

Grahame Gibson

Group COO and CEO Americas

Securing Your World



G4S Americas video

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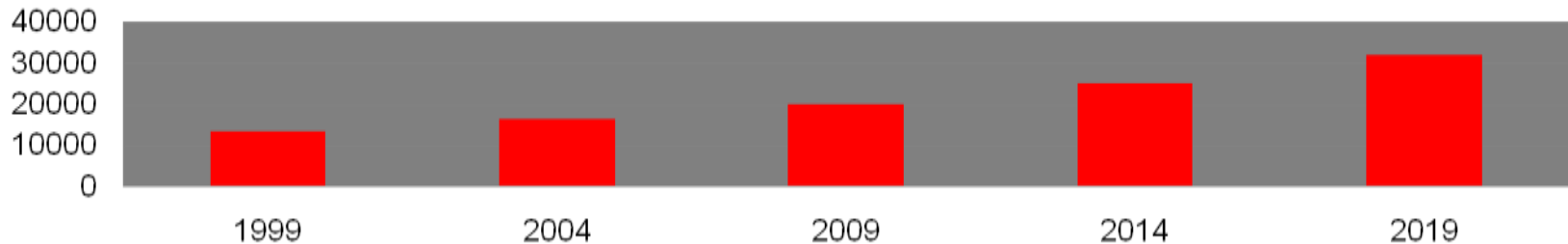
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- Market Share
- Growth Trends
- Solutions Mix
- US Government Trend
- Developing Technical Capabilities
- Recent Wins/Losses
- Pipeline Extracts
- Case Studies

