in the sector.

Specifically, Prosegur Cash, as obliged subject in the countries where it carries out its business through local operating companies, has developed and implemented a money laundering prevention programme that consists of the following principles of action: knowledge of the client; analysis of operations; communication of suspicious transactions; development of training plans and ongoing collaboration with the regulators.

This prevention system is based on an approach aimed at the risk, whereby an Annual Risk Report is periodically prepared in which: the specific risks of the activity are identified; the activities of the clients and their vulnerability to money laundering are analysed, a business risk is established for evaluation by the Prevention of Money Laundering Committee and against which proactive steps are taken to adapt the system to confront that risk.

This system is repeatedly evaluated not just by the Internal Audit Department, but by independent external auditors as well. The reports issued are forwarded to the Governing Bodies of Prosegur and are available to the regulator.

The basis of this management system, in addition of the involvement of Senior Management of the company, is the mandatory training given annually to the employees, whether on-site or by use of new technologies (Prosegur Corporate University) that allow a greater number of employees to perform training actions.

The system for the prevention of money laundering is based on three pillars:

- ▶ Identification and knowledge of the client. On the basis of the risk-based approach, different levels are established, applying greater stages of identification and knowledge for those clients who present a greater objective risk. No client is accepted without meeting the requirements established by the client acceptance policy.
- ▶ Monitoring of the commercial relationship. A transactional profile is established of each client, considering the operations it develops and verifying the existence of operational coherence with the declared activity. If any change to this profile occurs, procedures have been established for a detailed review to verify the origin or cause of this variation.
- ▶ System of communications to regulators. When any alert takes place, whether caused by a change in the transactional profile of the client or by other means, such as the internal communications of employees or reports through the ethics channel, available to employees as well as third parties, a review proceeding is opened whose result may entail a communication of suspicious operation to the regulator.

In 2020, a total of 13,708 employees were trained (2019: 10,458 employees) in the prevention of money laundering.

Privacy

Prosegur is firmly committed to the protection of personal data and specifically to compliance with the regulations that are applicable in terms of privacy in the different geographical areas in which it operates, with the main objective of protecting the rights and fundamental freedoms of the natural persons who intervene in the exercise of their activity.

Prosegur has a Data Protection Management System, which fully complies with the requirements established by Regulation (EU) 2016/679 of 27 April 2016 regarding the protection of natural persons with regard to data processing personal data and the free circulation of said data (GDPR), and Organic Law 3/2018 of 5 December, on the Protection of Personal Data and guarantee of digital rights (LOPDGDD) and is implemented throughout the organisation.

Prosegur's Privacy Management System is based on the application of the most rigorous international security and privacy standards (ISO/IEC 27001 and ISO/IEC 27701: 2019) and that is articulated through a tool called Privacy & Compliance Management System -P&CMS-, which allows the automated management of Prosegur's Privacy Model, which is structured into 16 Domains covering the main control points to meet privacy regulations.



Likewise, Prosegur has a Regulations on privacy, made up of rules, policies, procedures and protocols of action for the exercise of rights of the data subjects and management of security breaches, among others, and has put all its efforts in the preparation of the Binding Corporate Rules of the Prosegur Group, a legal instrument recognised in art. 46 of the GDPR, and a whole list of associated documentation, for the regularisation of International Intra-Group Data Transfers, which are currently in the process of being processed for approval by the European Control Authorities.

In 2020, Prosegur undertook a project to review and update the Privacy Policies and Cookies Policies worldwide, in accordance with the privacy regulations applicable in the countries in which Prosegur is present and customised according to the particularities of each line of business.

Privacy Training

During the financial year 2020, Prosegur gave training actions on data protection, in person and on-line, segmented according to the needs of the company's business, as well as to the different nature of the profiles existing in the organisation, as a result of which a total of 2,850 employees were trained.

Code of Ethics and Conduct

Prosegur has a Code of Ethics and Conduct, the most recent version of which was approved by the Board of Directors on 23 October 2013 and plans to update the code in 2021.

The Code of Ethics and Conduct sets the standards for behaviour and proper practices for all professionals at Prosegur as they discharge their duties and also in their relations with third parties, providing guidance on aspects such as compliance with the law, respect for human rights and equality, and respect among employees. The Code of Ethics and Conduct is a binding instrument, and so it must be known and complied with by all workers and members of Prosegur governing bodies. The employees must also collaborate to facilitate its implementation and to report all possible breaches of which they might be aware through the Report Channel.

The Code of Ethics and Professional Conduct is available on the corporate website and is delivered to each employee for acceptance when they join the company.

To add its ethics and integrity commitment to that of other international companies, Prosegur signed and promoted the “Code of Conduct and Ethics” of the International Security Lique and recognises the “Code of Conduct and Ethics for the private security sector”, drawn up by the Confederation of European Security Services (CoESS).

Ethics Channel

In order to detect irregular or unlawful conduct or conduct that contravenes the Code of Ethics and Conduct, and act in consequence, the company has an Ethics Channel enabling any person, whether or not they belong to the company, to report such conduct safely and anonymously via a tool available on the website www.prosegur.com. The Internal Audit Department independently and confidentially coordinates the overall management, investigation and resolution of any communications received.

In March 2020, a restructuring project on the Ethics Channel was concluded, which aimed to optimise the administration and control of the communications received in all Prosegur countries. The purpose has been to develop a single and global Ethics Channel for all of Prosegur, with a structured management and control, endowed with resources for its coordination and monitoring, a detailed common procedure and based on a governance and management tool according to existing needs. All this with the aim of complying with both the regulations applicable in the different jurisdictions and with the highest international standards applied to this type of channels, in order to achieve the essential purpose of promoting a culture of transparency, ethics and free from corruption or fraud.

The following specific actions were carried out, among others:

- ▶ Adaptation to the different regulatory environments to which the company is exposed.
- ▶ Drafting of unique corporate procedures for channel management.
- ▶ Appointment of corporate and local managers for its management.
- ▶ Description and assignment of responsibilities and obligations.
- ▶ Protection of the complainant and the accused.
- ▶ Development of a governance and management tool.
- ▶ Dissemination of the ethics channel.
- ▶ Communication and training for employees.

In short, the efficiency in the management and resolution of the communications received through the channel has been improved and the requirements included in Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 are included, relating to the protection of persons who report violations of Union law (Whistleblowers) that will come into force in 2021, consisting mainly of protecting the identity of the complainant and ensuring communications with them.

Contributions to sector-specific associations

Prosegur Code of Ethics and Conduct establishes the duty to act in accordance with the principles of legality, cooperation, truth and transparency in relations with the authorities, public administrations and regulatory bodies in the countries in which the company operates.

Prosegur is a member of industry associations and organisations in order to promote the development of the sector, improved quality standards and to drive the most advanced public policies.

The main organisations at international level in which the company participates include the International Security League, Confederation of European Security Services (CoESS), European Security Transport Association (ESTA), Asian Cash Management Association (ACMA), ATM Industry Association (ATMIA) and Aviation Security Services Association – International (ASSA-I).

Moreover, Prosegur is a member of the main sector organisations in the countries in which it is present.

5.4. Respect for Human Rights

Security is an essential value, a fundamental element in the prosperity and evolution of societies. As such, security and respect for human rights are closely linked and should be consistent. Prosegur, as a benchmark company in the private security sector, takes an active position in respect, protection and concern for making Human Rights effective. From the conviction that they are a fundamental pillar of its business project, in October 2020 the Company's Board of Directors approved Prosegur's Human Rights Policy, thus formalising the commitment to the solicitous and continued respect for Human Rights.

The Policy is part of the internal instruments, which already included the Corporate Social Responsibility Policy and the Code of Ethics and Conduct, through which Prosegur ensures respect for the United Nations Guiding Principles on Business in particular and the Human Rights of the United Nations in general, and the obligations of the International Labour Organisation in the field of freedom of association and collective bargaining, discrimination, forced labour and child labour.

The principles set out in the Human Rights Policy will be applied to all company processes and relationships with employees, suppliers, clients and social environments, and they operate to a minimum.

Precisely with the firm intention of ensuring strict compliance with the Human Rights Policy, Prosegur has systematised the management of due diligence based on the cycle of continuous improvement.

This operational approach ensures the continuity of the exercise of Due Diligence in Human Rights reinforced in 2018, which consists of four stages and exemplifies the aspiration of the company that the actions, objectives and processes in the field of Human Rights should be subject to review and constant improvement, guaranteeing that Prosegur's internal processes effectively identify, prevent, mitigate and repair any possible negative impact on Human Rights.

Additionally, Prosegur has a solid system to manage and control risks in which factors pertaining to human rights are considered. Through the system described in chapter 4.2. of this Directors' Report, the critical operational, regulatory, business, financial and reputational risks are identified, their management is evaluated and supervised using key risk indicators. Depending on the type of risk and its importance, adequate procedures are implemented to prevent, detect, avoid, mitigate, offset or share the effects of a potential materialisation of risks.

An essential part of this system is the 24/24 Ethics Channel, through which the company allows employees and third parties concerned to confidentially and anonymously report any irregularity of potential importance that might be noticed.

