



# ANNUAL GENERAL MEETING

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Securing Your World



# LEGAL DISCLAIMER

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Certain statements in this document are forward-looking statements. These forward-looking statements speak only as at the date of this document. These statements concern, or may affect, future matters and include matters that are not facts. Such statements are based on current expectations and beliefs and, by their nature, are subject to a number of known and unknown risks and uncertainties that could cause actual results and outcomes to differ materially from any expected future results or performance expressed or implied by the forward-looking statements. You are cautioned not to place undue reliance on these forward-looking statements. The information and opinions expressed in this document are subject to change without notice and neither the Company nor any other person assumes any responsibility or obligation to update publicly or review any of the forward-looking statements contained within this document, regardless of whether those statements are affected as a result of new information, future events or otherwise. This presentation also contains non-GAAP measures as defined in the annual report/interim results which can be found on the Company's website.

# OFFER PERIOD: GARDA WORLD (GW)

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- On 10 April, GW announced it was considering unsolicited cash offer for G4S, or part thereof
- On 5 May, GW withdrew
- GW made no proposal, requested no information and no time extension
- We have other unsolicited interest to acquire Global Cash Solutions and/or RCS
- No assurance at this stage that this will lead to a proposal or transaction
- ***We remain completely focused on executing our strategy***
- ***Good start to 2019***

# THE GROUP'S TRANSFORMATION

PROGRESS SINCE 2013

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## HEALTH & SAFETY

**67% reduction in RT fatalities**

## U/L REVENUES

**+18% SINCE 2013**

## PORTFOLIO

**+£560m PROCEEDS**

## U/L EARNINGS PER SHARE

**+56% SINCE 2013**

## DIVIDEND & BALANCE SHEET

**£850m DIVIDEND PAID**  
**Net Debt/EBITDA 2.7x**

## INNOVATION

**£2.8bn TECH-ENABLED REVENUE IN 2018**

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# FULL YEAR 2018

## UNDERLYING RESULTS

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### Revenue

- Revenue: £7.3bn (+1.1%)



### EPS

- 16.7 pence / share



### Dividend

- 9.7pence / share



### Contract wins

- £1.4bn Annual Contract Value

## POSITIVE OUTLOOK

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# TRADING UPDATE Q1 2019

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- Group revenues +4.8%
- Cash Solutions Revenues +4.4%
  - North America Retail Cash Solutions revenues grew >30%
  - Global Cash Solutions ex North America Retail Cash Solutions +1.6%
- Secure Solutions revenues +4.9%
  - Africa +9.3%; Americas +8.5%; Asia +3.4% and Europe & Middle East +1.1%

# SEPARATION REVIEW

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Established G4S Global Cash Division: January 2018

Announced Separation Review: December 2018

We believe separation will unlock material value by enabling each company to focus on:

- Strategic and commercial opportunities
- Operational excellence and customer service
- Investment in Innovation and Technology enabled services

**Create two strong, independent companies, each industry leaders  
in Security Solutions and Cash Solutions**

# G4S SECURE SOLUTIONS

WORLD'S LEADING GLOBAL INTEGRATED SECURITY PROVIDER

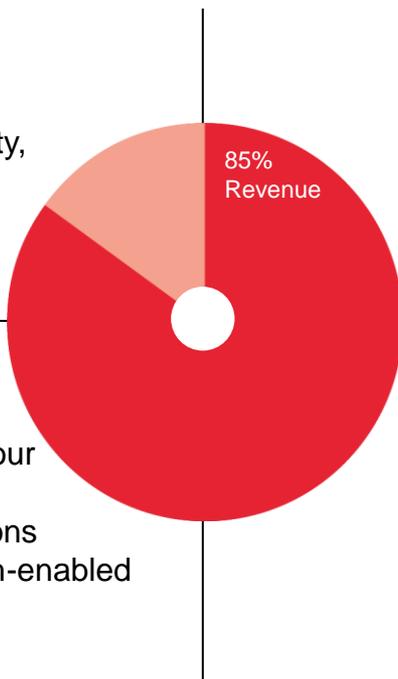
SECURE SOLUTIONS

## STRATEGY

- Deliver industry leading technology enabled security solutions
- Combine risk consulting manned security, software, security analytics into integrated solutions

## KEY STATISTICS

- £6.2bn revenue
- Over 90 countries of operation across four regions
- PBITA margin c. 6.5% - premium solutions
- 45% secure solutions revenues are tech-enabled



## COMPETITIVE ADVANTAGES

- Global footprint and brand
- Proprietary world class security products and applications
- Risk consulting and security expertise
- 514,000 trained security professionals
- Compliant and ethical service provider

## OPPORTUNITIES/RISKS

- Structural growth industry 4-6% p.a.
- Mix – technology integration supports contract longevity and margins
- Actively manage tight labour markets
- Commercial discipline
- IT/ automation

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# G4S CASH SOLUTIONS

A GLOBAL LEADER

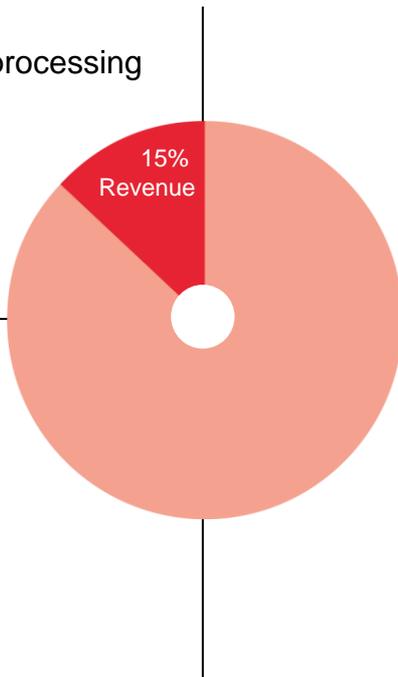
CASH SOLUTIONS

## STRATEGY

- Leading provider: CIT, ATMs and cash processing
- Cost leadership
- Industry leading cash technology
- Globalise proven solutions

## KEY STATISTICS

- c. £1.1bn revenue
- c. 11% PBITA margin
- 44 countries of operation
- 23,300 locations using G4S technology
- c. 32,000 employees



## COMPETITIVE ADVANTAGES

- Global footprint
- Industry leading positions in Asia, Africa, Europe and North America
- Number 1 or 2 player in chosen markets
- Market leading expertise and innovation
- Efficient operations

## OPPORTUNITIES/RISKS

- Many retailers and banks still to outsource cash management
- Developed markets – gross market volumes in decline/flat
- Emerging markets (excl. China) – gross market volumes growing

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# OUTLOOK

## REVENUE, MARGIN AND PRODUCTIVITY



### Revenue

- Technology enabled differentiation
- Medium term guidance of 4-6%; Q1 2019 growth of 4.8%
- Contract wins FY18: £1.4bn ACV



### Margin

- Commercial discipline; favourable margin
- Sales Mix: technology enabled solutions in Cash/Secure



### Productivity

- Restructuring: direct and indirect costs
- Net benefit realisation: 2019/ 2020



### Net Debt/ EBITDA

- Policy:  $\leq 2.5x$ ; 2018: 2.7x
- 2019: 2.6-2.7x

POSITIVE OUTLOOK

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**THANK YOU**

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