

G4S Investor Presentation

John Kenning, Regional CEO, North America

NYC December 2017

Securing Your World

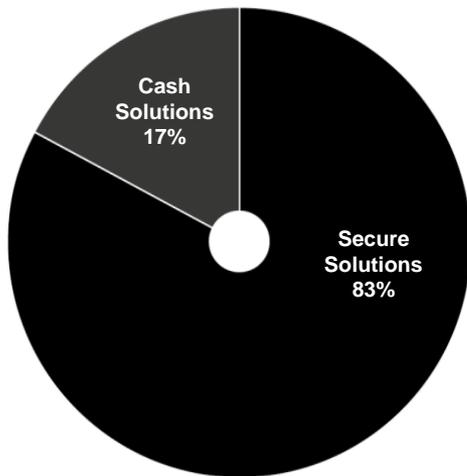


G4S Transformation

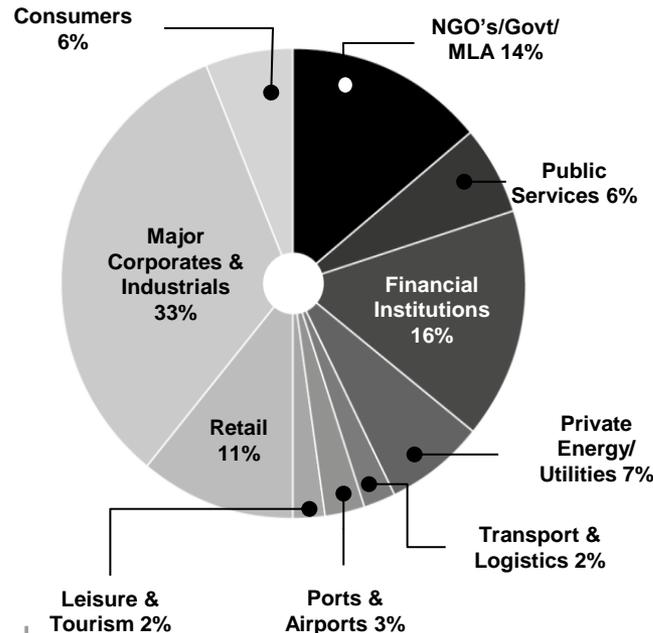
G4S Today

- Leading global security company: Secure and Cash Solutions
- Advantages of global scale and global brand with market service and customer diversification
- Operate in 95 countries in Emerging Markets and Developed Markets with c.560,000 employees
- Strongly growing revenues from technology, systems and integrated solutions

