

G4S Presentation | December 2016

Securing Your World



Agenda



- 1. Overview**
- 2. Strategy**
- 3. Q&A**

Securing Your World



G4S Overview



World's leading secure solutions group



Formed from the merger of Group 4 and Securicor in 2004



Active in c.100 countries with 600,000 employees



2015 revenues of £6.1bn and PBITA of c.£400m*



Able to leverage learning and experience across markets for the benefit of customers and businesses



Advantages of scale accentuated by strong G4S brand with over 100 years of heritage

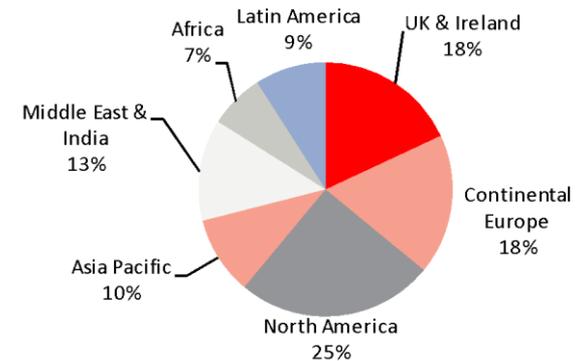


Industry-leading market share of 6.0% in 2013** with #1 positions in both Secure Solutions and Cash Solutions across a range of countries

