

Strategy Implementation

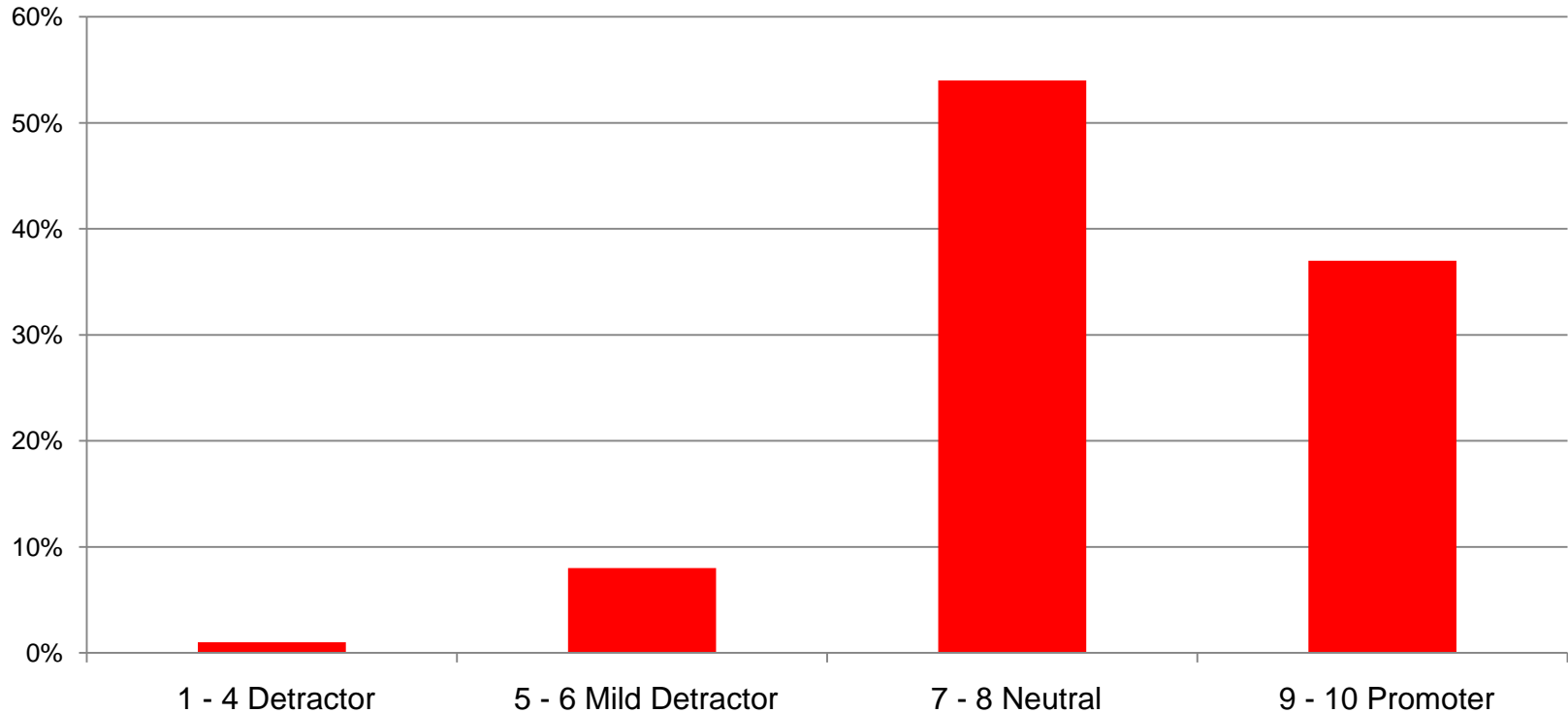
Graham Levinsohn

Group Strategy and Development Director

Strategy to drive organic growth

- Net Promoter Update
- Sector Strategy Update
- Solutions Strategy in Developed Markets
- New Markets Strategy
- Organic Growth Strategy
- Summary

NPS Score – Q1 2011



- 2011 Second Year of Measurement
- Expanded Sample from 40 countries in 2010 to 80 countries in 2011
- High level of promoters maintained throughout recession
- 2011/12 : Embedded in Salesforce system, so penetration will expand

