



G4S Africa

Andy Baker
Regional President
G4S Africa



Securing Your World



G4S Africa

Macro-economic environment

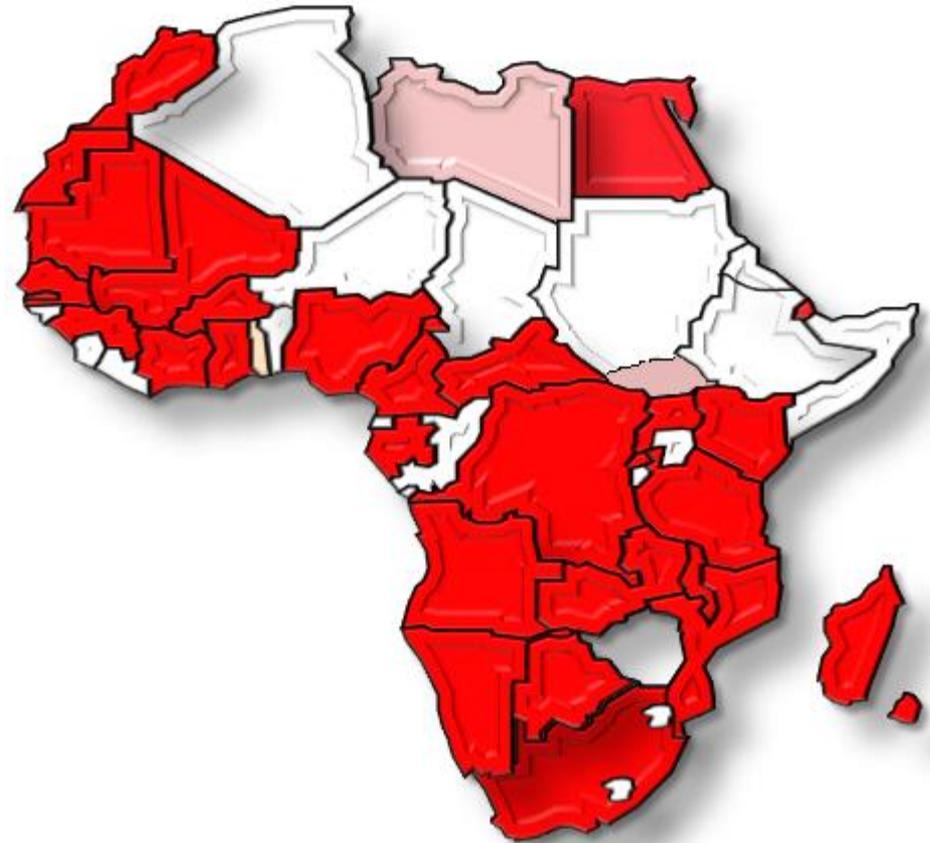
- Over the last decade, six of the world's 10 fastest growing economies were in Africa. This is forecast to continue.....
- Diversity across and within countries (Cultural, Economic, Political)
- Top 6 countries represent circa 70% of African GDP
 - South Africa
 - Egypt
 - Nigeria
 - Algeria
 - Morocco
 - Angola
- Significant Foreign Direct Investment (particularly from BRICS economies and around extractive industries)
- Multiple countries with nominal GDP growth > 10% / real GDP >6%
- Continent of opportunity
 - High Growth
 - Large population and increasing middle class
 - Complex & sensitive environments with high security requirements
 - Accelerating Foreign Direct Investment
 - Emerging markets

G4S in Africa

- Largest security solutions company on African continent
- £450m turnover in 2011
- Over 110,000 employees
- Largest private sector employer on African continent
- Present in 29 countries
- Over 40 years of service

Market leadership

- Largest security and cash solutions company in many countries
- Management of South Africa's first private sector prison
- Ordnance management services in Mozambique & Southern Sudan
- Anti-piracy services in Indian Ocean



