

G4S Investor Presentation

November 2018

Securing Your World



LEGAL DISCLAIMER

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.

AGENDA

01 Q3 Results Highlights

02 Business Review

03 Q&A

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Q3 TRADING UPDATE

REVENUE, MARGIN AND PRODUCTIVITY



Revenue

- Q3+2.5%; 9m + 1.1%
- Improved revenue mix and growth momentum
- Security + 3.4%; Cash Solutions + 2.9%
- Declines in Care & Justice and conventional cash solutions



Margin

- Sales Mix
 - New contracts/service mix
 - Technology enabled security
 - Cash technology



Productivity

- Restructuring: direct and indirect costs
- Net benefit realisation

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G4S – SECURING YOUR WORLD

FOCUSED BUSINESS

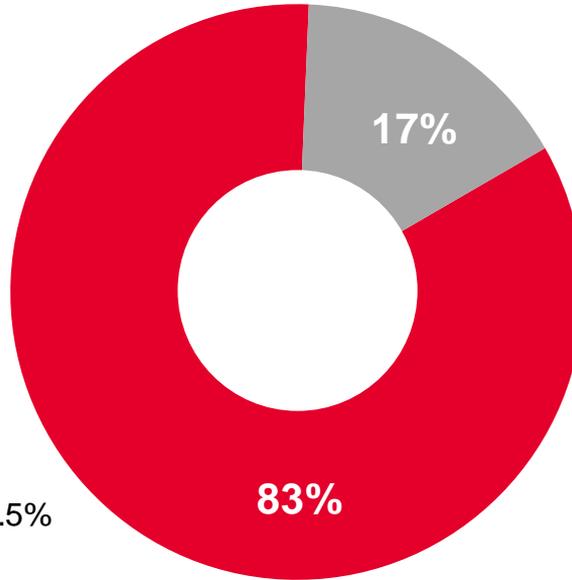
SECURE SOLUTIONS

- Global business, +90 countries
- Diversified markets
- Global blue chip client base
- Increasing integration of people and technology
- Risk based design of security solutions
- Revenue FY17: £6.0bn
- PBITA FY17: £368m

SECURE SOLUTIONS - Q3 2018

Security + 3.4%; Secure Solutions* +2.5%

- Africa +3.6%
- Asia + 6.5%
- Europe & Middle East +0.2%
- Americas + 5.7% o/w North America +6.5%



FY2017

CASH SOLUTIONS

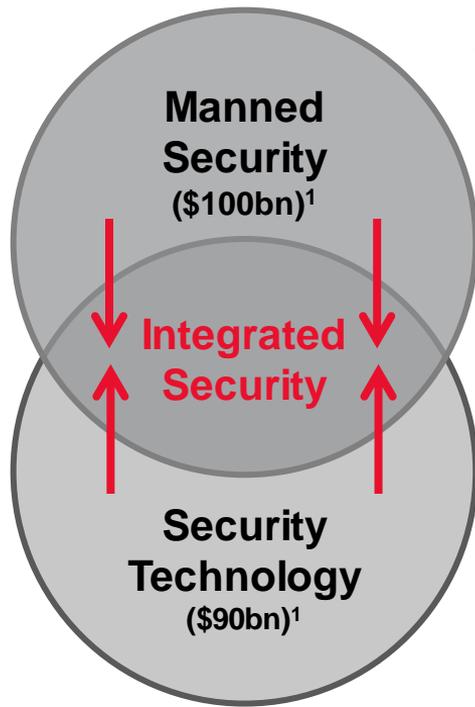
- Global CIT/cash processing: #1/#2 in 39/40 countries
- Industry leading cash technology
- Bank and retail cash management services
- Revenue FY17: £1.2bn
- PBITA FY17: £145m

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THE SECURITY MARKET

MARKET TRENDS

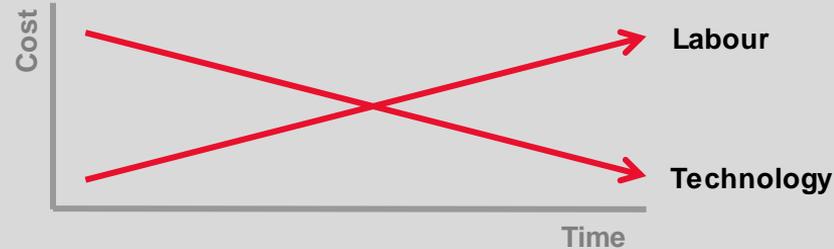


G4S
Capability



Technology Enabled Security

- Evolving customer needs
- A growing market as labour costs increase while technology becomes more efficient and powerful