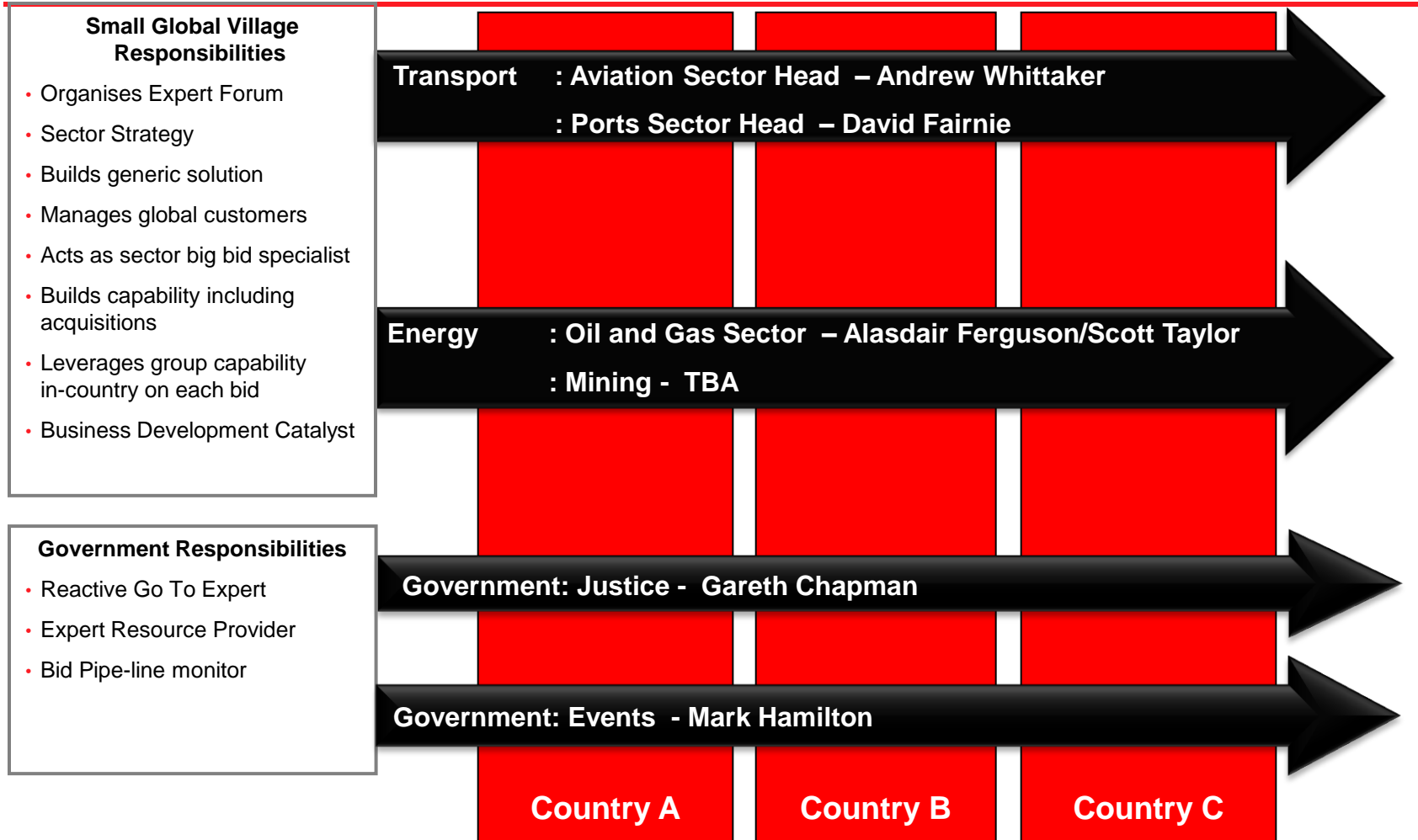
Measuring Solutions Strategy?

Successful delivery of the strategy is more **long term** contracts that are **output based** where the contract is an **outsource** of a business process or facility in a sector where security and safety risks are considered as a strategic threat

- Measured 700 customers across 40 countries in 2010 and 410 customers across 40 countries in 2011
- Findings across both studies :-
 - Number of Solutions Customers in 2011 Study consistent with 2010 Study with some increase in CNI Solutions Portfolio
 - Solutions Customers tend to be larger customers; in the CNI, FI and Government spaces and tend to be in Developed Markets or International Customers in New Markets
- 2011/12 : Measuring Success embedded in group-wide salesforce system

Critical National Infrastructure Strategy

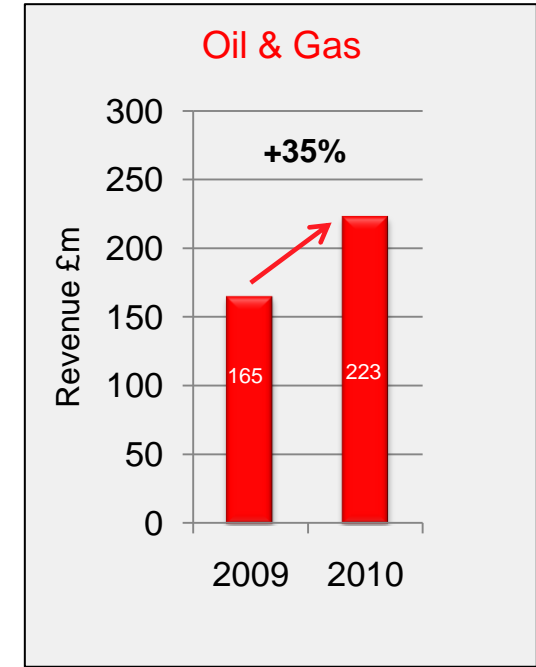
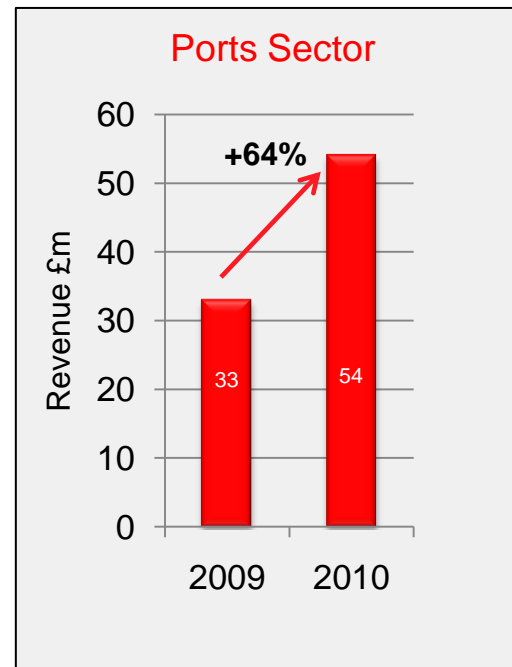
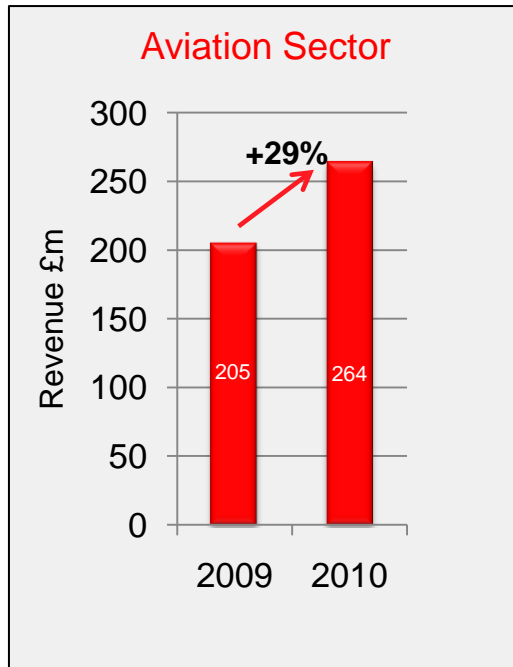
Develop sector knowledge to support solutions model