In this sense, in 2020 Prosegur has not received any notice through its Report Channel in relation to human rights breaches.

On the other hand, given that the company considers training the main vehicle for transmitting the values and principles of Prosegur in its environment, the training given to its employees in respect of Human Rights is key.

Human rights are included as part of the training courses given from the areas of human resources and regulatory compliance. In addition, given the relevance for its professional sphere, compulsory training plans for operating staff include sessions on critical issues such as the use of force, gender violence, cultural diversity and human rights within the context of the Company. All of these training initiatives supposed a total of 323,933 training hours in matters related to Human Rights in 2020.

For 2021, the contents of a good part of the training material have been revised to integrate the principles and spirit of the new Human Rights Policy, and a specific course on Human Rights has been established in all mandatory training plans for office personnel.

As explained in chapter 3.3 of this Directors' Report, Prosegur maintains the public promotion of respect for Human Rights and provides detailed information to any shareholders, private and institutional investors, the leading stock market analysts and proxy advisors on matters of interest to them. In 2020, the most frequent questions related to human rights were related to the new Human Rights Policy and the implemented management system.

Prosegur has not received any complaints in relation to Human Rights breaches (and did not receive any complaints in 2019 either).

5.5. Company information

KPIs	2019	2020	Scope
Number of complaints received from clients/Number of complaints solved	Security: 991/964	Security: 2,722/2,305	92%
	Cash: 31,075/23,822	Cash: 27,588/23,208	
	Alarms: 55,326/51,130	Alarms: 70,199/58,031	

The scope of these KPIs excludes the scope of the new M&A acquisitions in 2020, disinvestments and the countries in which business are equity-accounted.

5.5.1. Commitment to Sustainable Development

Prosegur includes the United Nations Sustainable Development Goals (SDGs) in its strategy and sees them as an opportunity for growth, rapprochement and dialogue with stakeholders and for competitive differentiation, while at the same time underpinning the process of transformation towards a global sustainable society.

Prosegur has no significant impact on the activity of the local communities other than for the fact of offering jobs in all localities where it is present and guaranteeing security as a fundamental right.

In this regard, the Company contributes indirectly to most of the goals and their outcomes, and focuses its business vision on the seven specific goals most closely related to its activities and lines of business.

3 GOOD HEALTH AND WELL-BEING



Ensuring the health and safety of all its employees whilst doing their job is a priority for Prosegur due to the intrinsic risk of their activity. To this end, it focuses on training, monitoring and technological innovation. Furthermore, in 2020, Prosegur joined global efforts to tackle Covid-19.

4 QUALITY EDUCATION



Prosegur knows that education is the basis for improving people's living conditions. The company's commitment to inclusive, equal and quality education has been developing and growing over time, with the aim of empowering employees and strengthening their skills and employment opportunities. The company contributes to the continuous development of its human capital through various initiatives.

8 DECENT WORK AND ECONOMIC GROWTH



To achieve sustainable economic development, Prosegur establishes workspaces that respect and promote worker development. 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 area of action and contribution is the protection of labour rights and the promotion of a safe working environment. Prosegur also guarantees job inclusion and decent work to all groups through different integration plans and programmes.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Digital transformation represents a strategic catalyst for Prosegur's business, seeking to optimise operations via more efficient resource management, while having a direct impact on employees, clients, suppliers and communities in general. In this process, technology and innovation are a key element and a constant commitment in the pursuit of sustainable development.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Prosegur works with the aim of being efficient in the use of resources and developing its activity and economic growth without degrading the environment. It also promotes sustainable behaviours among its employees, its value chain and society in general.



5.5.2. Suppliers

Prosegur has a Resources Management Department shared by the different business divisions, which is responsible for managing resources, ensuring efficiency, cost reduction and sustainability, as well as the relations with suppliers and the necessary procurements. It is composed of four areas: Procurement and Supply Chain, Fleet, Property and Service Management.

Moreover, Prosegur has a General Standard on Procurement within its 3P System establishing the criteria and way of managing procurements of goods and/or services in all its spheres of operation, in addition to the national requirements in this connection.

Prosegur determines the level of management for each of the principal purchasing categories:

- ▶ Categories which, based on their global or regional market and provider, are managed on a centralised basis by Procurement Hubs.
- ▶ Local categories that are managed by the local Procurement teams.

In any case, the purchasing processes are carried out in accordance with the indications of the General Standard on Procurement mentioned above, and the treatment of suppliers is framed within what is defined by the “ABC of suppliers” study, which is carried out continuously to segment strategies and action plans at its three levels, with identification and special treatment of those providers considered critical, regardless of the belonging.

Prosegur encourages the hiring of suppliers that meet sustainability and corporate social responsibility criteria, that promote and subscribe to the sustainable development goals and that have some type of ESG certification, either by belonging to sustainable indices or through certifications in the matter. The same is included in the general purchasing conditions to which suppliers must necessarily subscribe.

Supplier management at Prosegur takes place within the context of the Code of Ethics and Conduct, which establishes that the process for selecting its collaborators has to follow the criteria of independence, objectivity and transparency, aspects that must be reconciled with the interest in obtaining the best commercial terms.

Prosegur's purchase orders to its suppliers include acceptance of both the General Purchasing Conditions and the Prosegur Code of Ethics. Furthermore, the Company has an internal procedure of action that determines the steps to be taken if there is a conflict of interest or possible fraud between an employee and a supplier.

Prosegur currently has trade relationships with more than 26,000 thousand suppliers in 18 countries, amongst which the following are some of the principal sectors:

- ▶ Technology: Technological material and subcontracting of services for Prosegur Security.
- ▶ Fleet: Fuel and armoured vehicles for cash in transit.
- ▶ Service management: Supplies, cleaning, building maintenance, travel, telephony and others.
- ▶ Telecommunications & IT: Devices, software, hardware and technical assistance for all business lines and PGA.
- ▶ Buildings: Constructions, rentals and furnishing.
- ▶ Materials: To Prosegur Alarms.
- ▶ Equipment and uniforms: Of the operations personnel.
- ▶ Machines: Operational and maintenance materials in the Prosegur Cash business.
- ▶ Other services: External advisors, marketing and training.

The main objectives that Prosegur has in terms of Suppliers and Supply Chain for the coming years are:

- ▶ Suppliers risk management: aimed at improving the risk management of company suppliers through a Risk Assessment that provides a supplier risk rating in concepts related to business continuity, environmental impact, employment and contracting conditions and reputational risk, among others. In this sense, Prosegur will implement a new process to certify suppliers in the period 21-23. All this based on the Oracle Cloud implementation schedule, which has Portugal as the first country implementation in May 2021.
- ▶ Supply Chain. Sales and Operations planning: Implementation of S&OP processes in all business as a key element for decision-making. S&OP together with the standardisation, automation and robotisation of processes will be key elements to increase the efficiency, resilience and agility of the operations.

Prosegur reserves the right to carry out audits of its suppliers by contract. In 2020, Prosegur made no audit.

5.5.3. Consumers

Prosegur aims always to meet the expectations of its clients and anticipate their needs through a friendly service based on transparency and a proactive approach.

In Prosegur Security, work is channelled at all times toward fulfilling the expectations of each of its clients, mainly B2B, and offering them personalised treatment based mainly on transparency and a comprehensive 360° model that covers all stages of their needs. These values are conveyed by all employees, particularly those in direct contract with clients (sales staff, facility technicians, client service or security guards).

In recent years, a platform for B2B clients has been implemented, through which operational and administrative information is available in real time, which allows us to manage security for clients and streamline decision-making.

The purpose is to ensure an adequate response to their requirements and maintain the traceability required for this.

Furthermore, Prosegur Security has continued the development of the CEM Client Experience platform. Its objective is to identify the action levers in order to continue improving the quality of the service. The most significant touchpoints in the Client Journey for Prosegur Security clients include those relative to the selling experience, the service provision experience and the global experience.

Prosegur Cash offers the CEM Client Experience platform to identify contact points in client relations, mainly B2B, including sales experience, experience in providing the service and global experience, each with specific associated indicators.

In Prosegur Alarms, the main goal is to ensure clients, B2B as well as B2C, have a quality security system where customisation and trust take priority. In order to be able to rigorously evaluate the quality of the service provided, Prosegur implemented the Right Now tool which is constantly improved and enhanced. This is used to measure client satisfaction with the service provided in five different touchpoints: Client service, service contracting, installation process, technical revision and alarm sounding/response.

Complaint channels and operation

For the claims that derive in Civil Liability, the usual channel is to make a formal claim exposing the facts and the amount claimed for the damages suffered. The salesperson sends the claim to the Legal department and this in turn and with the Risks area arranges the processing of compensation, if applicable.

For the rest of claims, there are multiple channels:

- ▶ Billing claims, received by the salesperson and resolved by the CAAP.
- ▶ Operational claims for deficiencies in the operation, received by the salesperson or the operational department.
- ▶ Others.

5.5.4. Public administrations and tax contribution

Prosegur does not obtain material public subsidies that warrant breaking down in the statement of non-financial information.