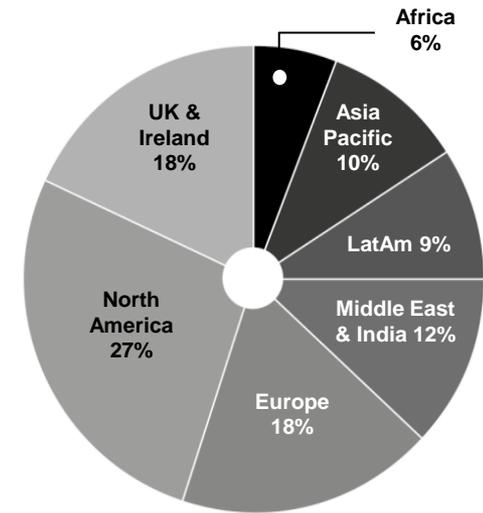
Business Segment Revenue 2016



Customer Segment Revenue 2016



Markets Revenue 2016



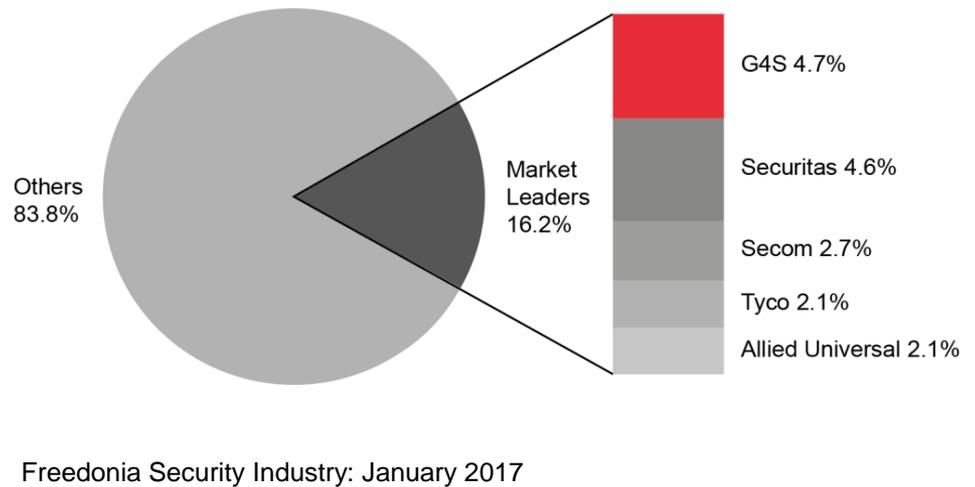
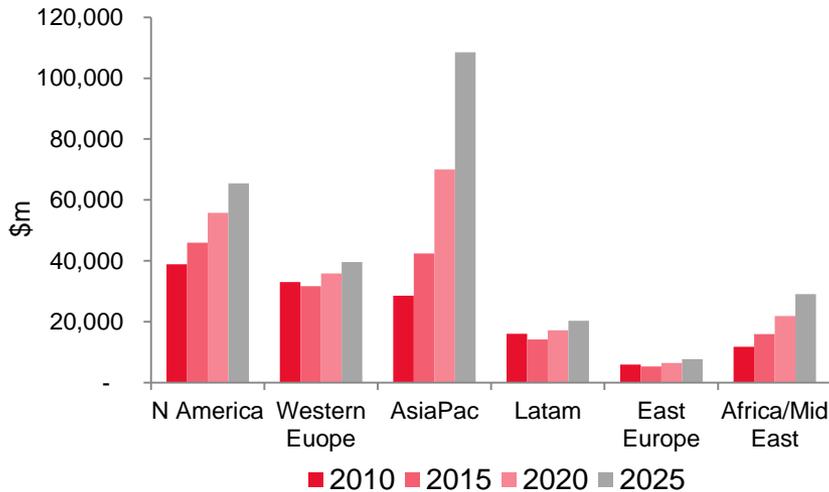
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Structural Growth Market

A Market Leader

Global Security Services Market Share 2015 (\$180.2bn)



GROWTH OUTLOOK: 5 – 6% CAGR 2015-25; \$200BN BY 2020

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Global Resource & Capability

Global Services:



