



Ashley Almanza Chief Executive Officer

Securing Your World

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Agenda

- Overview
- Global security market
- G4S markets and services
- G4S strategy
- Financial framework
- Summary

G4S plc Overview

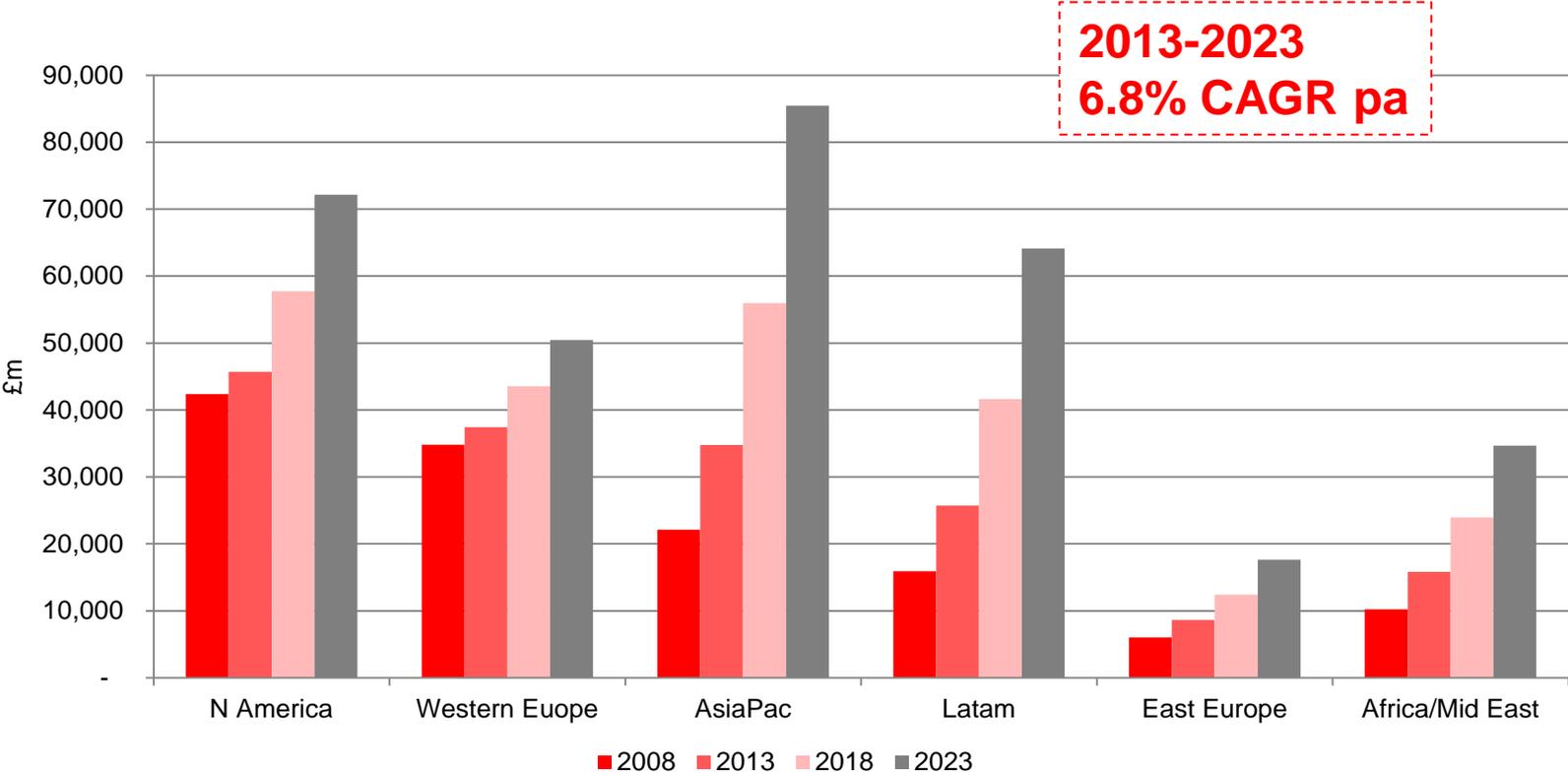
- The world's leading, global, integrated security company
- Active in c.100 countries and 611,000 employees
- Revenues £6.5bn* and PBITA £416m*
- Mission is to create sustainable value for our customers and shareholders by being the supplier of choice in all our markets
- Our strategy addresses a long term, positive demand outlook for our core services and seeks to deliver sustainable, profitable growth
- Our strategic plan focuses on growth, productivity, active portfolio management and disciplined financial and risk management

* FY 2014 at H1 15 exchange rates

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Global Security Market by Region