1. Freedonia Global Security Service (2017) and Security Equipment (2015) report.

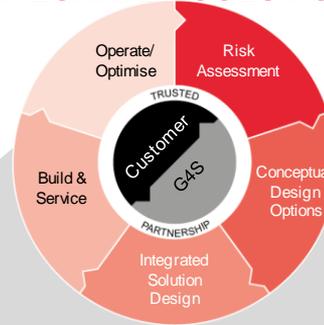
G4S SECURITY SOLUTIONS

TECHNOLOGY ENABLED SECURITY

MARKET TRENDS:

- ▲ Labour Cost
- ▼ Technology Cost
- ▲ Technology Speed and Resilience
- ▲ Data Analytics/
- ▲ Proactive Security

INTEGRATED SOLUTIONS



BENEFITS:

- ▲ Margin
- ▲ Longevity
- ▲ Growth
- ▲ Returns

SINGLE OR
MULTI SERVICE
COMBINATION



HISTORICALLY:
SEPARATE
PRODUCTS &
SERVICES



Global security operations centre (GSOC) | Alarm receiving centre (ARC) | Security operations centre (SOC)

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G4S SECURITY TECHNOLOGY

GROWING GLOBAL CAPABILITY

- **44%** of Secure Solutions revenue from technology-enabled security services*
- Security integration capability in **43** key markets
- **Over 500,000** monitoring connections
- Substantial, qualified supply chain

AMERICAS

 in 13 countries



ASIA

 in 10 countries



AFRICA

 in 2 countries



EME

 in 18 countries



* Manned security contract enhanced through G4S software, hardware and security systems.



Integration Capability



Manned and Mobile



Security Systems

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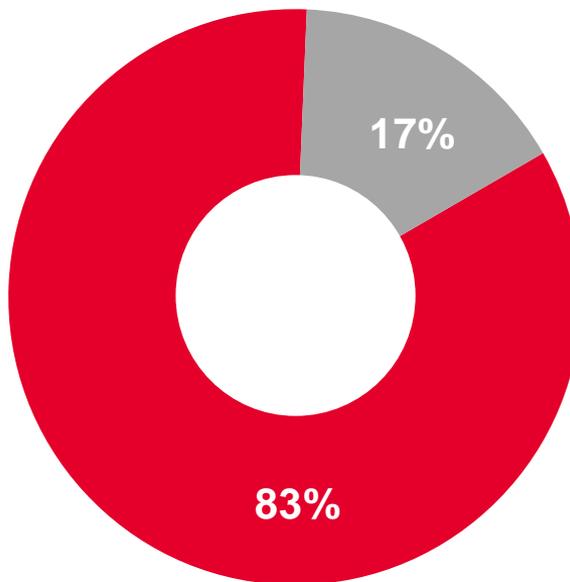


G4S – SECURING YOUR WORLD

FOCUSED BUSINESS

SECURE SOLUTIONS

- Global business, +90 countries
- Diversified markets
- Global blue chip client base
- Increasing integration of people and technology
- Risk based design of security solutions
- Revenue FY17: £6.0bn
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FY2017

CASH SOLUTIONS

- Global CIT/cash processing: #1/#2 in 39/40 countries
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CASH SOLUTIONS - Q3 2018