Consultancy &
Risk Management



Technology &
Software



System Design,
Build & Integration



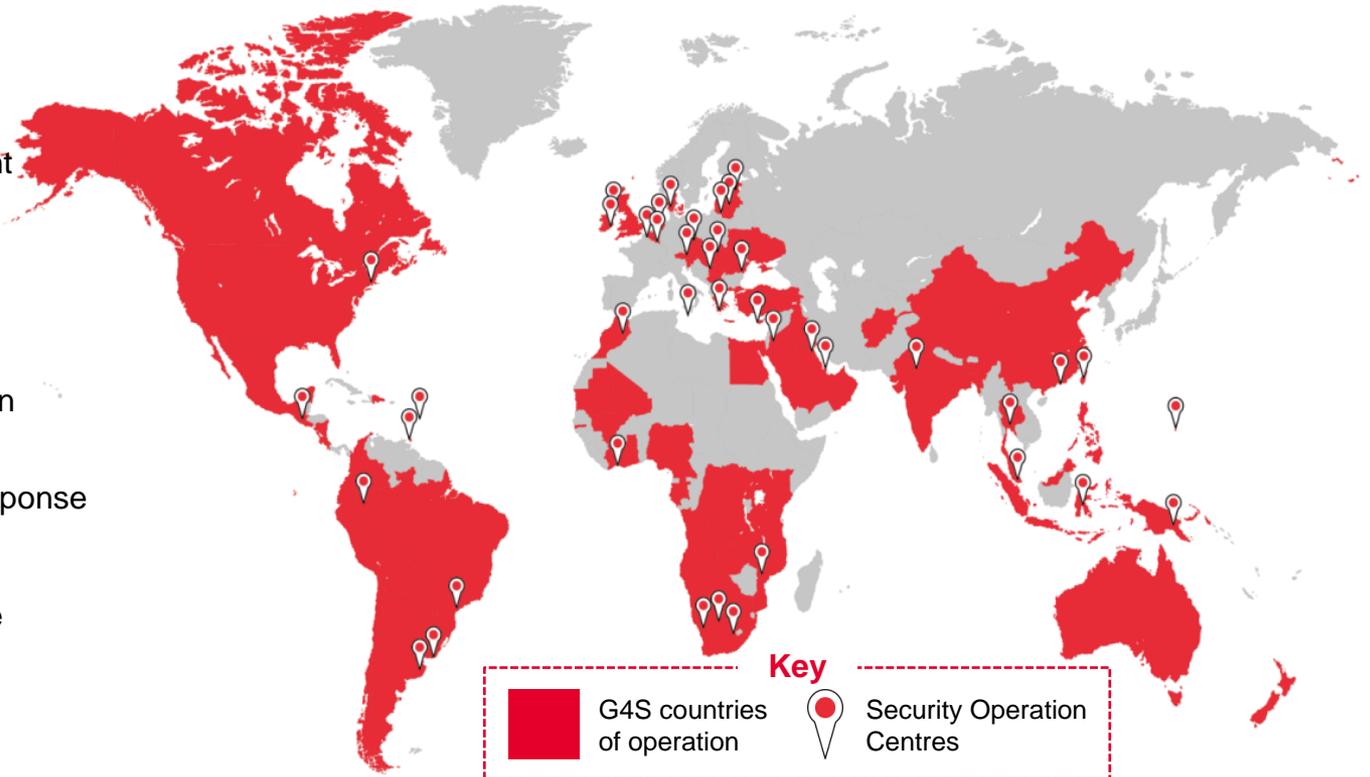
Monitoring & Response



Manned & Mobile



Analytics



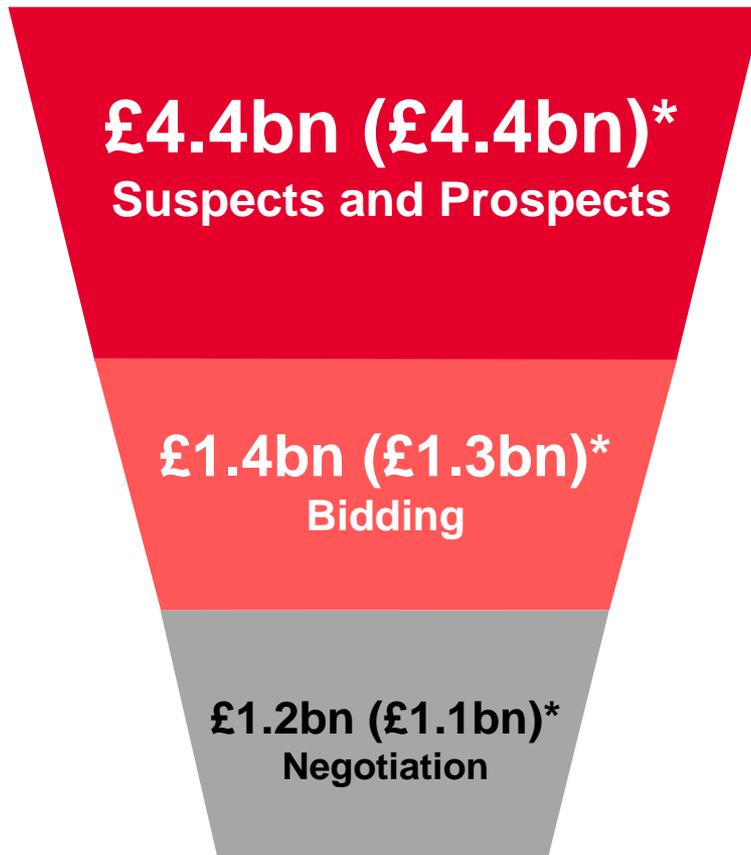
GLOBAL MARKET POSITIONS

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Growth Outlook

Sales Pipeline



*As at 30 June 2017 (1 January 2017)

- New sales contracts: £0.7bn ACV
- £7.0bn ACV Pipeline
- Diversified by:
 - Service
 - Market
 - Customer Segment
- Supports 4-6% revenue growth
- Quality: improving qualification

Facts & Figures for G4S North America...