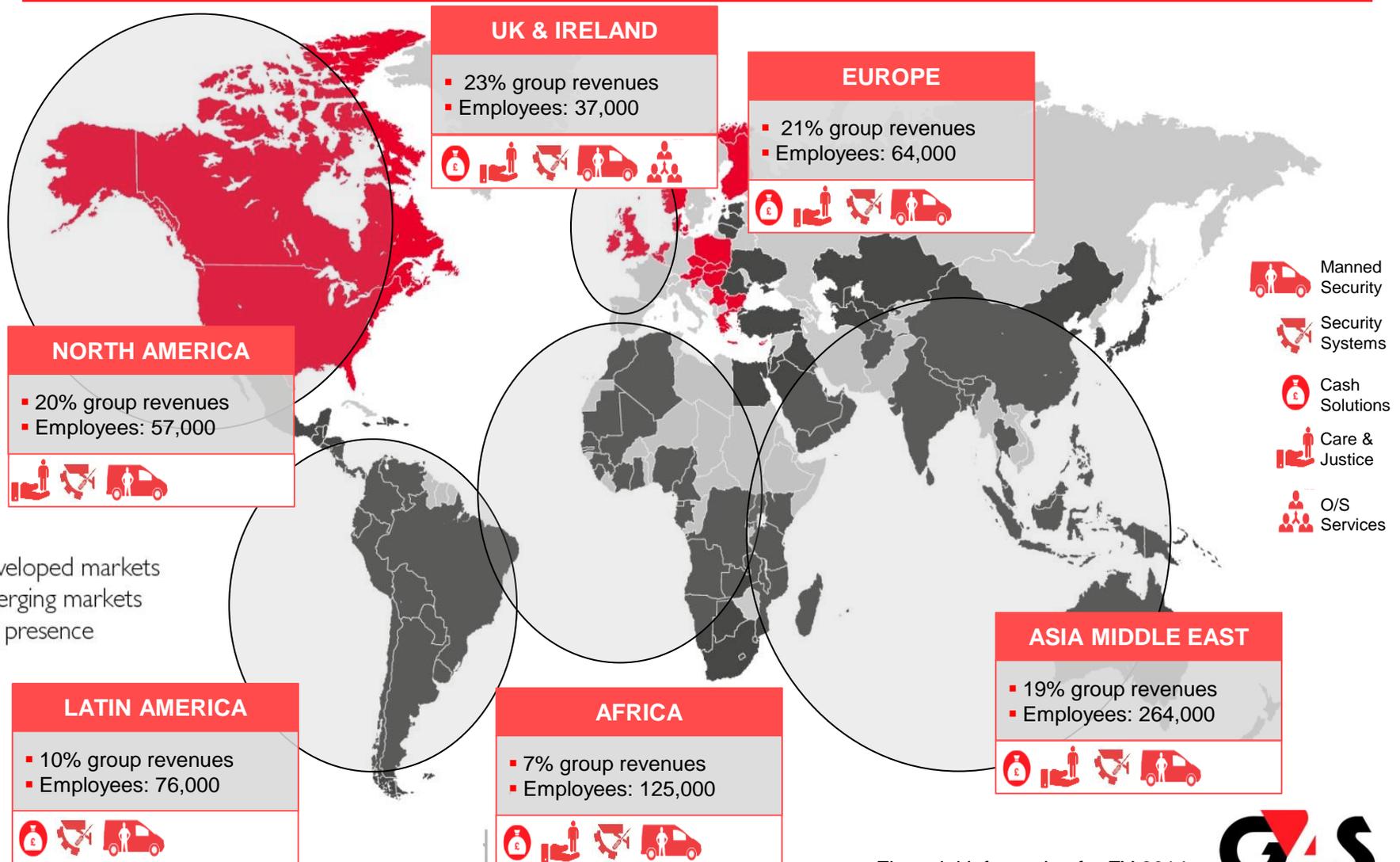


Source: Freedonia World Security report November 2014

Structural growth markets

G4S Markets & Services

G4S Global Market Coverage



Financial information for FY 2014



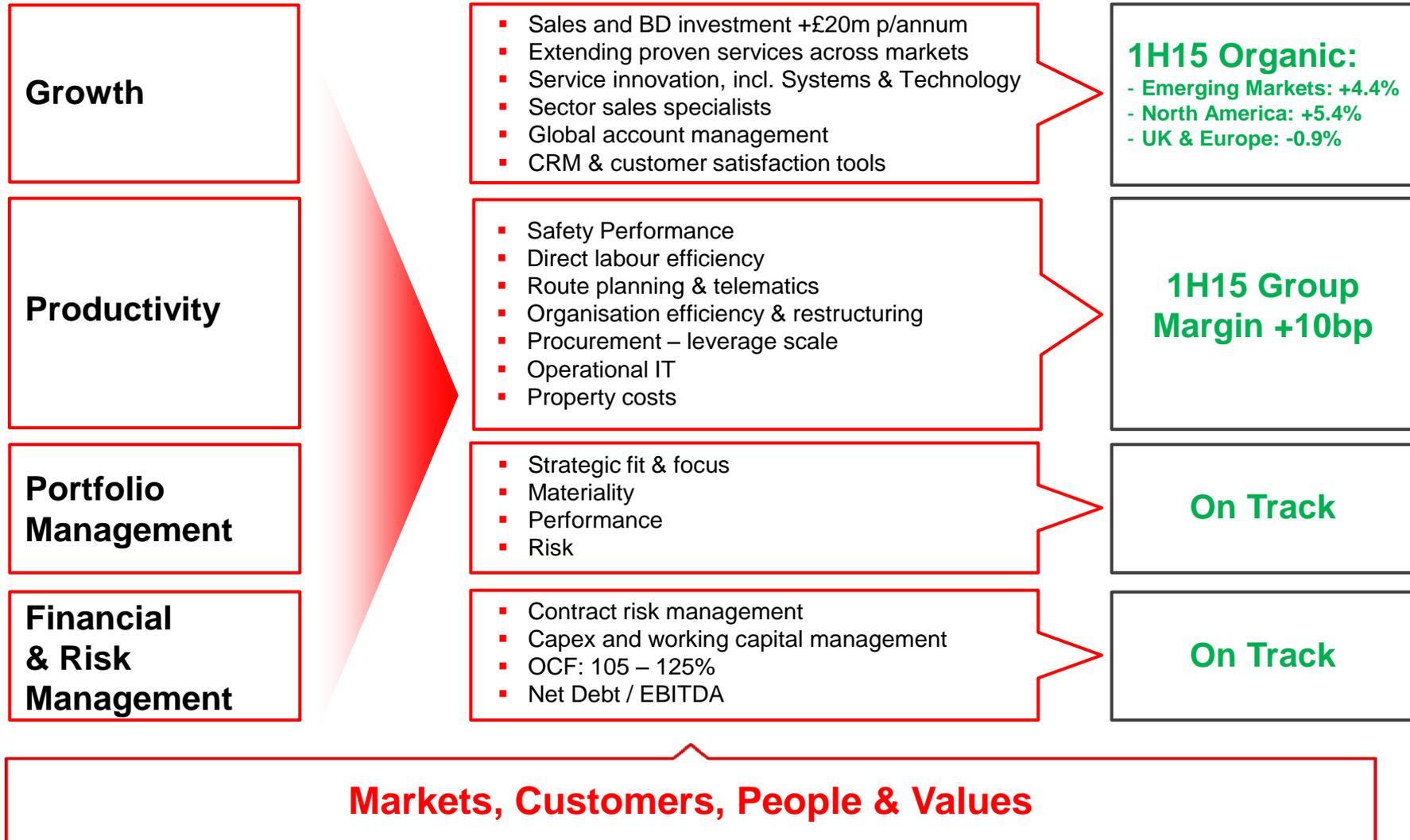
G4S Markets & Services

Diverse Services and Customer Segments

Business Segment	Service Line	Major Customer Segments	% Revenues in 2014
Secure Solutions	<ul style="list-style-type: none"> ▪ Manned Security ▪ Monitoring & Response ▪ Integrated FM ▪ Armoured Security ▪ Risk & Security Consultancy 	<ul style="list-style-type: none"> ▪ Major corporates & industrials ▪ Government ▪ Financial institutions ▪ Energy & utilities ▪ Retail & Distribution ▪ Airports and Ports ▪ Natural resources 	59%
Cash Solutions & Secure logistics	<ul style="list-style-type: none"> ▪ CIT ▪ ATM Replenishment ▪ Cash Processing ▪ ATM Maintenance ▪ Int. Secure Logistics 	<ul style="list-style-type: none"> ▪ Financial Institutions ▪ Retail ▪ Mining ▪ Leisure ▪ Other 	16%
Security Systems & Tech	<ul style="list-style-type: none"> ▪ Security Systems Install & Maintenance ▪ Security Systems Software / Integration ▪ Fire & Alarm Services 	<ul style="list-style-type: none"> ▪ Major corporates & industrials ▪ Government ▪ Financial institutions ▪ Private energy & utilities ▪ Retail 	8%
Care & Justice Services	<ul style="list-style-type: none"> ▪ Prison Management ▪ Electronic Monitoring ▪ Immigration Centres ▪ Court Escorting ▪ Juvenile Custody & Training ▪ Police ▪ Forensic Medical 	<ul style="list-style-type: none"> ▪ Central Government ▪ Local Government ▪ Government Agencies & Authorities ▪ Police authorities 	9%
Outsourcing & Other	<ul style="list-style-type: none"> ▪ Employment Support Services ▪ Utilities 	<ul style="list-style-type: none"> ▪ Central and local government ▪ Private energy & utilities 	8%