Cash Solutions + 2.9%

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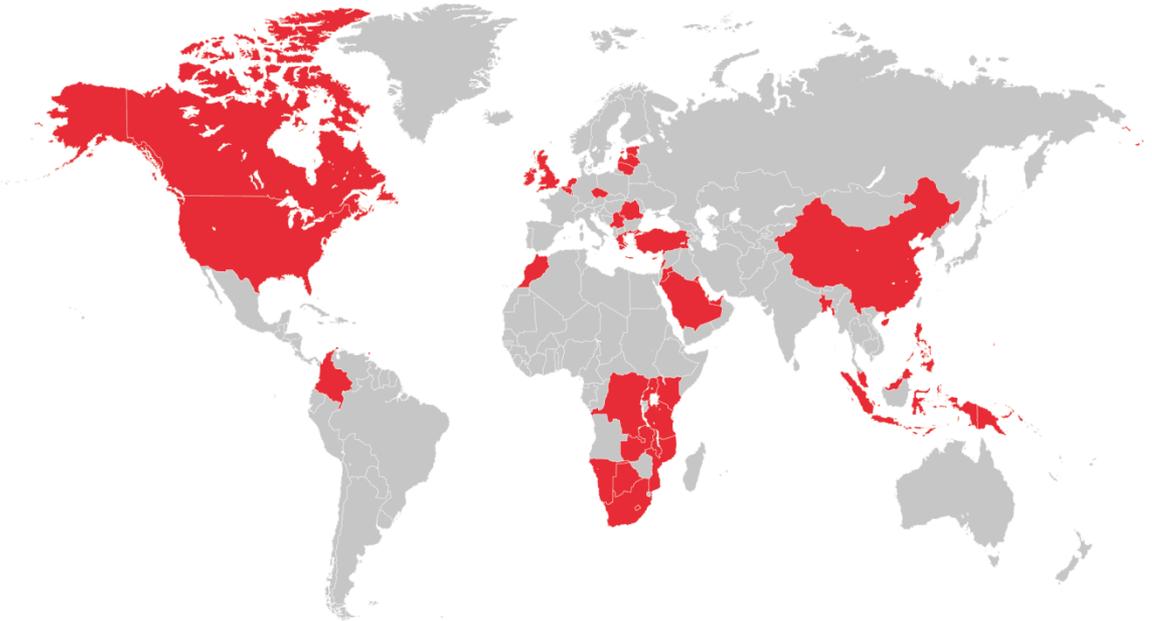
G4S CASH SOLUTIONS

LEADING MARKET POSITIONS

-  Cash Management & Technology
-  International Secure Logistics
-  Cash Recycling
-  ATM
-  Cash Processing
-  Cash in Transit

Key:

-  G4S countries of operation



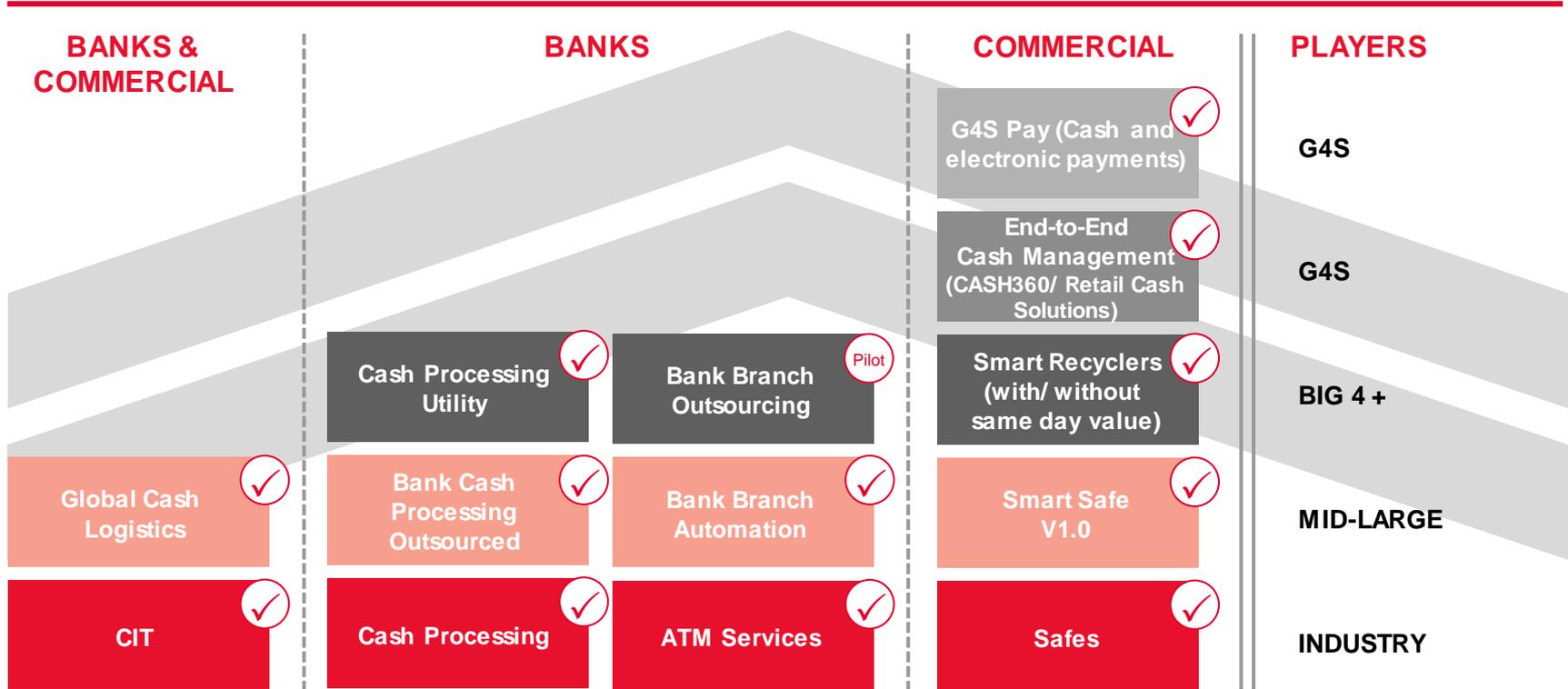
#1/#2 MARKET POSITION IN 39/40 COUNTRIES