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G4S North America Security Market

Overview



- **Population of 364 Million (US & Canada)**
- **GDP of \$18.5T (US) \$1.6T (CA)**
- **GDP growth 2016: 1.6% (US) 0.5% (CA)**
- **Unemployment rate 4.3% (US), 6.3% (CA)** - virtual full employment in USA
- **Key industries:** healthcare, finance, technology, insurance, real estate, government, energy, datacenters, manufacturing, education & construction
- **Security Market = \$61.3bn (Source: Freedonia), growing at 3.9%**

Chief Security Officer Priorities – Security 500



Workplace Violence & Active Shooter



Cyber Security



Terrorism



Business Continuity



Budget & Funding



Asset Protection, Theft & Investigations



Training and Employee Retention, Hiring



Technology & Contract Management and Maintenance



Executive & Employee Travel



GSOC Management

G4S Priorities in North America



Customer first and proactive



Innovate



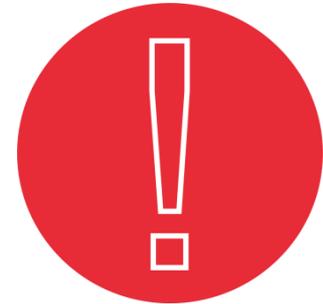
Delivering Integrated Security Solutions