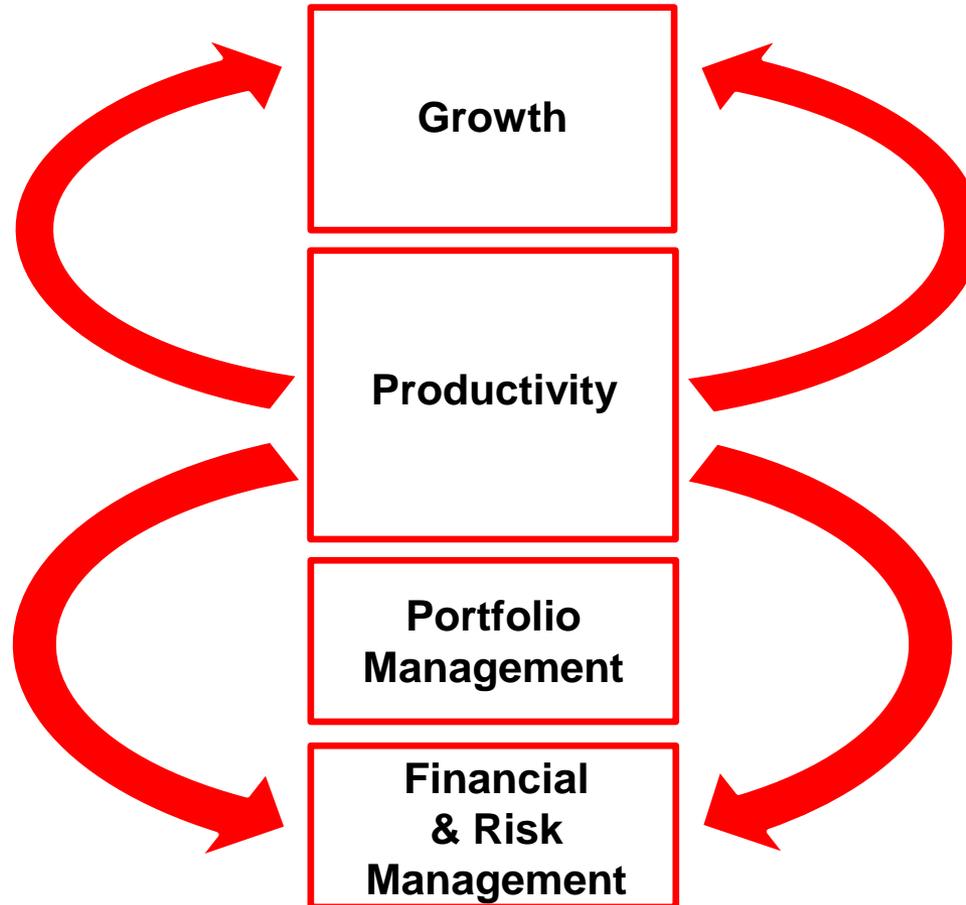
G4S Strategy

Multiple Sources of Value



G4S Strategy

Multiple Sources of Value

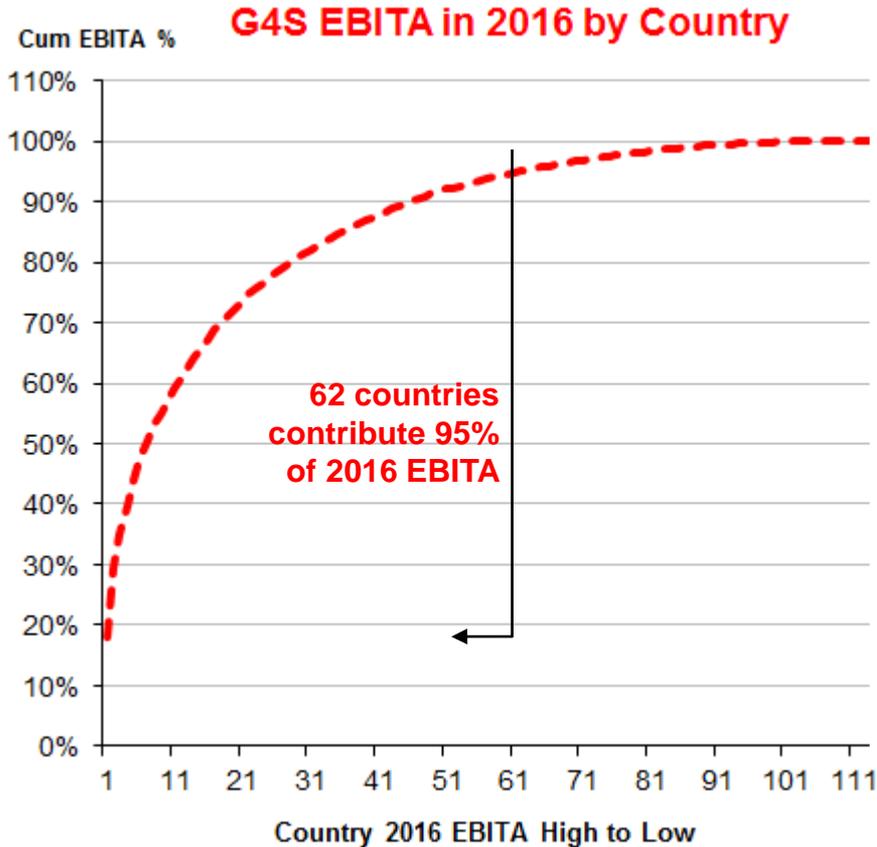


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G4S Strategy

Portfolio management: Strategic Focus



Review criteria applied to all businesses:

- Materiality of contribution over next 3-5 years:
 - Organic growth
 - EBITA
 - Cash generation
 - Turnaround potential
- Market value
- Risk profile

G4S November 2013

Active portfolio management = focus and performance

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Strategic Focus:

Portfolio Management Update

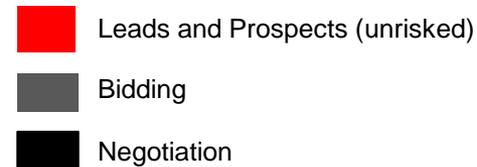
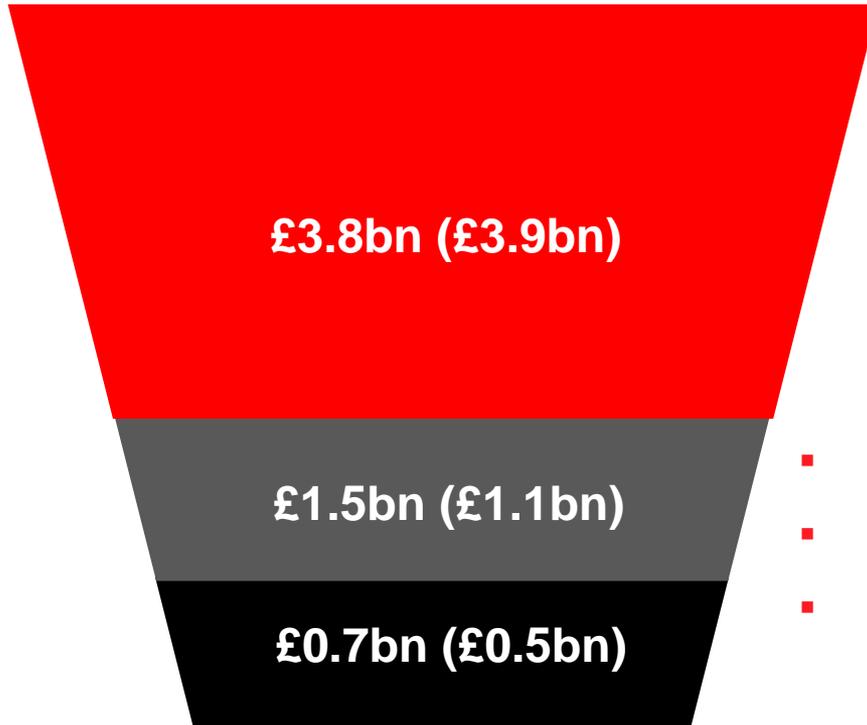
	Disposal complete	Disposal, closure in progress	Total
Number of businesses	16	30	46
Revenue (£m)	775	314	1,089
PBITA (£m)	14	-11	3
Total proceeds (£m)	263	-	263

Growth

- Sales and BD investment +£20m p/annum
- Extending proven services across markets
- Innovation & Technology
- Sector sales specialists
- Global account management
- Sales operations incl. CRM & customer satisfaction tools