Securing Your World

Full operation

Operation but no
country structure



G4S Africa

Competitor landscape



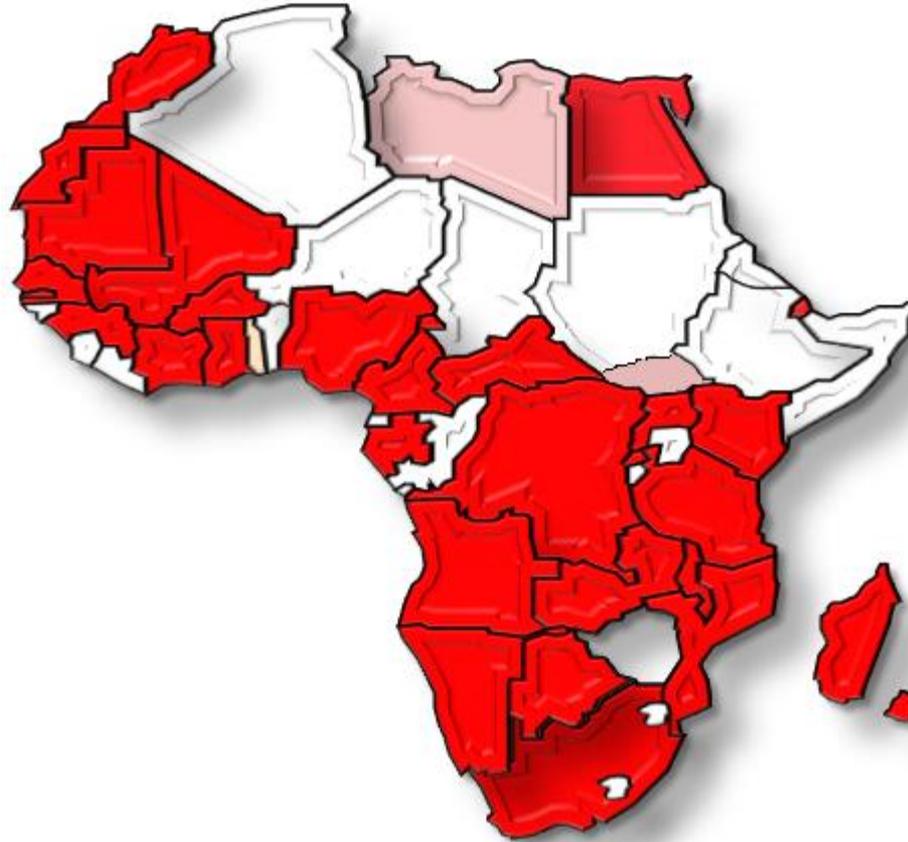
Omega

- Manned security, consulting & security systems



KK

- Manned security, & security systems



Protea-Coin

- Manned security, cash solutions & security systems



SBV

- Cash Solutions

Securing Your World



G4S in Africa

Market Positions

Country	Service Line				
	Manned Security	Security Systems	Cash Solutions	Justice Services	Facilities Management
South Africa	2	10	2	1	N/A
Kenya	1	1	1	N/A	N/A
Morocco	1	2	2	N/A	5
Nigeria	5	N/A	N/A	N/A	N/A
Mozambique	1	2	1	N/A	N/A
DRC	1	2	2	N/A	1
Botswana	1	1	1	N/A	N/A
Cote D'Ivoire	1	2	N/A	N/A	N/A
Ghana	1	1	N/A	N/A	N/A

Securing Your World



G4S Africa

Prioritisation and categorisation of markets

Invest & Grow (Large)	Invest & Grow (Small)	Politically risky	Defend	Enter
Angola Kenya Morocco Mozambique Nigeria South Africa	Botswana Cameroon DRC Gabon Gambia Ghana Guinea Ivory Coast Mauritania Namibia Sierra Leone Tanzania Uganda Zambia	Mali	Lesotho Madagascar Malawi	Ethiopia Libya South Sudan Tunisia Zimbabwe (TBC)