Drive process and efficiency



Sell proprietary software and hardware

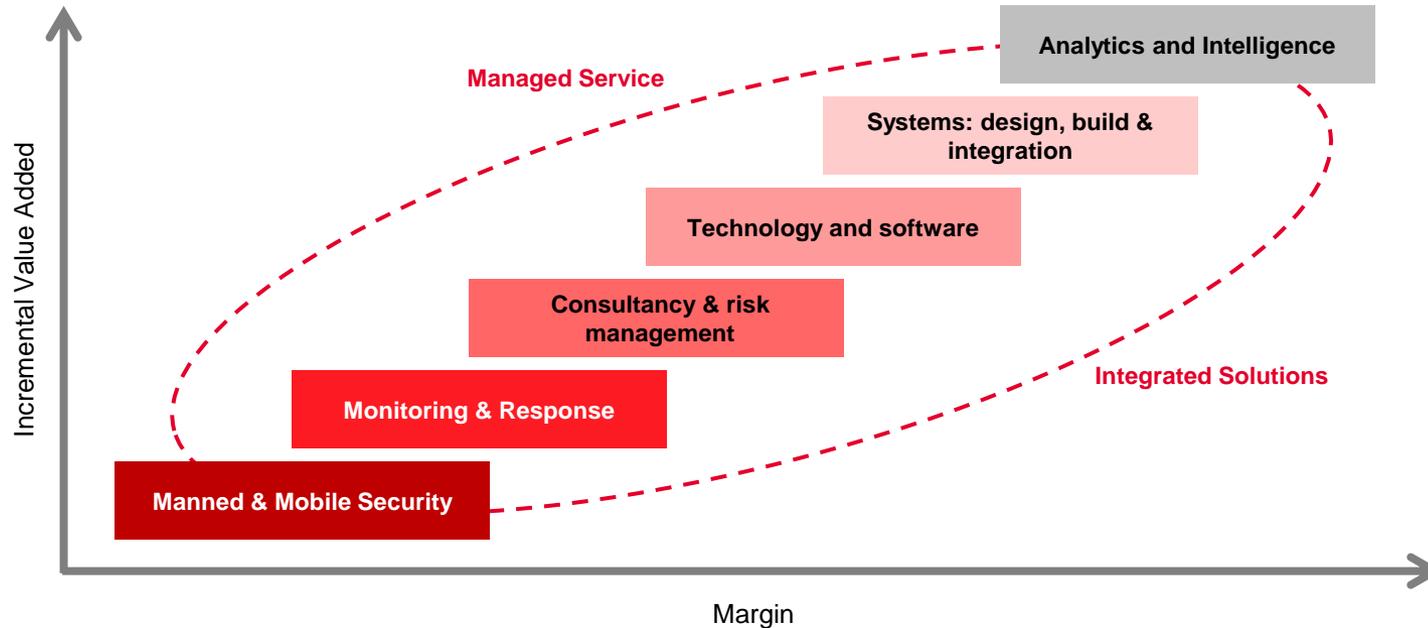


Focus on people and safety

Investing in Innovation

Adding value

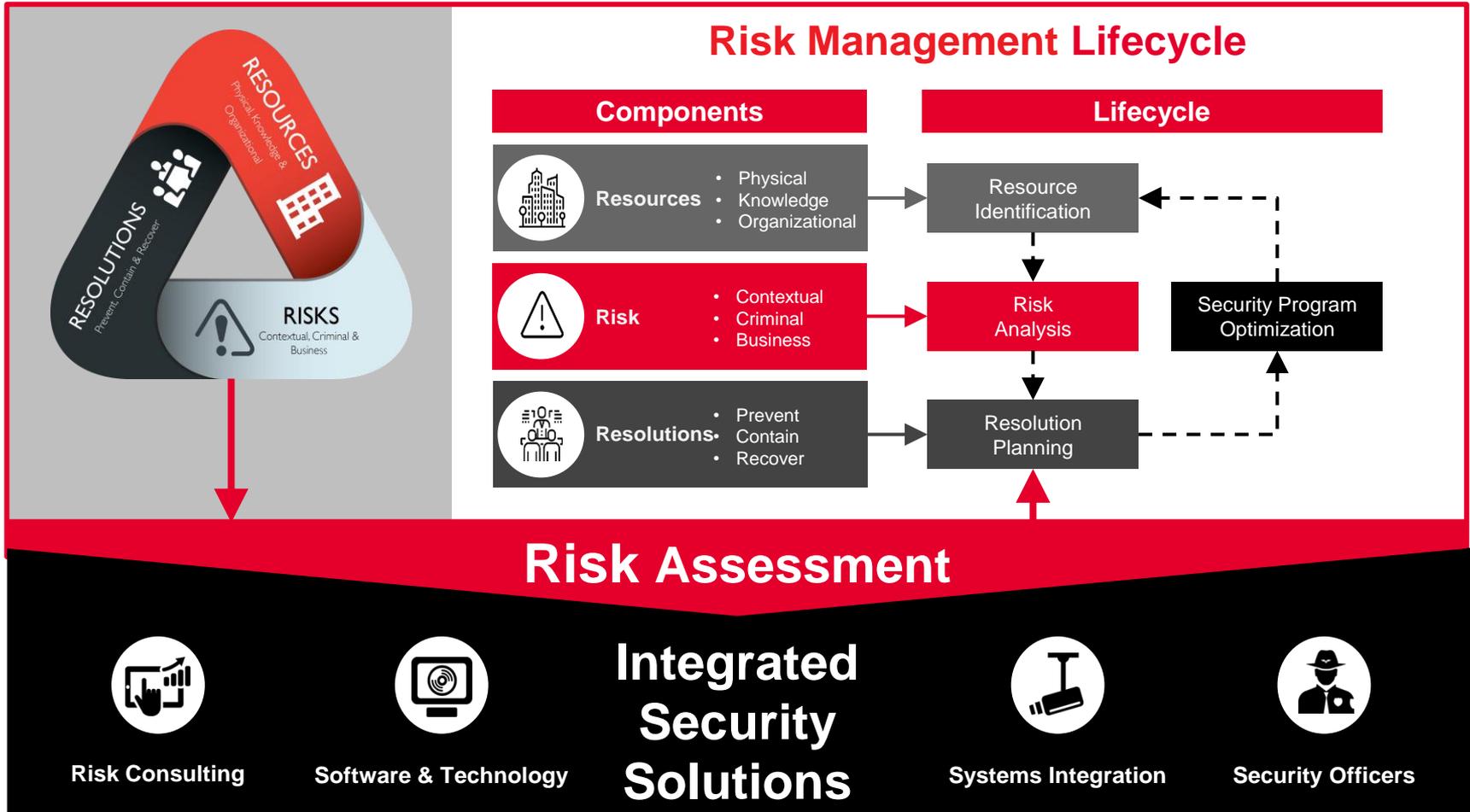
Secure Solutions



- Cross selling and up-selling within and across markets
- Services scalable across global market footprint
- Continued investment in people, technology, software & systems