Growth

Growing and Diversified Pipeline



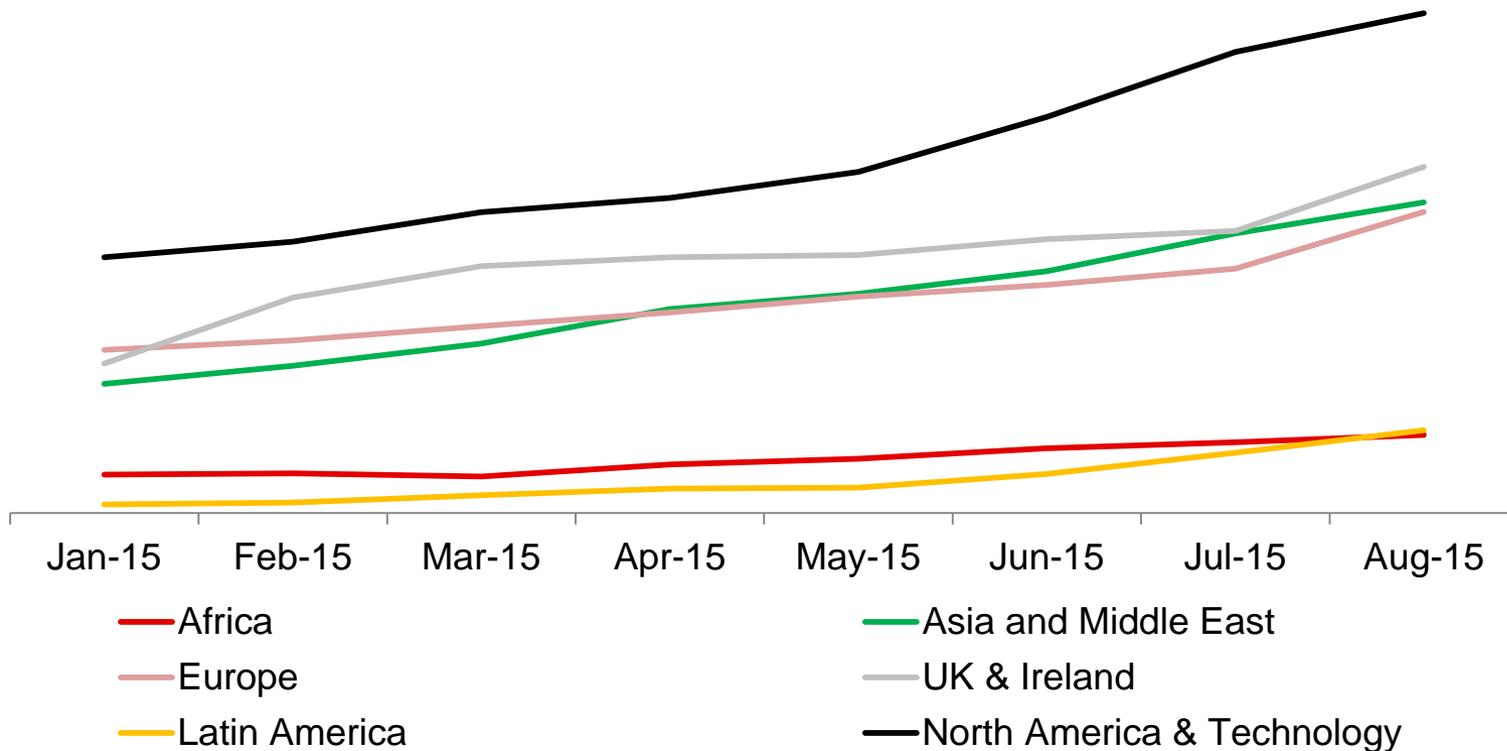
- Investment in Sales and BD
- £6.0bn ACV
- H1 15 new contracts £0.7bn ACV, £1.4bn TCV

Note: As at 30 June 2015 (31 December 2014)

Sales & BD Investment

Growing and Diverse Pipeline

Monthly Pipeline Growth (ACV)