As a multinational company, Prosegur has a presence in a number of countries over the five continents and contributes to boosting the economies where its operations are based, via its contribution to the public coffers. Accordingly, its tax strategy is based on OECD (Organisation for Economic Cooperation and Development) guidelines, in compliance with recommendations set forth in the document Base Erosion and Profit Shifting, concerning how to combat tax evasion or reduction and practices tending to shift profits to territories with low or zero tax rates.

Business is the backbone of the organisation and is made up of the General Business Management Areas which are responsible for the design of security solutions for clients and cover the main business lines: Prosegur Security, Prosegur Cash and Prosegur Alarms which therefore correspond to the Group's segments.

- ▶ Prosegur Security: mainly includes the activities of guarding and protection of premises, goods and individuals and activities related to technological security solutions.

- ▶ Prosegur Cash: It includes, primarily, the transportation, storage, safekeeping, counting and classification of coins and banknotes, deeds, securities and other items that require special protection due to their economic value or associated risk.
- ▶ Prosegur Alarms: this includes the installation and maintenance of home alarm systems, as well as the alarm monitoring service by Alarm Reception Centre (ARC).

The corporate functions are supervised by the Global Support Directorates which cover the Financial Department, Prosegur Assets Management, Risk Management and CEO's Office. From the geographical perspective, the following areas are identified:

- ▶ Europe, which includes the following countries: Germany, Spain, Luxembourg (despite not being an area where it has any operational activities, it is included due to the existence of the Luxembourg company Pitco Reinsurance, S.A., whose corporate purpose is insurance cover) and Portugal.
- ▶ ROW, which includes the following countries: Australia, China, United States, the Philippines, India, Indonesia, Singapore and South Africa.
- ▶ LatAm, which includes the following countries: Argentina, Brazil, Chile, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru and Uruguay.

The breakdown by region of profit before income tax is as follows:

	Europe	ROW	LatAm	Total
Profit before tax	442,484	(39,815)	81,068	483,737

EUR 22 million of taxes were paid in the European region, 0 in ROW and EUR 81 million in LatAm.

The breakdown of the effective rate by country is as follows:

	Argentina	Spain	Brazil	Peru	Portugal	Germany	Paraguay	Other
TFE	98%	14%	44%	47%	29%	18%	12%	21%

The breakdown of the effective rate by geographic region is as follows:

	Europe	ROW	LatAm
TFE	16%	18%	90%

The effective rate of each company reflects the tax contribution as a percentage of the profit before income tax of each company. Therefore, the tax paid or to be paid year on year for those profits.

The payment of income tax in 2020 was EUR 103 million (2019: EUR 124 million).

This Statement of Non-financial Information does not itemise the profit before income tax by country due to the risk that the disclosure of this information could pose in terms of competitiveness, assuming the flexibility allowed by Directive 2013/34/EU of the European Parliament and of the Council for the protection of sensitive trade information and assurance of fair competition.

5.5.5. Prosegur Foundation

The Company's social commitment

Prosegur Foundation is a non-profit organisation that channels the company's social and cultural action, with the aim of helping to build a more caring society and generating development opportunities for people. A commitment to the communities of Prosegur, which is materialised through projects in three priority fields of action: education, labour inclusion of the intellectually disabled and corporate volunteering.

With this mission, Prosegur Foundation works in 14 countries on 3 continents (Argentina, Chile, Colombia, Costa Rica, El Salvador, Spain, Guatemala, Honduras, Nicaragua, Paraguay, Peru, Portugal, Singapore and Uruguay), progressively implementing the initiatives in the different countries under criteria of sustainability, transparency and replication of good practices.

With sensitivity to local needs, all Foundation programmes share the same approach to focus on the following objectives:

- ▶ To support the training of new generations, in the conviction that education is the best tool for future development. In the current context of transformation, Prosegur Foundation places special emphasis on reducing the digital gap and promoting the skills of the 21st century for comprehensive training of students.
- ▶ To encourage the social inclusion of less favoured groups, trying to generate changes in attitude towards more supportive values. This is the case of the employability of people with intellectual disabilities, an area in which the Foundation works away from welfare approaches.
- ▶ To develop corporate volunteering actions, seeking to reinforce skills and competencies in employees, as well as involving them tangibly and directly in the improvement of their communities.

A social work that - aligned with the United Nations 2030 Agenda for the fight against poverty, inequality and the defence of the planet - contributes to achieving the following Sustainable Development Goals: Quality Education (ODS4), Decent Work (ODS8) and Generation of Alliances (ODS17), which strategically seek to draw on synergies between entities for a greater social impact.

To carry out these projects, the Prosegur Foundation has a professional team headed by the President of Prosegur. The Board of Trustees is made up of representatives of the Board and the Prosegur Management Committee, who encourage social commitment and promote the institution's activities. Teamwork and continuous improvement processes govern the work, which aspires to be an area that generates shared value for society, the company and its stakeholders.

Building the Future through Education

The priority field of action of the Prosegur Foundation is structured around three main programmes that support equal opportunities, talent and sustainability:

1. Picitos Colorados

The aim of this Picitos Colorados Development Cooperation programme is to improve comprehensive education and the quality of life of boys and girls living in disadvantaged areas of LatAm, turning schooling into an engine of change. With 37 active educational centres in Argentina, Chile, Colombia, Paraguay, Peru and Uruguay, which benefit 5,086 students, the project emphasises cooperation and joint responsibility between families, the educational community and the company to make transformation possible. By enhancing human capacities and improving the use of environmental resources, Picitos Colorados aspires to achieve self-management of schools and to increase their development opportunities.

The programme has a comprehensive intervention model, divided into phases: rehabilitation of infrastructures, nutritional training, educational improvement and promotion of sport. Furthermore, during the accompaniment to the schools and with the support of the teachers, we detect the talent to give scholarships to the most outstanding students to continue their education, thus training professionals who will work in the future for their communities.

Committed to an inclusive and quality education, Picitos programme focuses on reducing the digital gap of the most vulnerable students, and on offering educational innovation methodologies that allow

us to approach a new way of teaching and learning (Education 5.0), focused on the 21st century competencies, such as entrepreneurship, teamwork or creativity. To do this, the Foundation works in alliance with leading entities (Fundación Empieza por Educar, Nutrición Sin Fronteras, Fundación Créate, UWC España and Fundación Amigos del Museo del Prado), providing students with tools and knowledge that expand their future opportunities.

2. Talent Scholarships

With the aim of contributing to the training of new generations, Prosegur Foundation has developed the internal Talent Scholarships programme: a commitment to academic excellence and personal effort, both for Prosegur employees and their children. The scholarships are adapted to the needs of each country: aid for secondary studies; for children of university age or for technical studies, and for the employees themselves who combine training with their work at Prosegur.

The programme is implemented in 14 countries (Argentina, Chile, Colombia, Costa Rica, El Salvador, Spain, Guatemala, Honduras, Nicaragua, Paraguay, Peru, Portugal, Singapore and Uruguay), and has benefited more than 13,700 students to date.

3. Planeta Limpio (Clean Planet)

The environmental education projects promoted by the Foundation seek to make new generations aware of the importance of sustainable development and proper waste management. And it wants to do it from school, where behaviours and values that will accompany them in their adult life are learnt. Thus comes Planeta Limpio (Clean Planet), an initiative in alliance with LEGO® Education and its hands-on methodology, aimed at students of between 8 and 12 years old, who develop 21st century skills while solving missions to take care of their environment with the help of robots. To date, more than 8,000 students from Santander and A Coruña (Spain) have participated in the different training actions, which, in addition to workshops in the classrooms, include on-line challenges and fun days open to the public.

Building Future, from Inclusion

Since 2007, through its foundation Prosegur has promoted different initiatives focused on the social and labour inclusion of people with intellectual disabilities, offering this group a more stable future through employment. The projects have been implemented through the replication of good practices, and are already under way in Argentina, Chile, Colombia, Spain and Peru. The following stand out among them:

- ▶ Labour Inclusion Plan for people with intellectual disabilities. Based on the Supported Employment (EcA) methodology, it enables different talent to be brought into Prosegur's headquarters, with a sustainable approach: jobs are offered with real content and which meet the company's needs. To do this, the Foundation forms alliances with entities specialised in this group, such as Prodis or Aprocor in Spain; Best Buddies Colombia, Ann Sullivan Centre of Peru; Fundación Coanil in Chile or Fundación Discar Argentina.
- ▶ Documentary Excellence Centre. An example of the generation of shared value between company and society, the initiative arises from the need for the Company to digitise its paper documentation, in order to achieve a more efficient and environmentally friendly management. The Documentary Excellence Centres, which are made up of people with intellectual disabilities, are currently implemented in Brazil, Chile, Spain and Peru and have reached a volume of documents digitised globally that exceeds 9 million. In addition to the impacts on productivity, this project fosters labour diversity at Prosegur and contributes to reduce the digital gap for this group.