Americas Revenue Trends

LATAM Market to be within \$3bn of US by 2019

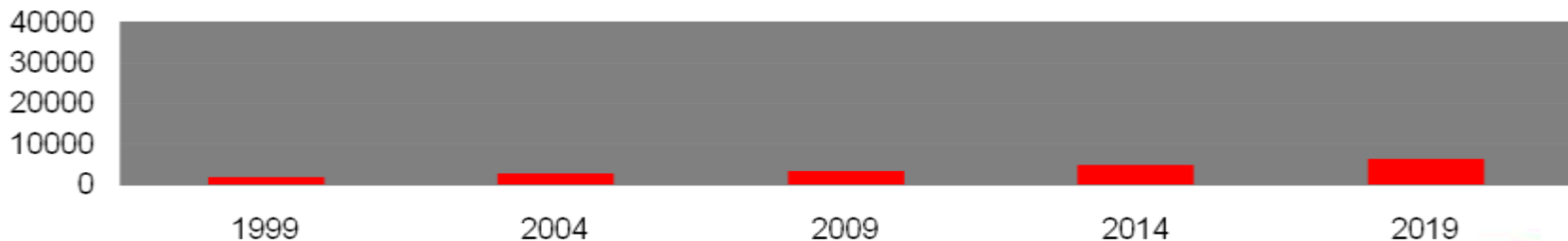
USA



Latin America



Canada

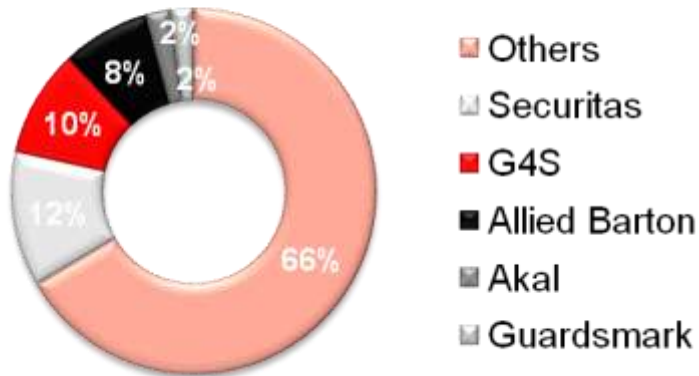


Source: Freedonia

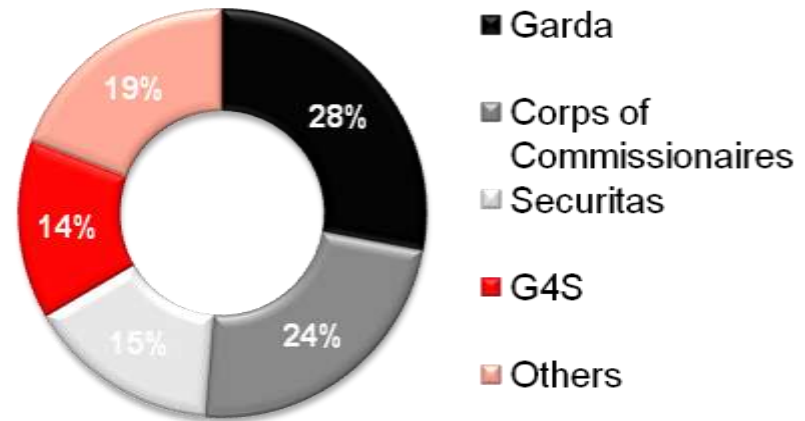
Americas Market Share

Primary Commercial Markets Remain Highly Fragmented

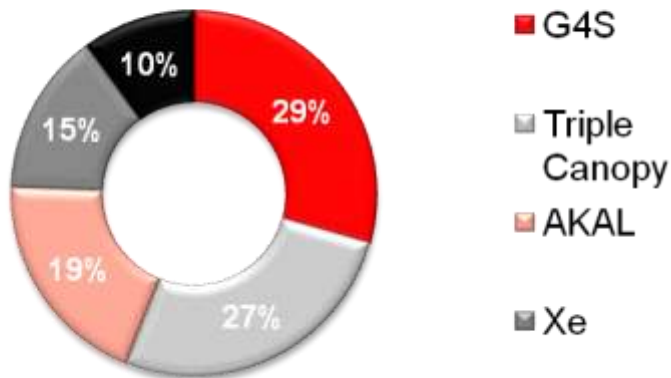
USA (Commercial)



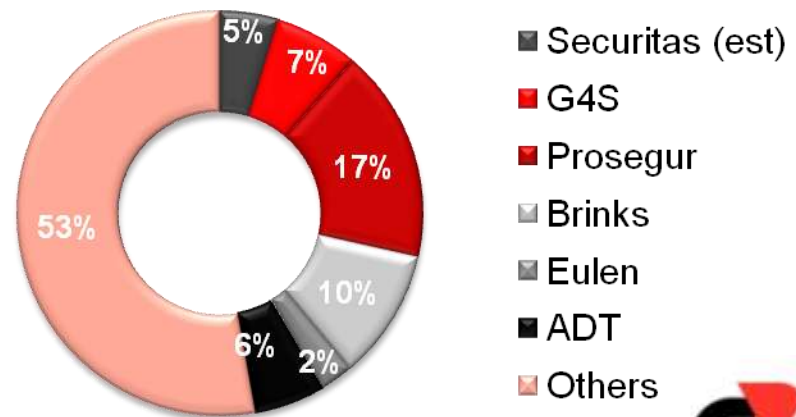
Canada



USA (Government)



Latin America



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Source: Freedonia, Company Accounts & G4S estimates



Americas Growth Trends 2010-2013

North America

Organic growth increasing to c. 5% per annum:

