



Capital Markets Day.

6 October 2015

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Leadership Team.



Mark Dixon.

Global Chief Executive Officer.



Market

Market Perspective

Ben Munn, MD Corporate Services

Planning

Business Planning

Andrew Lemonofides, Chief Strategy Officer

Performance

Business Performance
Marketing and Products
Innovation

Gareth Haver, Chief Commercial Officer
Ian Hallett, Chief Marketing Officer
Andre Sharpe, Chief Innovation Officer

Coffee break

Growth

Formats
Finding and building 20k
Managing Risk

Phil Kemp, MD Formats
Rick Bertasi, MD Global Network Development
Dominique Yates, Chief Financial Officer

Talent

Talent Management

Francesca Peters, Chief Talent Officer

Global View

Global View

John Wright, CEO Asia
Filippo Sarti, CEO Middle East and Africa
Dominic Harrison, CEO Northern Europe
Richard Morris, CEO UK
Stephen Farley, CEO North America

Innovation ExPo and drinks reception



Setting the scene.
Mark Dixon



Opportunity.

- Exciting growth market, with significant customer demand
- Potential for 20,000+ Regus locations
- Pace of investment will be driven by ability to generate strong returns



Benchmarks

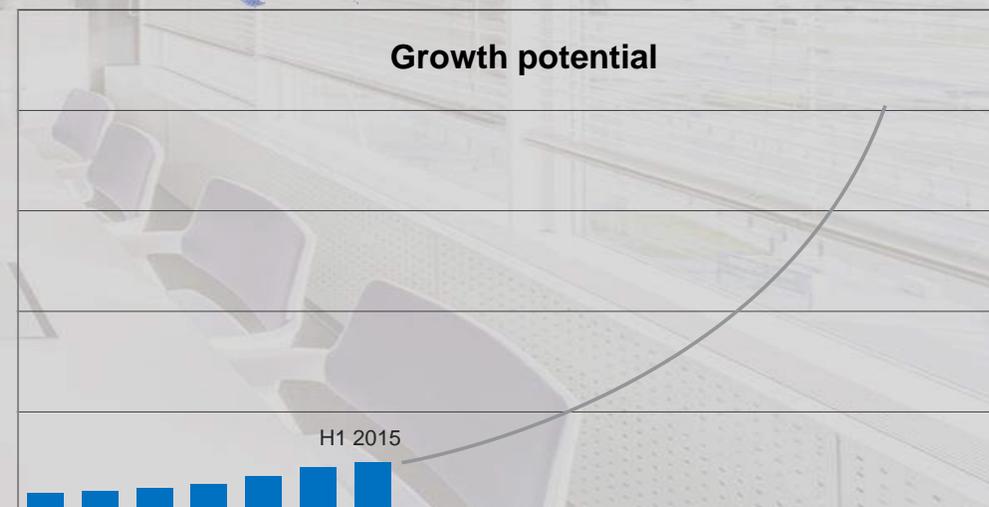


- >36,000 restaurants
- 119 countries



- >21,000 locations
- 65 countries

Source: Company reports and presentations



Demand drivers.

Factors enabling change



Smartphones



Broadband



Work at home



Work anywhere



Network convenience

Business forces driving demand



Company adoption



Employee popularity



Marketing visibility



Environment

- Market leader – No 1 player in highly fragmented market
- Structurally growing demand
- Attractive ROI, cash flow and returns
- Proven ability to manage growth
- Significant runway for growth with expected incremental post tax cash returns of at least 20%
- Prudent management of capital structure

A large red circle containing the text "Right Place, Right Time" in white, sans-serif font.