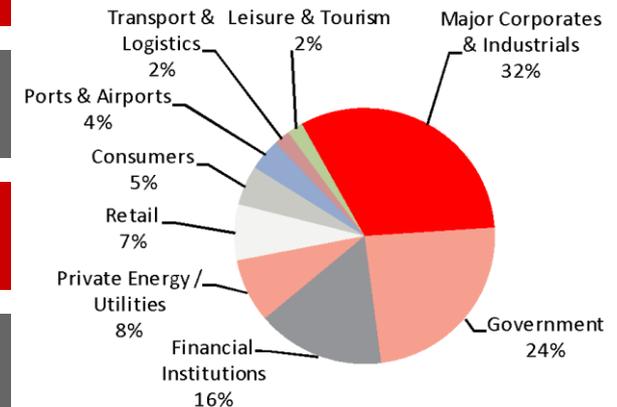


FTSE 250 (c.102nd), secondary listing in Copenhagen and market cap of £3.6bn*

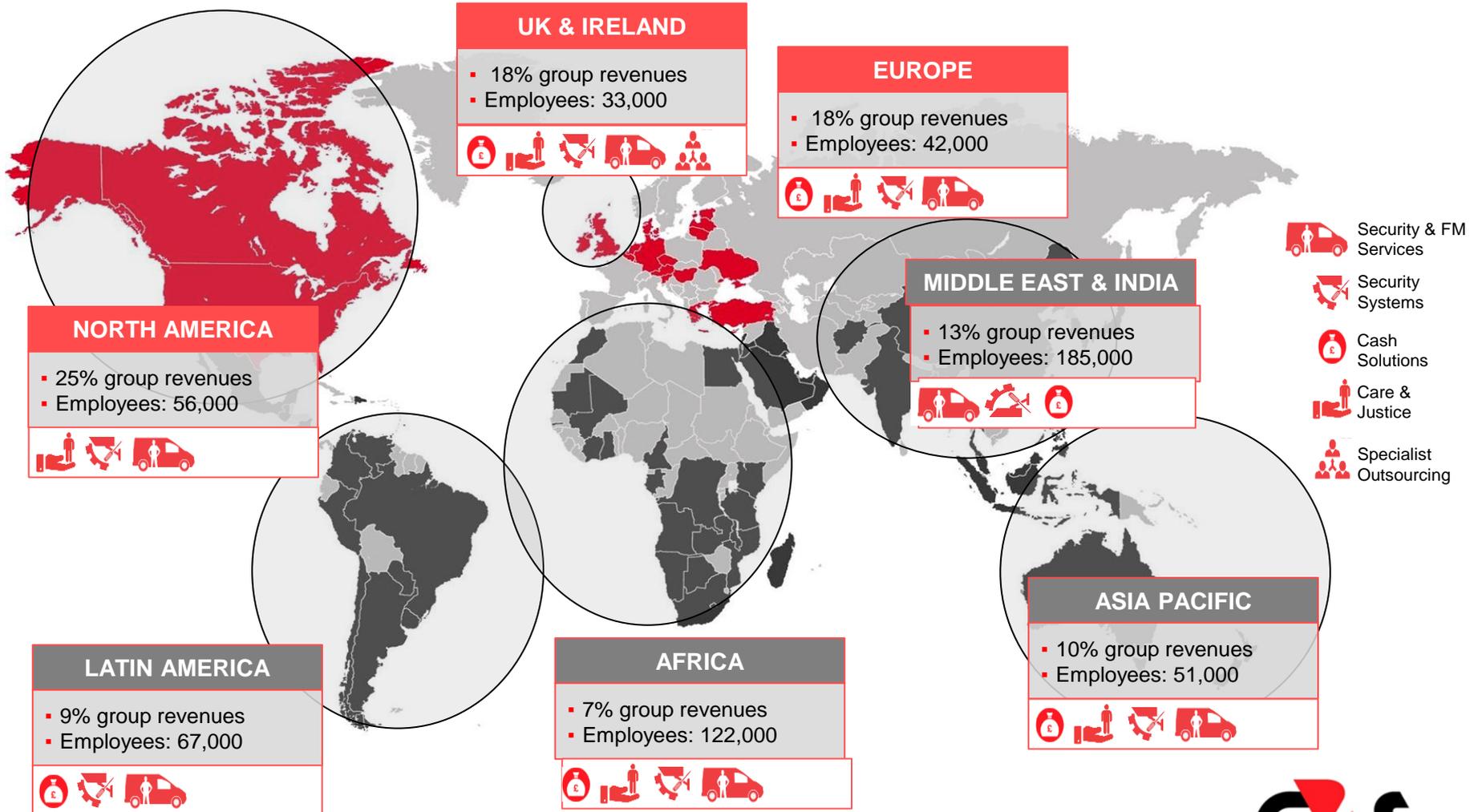
Geographical Sales H1 2016



Customer Segment Sales 2015



Diverse Geographical Reach



Excluding businesses to be sold



G4S North America



Key facts

- Principal operations in US (89% of revenue) and Canada (11% of revenue)
- Top three manned security provider (largest service line)
- Top three access control/identity management company
- Top ten security technology integrator
- Leading outsourced SIU for insurance industry

How we compete

- Value player in the integrated security market, recognized for our ability to transition and provide large scale complex services
- Close and trusted relationships with our customers – c95% contract retention
- Quality and performance across all service lines
- Provider of innovative and effective security services to key customer sectors including healthcare, energy, financials and government



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Group Strategy | Priorities & Investment Areas



Growth and innovation

- Investment in sales and business development
- Investment in service innovation



Long-term customer relationships

- Use sector expertise to build strong relationships
- Contract retention rates of c.90% speak to service excellence