- Solutions strategy

Improving margin trend helped by business mix

Latin America

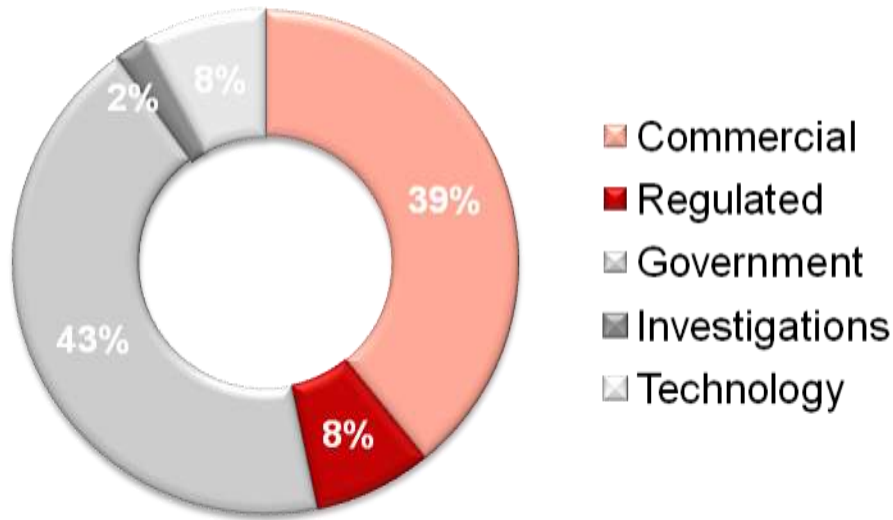
Organic growth increasing to over 15% per annum

Organic and acquisition opportunities in Brazil

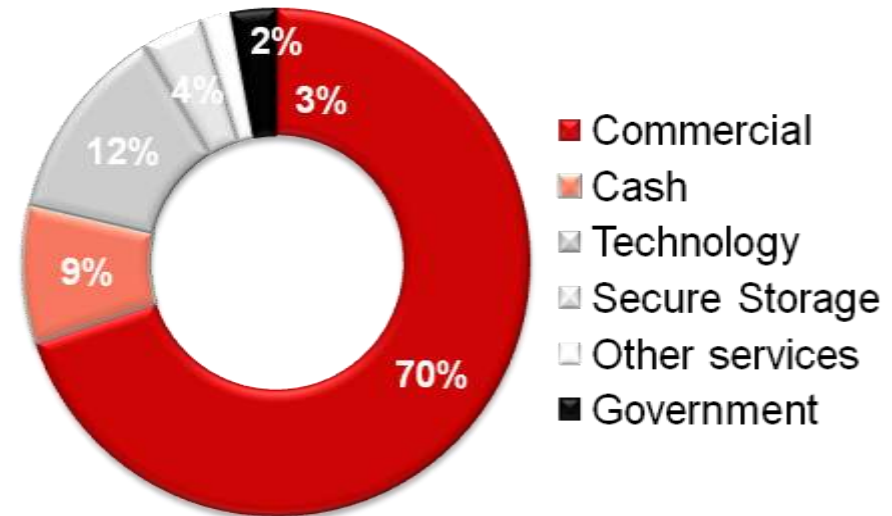
Targeting double digit margins

Solutions Mix

North America



Latin America



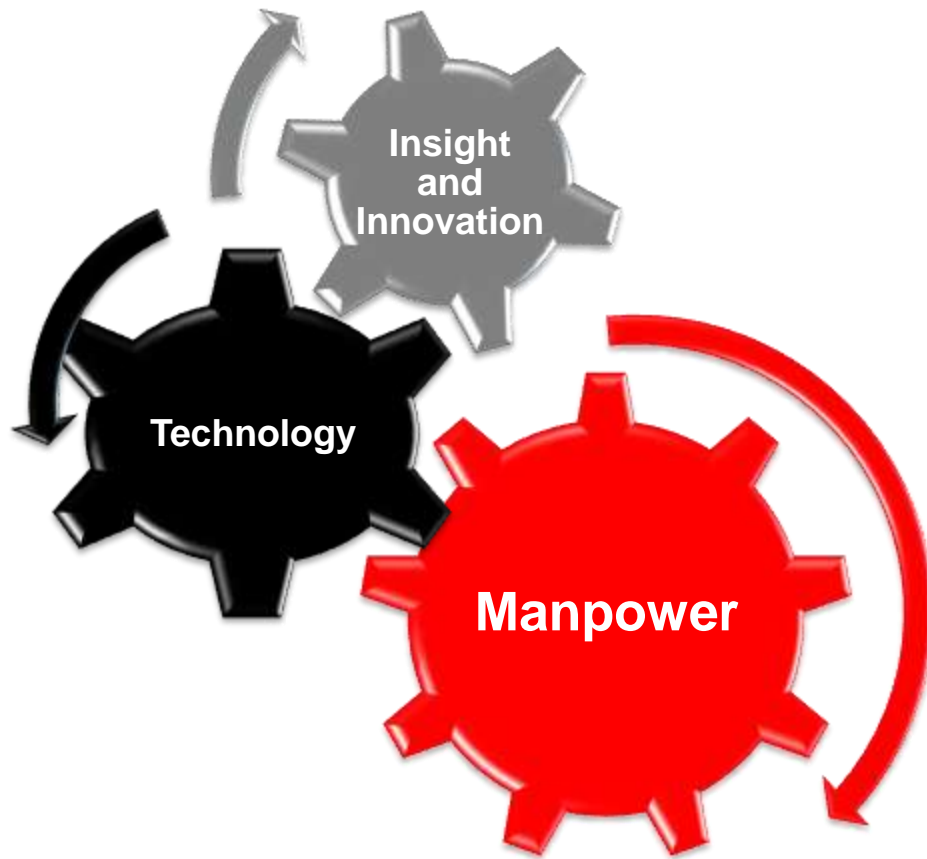
Note: Parcels/Courier Services, Consultancy and Facilities Management Services also provided but not material to Regional revenues.