Integrated Security Solutions

Risk based methodology

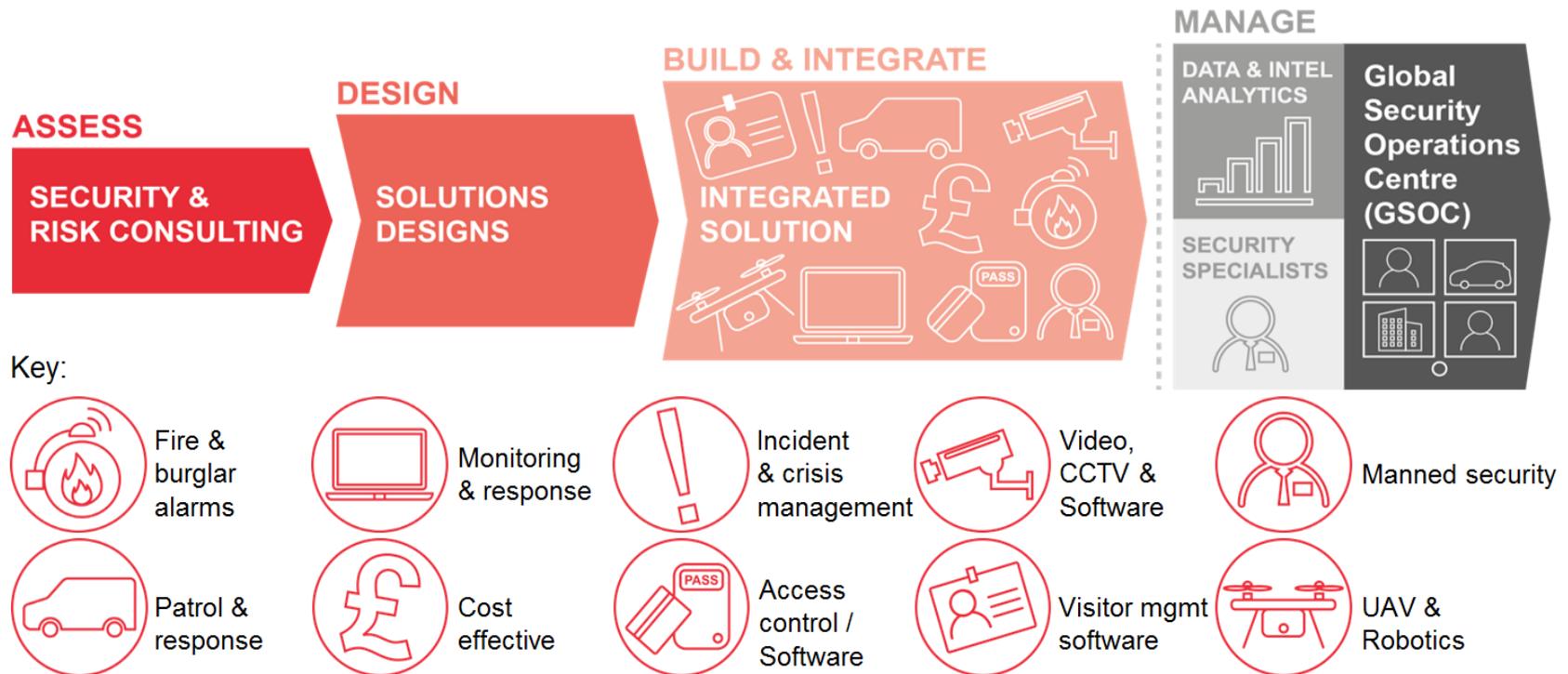


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Integrated Security Solutions

Methodology



CUSTOMER FOCUSED SOLUTIONS

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G4S in North America

Corporate Risk Services



Importance to G4S & Market Dynamics

- Trusted senior advisor
- Provide insight, add value
- Can drive whole value proposition
- Supports global outbound clients
- Critically important to F1000



Current Services

- Risk consulting
- Corporate investigations
- Executive protection
- Intellectual property
- 24/7 corporate risk intel center
- Intelligence dashboards & analytics



