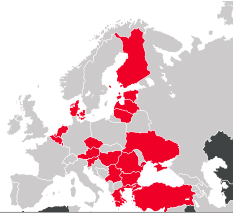


## Europe



**Graham Levinsohn**  
Regional CEO – Europe



**G4S Europe has activities in 23 countries in Scandinavia, Benelux, Southern Europe, Eastern Europe and Central Asia. It has strong market positions in cash solutions and around 20% of the region's revenues are security systems-related.**

### 2014 highlights

**(0.6%)**  
G4S Revenues

**\$39bn**  
Total security market size in 2013\*

**64,000**  
Employees

**+3.7%**  
PBITA growth

Revenue £m			PBITA £m		
2014 <sup>1</sup>	2014 <sup>2</sup>	YoY %	2014 <sup>1</sup>	2013 <sup>2</sup>	YoY %
1,400	1,409	(0.6%)	85	82	3.7%

In **Europe** revenue declined 0.6% with the insourcing of the Department of Justice contract in the Netherlands. This was largely offset by healthy revenue growth in some Eastern European countries, as well as Austria and Turkey. PBITA was 4% higher than 2013, reflecting efficiency improvements and benefits of the restructuring programme implemented in 2013 and 2014.

We made further progress with portfolio management in the region, disposing of three businesses including the sale of our business in **Sweden** for £39 million. The region also continues to focus on implementation of Accelerated Best Practice; targeting direct labour efficiency; cost leadership in the areas of organisational efficiency and effectiveness, and on procurement and IT benefits.

Recent contract renewals include Schiphol airport contract for five years in the **Netherlands** and a major **Belgian** bank. Our European markets are showing some signs of stabilising, and with our investment in sales and business development including sector specialists in aviation, ports and justice, we have a diverse contract pipeline in these sectors.

### Europe case study – GSN

In January 2014, G4S won the majority of GSN cash solutions business in the Netherlands for five years, valued at €50m per annum. GSN serves the major banks in the Netherlands and is their provider of cash counting, handling and logistics including the maintenance of cash devices.