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G4S CASH SOLUTIONS

UNIQUE CAPABILITY

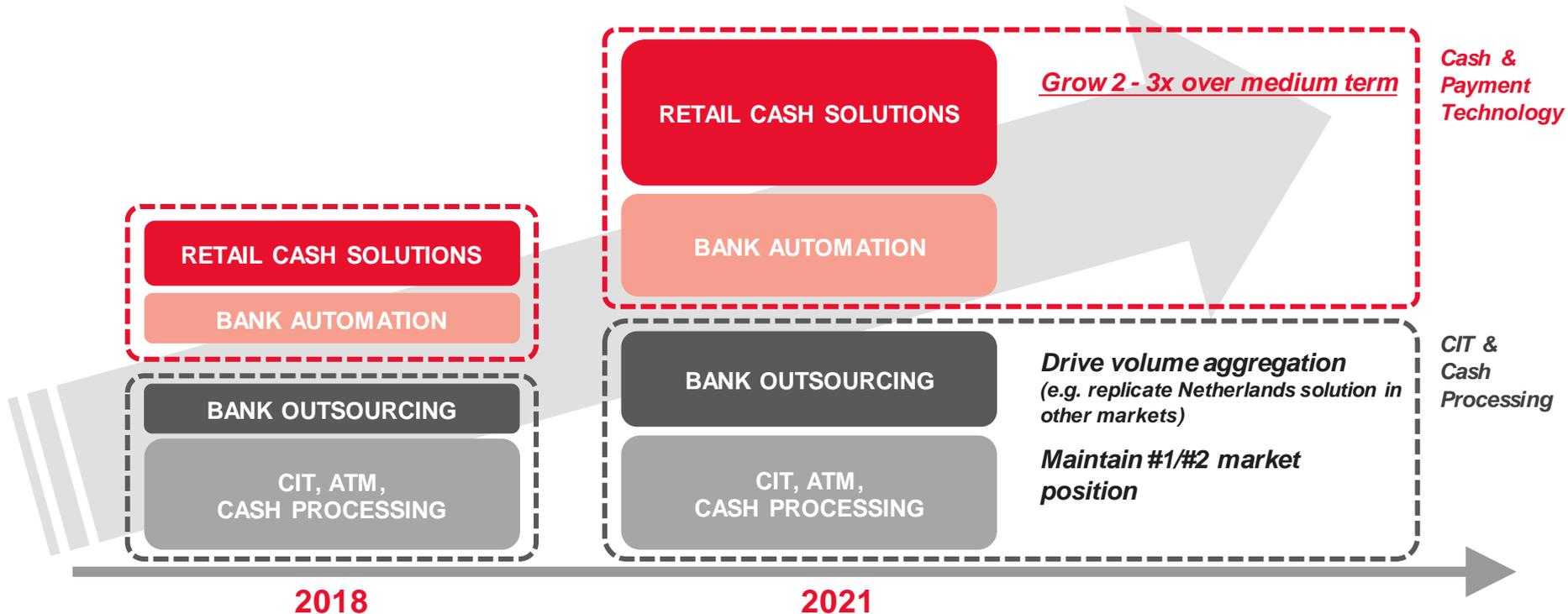


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CASH SOLUTIONS

THE JOURNEY AHEAD



OUTLOOK

REVENUE, MARGIN AND PRODUCTIVITY



Revenue

- Contract wins 1H18: £0.7bn
- Substantial, high quality pipeline



Margin

- Sales Mix
 - New contracts/service mix
 - Technology enabled security
 - Cash technology