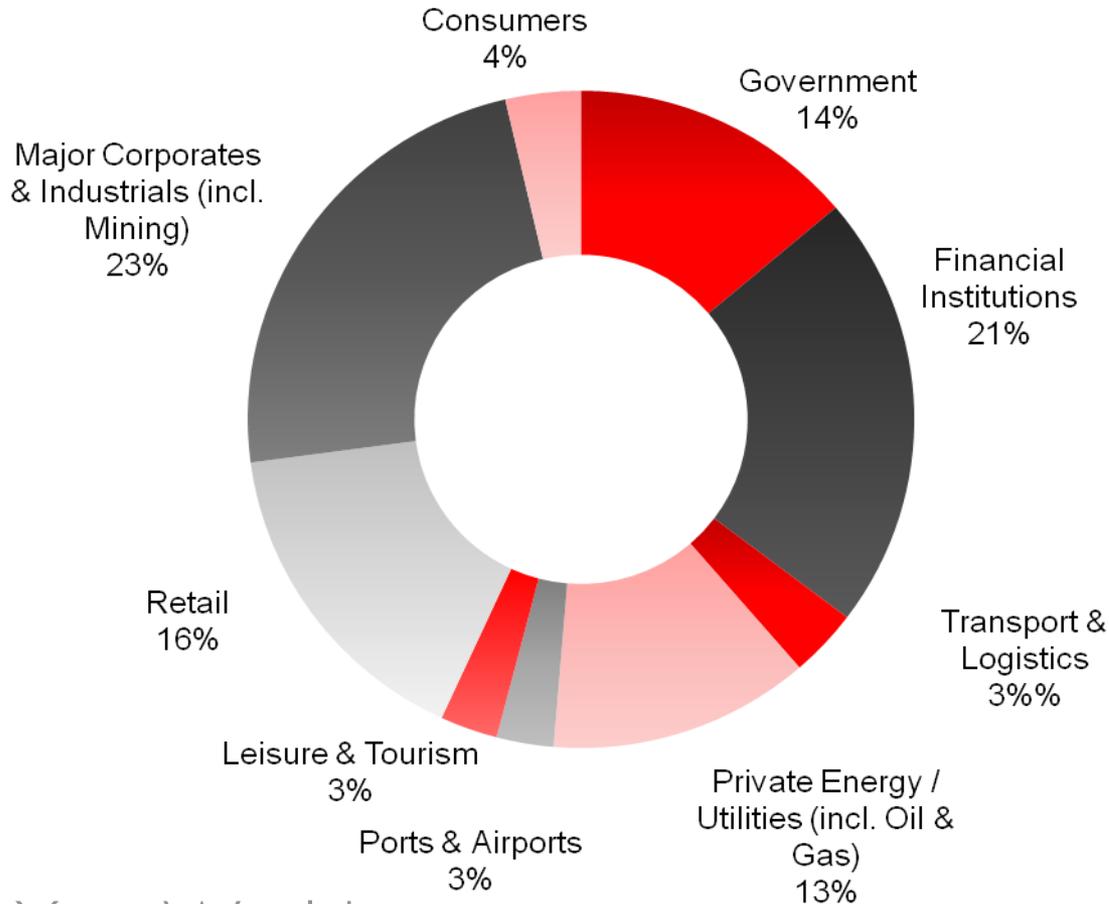
Securing Your World



G4S Africa

Customer Sectors

2011 Sector analysis by revenue



Securing Your World



G4S Africa

Sector Focus

Mining

- Over 700 mines in Africa including ~250 gold mines
- Gold price has risen year on year for past 10 yrs
- Mine development gathering pace

- Currently operate at ~70 mines across Africa
- Mining is a key market for Skycom
- Good experience & ability to provide total remote site support and Pan Africa coverage

Oil & Gas

- Produces ~ 12.5% of global oil, over 1m bpd.
- 4 countries in top 20 global producers, 17 in top 100