Recruit, develop and deploy the best people



Operational Excellence

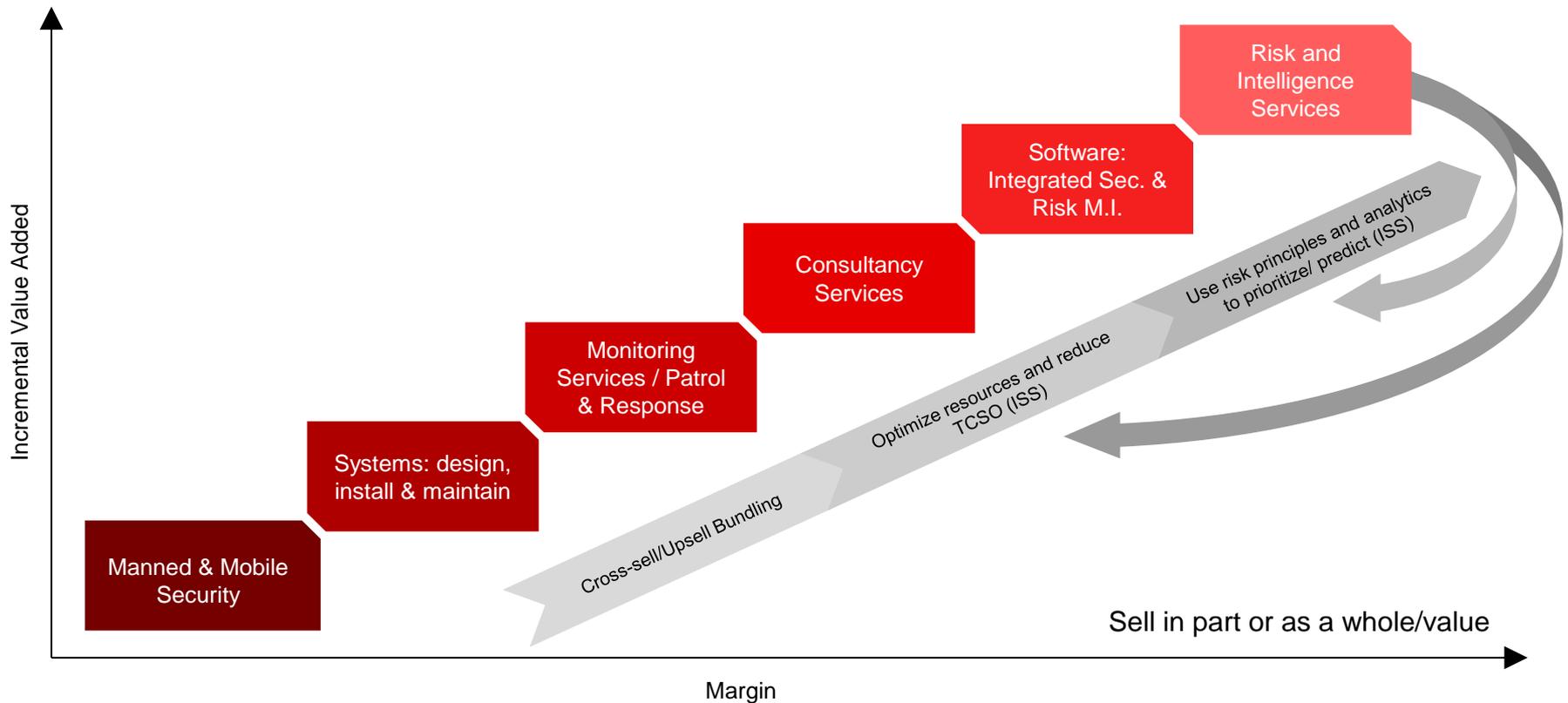
- Invest in restructuring, IT, operations and procurement to drive efficiencies



Financial Discipline

- Stringent contract and investment criteria
- Focus on cash flow generation and leverage reduction to at least 2.5x