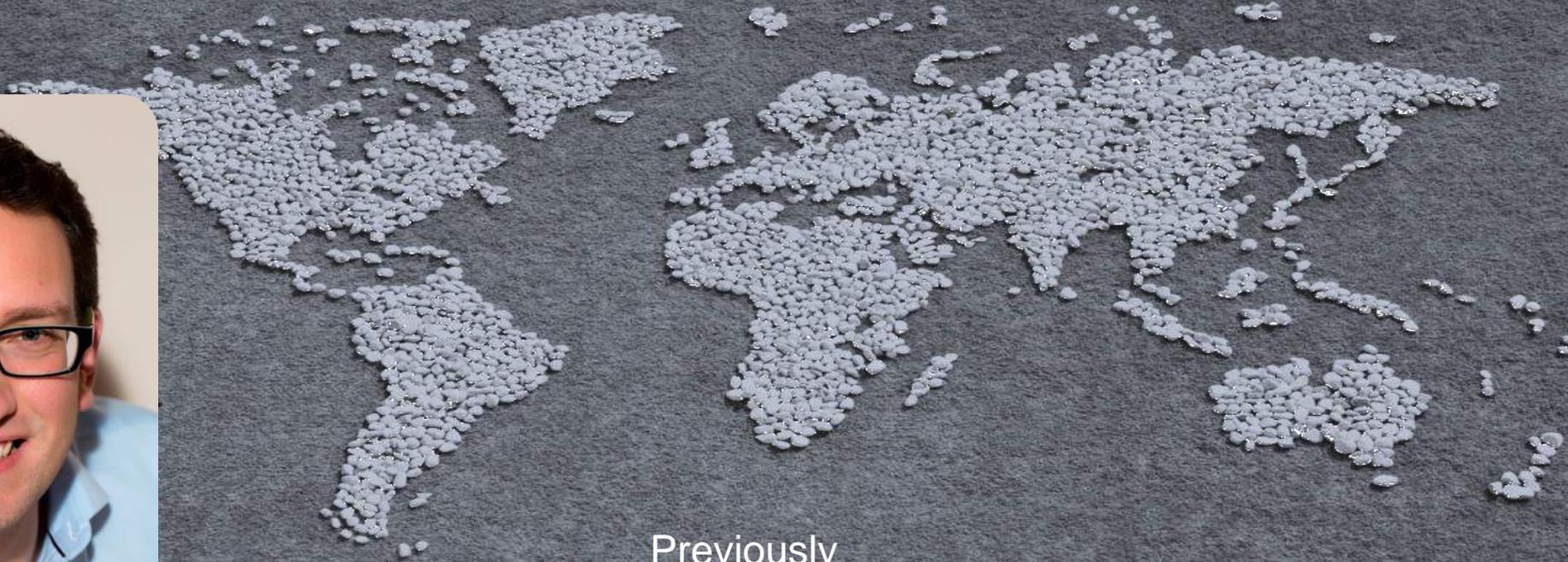
“Right Place,
Right Time”

Leadership Team.



Ben Munn.

MD Corporate Services.



Previously

Head of Global Workplace Strategy, CBRE.

Director, Jones Lang LaSalle.

Head of Consulting Practice, Gensler.

BA English Literature, UCL



The global workplace revolution.

Ben Munn

Ideas informed by:



Speed of change is accelerating.