US Government Contracting Trends

Federal		State	
+	-	+	-
<ul style="list-style-type: none"> • First generation outsourcing • Continuing strong demand for specialized services , e.g. K9s, mine clearance • Technology and SI pipeline remains strong • Good pipeline visibility 	<ul style="list-style-type: none"> • Reduction in grants/subsidies • Margin pressure due to late generation outsourcing • Reduction in post-conflict manpower services 	<ul style="list-style-type: none"> • Law enforcement support services, fire and public safety replacement programs • Multiple purchasing points, over 3,100 counties, 50 States, several purchasing agencies per County/State • Mining versus elephant hunting • Economic pressure creating compelling opportunities 	<ul style="list-style-type: none"> • Federal grants reducing • Increased trend of using Private Sector as stalking horse to reduce public sector costs. • Union reconstruction means public sector introducing more flexibility to services

Solutions Growth

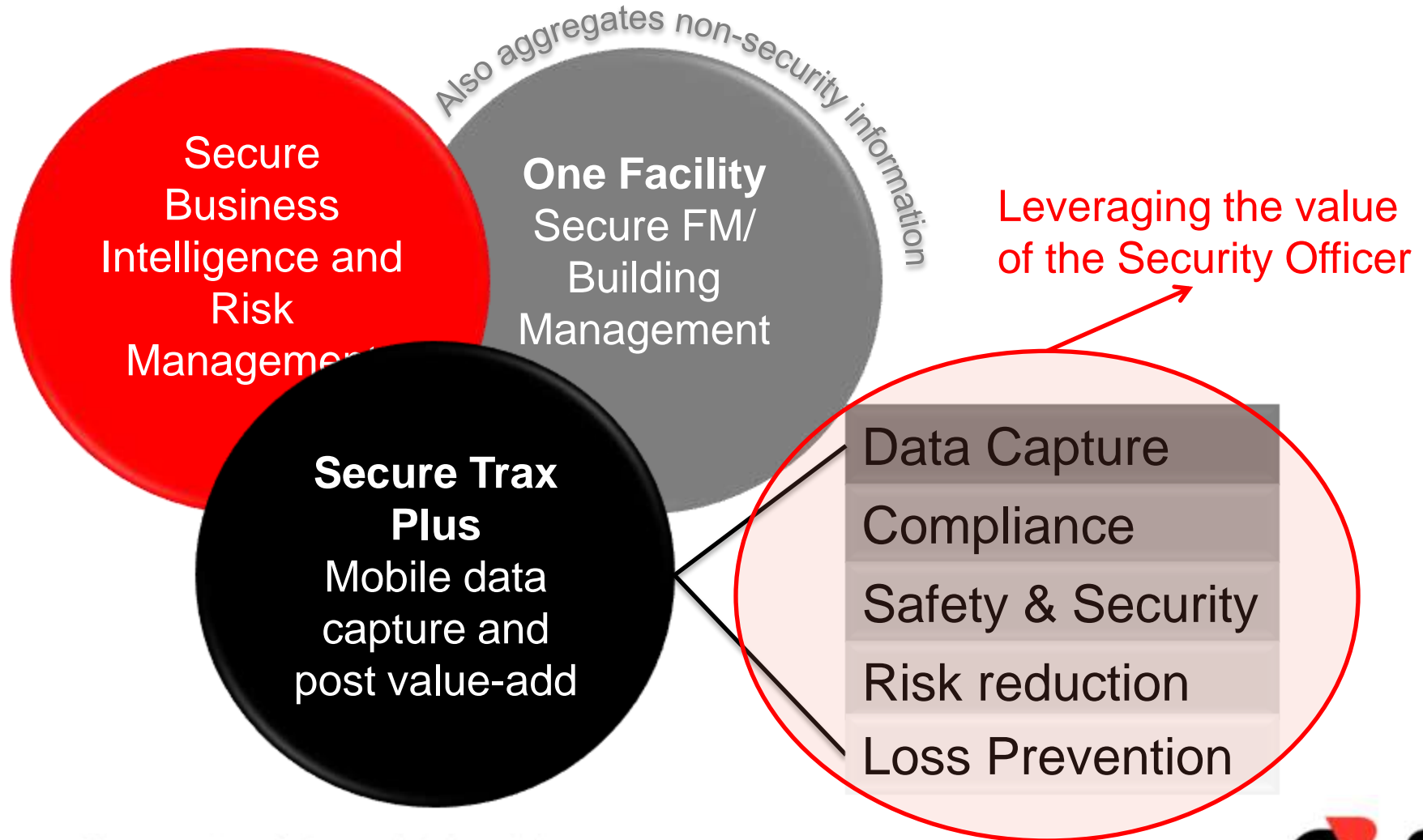
Strategy in Action



- Customer First approach – organically led development
- Technology acquisition integration complete by H2 2011
- Pipeline traction already visible
- New business from existing customers
- Promising pipeline but better definition in 2012
- Margin improvement from early adopters

Data = Information = Intelligence

A comprehensive security intelligence suite



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Major Contract Wins/Losses

Contract Wins	Losses
BASF (\$20m)	John Deere (\$27m)
Cox Communications (\$18m)	Principal Financial (\$6m)