Sector Strategy

One year on

- G4S recruited sector experts where global villages of customers existed, to inject sector expertise into our relationships and to act as a catalyst for activity in each sector
 - Develop an internal sector community to spread expertise/knowledge and seek to leverage group-wide expertise to develop business within each sector
 - Act as a catalyst to drive sector business development



Business Strategy

G4S is the world's leading international security solutions group which specialises in outsourcing of business processes and facilities in sectors where security and safety risks are considered as a strategic threat

B – B Markets

B – G Markets

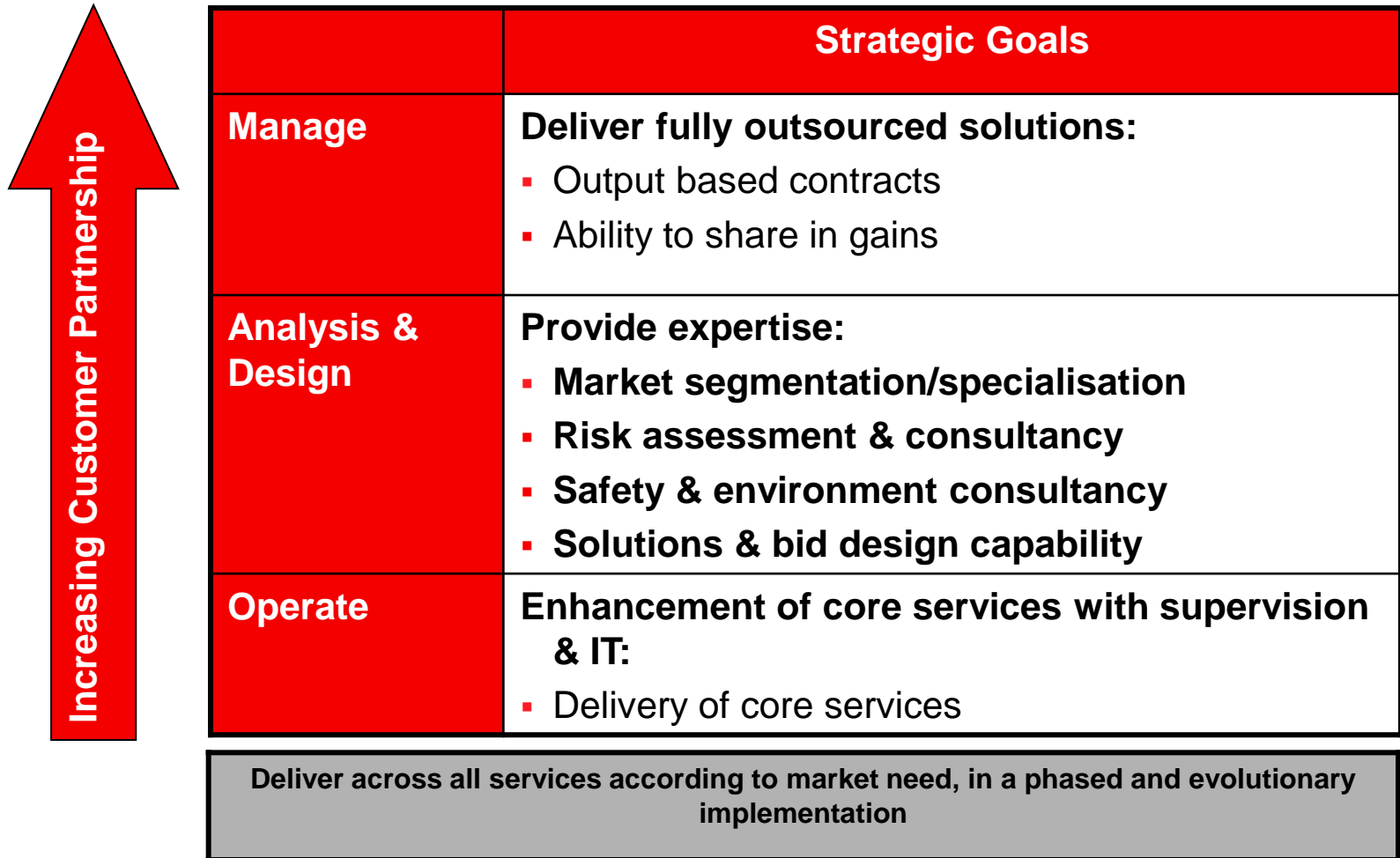
“the assessment and management of security and safety risks for buildings, infrastructure, materials, valuables, people and society”

Long Term (5+ years) Contracts should be output based around delivery of the one or more of the following Customer's Business Objectives :-

- Revenue Growth
- Cost Management
- Critical Asset or Risk Management (including regulatory)
- Customer Service (end customer)