The life expectancy of companies is falling

66% of S&P 500 could be replaced by 2027 at current churn rates

1958

61
YEARS

2012

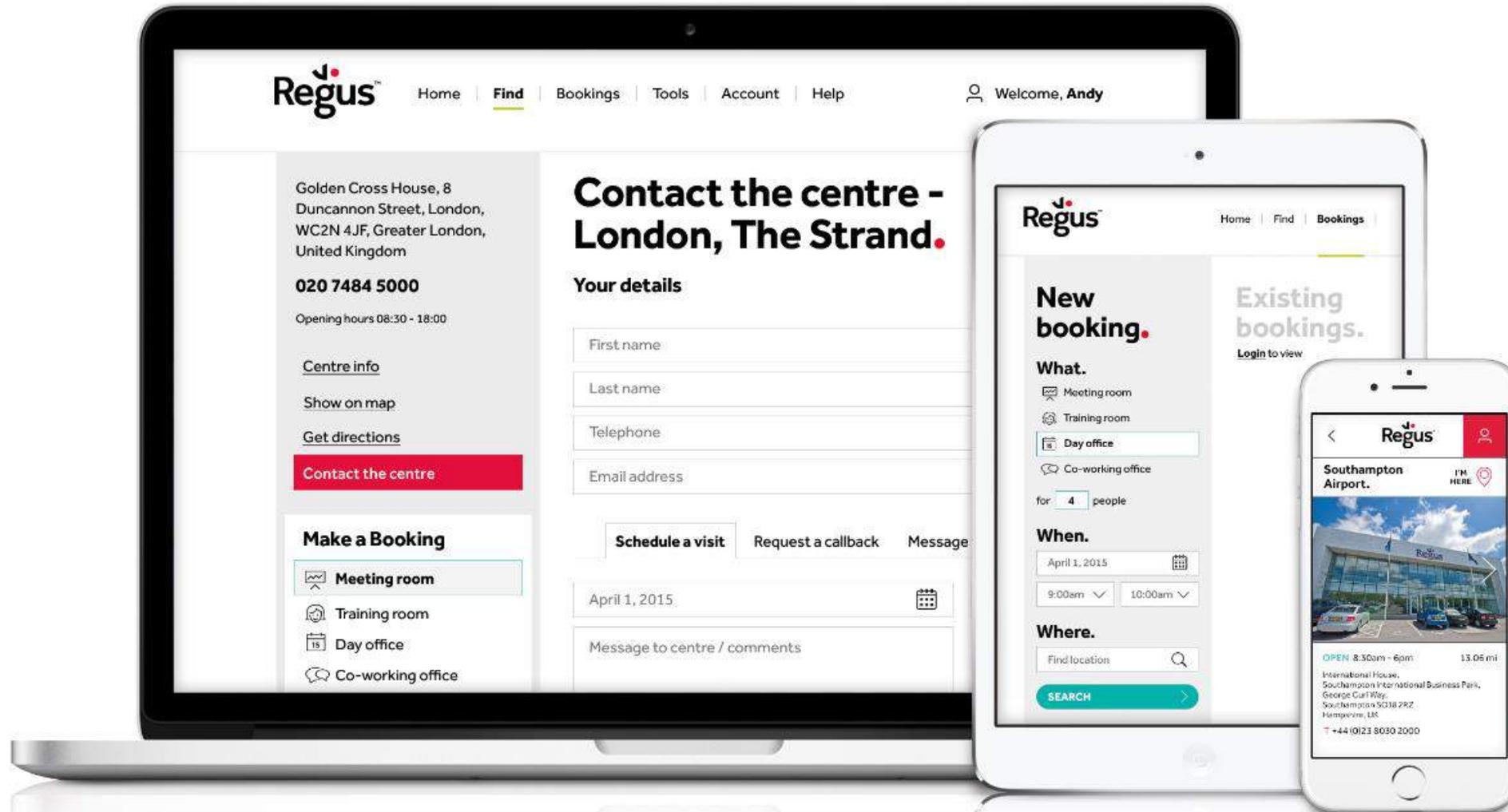
18
YEARS

Business Concerns.

- Growing profitably
- Mitigating financial risk
- Increasing organizational efficiency
- Attracting and retaining top talent
- Staying ahead of the competition
- Brand reputation
- Preparing for the future:
 - Proactive innovation
 - Ready for change and disruption
 - Political and regulatory changes

“Everyone is starting to worry about being Ubered.”

Tech driving opportunity for change.



Tech driving opportunity for change.

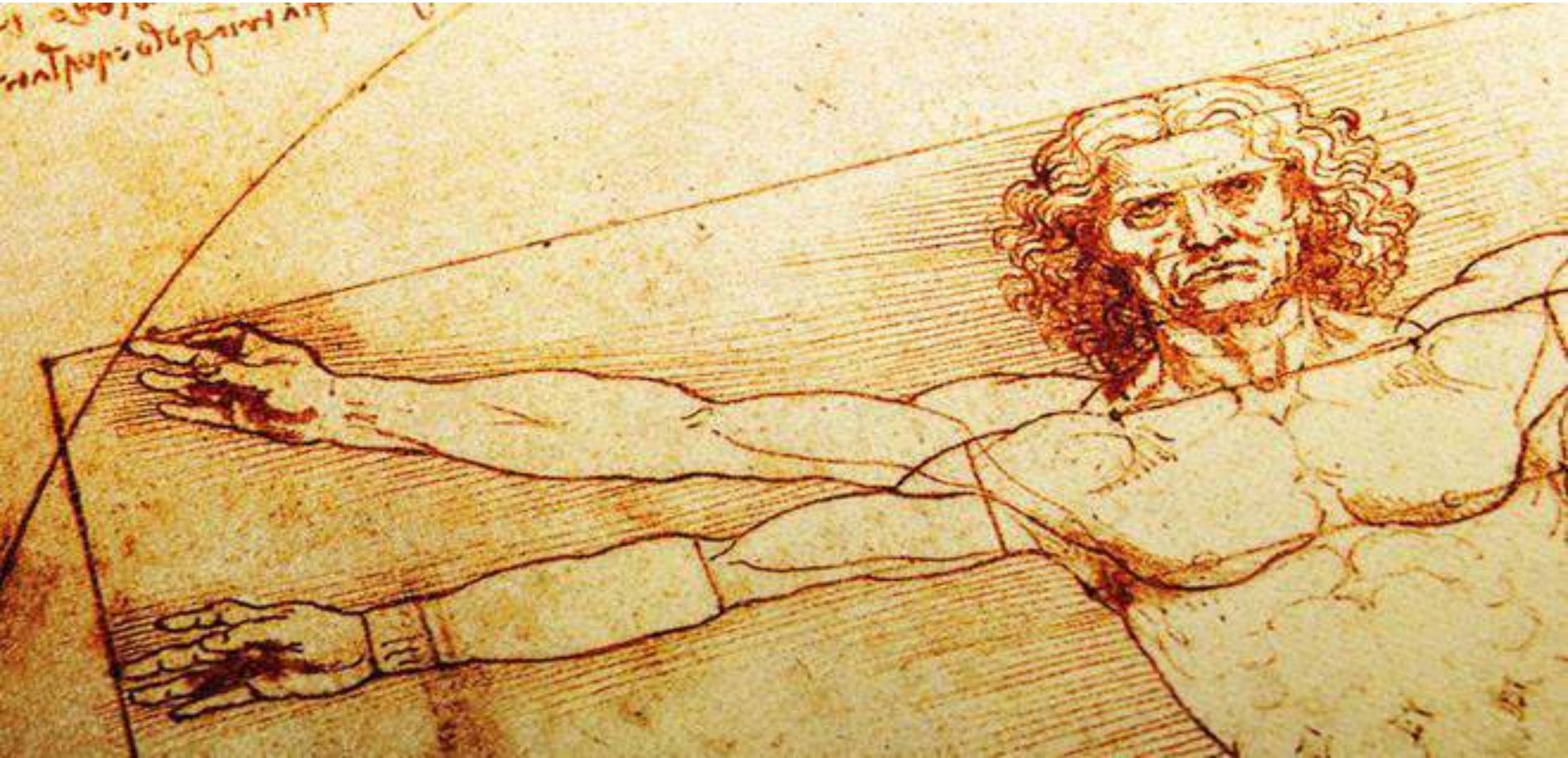
The screenshot shows the BBC News website interface. At the top, there is a navigation bar with the BBC logo, a 'Sign in' button, and links for News, Sport, Weather, iPlayer, TV, Radio, and More. A search bar is located on the right. Below this is a red header with the word 'NEWS' and a 'Find local news' button. A secondary navigation bar lists various news categories: Home, UK, World, Business, Politics, Tech, Science, Health, Education, Entertainment & Arts, Video & Audio, and More.