Productivity

- Price increases 2H18
- Restructuring: direct and indirect costs
- Net benefit realisation

UNDERPINS POSITIVE OUTLOOK

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APPENDIX

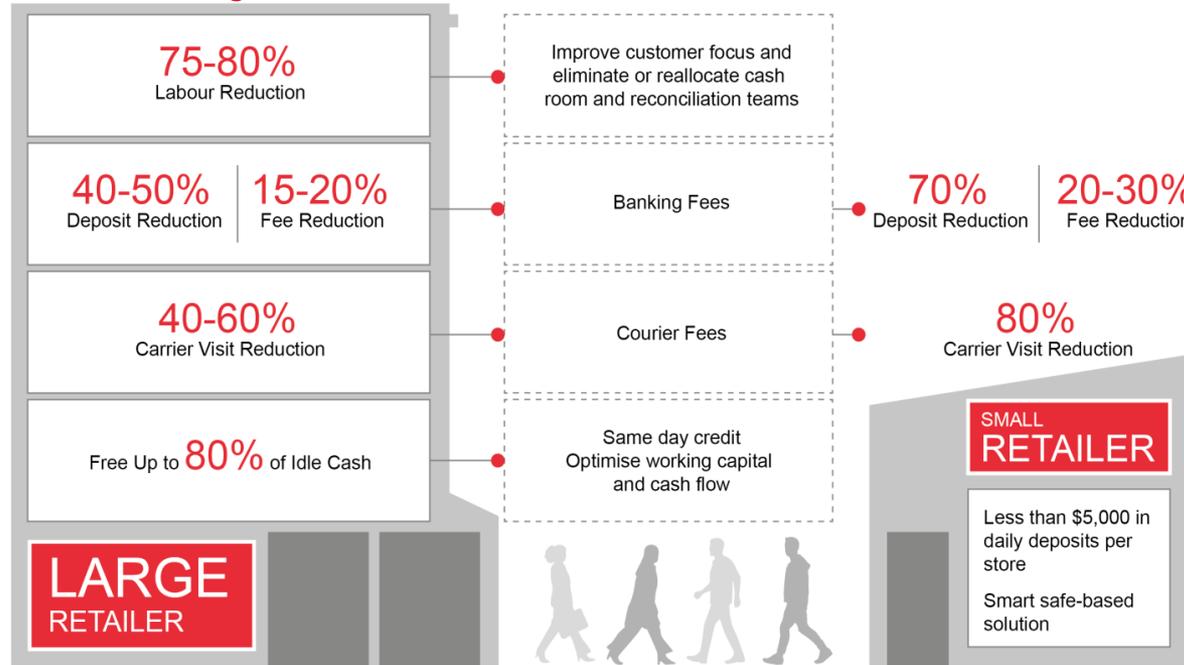
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G4S RETAIL CASH SOLUTIONS