NA Strategy | Investing in Innovation

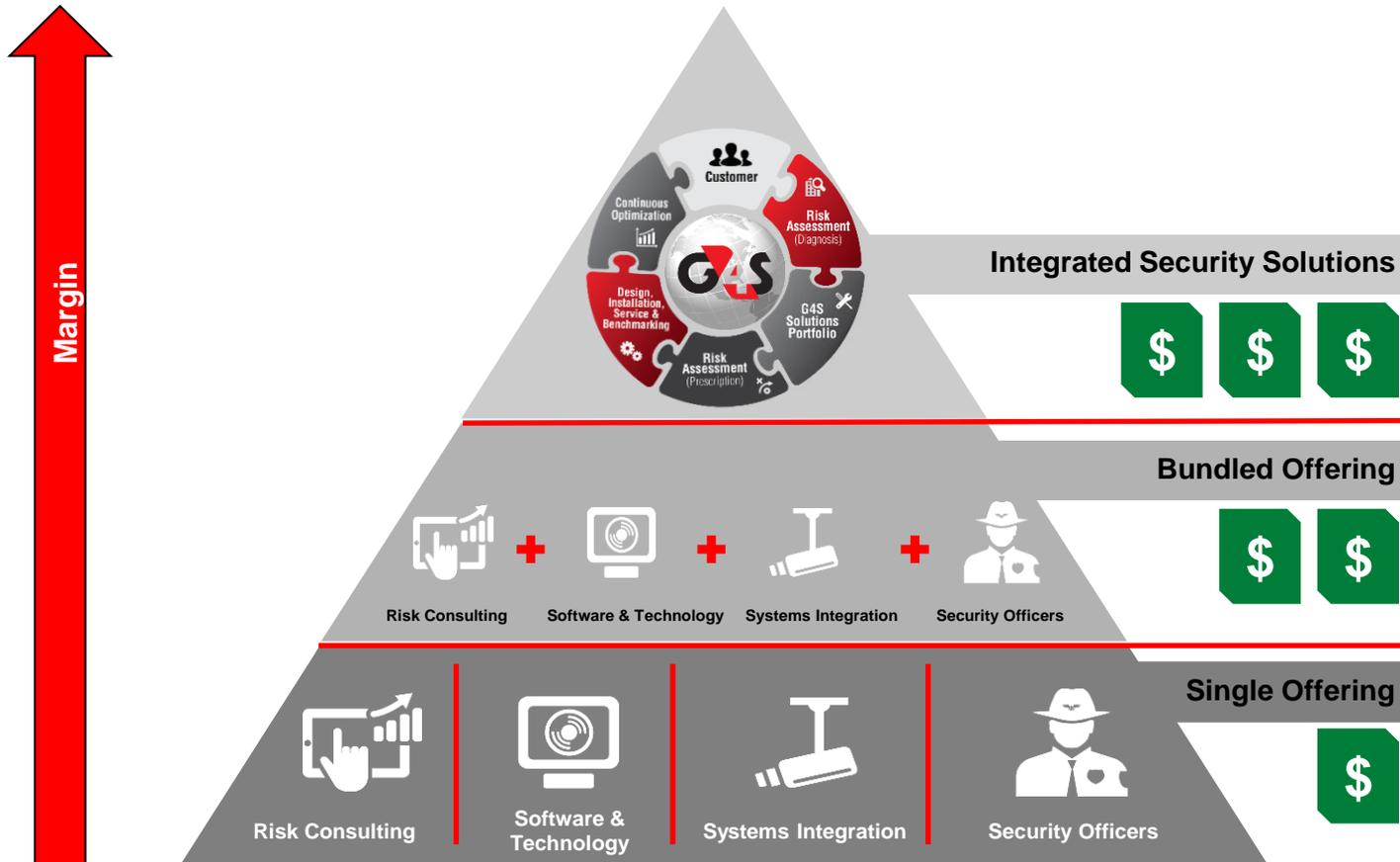


- Create scale in Monitoring / Services / Risk Consulting / Software
- Migrate up the stack by investing in process design and combined sales/value-add tools
- Cross selling in and across markets offers enormous potential

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NA Strategy | Integrated Security Solutions



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NA Strategy | Technology Innovation

Symmetry GUEST

Improve your customer service and visitor experience by providing information ahead of arrival and a smooth check-in process on site.



Symmetry BLUE Readers

Access gets smart. Use your smartphone instead of a card for access control with the Symmetry range of Bluetooth readers.



Symmetry CONNECT

Helps organizations operationalize their business by streamlining processes, mitigating risks and reducing costs.



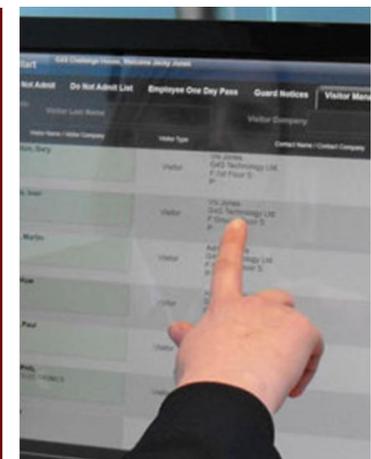
RISK360

Increase efficiency and productivity.
Assess, reduce & prevent risk.
Promote standard operating procedures.
Advance in real time.

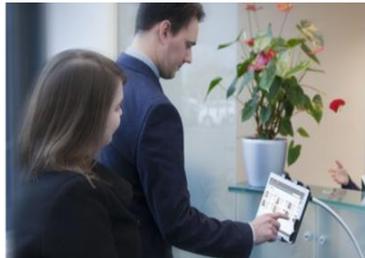


Retail Solutions

Combining our knowledge of in-store security processes and technology with our knowledge of the cash cycle and the retail world.



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