- Revenues in 2011 of US\$61m from oil & gas
- Lead with consultancy and offer portfolio of services - focus on Pan Africa deals with oil majors

Telecoms

- Over 200,000 towers in Africa
- Market penetration still under 50%

- Tower/site leasing and sharing is driving outsourcing of site support
- G4S footprint and capabilities drives competitiveness

G4S Africa

Sector Focus

Transport

- 15 major sea ports
- >50 international air ports in Africa

- Currently operate at 2 ports & major airports in SA
- Protectionist CNI sector operated mainly by States
- Progressing with port concessionaires via Adesta

Diplomatic

- US 43 / UK 41 / EU 47 Embassies/High Commissions
- UK & EU sourcing on a global basis

- Supporting 15 US/7 UK/2 EU missions and on EU global framework
- Ability to service pan Africa gives competitive advantage

Securing Your World



G4S Africa

Sector Focus

Financial Institutions

- Global banks (e.g. Barclays, Citi Group, Soc Gen)
- Major insurance companies (e.g. Old Mutual)
- Rapid growth and expansion of national banks (e.g. Nigeria)
- Pan-African Banks increasing footprint (e.g. Stanbic, Eco Bank)

- Supports cash cycle across Africa with CIT/Processing
- Able to assist Governments & Central Banks with pre-issue consultancy through SMI, and post-issue services
- Well positioned to provide Pan-African services to major banks through both Secure and Cash Solutions

International Accounts

- Major international customers not supported in Africa

- IBM, HP and Diageo illustrate the potential to exploit untapped pan Africa opportunities

G4S Africa

Bidding Pipeline

Country	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
South Africa	Financial Institution	Cash Outsourcing	Q1 2013	Q3 2013	£40m
Nigeria	Oil & Gas	Security & Facilities Management	Q4 2012	Q1 2013	£20m
South Africa	Financial Institution	Cash In Transit	Q3 2012	Q4 2013	£10m
Guinea	Mining Exploration	Manned security	Q4 2012	Q1 2013	£9m
Uganda	Diplomatic	Manned Security	Q3 2012	Q4 2012	£3m
Nigeria	Energy	JM	Q2 2012	Q3 2012	£2.8m
South Africa	Financial Institution	Cash Solutions	Q3 2012	Q3 2012	£2.5m
South Africa	Local Government	Manned Security	Q3 2012	Q3 2012	£2.5m
Cameroon	Energy	Manned Security	Q2 2012	Q3 2012	£2.5m