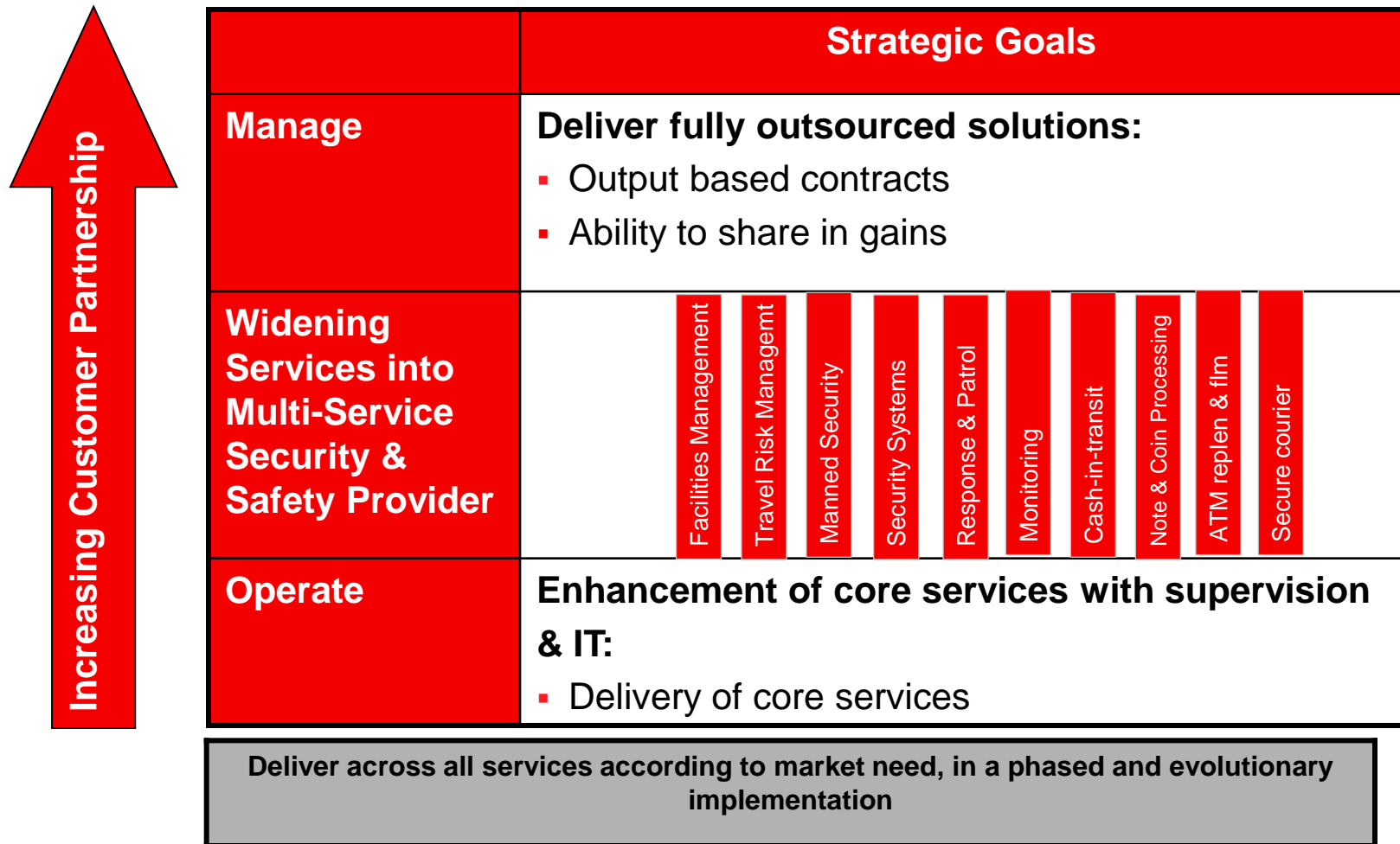
Strategy Model

Developed Markets



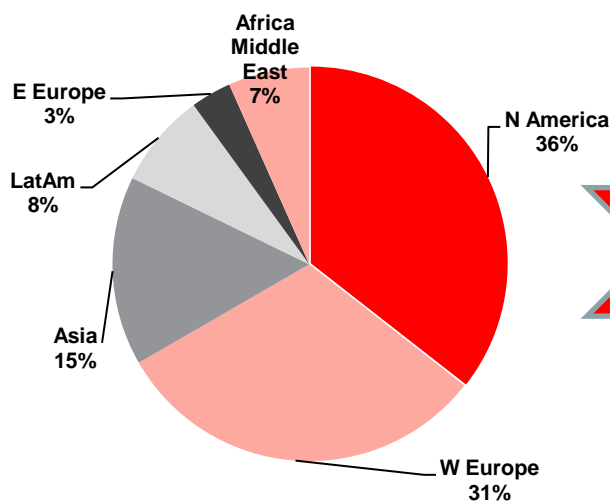
Strategy Model

New Markets

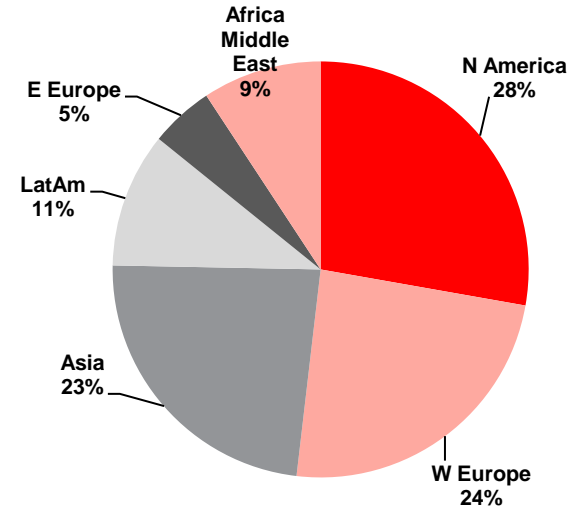


Accelerated China & Brazil Strategy

G4S India already market leader



2004 Market Size: £57bn



2019 Market Size: £155bn

- BIC Countries will account for 50% of global GDP growth between 2010 – 2030
- 45% of global GDP growth has come from the BICs between 2007 – 2010
- 31% of global security market growth comes from BIC's 2009 – 2014
- 18% of global security market growth comes from US 2009 - 2014

Facilities Management Product Plan

New Markets Multi-product Strategy

- Focus on acquiring and growing a manpower rich soft facilities management service (supported by FM Software Intelligence) to complement G4S security offerings.
- These soft FM services will cover :-
 - Catering
 - Cleaning
 - Support Services (post rooms/reception)
 - Security
- Building on significant FM business model in Saudi and India
- Potential key to growth in China