- ▶ Aprocor-Prosegur Special Employment Centre. In alliance with the Aprocor Foundation, this labour inclusion initiative was started in 2007: a special employment centre is a company in which at least 70% of its workforce is made up of people with some type of disability of 33% or more. Its activity focuses on industrial laundry and dry cleaning, including the recycling process and the destruction of garments, with Prosegur as the main client. Thanks to its innovative and sustainable approach and the application of new technologies, this inclusive project has evolved by adapting to business needs until today it has become Prosegur's Merchandise Consolidation and Combination Centre. Here the uniforms from all Prosegur operating staff at European level are received, distributed, recycled and destroyed in accordance with environmental standards. Professionals with disabilities have support based on pictograms and QR codes, as well as innovative computer software that allows employees with reading and writing difficulties to manage garments in the different phases of the work chain.

Building the Future with Volunteering

The Foundation believes in people and in their power to generate changes that improve social environment. Under this premise, it encourages the participation of the company's professionals in different volunteer actions, thus supporting their commitment to solidarity. To connect efforts that multiply the impacts, the initiatives are framed within the priority fields of action:

- ▶ Volunteering in Picicitos Colorados: The solid link between the staff and the schools in the programme is one of the essential features of the project and also the attribute that gives the intervention model a unique character. In addition to presenting candidate schools for the programme, it is the employees themselves who actively participate in the improvement actions on the ground. This volunteering has evolved from an initial phase more focused on the rehabilitation of infrastructures and delivery of kits, towards the transmission of knowledge and experiences. Thus, Prosegur professionals are those who give workshops on matters of safety, recycling and the environment, art, values or entrepreneurship, broadening the horizons of those most vulnerable students.
- ▶ Volunteering for Inclusion. With a varied programme of inclusive activities, the Foundation seeks to sensitise employees and their families about diversity and the right of people with disabilities to participate fully in society. The inclusive days implemented in Spain and LatAm have a varied theme (adapted sport, theatre, painting and cooking workshops, geocaching, eco-hiking, marathon or Camino de Santiago) and a common axis: teaming up with people with disabilities in a standardised and leisure environment.
- ▶ Motivational talks and professional guidance. The lack of references and information on job opportunities affect the dropout rate of young people from vulnerable backgrounds. To alleviate this deficit, Prosegur volunteers share their professional and personal experiences with secondary school or vocational training students in Madrid, serving as an example and motivation for them to continue with their studies and guiding them in their future.

2020: the year that stopped the world and the Prosegur Foundation was reinvented

The Foundation's social work, articulated in the projects described above, was directly affected by the outbreak of the COVID-19 pandemic. The global scope of the crisis, the limitations due to lockdowns and uncertainty, resulted in an unprecedented context that resulted in the withdrawal of actions on the ground at the international level, to focus only on essential initiatives.

With presence and means limited, the Foundation reoriented its initiatives to continue giving value to society at a time of greatest need. In the adaptation process, the focus was on the beneficiary (client-centric) and on the following levers in order to reach people:

- ▶ Agility to take the pulse of social demands and act fast.
- ▶ Digitisation in a double sense: in the internal procedures and channels, as well as in the improvement of the beneficiaries' technological skills.
- ▶ Scalability: in the design of each action took this factor into account to be replicated in different countries and thus be more efficient.

With a clear commitment to networking and a more innovative mindset, these are the lines of work that the Foundation has deployed in 2020:

Close to society

To support society at a critical time of the pandemic, the Foundation mobilised the Company's professionals in Spain, who once again demonstrated their commitment to solidarity. Thus, Prosegur employees decided to join the "Letters against Loneliness" initiative promoted to virtually bring words of encouragement to the elderly in residences, they got involved in the production of personal protective equipment (PPE), which Prosegur Cash employees sent in armoured trucks to where it was most needed. In total, more than 12,700 kits for health personnel were distributed in 88 institutions.

In addition, in line with the constant commitment of the LatAm staff to the schools of the Picitos Colorados programme, Prosegur professionals have wanted to be close to the most vulnerable students, collaborating in the delivery of books, school supplies and basic necessities to the families with fewer resources.

Together with the employees and their families

Aware of the unprecedented situation that many company employees were experiencing, making telework compatible with the training of their children due to the closure of schools, Prosegur Foundation launched an internal on-line campaign in Spain and LatAm to provide them with recreational-educational activities.

Through 37 communications launched in 12 countries, the Foundation has brought didactic content on science, cybersecurity, cultural heritage, creativity, caring for the environment or STEM skills. In this sense, the #AprendemosConectados proposal stands out, where thanks to the reconversion of our collaboration with educational partners (Lego Education Robotix; Schoollab) from off-line to digital, on-line platforms with programming, science and maths challenges were initiated during lockdown.

In addition, in order to be close to the university talent scholarship recipients in this complex year, the Foundation has carried out Labour Guidance Workshops with the support of the Human Resources department, to provide them with useful tools in order to find their first job, to help them face a selection interview or to show what skills are the most demanded by companies today. The training sessions have been developed in Argentina, Chile, Colombia, Spain, Paraguay and Uruguay and Peru and Central America will be added in 2021.

In the process of digitisation and the adoption of teleworking that the workforce has experienced, Prosegur Foundation has paid special attention to the group of professionals with intellectual disabilities in Prosegur. With the support of our leading partners, it has carried out an evaluation of each position in Spain and LatAm, detecting those that could be adapted to teleworking, and employees have received the necessary training in technological tools to be able to tackle their tasks from home.

Bridging the digital gap

Every student counts. Given the unprecedented context of the closure of schools, Prosegur Foundation could not fail to meet the educational needs of those who still have more difficulty: the students of the Picitos Colorados Development Cooperation programme. Aware of the lack of connectivity and of technological devices in many of their homes, helping Picitos also meant addressing the reverse process of digitisation that the Foundation was already promoting in other environments. Thus, the didactic materials of the Lego and Schoollab platforms were adapted to the paper format, to bring these science and mathematics contents in the form of booklets to the families and to help the students continue with their training.

A training that has also reached teachers. With the aim of reinforcing their digital skills, Prosegur Foundation has given tutorials and training in technological tools, so that teachers can use these resources to communicate with their students, to promote networking and to develop new didactic content. In this support to the teachers and in response to their request to strengthen the students' curricula, the Foundation has prepared a total of 34 booklets with more than 140 activities related to cross-cutting subjects (mathematics, physical education, emotional intelligence or healthy eating) that have benefited more than 4,700 LatAm students.

The educational gap that the pandemic has generated has also resulted in a digital gap. For this reason, together with giving educational content, Prosegur Foundation wanted to contribute to reduce these differences by donating computers and tablets. Thanks to the collaboration of the IT departments, more than 100 devices have been delivered to vulnerable students from Argentina, Chile, Colombia and Spain, in a line of work that will continue in 2021.

Relying on innovation

With a global impact, the health crisis caused by the coronavirus has changed the way of working, travelling, interacting or studying. It is in this last sphere where Prosegur Foundation has wanted to focus this year, aware of its irreplaceable role as a motor of progress and because it is a fundamental right of children and young people. Because as the virus spread, its effects were greater on education, until it reached an unprecedented situation: More than 1.5 billion students and 63 million teachers in 191 countries were affected by the closure of schools, according to UNESCO data for April.

Thus, during the lockdown, the entity participated in third sector forums, where it heard groups such as parents, students, teachers and foundations in the social and educational field, express the same concern: the need to return to the physical classroom. A concern turned into a challenge as it affected all types of educational institutions, which had to be urgently resolved worldwide, but under the premise of public health and safety.

Because for students, the classroom represents the centre of their integral development. The brain is social, and both children and young people need to interact with their peers to maintain their emotional balance and to promote basic soft skills in the 21st century. The closure of schools and the activation of on-line teaching added to these effects in student training, the impact of inequality due to the digital gap, the teaching overload and difficulties in reconciling family and work.

Prosegur Foundation therefore assumed this situation as a first level social challenge, but how can it tackle this unprecedented challenge from its perimeter of action? In this reorientation process, the Foundation found a reference framework in the company to approach other approaches to project management and disruptive methodologies. Specifically, in the area of Innovation and its open innovation programme. With a change in mentality, the entity decided to propose a safe return to face-to-face education as an innovation challenge aimed at the start-up ecosystem at international level.

This started the For a COVID Free face-to-face education: the challenge that the Prosegur Foundation - together with the company's Open Innovation area - launched to entrepreneurs in June to detect initiatives (scalable and with agile implementation) that can provide the solutions that society needs. In four weeks, a total of 85 proposals were received from 20 countries, with the Spanish start-up Nothingbutnet winning with its Social Distance solution. A technological tool to ensure the maintenance of social distance in high-occupancy spaces, which was deployed on 7 September by its pilot in a state-supported school in Paterna (Valencia, Spain).

This technology allows each student to be detected and positioned in real time with a highly accurate location system. In this system, sensors were installed in the school which, together with the tags in the form of cards that the children carry, make sure the infant students keep the safety distance between the "bubble" groups, both in the classrooms and in the playground. When two students from different groups get too close, the cards vibrate to warn them that they are not at a safety distance. In addition, if a student were to become infected, it would be possible to anonymously trace the devices with which they have had close contact, allowing the school to make the relevant notifications.