Securing Your World



G4S Africa

Bidding Pipeline

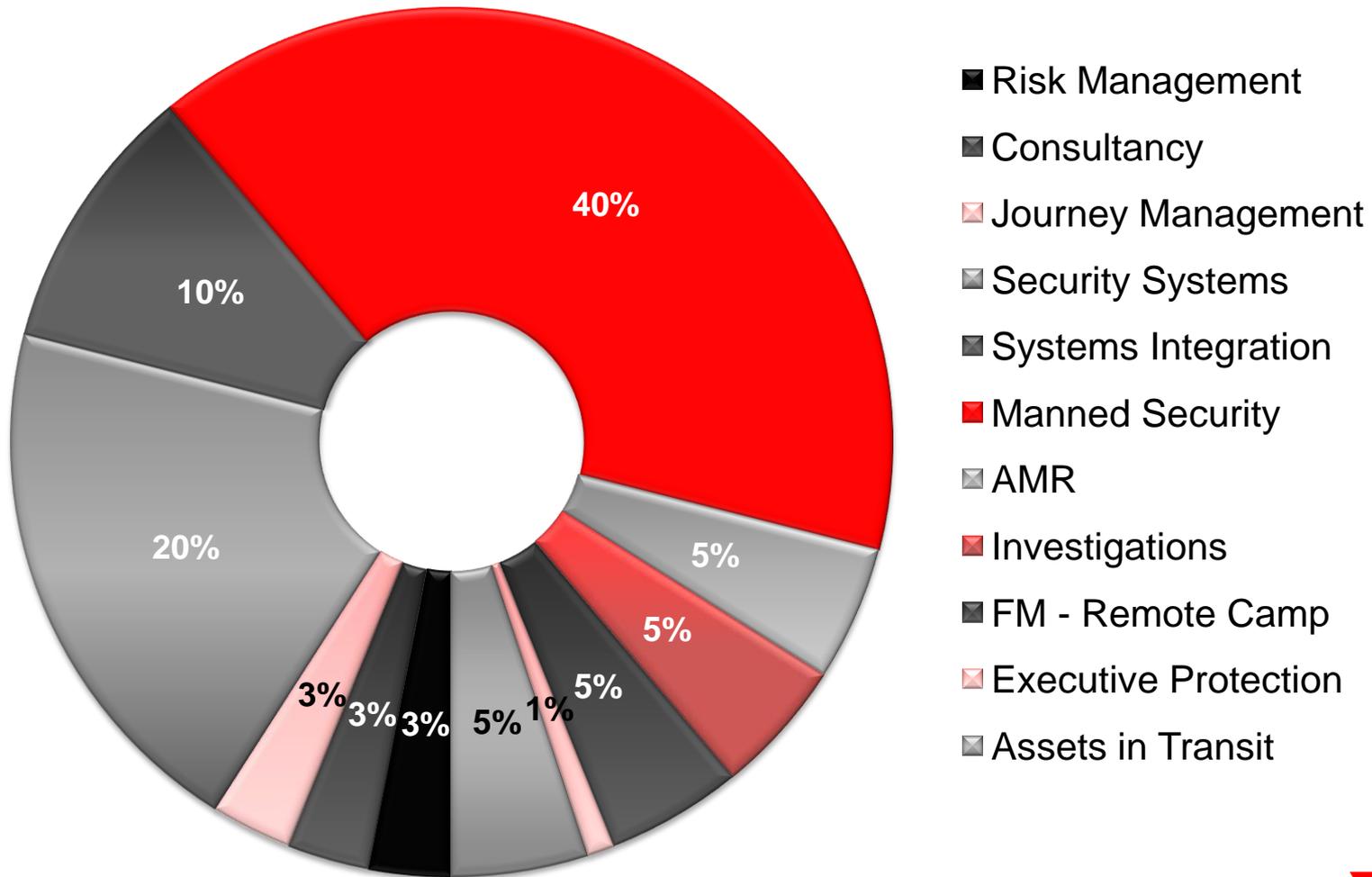
Country	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
Nigeria	Oil & Gas	Security & Facilities Management	Jul 2012	Sep 2012	£3.2m
South Africa	Retail	Cash Outsourcing	Nov 2012	Mar 2013	£1.6m
Namibia	Government	Manned Security	Aug 2012	Sep 2012	£0.8m
Kenya	Oil & Gas	Life Cycle Security	TBC	Q4 2012	£25m
Morocco	Energy & Utilities	Manned Security	Sep 2012	Jan 2013	£1.7m
Mozambique	Oil & Gas	Manned & Systems	TBC	TBC	£30m
DRC	Telecoms	Manned Security & Systems	TBC	TBC	£5m
Ghana	Mining	Manned Security	TBC	Aug 2012	£3m