Cargill (\$21m)	US Embassy Jamaica (\$12m)
Shell (\$6m)	
DHS (expansion)	
Bonneville Power Authority (up to \$35m)	
Amtrak (\$25.5m)	
Slic Networks (\$15.5m)	
Rural Nebraska Health Network (\$18m)	
Orange County Metrolink (\$14m)	
BAE (\$5m)	
Ciena Communications (\$6m)	
Unique S.A. (\$9m)	

Total Contract Values

Pipeline Examples (new)

c.£0.5bn annualised

Contract Description	Sector	Est Value
Customer A: Manned security, reception, technology	Commercial	\$18m
Customer B: Technology, manned security, travel risk mgmt, high value asset mgmt	Commercial	\$200m
Customer C: Systems, technology, software, manned security	Commercial	\$60m
Customer D: Systems, manned security, canine	Commercial	\$160m
Customer E: Manned security	Government	\$110-225m
Customer F: Manned security, technology, transportation	Government	\$8m
Customer G: Manned security, case management, technology	Local Government	\$10m
Customer H: Security, facilities management,	Government	\$125m

Government/Regulated Case Study

Leading with technical consulting

Corpus Christi – one of the nation's largest Ports

Original Installation 2004

- Waterside perimeter security
- Access control/Symmetry
- Integrated Video Analytics & VMS
- Motion Detection systems
- Thermal Imaging
- Network Infrastructure



Los Angeles – US's leading Container Port

- Access Control
- CCTV
- Video Analytics
- Cameras

Fiber link



Long Beach – US's 2nd busiest Port, gateway to Asia

- Optimize existing systems/implement integrated systems
- Scalable System Management Software implementation
- 5-year multi-agency communications/data integration plan