Innovation

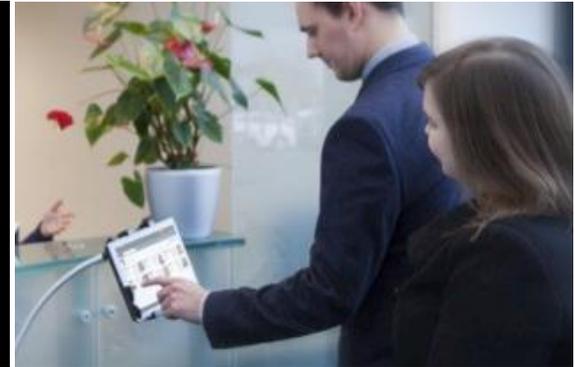
- Integrated security solutions
- Design & develop risk tools
- Build out risk expertise across region through SPI training
- Travel risk management
- Targeting CMS Final Rule in healthcare vertical
- Build out fee-based situational awareness platform

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G4S in North America

AMAG Technology



Importance to G4S & Market Dynamics

- US market growing at 5.3% - Asia faster; EU, LATAM slower
- Differentiates the G4S offer
- Video companies entering access control space
- Insider threat increasing importance of credential management
- Uniquely positioned in market – AMAG is only provider to offer this suite of services



Current Services

- Visitor management
- Identity and credential management
- Access control (incl. Bluetooth & biometrics)
- Integrated video systems
- Analytics



Innovation

- Integrated security solutions design – move from x-sell to solutions
- Integrated incident management (RISK360)
- Launch next-gen system
- Analytics and decision support
- Access Control as a Service

G4S in North America

Secure Integration



Importance to G4S & Market Dynamics

- Market growing at 5.5%
- Profitability of 'installation' services reducing with commoditization
- Video expected to dominate
- Increased spending on technology rising from terror threats
- Maintenance & support growing faster than installs



Current Services

- Technical design & engineering
- Security integration
- Program management
- Monitoring (video, intrusion, fire)
- Services (maintenance, preventive and support, O&M)
- Regulated access control/systems (Perefield)
- GSOC build out
- Data analytics & intelligence



Innovation

- Integrated security solutions design-move from x-selling to solutions
- Security Operations Centres (on and off premise)
- Analytics and decision support
- Investing in data-driven solutions

G4S in North America

Secure Solutions (USA, Canada, RSS)



Importance to G4S & Market Dynamics

- Market growing @ c 2.7% for USA, 2.3% for Canada, and 2% for RSS
- Vertical strength in healthcare, data centers, petrochem, aviation, nuclear
- Customers seeking efficiency
- Large deals incorporating technology
- Drive towards integrated offers
- In Canada, CATSA secured for 5 years
- RSS: promoting outsourcing



Current Services

- MSS
- Immigration transportation
- Police support & transportation
- Limited patrol & response
- Security Operations Centers staffing
- Aviation screening (CATSA)
- Technology/Integration
- Patrol & response
- Regulated security officers
- Force on force training
- Search and seal



Innovation

- Integrated Security solutions design and delivery
- Build out Patrol & Response
- Security Operations Centers
- Analytics and decision support
- Managed services

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G4S in North America

Compliance & Investigations



Importance to G4S & Market Dynamics

- Trusted Advisor for CSOs, Risk Managers, General Counsel, and HR Leaders
- Global boots on the ground, with over 4.5M investigations completed
- Recurring revenue streams with high margin/high cash flow



Current Services

- General Investigations
- Surveillance
- Fraud & Compliance Investigations
- Social Media/Database/Desk Top Investigations
- Fire Cause & Origin
- Loss Adjusting



Innovation

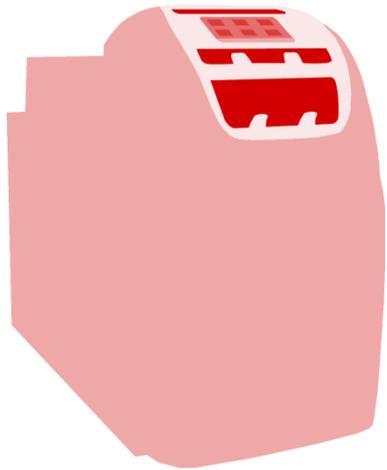
- Expansion further into Europe and APAC
- Continued technology investments in Managed Services for global outsourcing deals

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G4S Retail Cash Solutions

Cash Automation Service



Retail solutions has developed an integrated software/hardware/service solution to reduce direct and indirect cash handling cost for retailers