Although the pilot will continue until the end of the school year, the data obtained in this first quarter yield interesting conclusions:

- ▶ There has been a progressive fall in interactions between bubbles: this reflects the children's learning.
- ▶ What's more, the children have naturalised the use of technology and the incorporation of security protocols to protect themselves.
- ▶ The movements are reflected in heat maps, which detect the busiest areas, so the school can organise disinfection work more efficiently.
- ▶ Given that real data are obtained on the movements of each student and each group, possible new uses in schools have been identified for the future. This is the case of detecting the degree of physical activity and the possible isolation of students, which is useful information for the school in taking preventive measures against childhood obesity or bullying.

On an annual basis, the Prosegur Group contributes to the Prosegur Foundation the funds necessary for its operation. Contribution to Prosegur Foundation in 2020 amounted to EUR 1.2 million.

5.5.6 Contingency plans during the COVID19 crisis

In 2020 Prosegur was not immune to the effects of the pandemic caused by COVID-19; in this context the company acted quickly to minimise the impact and ensure the quality and continuity of the services.

Prosegur's main services were declared essential. In this complex context, company teams are playing a fundamental role and are serving a wide variety of sectors. Some are as critical as health infrastructures, logistics centres or food distribution chains.

To safeguard employee health and safety, Prosegur has established a series of organisational and health measures, among which the following stand out:

- ▶ Prioritisation of remote work. All those positions in which teleworking is feasible are using this form of work. Wherever it is not viable due to the type of post, contingency plans have been activated in order to protect the health of all the professionals.

- ▶ Plant adaptation. Beacons and signs have been implemented in our facilities; capacity control mechanisms have been established; cleaning and disinfection measures have increased and mask usage and social distancing are now mandatory.

Regarding cleaning and disinfection measures, from the outset of the pandemic, an urgent disinfection protocol was designed to treat risk areas and prevent possible sources of contagion. In the same way, ordinary cleaning products have been replaced by viricides recommended by the health authorities and the frequency of cleaning has been stepped up in areas of higher occupancy and risk, such as call centres, surveillance areas and other operational areas unable to resort to teleworking. Similarly, a plan was designed and implemented to ensure the presence of alcoholic hydrogel in all work areas in a sufficient quantity to ensure the permanent disinfection of workers.

Regarding vehicles, in addition to being included in the special protocols for urgent disinfection, specific viricides have been provided for use by the users themselves.

- ▶ Plant management methodology. Prosegur has developed a methodology that facilitates the company's compliance with official requirements, while protecting all workers. The company has a reliable record of its workers' relationship with the disease; it can generate protocols for the reincorporation of professionals, approval of movements and access control, based on the person's risk situation, and can manage the workspaces and how the employees are distributed.

The service makes it easier for employees to know their personal risk status, to improve their prevention and self-care actions and be able to prevent contact with asymptomatic people. Prosegur may also have risk maps, greater capacity to act in situations of insecurity, and a channel of information and permanent and updated contact with professionals. This methodology has been applied successfully both for spaces in support areas with indirect personnel and for operational properties such as Alarm Receiver Centres, Control Centres and delegations, and has been exported to all the countries where Prosegur operates so that it can be customised to reality and local legislation.

- ▶ Reinforcement of communication. Prosegur has promoted communication channels with the different stakeholders with whom they interact. Very particularly, Prosegur has strengthened internal communication with employees. Among other actions, the company sends periodic reminders with the recommendations and basic hygiene measures, it reports the new protocols on a recurring basis, it conducts surveys and, ultimately, establishes a fluid dialogue between the company itself and the employees.
- ▶ Increase of the resilience of supply chains to adapt to the needs and volatility of the markets, ensuring the worldwide availability of the necessary protective equipment. Prosegur since the beginning of the pandemic, has modified our procurement and supply strategy to guarantee the redundancy of supply sources, combining short, medium and long-term strategies with local, regional and global means.
- ▶ Business continuity plans implementation: During the health crisis, maintaining excellence and quality in the service the company provides to its clients has been an ongoing task. Prosegur is prepared to face these situations through the deployment of business continuity plans. Thanks to the anticipation and extraordinary commitment of our team, it has guaranteed the continuity of services to clients at all times. This is even more important, considering that Prosegur activities are part of an essential sector for society.

5.5.7 Innovation

During the Strategic Plan 2018-2020, Prosegur set as main objective to continue strengthening its leadership in the industry through three basic pillars: Digitisation, Innovation and Growth. Through the different initiatives that the company has launched as part of an ambitious Digital Transformation Plan, technology is now no longer an instrument but rather an intrinsic part of its activity.

Innovation has become a cornerstone of the company's future business. After the identification and certification process carried out during the course of 2020, Prosegur has been established that in 2019 it invested more than EUR 21.2 million in projects approved as innovation by the governments of the countries in which it operates, representing growth of more than 100% compared to the equivalent investment in 2018. Likewise, throughout the 2018-2020 Plan, over EUR 12 million have been invested by Prosegur directly in innovative start-ups with technological solutions that are quickly incorporated into the range of services and solutions for clients.

Additionally, Prosegur has launched an ambitious internal training plan on Innovation, called "Innovation Deep Dive", which aims to give all its employees technological capabilities, allowing them to acquire knowledge in advanced IoT technologies (Internet of things), Data Science, IA, Blockchain, Mixed Reality, 3D printing and Robotics), as well as in innovative management processes (Management 3.0, Design Thinking and Agile Methodology). More than 4,000 company employees have participated in the programme, totalling over 30,000 training hours in technology and innovation.

R&D+i Activities

During 2020 Prosegur decisively promoted innovation within the company, by creating an Innovation area capable of providing support through Tech Studios to the development of its own technologies based on IoT, Artificial Intelligence and Electronic Security Systems. Furthermore, open innovation initiatives were carried out aimed at establishing collaborations with the entrepreneurial ecosystem capable of providing innovative solutions to business challenges.

Thanks to the impulse of innovation, Prosegur has been able to adapt in an agile way to the situation imposed by COVID-19, and has offered solutions to clients that guarantee the monitoring of the health protocols. Self-diagnostic applications, artificial vision algorithms for the detection of masks and alert systems have been developed by the company to guarantee social distancing. These were the first applications added in the new intelligent GENZAI platform, which allows the integration and management of cameras, sensors and other devices that can be deployed at client facilities to collect and process the information obtained to optimise operations.

In the field of open innovation, the COME IN Programme managed to receive more than 370 solution proposals to the seven challenges published between the months of March and June. Seven pilot projects are currently under way with each of the winning start-ups: Xandar Kardian (South Korea), Social Distance (Spain), Ubirch (Germany), Thinger io (Spain), Dogtis (Spain), Radio Physics (UK), Veridas (Spain).

What's more, in its commitment to innovation and excellence, each of the business is carrying out various projects aimed at offering clients new services or improvements to current ones. This is the case of the Prosegur Alarms SMART app, which will become the main meeting point with users and will offer innovative security services inside and outside home. Prosegur Security has focused its efforts on a new vision of the Control Centre that allows the expansion of the scope of security thanks to the technology applied to the protection of people and their most important assets at any place and time while guaranteeing the continuity of their business processes. Prosegur Cash in 2020 launched a new and disruptive crypto custody service for digital assets that allows the storage of wallets and cold transactions. Cipher, for its part, began the commercialisation of CipherBox Managed Detection & Response, which provides clients with immediate access to cybersecurity experts along with highly certified processes and cutting-edge technology. After a quick installation, Cipher's Security Operations Centre can immediately observe the security status of clients' networks and regularly monitor their vulnerabilities.

Prosegur Cash:

In 2020, Prosegur Cash directed its innovation efforts at three priority objectives: that of improving the efficiency of its processes, that of reducing the environmental impact of its operations, and that of launching innovative products with high added value.

Prosegur Cash promoted and improved the services offered through Prosegur Smart Cash, a product that has seen a growth of more than 22% in the last year with a significant stake on the instant depositing in the client's account of the cash placed in the machines. Product attributes will continue to increase throughout 2021, especially in the realm of communication channels and front-office solutions.

In addition, in accordance with the comprehensive sustainability plan to reduce the environmental impact of its operations, the first twelve hybrid armoured units (diesel-electric) were presented in Spain and the world's first 100% electric armoured vehicles in Germany.

In this sense, one of the priority levers of action is the plan for the hybridisation and electrification of these vehicles. Likewise, the impact of the use of plastic bags has been reduced with 100% use of recycled material in Europe.

Finally, and before the end of the year, Prosegur Cash launched Prosegur Crypto, the first digital asset custody model that combines Prosegur's infrastructures and physical security protocols with the latest cryptographic and cybersecurity technologies. A solution aimed at the institutional market for the storage of cryptocurrencies or any other digital asset, which also allows its completely secure administration through a mobile application.