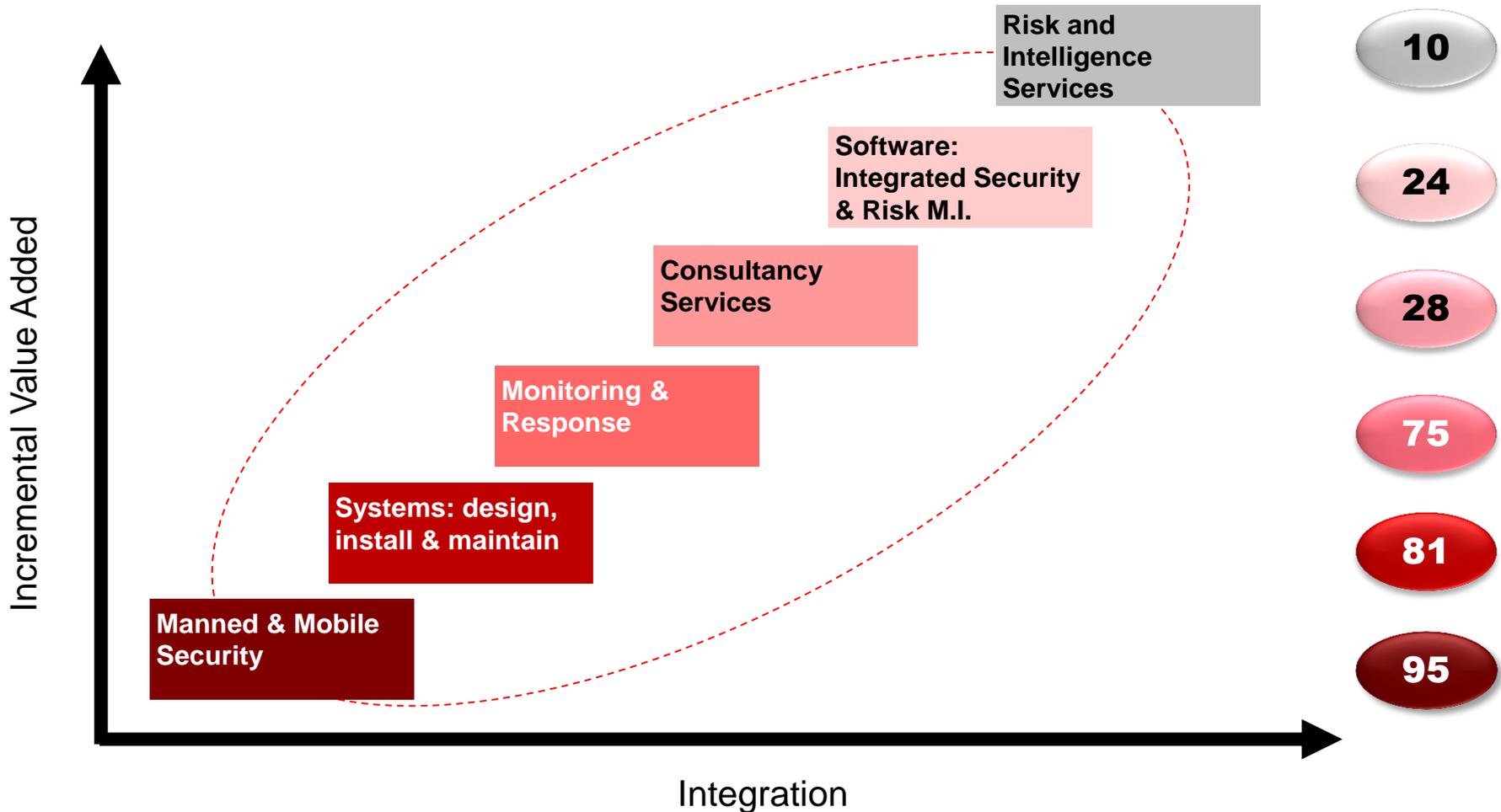


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Secure Solutions

Integrated Security Solutions



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 No. of G4S businesses



RISK360™



RISK360™

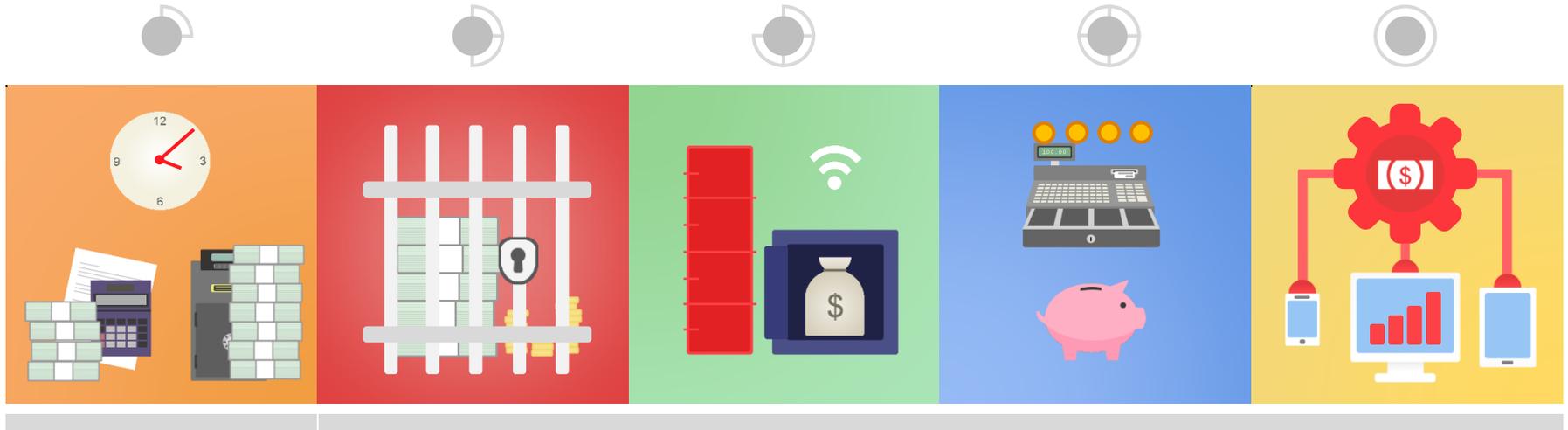
What it is:

Software Solution, developed by G4S, providing Advanced Incident and Case Management capability for our clients

Value to Customers:

Enables customers to capture real time data and information to proactively manage and mitigate security and safety risks, Can also be integrated with qualified and open source intelligence.

CASH360™



Reduce time managing cash

In store devices that count and validate cash at the till point or in the cash office.

Protect against cash losses

Cash secured within the smart device is fully covered in the event of theft or loss.

Efficient cash collections

Cash collections can be automatically triggered when the cash reaches a specified threshold.

Credit straight into your account

Cash can be credited by your bank while it's still in your store or when we count it at our cash centre.

Management Information

View real time information via our online portal and integrate reports into internal financial systems.