Acquisition Strategy

New Markets Multi-Product Strategy

Market share
building manned
security

Cash Services

Monitoring

Facilities
Services
/Management

Developed Markets Capability Building

Risk
Consultancy

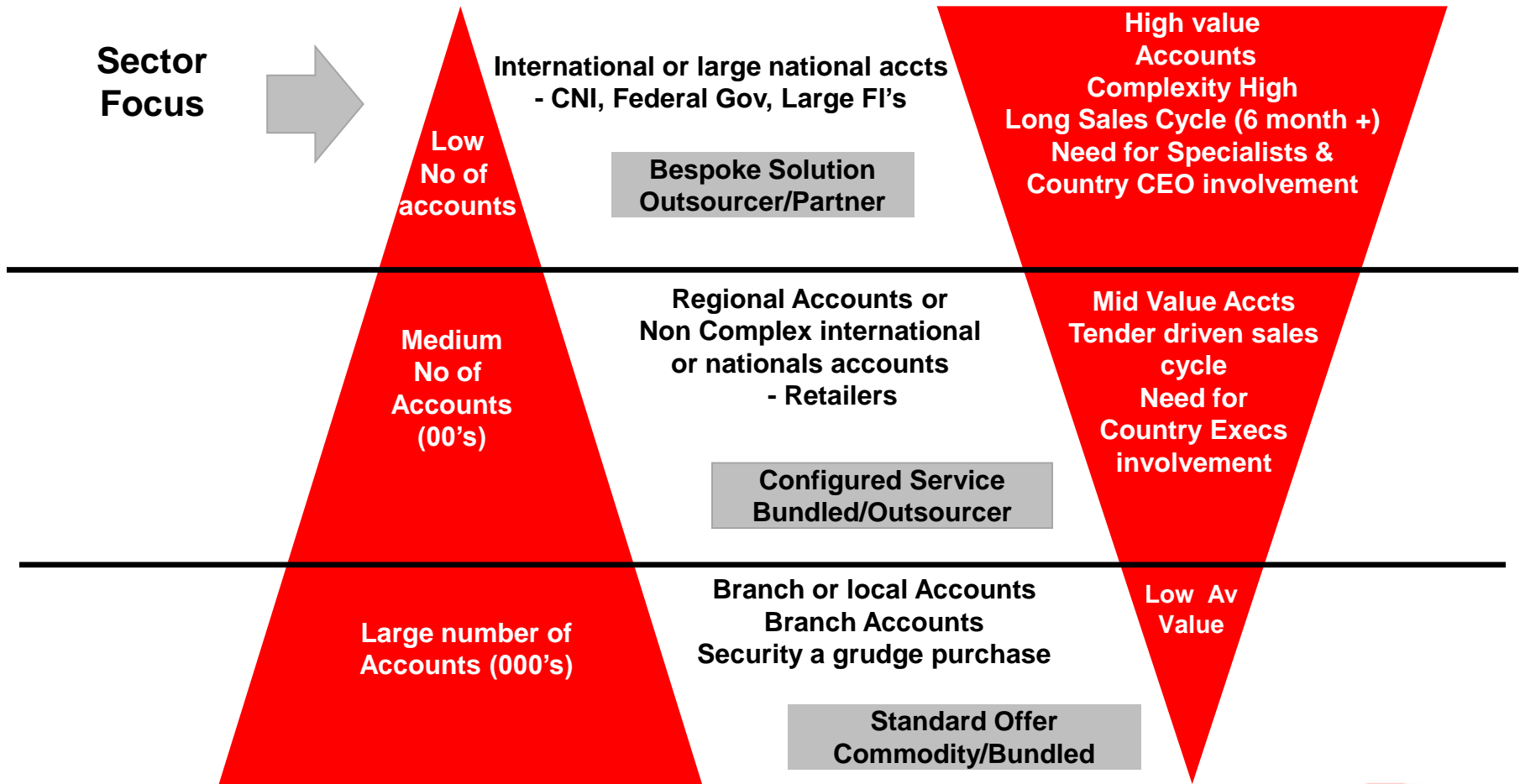
Systems
Integration

Sector
Specialists

Organic Growth Strategy

G4S Business Development Model

Three Categories of Sales – All are Vital



Securing Your World