Prosegur Security:

Prosegur Security incorporated new technological security services adapted to the reality imposed by the pandemic. Through the use of thermal imaging cameras, artificial intelligence, data analytics and contactless technology, Prosegur Security launched a package of products aimed at controlling the protocols established in access to buildings and industrial plants. The most prominent include access control systems through non-contact biometric readers, thermal imaging cameras, artificial intelligence programs capable of recognising the use of masks or the crowding of employees who are not respecting social distancing. Regarding access control, in addition to biometric systems, facial recognition solutions were also developed that guarantee safe entry when connected to the automatic door opening and closing system.

For the commerce and retail sector, Prosegur Security also offered artificial intelligence services applied to the analysis of images that allow useful patterns to be detected, for instance, for optimising the use of space, or for measuring the distance between people and enabling an audible alarm to notify surveillance personnel of the situation so that they act according to the established protocol.

Prosegur thus manages to expand the scope of security to that of protection and to the aforementioned initiatives adds the offer of vision-based solutions to detect access to restricted areas or monitor the use of personal protective equipment (PPE).

Another area in which Prosegur Security has launched innovative services thanks to the application of new technologies is Business Continuity. Thanks to the use of connected sensors, Prosegur Security guarantees the cold chain for food logistics clients or monitors the status of machinery in productive industries.

Lastly, Prosegur Security reinvents the Control Centres through a form of Security Hub. Thus, it has been possible for the Security Operations Centre (SOC) of Paraguay to use the technical

infrastructure in production of the SOC of Brazil, and the response is coordinated uniformly through the alarms management platform.

Prosegur Alarms:

In 2020, Prosegur Alarms continued working on improving the clients experience and offering new services through the SMART platform, the app that also allows alarms to be turned on and off and remote access to be had to the cameras.

Work was also done throughout the year on integrating the cameras in GENZAI in order to equip them with intelligence, thus allowing facial recognition of tenants and improving intrusion alerting.

In October, Movistar Prosegur Alarmas launched ContiGo, a protection service outside the home that is managed from the user application and that has two new features: the SOS button and the Countdown. Both aim to guarantee user safety by notifying the Alarm Reception Centre if they are in danger and need help. The solution will be progressively deployed in different markets.

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Sustainable use of resources			
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-	Consumption of raw materials and measures adopted to improve the efficiency of use	GRI 301-1	<u>219</u>
-	Direct and indirect energy consumption	GRI 302-1	<u>219</u>
-	Measures to improve energy efficiency	GRI 302-4	<u>219</u>
-	Use of renewable energies	GRI 302-1	<u>219</u>
Climate change			
-	Greenhouse Gas Emissions generated as a result of Company activities, including the use of the goods and services it produces	GRI 305-1 GRI 305-2	<u>219</u>
-	Measures adopted for adaptation to the consequences of climate change	GRI 201-2	<u>219</u>
-	Reduction targets established voluntarily for the medium and long term to reduce greenhouse gas emissions and the measures implemented for this purpose	GRI 305-5	<u>219</u>
Biodiversity protection			
-	Measures taken to preserve or restore biodiversity	GRI 103-2	<u>219</u>
-	Impacts caused by activities or operations in protected areas	GRI 103-2	<u>219</u>
Respect for Human Rights			
-	Management approach: description and results of policies relative to these issues, as well as the main risks relating to these issues associated with the activities of the Group	GRI 102-15 GRI 103-2	<u>256</u>
-	Application of due diligence procedures on human rights and the prevention of the risks of the infringement of human rights and, where appropriate, measures to mitigate, manage and remedy possible abuses committed	GRI 102-16 GRI 102-17 GRI 410-1 GRI 412-1 GRI 412-2	<u>256</u>
-	Reporting in cases of the infringement of human rights	GRI 103-2 GRI 406-1	<u>256</u>
-	Measures implemented for the promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation regarding the respect for the freedom of association and the right to collective bargaining, the abolition of discrimination in employment and occupation, the abolition of forced obligatory labour and the effective abolition of child labour	GRI 103-2 GRI 407-1 GRI 408-1 GRI 409-1	<u>256</u>
Anti-corruption and bribery			
-	Management approach: description and results of policies relative to these issues, as well as the main risks relating to these issues associated with the activities of the Group	GRI 102-15 GRI 103-2	<u>24848</u>
-	Measures adopted to prevent corruption and bribery	GRI 103-2 GRI 102-16 GRI 102-17 GRI 205-2 GRI 205-3	<u>24848</u>
-	Measures to combat money laundering	GRI 103-2 GRI 102-16 GRI 102-17 GRI 205-2 GRI 205-3	<u>24848</u>
-	Contributions to foundations and not-for-profit entities	GRI 102-13 GRI 201-1	<u>24848</u>

General information on the Company		
Management approach: description and results of policies		
- relative to these issues, as well as the main risks relating to these issues associated with the activities of the Group	GRI 102-15 GRI 103-2	<u>257</u>
Commitments of the Company with sustainable development		
- Impact of the Company activity on local employment and development	GRI 103-2 GRI 204-1	<u>257</u>
- The impact of the Company activity on local populations and the territory	GRI 413-1 GRI 413-2	<u>257</u>
- The relations with local players of local communications and types of dialogue with them	GRI 102-43 GRI 413-1	<u>257</u>
- Association or sponsorship actions	GRI 103-2	<u>257</u>
Subcontracting and suppliers		
- Inclusion in the procurement policy of social, gender equality and environmental issues.	GRI 103-2	<u>259</u>
- Consideration of social and environmental responsibility in relations with suppliers and subcontractors	GRI 102-9	<u>259</u>
- Supervision and audits and their results	GRI 102-9 GRI 308-2 GRI 414-2	<u>259</u>
Consumers		
- Measures for consumer health and safety	GRI 103-2	<u>260</u>
- Systems for claims, complaints received and their resolution	GRI 103-2 GRI 418-1	<u>260</u>
Tax information		
- The profits obtained country by country	GRI 207-4	<u>261</u>
- Income tax paid	GRI 207-4	<u>261</u>
- Public grants received	GRI 201-4	<u>261</u>

The page numbering refers to the first page of the caption in question.

Appendix I - Compliance with the United Nations Global Compact

The United Nations Global Compact is a call to companies and organisations to align their strategies and operations with ten universal principles on human rights, labour rules, the environment and anti-corruption. It has the UN mandate for promotion of the Sustainable Development Goals (SDG) in the private sector.

Prosegur has been a member of the United Nations Global Compact since 2002.

Global Compact Principle	Chapter
Human Rights	
Principle 1 . Business should support and respect the protection of international fundamental human rights recognised in their area of influence	5.4. Respect for Human Rights
Principle 2 . Companies should make sure that they are not complicit in Human Rights abuses.	5.4. Respect for Human Rights
Labour laws	
Principle 3 . Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.	5.2. Social and employment matters
Principle 4 . Companies should support the elimination of all forms of forced and compulsory labour.	5.2. Social and employment matters
Principle 5 . Companies should support the effective abolition of child labour.	5.2. Social and employment matters
Principle 6 . Companies should support the elimination of discrimination in respect of employment and occupation.	5.2. Social and employment matters
Environment	
Principle 7 . Business should support a precautionary approach to benefit environmental challenges.	5.1. Environmental matters
Principle 8 . Companies should undertake initiatives to promote greater environmental responsibility.	5.1. Environmental matters
Principle 9 . Companies should encourage the development and diffusion of environmentally friendly technologies.	5.1. Environmental matters
Anti-Corruption	
Principle 10 . Business should work against corruption in all its forms, including extortion and bribery.	5.3. Anti-corruption and bribery matters

Appendix II - Index of GRI Standard Contents

The Directors' Report has been prepared in accordance with Global Reporting Initiative (GRI) standards, thus covering all indicators related to the material aspects of the Company that were defined in the materiality analysis.

GENERAL BASIC CONTENT

Indicators		Chapter / Information	Global Compact Principle
ORGANISATION PROFILE			
102-1	Company name	Prosegur Compañía de Seguridad, S.A.	-
102-2	Activities, trademarks, products and services	1.1. Business Model	-
102-3	Location of organisation headquarters	Calle Pajaritos, 24, Madrid (Spain)	-
102-4	Location of Operations	1. About Prosegur	-
102-5	Ownership and legal nature	1.2.1. Ownership structure	-
102-6	Service markets	1. About Prosegur	-
102-7	Organisation size	2. Business performance and profit/(loss)	-
102-8	Information on employees and other workers	5.2. Social and employment matters	-
102-9	Describe the organisation supply chain	5.5.2. Suppliers	-
102-10	Significant changes in the organisation and its supply chain	5.5.2. Suppliers	-
102-11	Precautionary principle or approach	4.2. Risk management	-
102-12	Prepare a list of the letters, the principles or other external initiatives of an economic, environmental and social nature to which the organisation subscribes or has adopted	5.3. Anti-corruption and bribery matters Appendix I- Compliance with the United Nations Global Compact	-
102-13	Association membership	5.3. Anti-corruption and bribery matters	-
STRATEGY AND ANALYSIS			
102-14	Statement of senior executives responsible for decision-making	Letter from the President Message from the Executive Director	-
102-15	Main impacts, risks and opportunities	1.1.3. Business environment 1.3. Strategic Performance Framework 2.5. Information on the foreseeable evolution of the entity 4.2. Risk management	-