Securing Your World



G4S Africa

Extractive industry case study



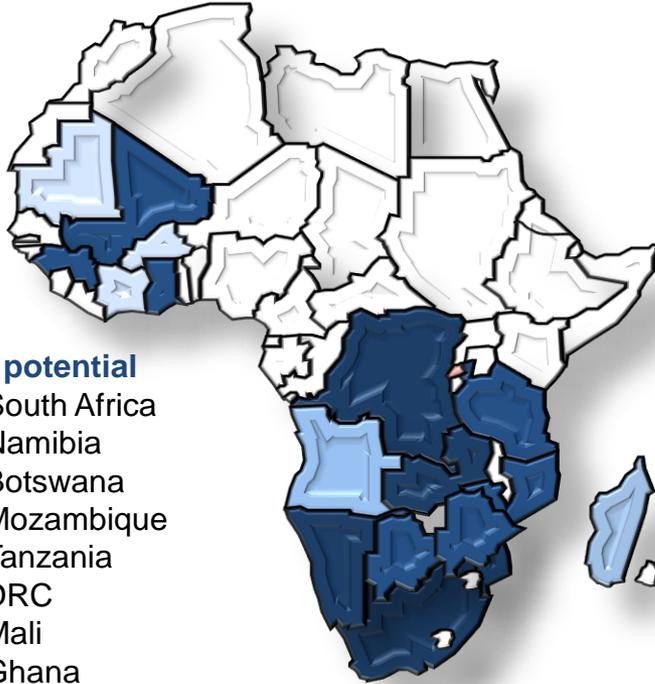
Securing Your World



G4S Africa

Extractive industry potential

Mining



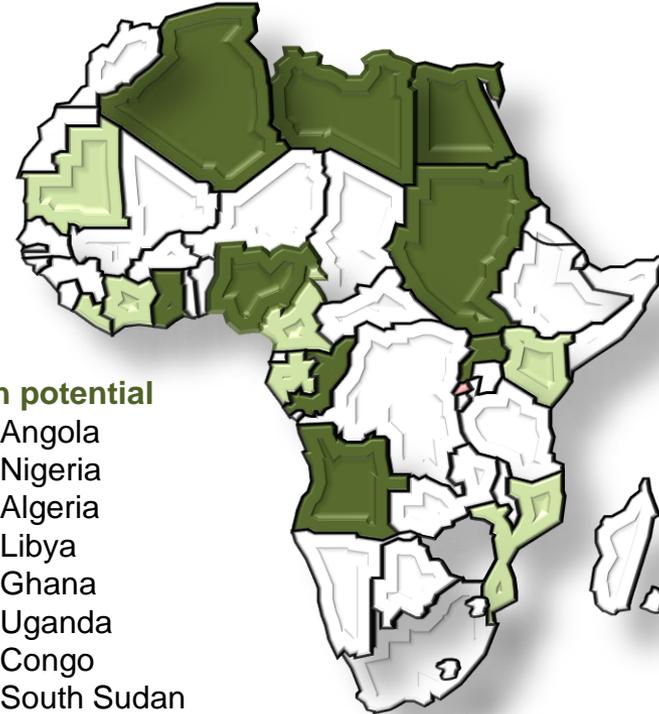
High potential

- South Africa
- Namibia
- Botswana
- Mozambique
- Tanzania
- DRC
- Mali
- Ghana
- Guinea
- Zimbabwe
- Zambia

Good potential

- Angola
- Ivory Coast
- Burkina
- Mauritania
- Madagascar

Oil & Gas



High potential

- Angola
- Nigeria
- Algeria
- Libya
- Ghana
- Uganda
- Congo
- South Sudan

Good potential

- Mozambique
- Kenya
- Gabon
- Cameroon
- Ivory Coast
- Liberia
- Mauritania

Securing Your World



G4S Africa

Summary & Outlook

- Focus on prioritised territories – driven by G4S scale and market opportunity
- Drive outsourcing across African country markets
 - Leverage the scale of our pan-African footprint with international companies
 - Embed security design consulting and technology to deliver end-to-end life cycle security solutions to clients
 - Evaluate opportunities to expand into adjacent support services
 - Traditional FM
 - Remote Camp FM
 - Offshore Support Services
- Focus on sectors where security and safety are key
 - Mining
 - Oil & Gas
 - Telecoms
- Develop long-term partnerships with large customers
- Transfer expertise from more developed markets into more developing markets
 - Leverage UK & SA bidding experience and expertise to win the largest bids across Africa
 - Leveraging global sector heads to augment sector specialism and experience
- Effect multiple acquisitions to accelerate organic growth potential

Securing Your World