Reduced
Labor



Reduced
Processing
Fees



Reduced
Transportation
Fees



Reduced
Leakage



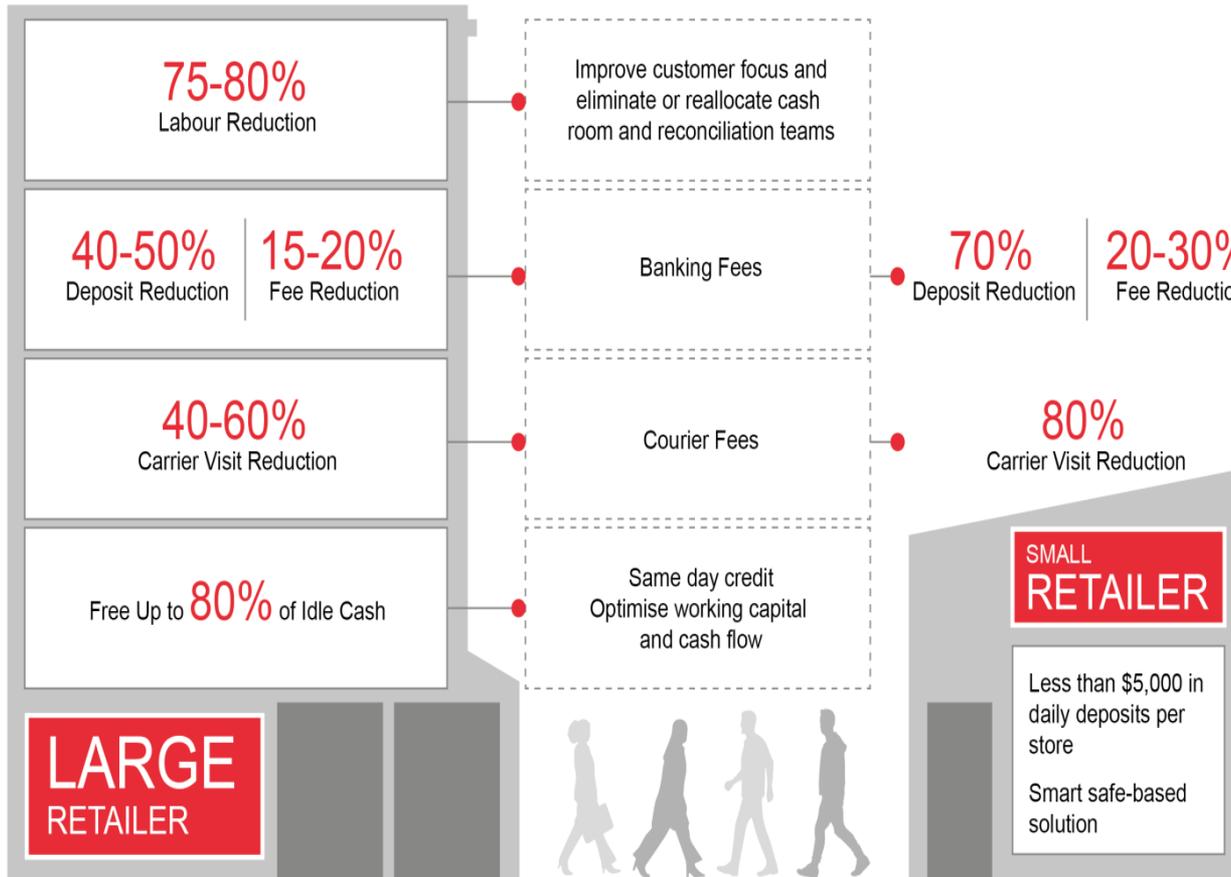
Improved
Cash Flow



Improved
Balance
Sheet

Cash360/Retail Cash Solutions

Benefits to retail and banking customers



- Rapidly growing customer base
- Extending our market coverage
- Developing our products / solutions
- 2Q17: Large, 5 year contract, c.640 stores
- Globally: 6,500 CASH360 recyclers; 12,000 smart safes deployed
- Excellent pipeline

In Conclusion...

Why G4S?



Customer Focused



Industry Expertise



Long Term Partner



Global Reach



Proven Resources



Innovative Solutions

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