ETHICS AND INTEGRITY

GRI 103: Management focus - Material topic: Ethics and anti-corruption			
103-1	Explanation of the material topic and its coverage	1.1.2. Purpose, Mission, Vision and Values 5.3. Anti-corruption and bribery matters	-
103-2	Management approach and its components	1.1.2. Purpose, Mission, Vision and Values 5.3. Anti-corruption and bribery matters	-
103-3	Evaluation of the management approach	1.1.2. Purpose, Mission, Vision and Values 5.3. Anti-corruption and bribery matters	-
102-16	Values, principles, standards and rules of conduct	1.1.2. Purpose, Mission, Vision and Values 5.3. Anti-corruption and bribery matters	10
102-17	Mechanisms for consultancy and ethical concerns	1.1.2. Purpose, Mission, Vision and Values 5.3. Anti-corruption and bribery matters	10

GOVERNANCE

103-1	Explanation of the material topic and its coverage	1.2. Governance and organisational	-
103-2	Management approach and its components	4.1. Prosegur Management Model	-
103-3	Evaluation of the management approach	4.1. Prosegur Management Model	-
102-18	Describe the governance structure	1.2. Governance and organisational	-
102-19	Describe the process by which the Board of Directors delegates its authority to Senior Management and certain employees for matters of an economic, environmental and social nature	Annual Corporate Governance Report Available at www.prosegur.com	-
102-20	Indicate whether executive posts exist in the organisation or any with responsibility for economic, environmental and social matters, and whether those holding them are directly accountable before the Board of Directors	Annual Corporate Governance Report Available at www.prosegur.com	-
102-21	Describe the consulting processes among stakeholders and the Board of Directors with respect to economic, environmental and social matters.	1.2. Governance and organisational structure	-
102-22	Structure of the supreme governing body and its committees	1.2. Governance and organisational	-
102-23	Indicate if the person who presides over the Board of Directors also holds an executive post. If so, describe the executive duties and the reasons for this arrangement	1.2. Governance and organisation structure Annual Corporate Governance Report Available at www.prosegur.com	-
102-24	Describe the processes for appointment and selection of the Board of Directors and its committees, as well as the criteria on which the appointment and selection of its members are based	Annual Corporate Governance Report Available at www.prosegur.com	-

102-25	Describe the processes by means of which the Board of Directors prevents and manages possible conflicts of interest.	Annual Corporate Governance Report Available at www.prosegur.com	-
102-26	Describe the duties of the Board of Directors and of Senior Management in the development, approval and update of the proposal, the values or the mission statements, strategies, policies and objectives relative to economic, environmental and social impacts of the organisation	Annual Corporate Governance Report Available at www.prosegur.com	-
102-27	Indicate what measures have been adopted to develop and improve the collective knowledge of the Board of Directors in relation to economic, environmental and social matters	Annual Corporate Governance Report Available at www.prosegur.com	-
102-28	Describe the processes for evaluating the performance of the Board of Directors in relation to the governing of economic, environmental and social matters. Indicate whether the evaluation is independent and how frequently it is performed. Indicate if this is a self-evaluation	Annual Corporate Governance Report Available at www.prosegur.com	-
102-29	Describe the duty of the Board of Directors in the identification and management of the impacts, risks and opportunities of an economic, environmental and social nature. Likewise indicate the role of the Board of Directors in the application of due diligence processes	4.2. Risk management Annual Corporate Governance Report Available at www.prosegur.com	-
102-30	Describe the duty of the Board of Directors in the analysis of the effectiveness of risk management processes of the organisation with regard to economic, environmental and social matters.	4.2. Risk management Annual Corporate Governance Report Available at www.prosegur.com	-
102-31	Indicate the frequency with which the Board of Directors analyses and evaluates the impacts, risks and opportunities of an economic, environmental and social nature.	4.2. Risk management Annual Corporate Governance Report Available at www.prosegur.com	-
102-32	Indicate which committee or position of greatest importance reviews and approves the sustainability report of the organisation and ensures that all material Aspects are reflected.	The Annual Report is reviewed and approved by the Board of Directors	-
102-33	Describe the process for conveying significant concerns to the Board of Directors	1.2. Governance and organisation structure Annual Corporate Governance Report Available at www.prosegur.com	-
102-34	Indicate the nature and the number of important concerns that were conveyed to the Board of Directors; also describe the mechanisms used to address and evaluate them.	Annual Corporate Governance Report Available at www.prosegur.com	-
102-35	Describe the remuneration policies for the Board of Directors and Senior Management	Annual Corporate Governance Report Available at www.prosegur.com	-
102-36	Describe the processes by means of which the remuneration is determined. Indicate if consultants are used to determine the remuneration and whether they are independent from Management.	Annual Corporate Governance Report Available at www.prosegur.com	-

102-37	Explain how the opinion of stakeholders is requested and considered with regard to remuneration including, where appropriate, the results of votes on policies and proposals regarding this matter	In 2020 there was no consultation relative to this matter in any of the Company communication channels	-
102-38	Ratio of total annual compensation	Annual Corporate Governance Report Available at www.prosegur.com Director remuneration report Available at www.prosegur.com	-
102-39	Ratio of the percentage increase of total annual compensation	Annual Corporate Governance Report Available at www.prosegur.com Director remuneration report Available at www.prosegur.com	-
PARTICIPATION OF STAKEHOLDERS			
102-40	Prepare a list of stakeholders associated with the organisation	5. Statement of Non-financial Information	-
102-41	Percentage of employees covered by bargaining agreements	5.2. Social and employment matters	1, 3
102-42	Indicate the basis for the election of stakeholders with which it works	5. Statement of Non-financial Information	-
102-43	Describe the approach of the organisation regarding the participation of stakeholders, including the frequency of collaboration with the different stakeholder types and groups, or indicate if the participation of one group took place specifically in the process for preparation of the annual report	5. Statement of Non-financial Information	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
102-44	Indicate which key issues and problems were identified as a result of the participation of the stakeholders and describe the evaluation made by the organisation, by means of its annual report among other aspects. Specify which stakeholders raised each of the key topics and problems	5. Statement of Non-financial Information	-
REPORTING PRACTICE			
102-45	Entities included in the Consolidated financial statements	2020 Consolidated Annual Accounts Report Available at www.prosegur.com 1. About Prosegur	-
102-46	Definition of the contents of the report and coverage of each aspect	5. Statement of Non-financial Information	-
102-47	List of material topics	5. Statement of Non-financial Information	-
102-48	Re-statement of the information	None of the information published in any prior reports has been restated	-
102-49	Significant changes in the scope and coverage of reported aspects	5. Statement of Non-financial Information	-

102-50	Annual reporting period (for example, fiscal or calendar year)	2020	-
102-51	Date of the last report (if appropriate)	2019	-
102-52	Reporting cycle (annual, biennial, etc.)	Annual	-
102-53	Provide a point of contact to resolve any doubts that may arise over the content of the report	accionistas@prosegur.com	-
102-54	Statement of report preparation in accordance with GRI standards	Appendix II	-
102-55	GRI indicator index	Appendix II	-
102-56	External audit	The Statement of Non-financial Information, contained in the 2020 Consolidated Directors' Report, has been audited by EY.	-

SPECIFIC CONTENT
ECONOMY
ECONOMIC PERFORMANCE

201-1	Direct, generated and distributed economic value	2. Business performance and profit/(loss)	-
201-2	Financial consequences and other risks and opportunities for organisation activities owing to climate change	5. Statement of Non-financial Information	7, 8, 9
201-3	Restriction of organisation obligations owing to social benefit programmes	N/A. There is no benefit plan for employees	-

MARKET PRESENCE

202-2	Percentage of Senior Managers from the local community in places where significant operations are undertaken	5.5. Company information	-
204-1	Percentage of the expense in places with significant operations that correspond to local suppliers	5.5.2. Suppliers	-

COMPANY
ANTI-CORRUPTION
GRI 103: Management focus - Material topic: Ethics and anti-corruption

103-1	Explanation of the material topic and its coverage	5.3. Anti-corruption and bribery matters	-
103-2	Management approach and its components	5.3. Anti-corruption and bribery matters	-
103-3	Evaluation of the management approach	5.3. Anti-corruption and bribery matters	-
205-1	Number and percentage of centres in which risks regarding corruption have been appraised, and significant risks detected	5.3. Anti-corruption and bribery matters	10