G4S INNOVATION DRIVING CHANGE

Benefits to retail and banking customers



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RETAIL CASH SOLUTIONS

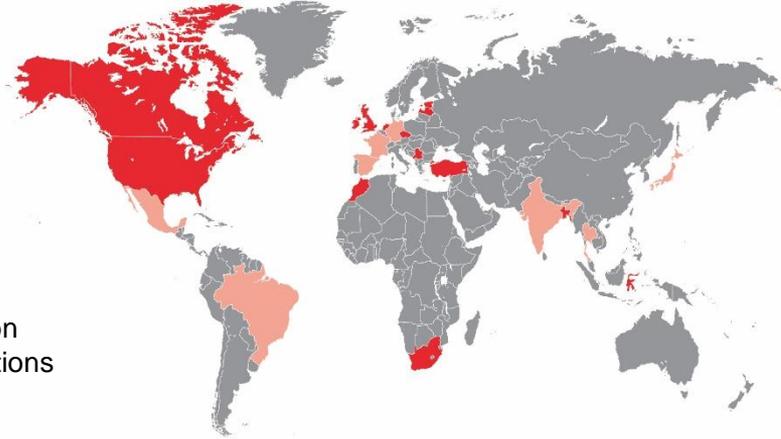
GLOBAL MARKET OPPORTUNITY IN EXISTING AND NEW POTENTIAL MARKETS +25BN*

AMERICAS

- No G4S US cash business 5 years ago
- Est. market size: c. £9-10bn
- G4S solution in c. 8,300 locations (6,050 big box)
- 22 pilots

EME

- Est. market size: c. £3.5-3.7bn
- G4S solution in c. 6,000 locations



ASIA

- Est. market size: c. £12.4-12.6bn
- G4S solution in c. 650 locations

AFRICA

- Est. market size: c. £350m
- G4S solution in c. 8,000 locations

- Established Market Position
- New Potential Markets

* Retail Cash Solutions, Cash 360, Deposita.

POTENTIAL FOR PROFITS FROM NEW SERVICES TO BE > TRADITIONAL

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DRIVING GROWTH IN TRADITIONAL CASH SERVICES

GELDSERVICE NEDERLAND (GSN)

The Customer

- GSN is a cash 'utility' organisation founded by ABN AMRO Bank, ING Bank and Rabobank in the Netherlands in 2011

G4S Service

- Strategic partnership between GSN and G4S to ensure cash availability and affordability
- Cash transport, ATM servicing and maintenance of 70% of bank branches and ATMs

The Benefits

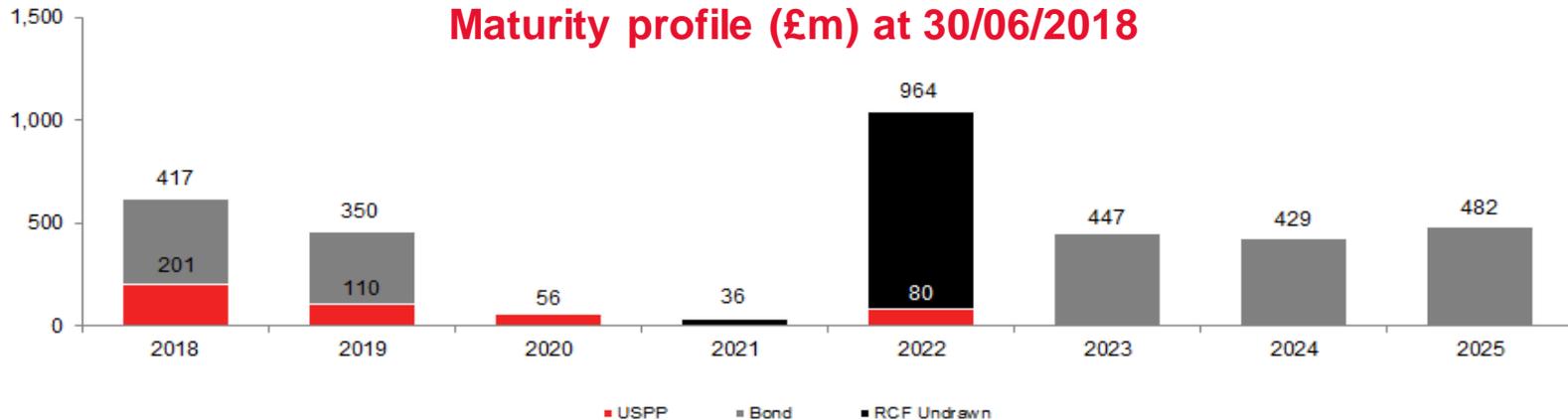
- Service continuity
- Efficiency gains
- Reduced operational costs
- Improved quality of service



FINANCIAL FRAMEWORK

REFINANCING BENEFITS CAPTURED

- Completed refinancing has secured c. £20m annualised interest cost savings by 2019/2020
- Very strong liquidity, unutilised committed bank facilities of £1.0bn and cash of £967m
- New 7-year Euro 550m Public Bond issued in May 2018; £201m USPP matured in July 2018
- Net debt/EBITDA of 2.7x



Exchange rates @ 30/06/2018 or hedged rates where applicable.