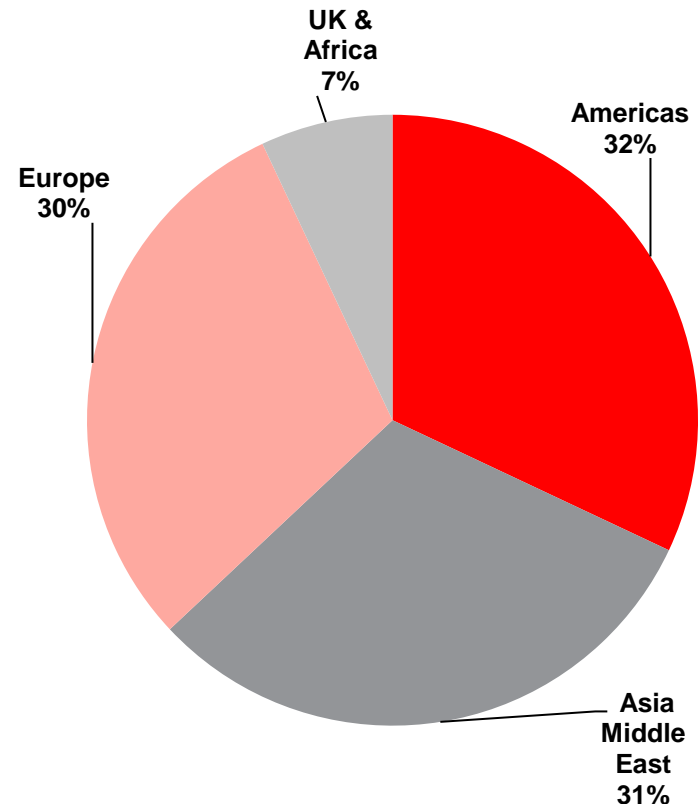


International Accounts

Driving Organic Growth

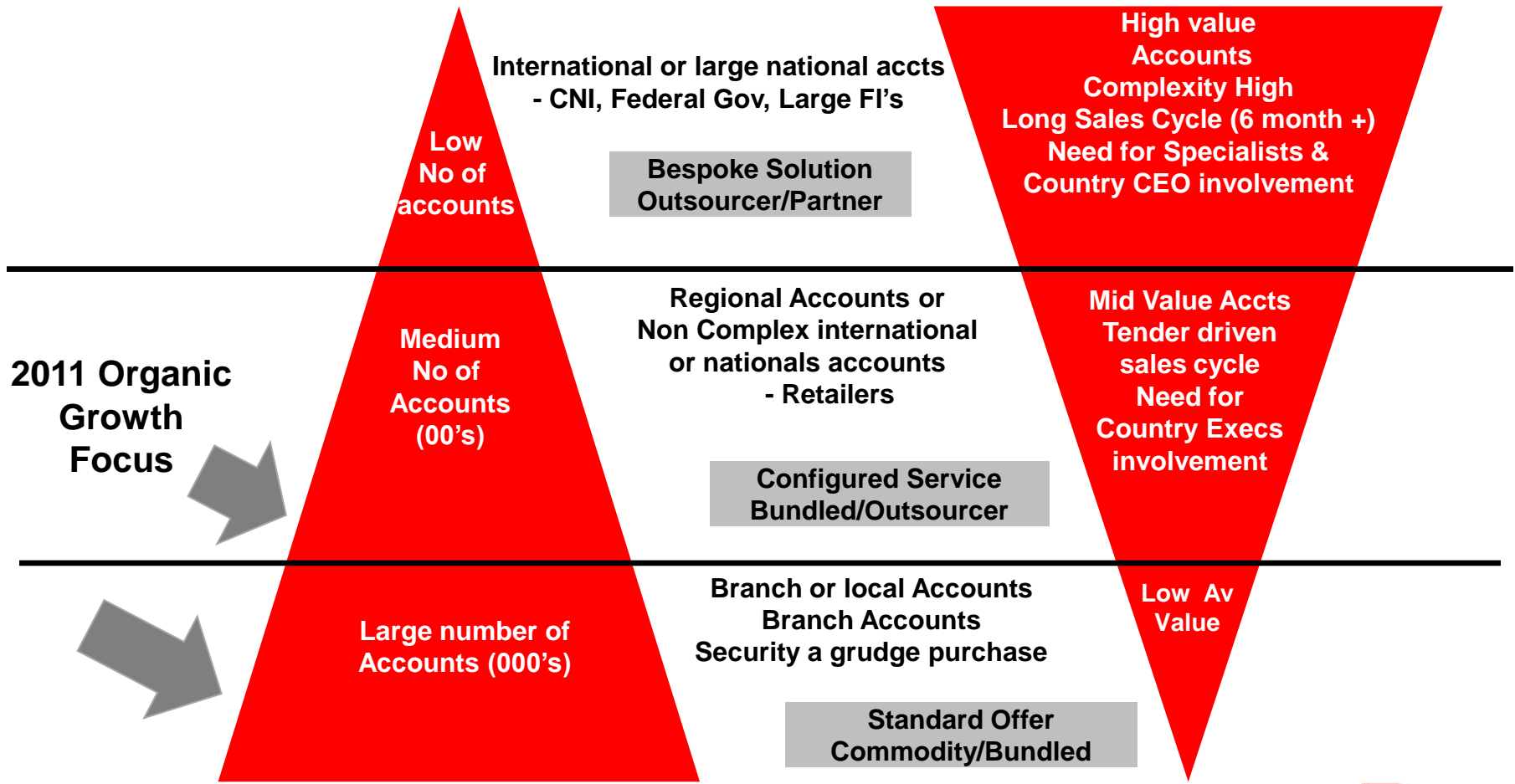
- Dedicated Central International Accounts Team since 2006/7
- Top 10 International Accounts
 - 3% group turnover
- Areas of Focus
 - Financial Institutions
 - Telecoms/IT/Technology
 - Pharmaceutical/Chemicals
 - Multi-national Corporate's
- Each Region
 - Dedicated International Accounts Head
 - Central Coordination