The main content area is titled 'Technology' and features an article titled 'Will a robot take your job?' dated 11 September 2015. The article text states: 'Type your job title into the search box below to find out the likelihood that it could be automated within the next two decades. About 35% of current jobs in the UK are at high risk of computerisation over the following 20 years, according to a study by researchers at Oxford University and Deloitte.'

Below the text is an interactive tool. It features a row of icons representing different professions: a robot, a businessman, a construction worker, a doctor, a woman in a business suit, a large industrial robot, and a smaller robot. Below these icons is a search box with the text 'I am a...' and the input 'Finance and investment analyst and adviser'. Below the search box is a link: 'Can't find your job? [Browse the full list](#)'. At the bottom right of the tool is a green button that says 'Find out my automation risk >'. To the left and right of the tool are small illustrations of a person and a robot on a platform, and a robot holding a sign.

The basics are still the same.

Regus™



This is a bank.



This is a bank.

Regus™



This is NOT a bank . . . yet



Companies' changing space needs.

New market entry

- Branch office
- New market entry
- Individual offices

Project space

- Conference rooms
- Team rooms
- Demonstration rooms
- Project space

Small office portfolio

- Virtual office
- Branch office
- Individual offices

Different requirements, at different times, in different places, for different terms . . .

Real estate isn't working.

Traditional Real Estate

Customer Needs

Slow

'We need to be more agile'

Rigid

'We need flexible space'

Inefficient

'We don't want to pay for empty desks'

Capital intensive

'We don't want to spend on bricks and mortar'