Case Study

Manned Security → Global Technology

Agilent

- Existing G4S global security customer
- Awarded a new multi-year global maintenance services agreement
- Provide a full spectrum of security services within one company
- Systems integration and maintenance provider throughout the United States and 22 countries worldwide
- Consulting services such as security strategic planning, concepts of operations, business continuity and disaster recovery planning
- Continuation of security operations and response centers



Agilent

Evidencing Benefits of the Strategy

The model has worked better than we had hoped. Now, with only one call, I have responsive experts in the security field available to me at any location in the world where Agilent operates.

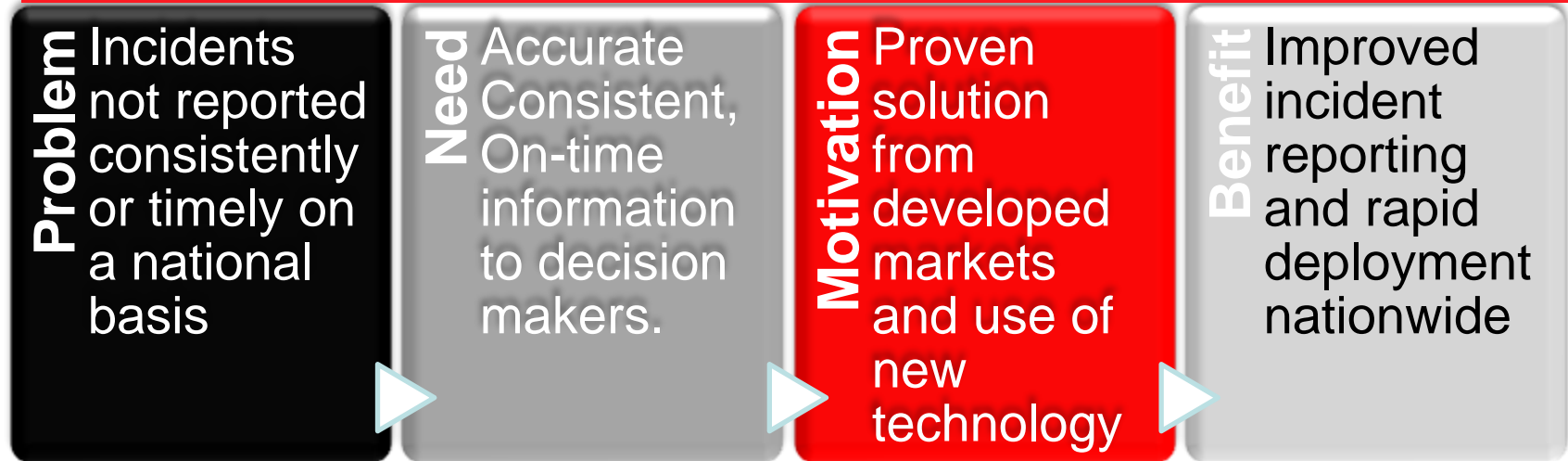
“We achieved a 10 percent reduction in worldwide costs for security services within the first 90 days of making the switch. Overall, the return in both dollars and quality of service has more than compensated for the challenges entailed in making the change.”

One reason the partnership with G4S has worked so well is that they truly are our strategic partners, rather than just another company we are contracting with for security.

Case Study – Banco del Paci



Leading with Risk Management



Opportunities

- Complex supply chain businesses with need for real-time incident reporting
 - G4S worldwide customers
 - Financial institutions
 - Critical infrastructure
 - Logistics