Location of Fortune 500



G4S Business Development Model

Three Categories of Sales – All are Vital

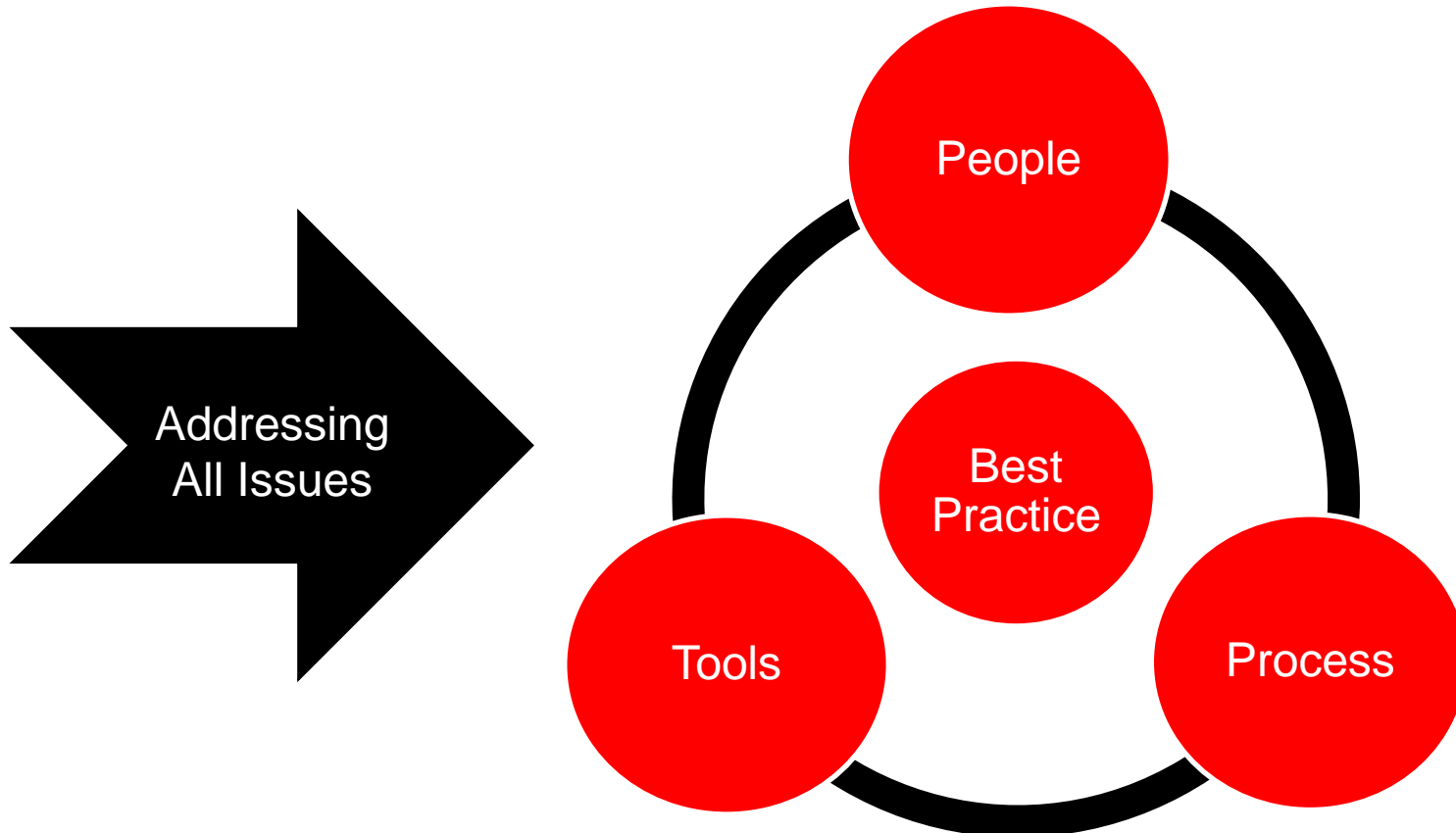


Securing Your World



Driving Best Practice: People, Technology & Process

**“The G4S Way” Themes : About Winning More Often & Bigger
: About keeping & Developing Customers**



Driving Best Practice via People, Technology & Process

**“The G4S Way” Themes : About Winning More Often & Bigger
: About keeping & Developing Customers**

Best Process – “The G4S Way”
Account Management
Big Bidding

Best People
Sales Leadership Program

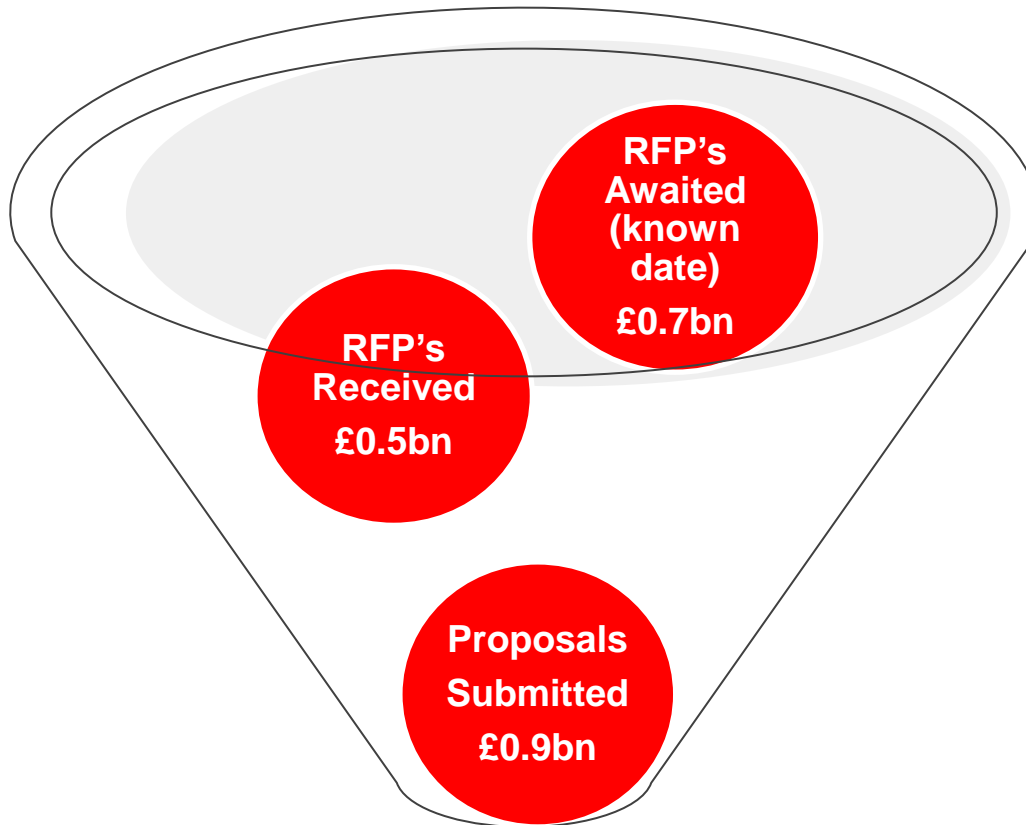
Technology to Drive Best Practice
- Salesforce

New Group Commercial Function :

- Large Bid/No Bid Process
- Independent Bid QA Review
- Help countries with no bid capability
- Big Bid reporting