205-2	Policies and procedures for communication and training on anti-corruption	5.3. Anti-corruption and bribery matters	10
205-3	Confirmed cases of corruption and measures adopted	5.3. Anti-corruption and bribery matters	10
UNFAIR COMPETITION PRACTICES			
206-1	Number of legal procedures for causes regarding monopolies and other unfair competition practices, and their results	5.3. Anti-corruption and bribery matters	10
REGULATORY COMPLIANCE			
419-1	Breach of laws and legislation in social and economic areas	5.3. Anti-corruption and bribery matters	10
ENVIRONMENT			
MATERIALS			
301-1	Materials by weight or volume	5.1. Environmental matters	-
301-2	Percentage of used materials that have been recycled	5.1. Environmental matters	9
ENERGY			
302-1	Internal energy consumption	5.1. Environmental matters	-
302-4	Decreased energy consumption	5.1. Environmental matters	9
WATER			
303-1	Water extraction by source	5.1. Environmental matters	-
303-3	Percentage and total volume of recycled and reused water	5.1. Environmental matters	9
EMISSIONS			
305-1	Direct greenhouse gas emissions (Scope 1)	5.1. Environmental matters	-
305-2	Indirect greenhouse gas emissions from generating energy (Scope 2)	5.1. Environmental matters	-
305-5	Reduced greenhouse gas emissions	5.1. Environmental matters	9
EFFLUENTS AND WASTE			
306-2	Total weight of waste managed, by type and treatment method	5.1. Environmental matters	-
SOCIAL PERFORMANCE			
LABOUR PRACTICES AND DIGNIFIED EMPLOYMENT			
EMPLOYMENT			
401-1	Number and rate of recruits and average rotation of employees, broken down by ethnic group, gender and region	5.2. Social and employment matters	6

401-2	Social benefits for full-time employees that are not offered to temporary or part-time employees, broken down by significant activity locations	The Company does not differentiate social benefits between temporary or part-time employees and full-time employees	-
401-3	Rates of returning to and remaining at the job following maternity or paternity leave, broken down by gender	5.2. Social and employment matters	6
RELATIONS BETWEEN EMPLOYEES AND MANAGEMENT			
402-1	Minimum notice periods for operating changes and possible inclusion of these in bargaining agreements	5.2. Social and employment matters	-
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: Management focus - Material topic: Occupational health and safety			
103-1	Explanation of the material topic and its coverage	5.2. Social and employment matters	-
103-2	Management approach and its components	5.2. Social and employment matters	-
103-3	Evaluation of the management approach	5.2. Social and employment matters	-
403-1	Employee representation on formal employee-company committees on health and safety	5.2. Social and employment matters	1
403-2	Type of accidents and accident frequency rates, occupational illnesses, days lost, absenteeism and number of deaths by occupational accident or illness	5.2. Social and employment matters	-
403-3	Employees with a high incidence or at high risk for illnesses relating to their activity	5.2. Social and employment matters	-
403-4	Health and safety topics addressed in formal agreements with unions	The information is contained in the bargaining agreements of the various countries of operation.	-
TRAINING AND EDUCATION			
404-1	Average hours of annual training per employee, broken down by gender and professional category	5.2. Social and employment matters	-
404-2	Programmes for skill management and on-going training that promote the employability of workers and helps them manage the end of their professional careers	5.2. Social and employment matters	6
404-3	Percentage of employees who receive regular evaluations on performance and professional development, broken down by gender and professional category	5.2. Social and employment matters	-
DIVERSITY AND EQUAL OPPORTUNITIES			
405-1	Diversity in governance bodies and employees	1.2. Governance and organisational structure	1, 6

EQUAL REMUNERATION BETWEEN MEN AND WOMEN			
405-2	Ratio of the base salary and remuneration of women vs men	5.2. Social and employment matters	1, 6
HUMAN RIGHTS			
GRI 103: Management focus - Material topic: Human Rights			
103-1	Explanation of the material topic and its coverage	5.4. Respect for Human Rights	-
103-2	Management approach and its components	5.4. Respect for Human Rights	-
103-3	Evaluation of the management approach	5.4. Respect for Human Rights	-
NON-DISCRIMINATION			
406-1	Number of cases of discrimination and corrective measures adopted	5.3. Anti-corruption and bribery matters	-
FREEDOM OF ASSOCIATION AND COLLECTIVE NEGOTIATION			
407-1	Identification of centres and suppliers in which the freedom of association and the right to bargaining agreements may be infringed or threatened, and measures adopted in defence of these rights	5.2. Social and employment matters	3
SECURITY MEASURES			
410-1	Percentage of security staff that has received training on the policies or procedures of the organisation on human rights relevant to the operations	5.2. Social and employment matters	1
INVESTMENT			
412-3	Number and percentage of significant investment contracts and agreements that include clauses on human rights or that have been the subject of analysis on human rights	5.4. Respect for Human Rights	2
412-2	Training hours of employees on policies and procedures regarding those aspects of human rights relevant to their activities, including the percentage of trained employees	5.4. Respect for Human Rights	1, 2
CLIENT HEALTH AND SAFETY			
416-1	Percentage of categories of significant products and services whose impacts on health and safety have been evaluated to promote improvements	5.5.3. Consumers	9
416-2	Number of incidents deriving from the breach of legislation or of the voluntary codes relative to the impacts of the products and services on health and safety during their life cycle, broken down by the type of result of those incidents	No incidents have been recorded in this aspect	-

Independent Limited Assurance Report of the Consolidated Non-Financial Statements for the year ended December 31, 2020

PROSEGUR COMPAÑÍA DE SEGURIDAD, S.A. and SUBSIDIARIES



INDEPENDENT LIMITED ASSURANCE REPORT OF THE CONSOLIDATED NON-FINANCIAL STATEMENT

Translation of a report originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails

To the Shareholders of PROSEGUR COMPAÑÍA DE SEGURIDAD, S.A.:

Pursuant to article 49 of the Code of Commerce we have performed a verification, with a limited assurance scope, of the Consolidated Non-Financial Information Statement (hereinafter NFS) for the year ended December 31, 2020, of PROSEGUR COMPAÑÍA DE SEGURIDAD, S.A. and subsidiaries (hereinafter, the Group), which is part of the Group's accompanying Consolidated Management Report.

The content of the Management Report includes additional information to that required by prevailing mercantile regulations in relation to non-financial information that has not been subject to our verification. In this regard, our assignment has been exclusively limited to the verification of the information shown in table "Index of contents required by Law 11/2018" of the accompanying Statement.

Responsibility of the Board of Directors

The preparation of the NFS included in the Consolidated Management Report of PROSEGUR COMPAÑÍA DE SEGURIDAD, S.A. and its content is the responsibility of the Board of Directors of the Group. The NFS was prepared in accordance with the content required by prevailing company law and in conformity with the criteria outlined in the *Global Reporting Initiative Sustainability Reporting Standards* (GRI standards) selected, as well as other criteria described in accordance with that indicated for each subject in table "Index of contents required by Law 11/2018" from the accompanying Management Report.

The Board of Directors are also responsible for the design, implementation and maintenance of such internal control as they determine is necessary to enable the preparation of a NFS that is free from material misstatement, whether due to fraud or error.

They are further responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFS is obtained.

Our independence and quality control procedures

We have complied with the independence and other Code of Ethics requirements for accounting professionals issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of professional integrity, objectivity, competence, diligence as well as confidentiality and professional behavior.

Our Firm complies with the International Standard on Quality Control No. 1 and thus maintains a global quality control system that includes documented policies and procedures related to compliance with ethical requirements, professional standards, as well as applicable legal provisions and regulations.

The engagement team consisted of experts in the review of Non-Financial Information and, specifically, in information about economic, social and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent limited verification report based on the work performed, that refers exclusively to 2020. Our review has been performed in accordance with the requirements established in prevailing International Standard on Assurance Engagements 3000 “Assurance Engagements Other than Audits or Reviews of Historical Financial Information” (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the guidelines for verifying Non-Financial Statement, issued by the Spanish Official Register of Auditors of Accounts (ICJCE).

The procedures carried out in a limited assurance engagement vary in nature and execution timing and are smaller in scope than reasonable assurance engagements, and therefore, the level of assurance provided is likewise lower.

Our work consisted in requesting information from Management and the various Group units participating in the preparation of the NFS, reviewing the process for gathering and validating the information included in the NFS, and applying certain analytical procedures and sampling review tests as described below:

- ▶ Meeting with Group personnel to know the business model, policies and management approaches applied, the main risks related to these matters and obtain the necessary information for our external review.
- ▶ Analyzing the scope, relevance and integrity of the content included in the NFS for the year 2020 based on the materiality analysis made by the Group and described in section “Materiality”, considering the content required by prevailing mercantile regulations.
- ▶ Analyzing the processes for gathering and validating the data included in the 2020 Non-Financial Statement.
- ▶ Reviewing the information on the risks, policies and management approaches applied in relation to the material aspects included in the 2020 NFS.
- ▶ Checking, through tests, based on a selection of a sample, the information related to the content of the 2020 NFS and its correct compilation from the data provided by the information sources.
- ▶ Obtaining a representation letter from the Board of Directors and Management.

Conclusion

Based on the limited assurance procedures conducted and the evidence obtained, no matter has come to our attention that would cause us to believe that the Group NFS for the year ended December 31, 2020 has not been prepared, in all material respects, in accordance with the contents required by prevailing company law and the criteria of the selected GRI standards, as well as other criteria, described as explained for each subject matter in the table "Index of contents required by Law 11/2018" of the Management Report.

Use and distribution

This report has been prepared as required by prevailing mercantile regulations in Spain and may not be suitable for any other purpose or jurisdiction.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Alberto Castilla Vida

February 25, 2021