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Financial Framework

- Contracts, risk management and delivery assurance
- Capital discipline: Single pool, >10% IRR
- IT transformation
 - Infrastructure, productivity suite, lean process applications
 - Progressive / modular approach
- Shared service centres
- Cost leadership: restructuring, procurement & cost management

Disciplined financial management

Financial Framework

Cost Leadership: Restructuring

- All deliver post tax IRR of +10% and paybacks of 12-36 months
- Progress since November 2013:
 - UK & Ireland Cash Solutions
 - Headcount reduction 1,500
 - c.20% fewer branches
 - Europe
 - Headcount reduction of over 2,200
 - Consolidated regional HO in Amsterdam
 - De-layered regions and corporate centre

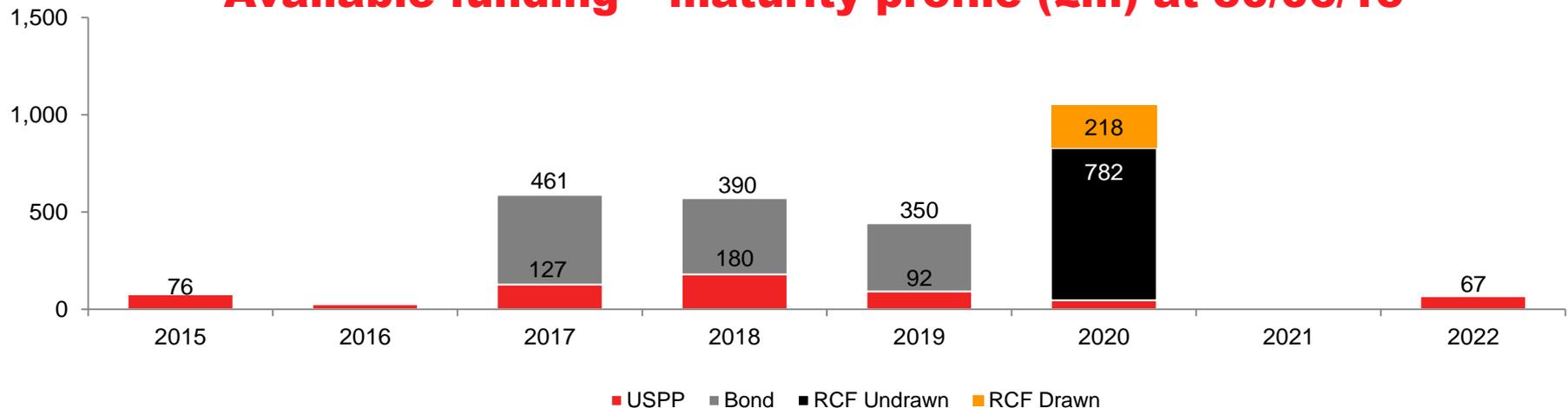
Strengthening competitive position

Financial Framework

Soundly financed

- **Strong liquidity**, unutilised committed facilities of c.£800m
- Re-paid \$150m which bore an interest rate of 6.43%
- Revolving credit facility **successfully refinanced** in January 2015, extending maturity to 2020 with improved pricing, T&Cs
- **Rating S&P BBB-** rating confirmed April 2015

Available funding – maturity profile (£m) at 30/06/15 *



(* exchange rates @ 30/06/15 or hedged rates where applicable)

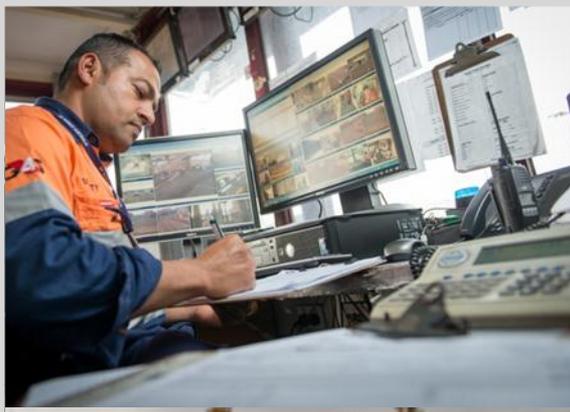
Summary

- Improving financial performance; positive momentum
- Strategy & plan on track
 - Investment in Growth => Sales and pipeline
 - Service Innovation: integrated offering, early traction
 - Productivity: programmes delivering benefits
 - Portfolio Management: improved focus and performance
 - Risk Management: improving quality of business
- Positive Outlook:
 - Clear & focused strategy
 - Demand for security services
 - Strengthened organisation & people



Q&A

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Appendix

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Cash Solutions

Key Trends

Emerging Markets

- Each market unique
- Cash dominant payment instrument
- High unbanked population – financial inclusion policies support cash usage
- ATM growth
- High volumes of manual cash handling in bank-branches
- Cash an “anchor” service / payment option for banks and retailers
- Mobile payment mechanisms typically use cash at both ends of payment chain

Developed Markets

- Great variation in policy, practice and trends across markets
- Cash largely sourced from ATMs / remote ATMs
- Retailers and FI’s seeking efficiency and enhanced ease of use
- CIT: competition / scale matters
- FI branch costs currently account for 50-60% of retail banking costs
- Growing interest in digital payment technologies but market penetration measured & often cannibalises other non cash instruments

Efficiency & ease of use