Global Bid Pipe-line – Annual Values

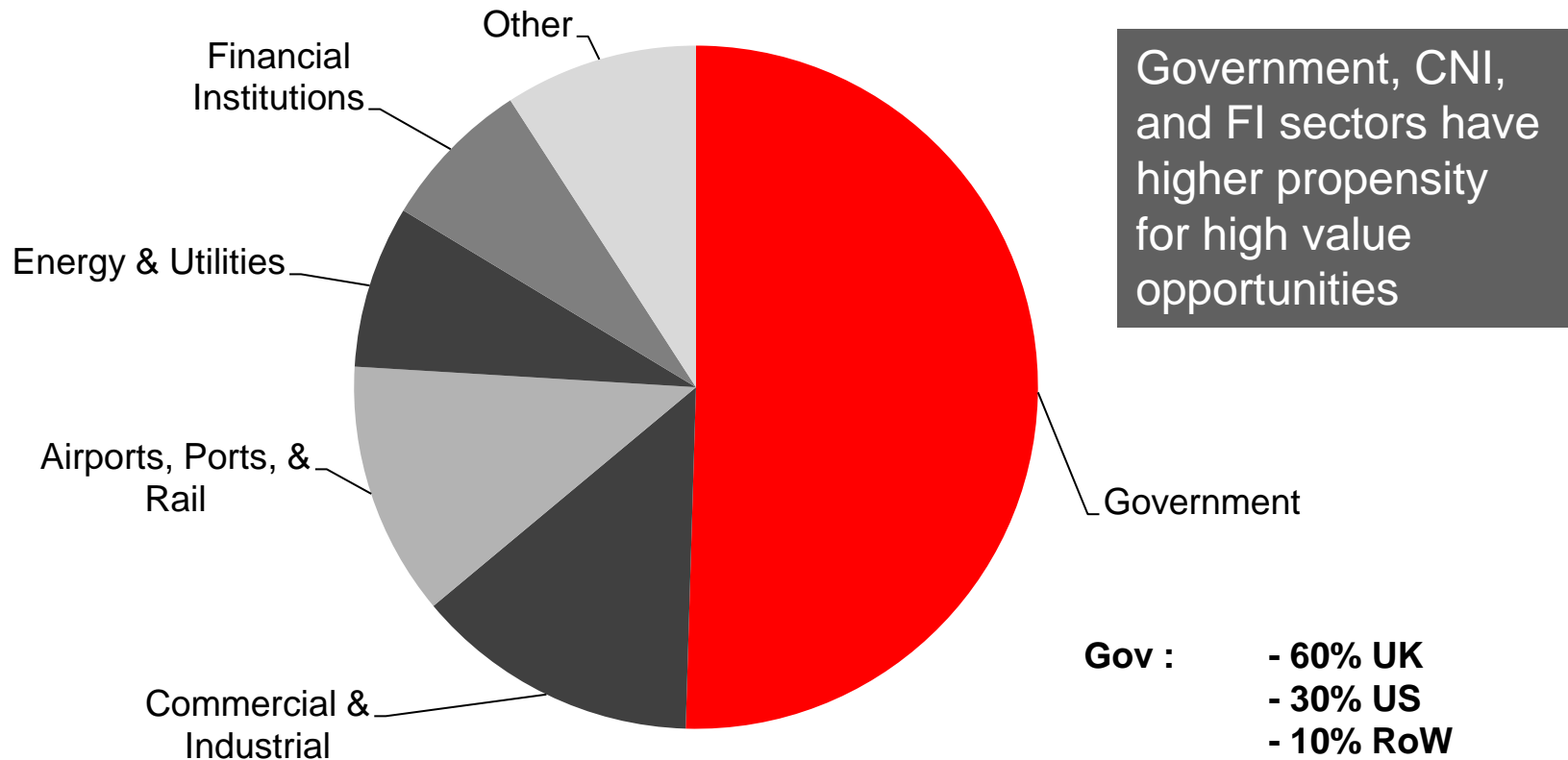
Salesforce.com Global Pipe-line : £2m + annual contract values



- £2bn + annual contract value bid pipe-line
 - As at 16th May 2011
- 200 + opportunities
 - £2m+ annual value
- 50 + opportunities
 - £10m+ annual value

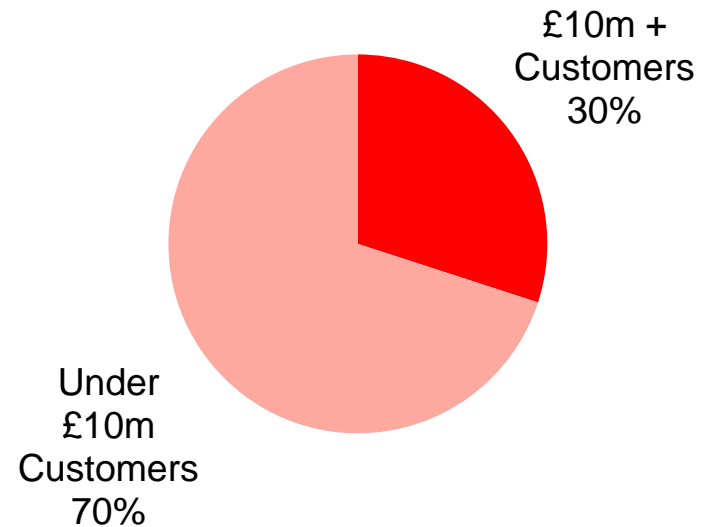
Global Bid Pipe-line – Annual Values

Sector Break-down of Pipe-line £2m +



Customer Retention Rate

- Analysed Customers with £10m + turnover per annum
 - Fiercest Level of Competition
 - Robust Tendering Processes
 - Deepest Customer Relationships
- 2010 £10m + Customer Retention Rate (notified losses, not in year effect, includes UK PECS in Q1 2011)
 - 90% (Based on losses to competitors)
- £10m customers predominantly
 - Government
 - Financial Institutions
 - Aviation, Ports & Rail
 - Energy & Utilities
 - International Commercial & Industrials



Summary Slide

- Sector Strategy Working – Intend to accelerate
- Core Measurement Systems/Drivers being embedded
 - Net Promoter Score
 - Measuring Success
- Acquisition Strategy
 - Reflect differences in New Markets v Developed Markets
 - Focused on New Markets
- Organic Growth Strategy
 - Driving Best Processes across group
 - Focus on Customer Retention Rates
 - Focus on International Accounts
 - Rigorous Sales Pipeline Processes and Visibility