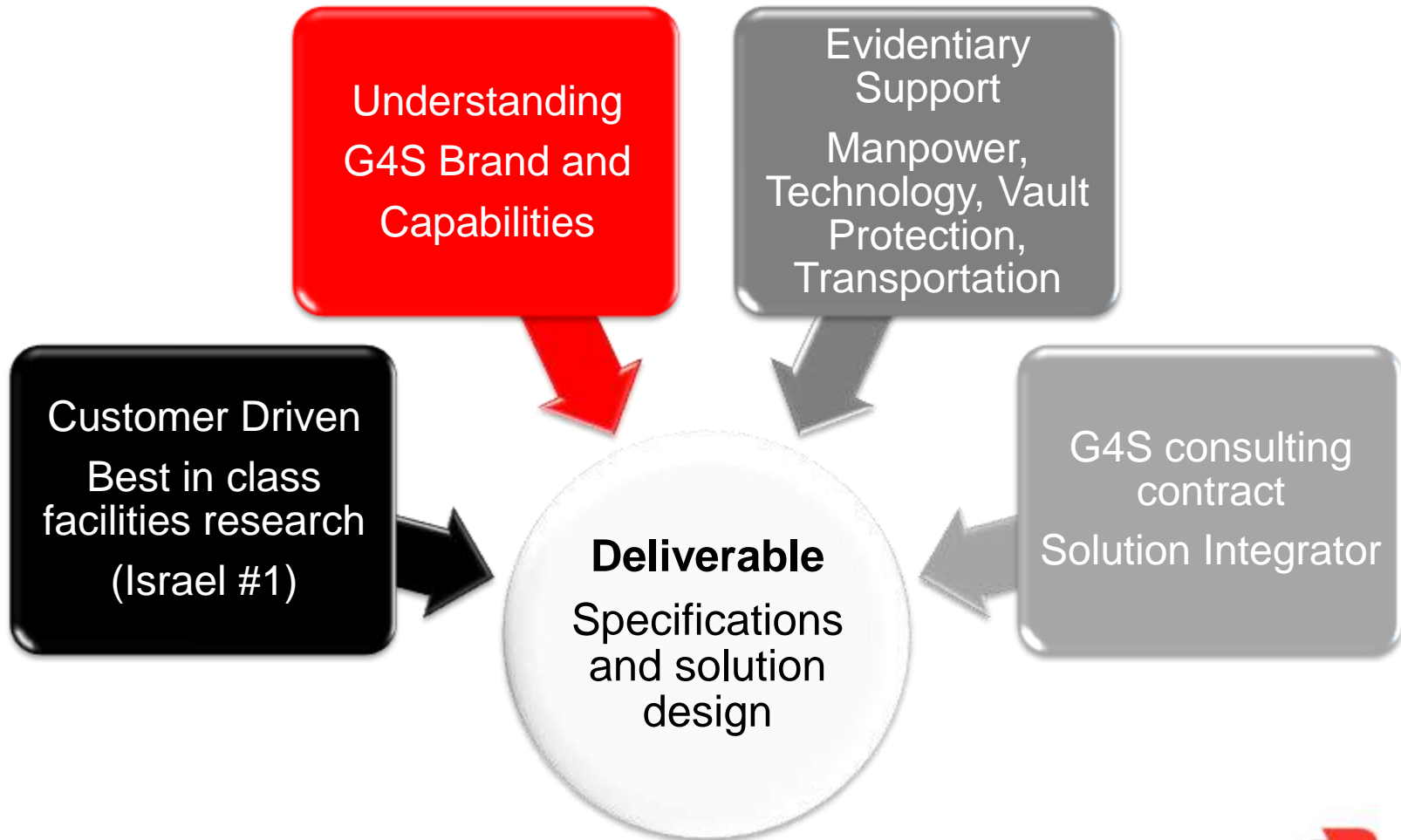
Banco del Pacifico Customer video

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Case Study – International Gem Tower

Leading with Consultancy



Case Study – International Gem Tower

Leading with Consultancy

- Multi-million initial installation + 8% recurring
- Manned Security
- Vault Protection and Transportation

“I would rate the security system design as the best in the industry”

Peter Montalbano, Global Principal Adjustor, Lloyds of London

Summary

- USA showing signs of recovery
- Exciting opportunities within Government ... but significant challenges too
- USA and Canada remain highly competitive and businesses performing well overall
- Latin America - the growth-engine for the Region
- strong focus on organic growth and acquisitions
- The strategy is working ...

Q&A

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