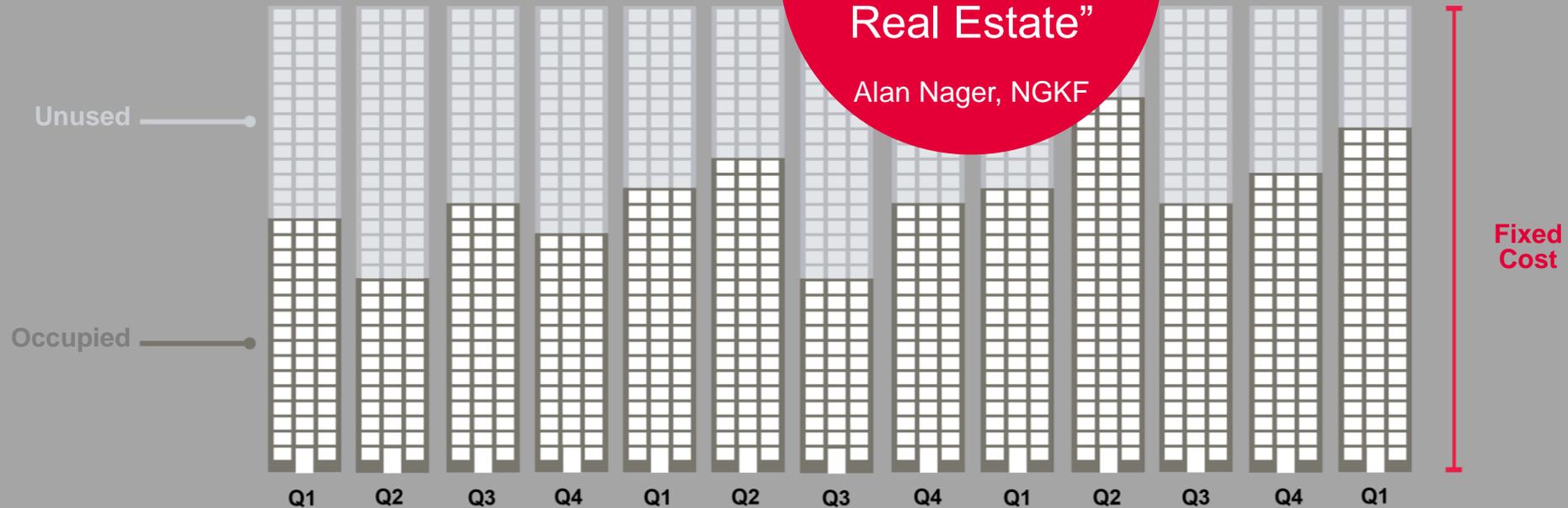
A product not designed for its customer

'We want to work in the cloud – using space on-demand'

The historic approach.

Fixed offices and fixed costs.
Inefficient and inflexible.

“Headcount is the hidden risk of Corporate Real Estate”
Alan Nager, NGKF

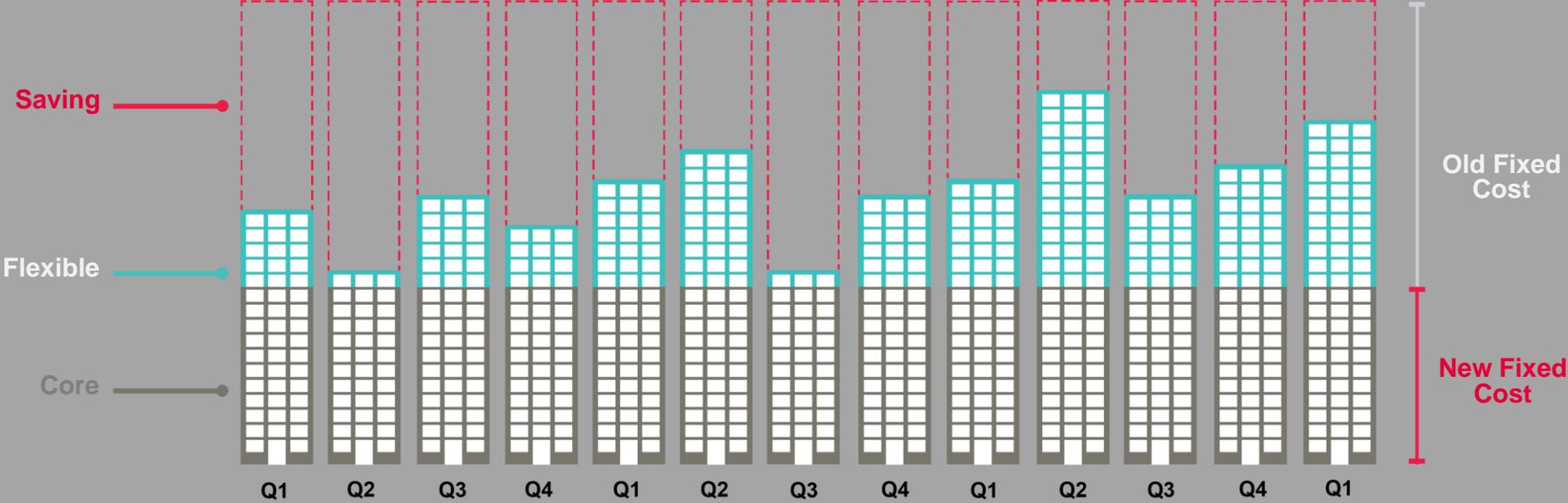


Over 55% of office desks are empty at any one point in time

Unwired Research Report

Workplace as a service.

Reduce the fixed.
Become more flexible.



Work in the cloud

- Reduce costs
- Increase agility
- Minimise risk

Workplace as a service.



The market is vastly underserved.



**1 billion
square feet**

10 million square feet flexible space



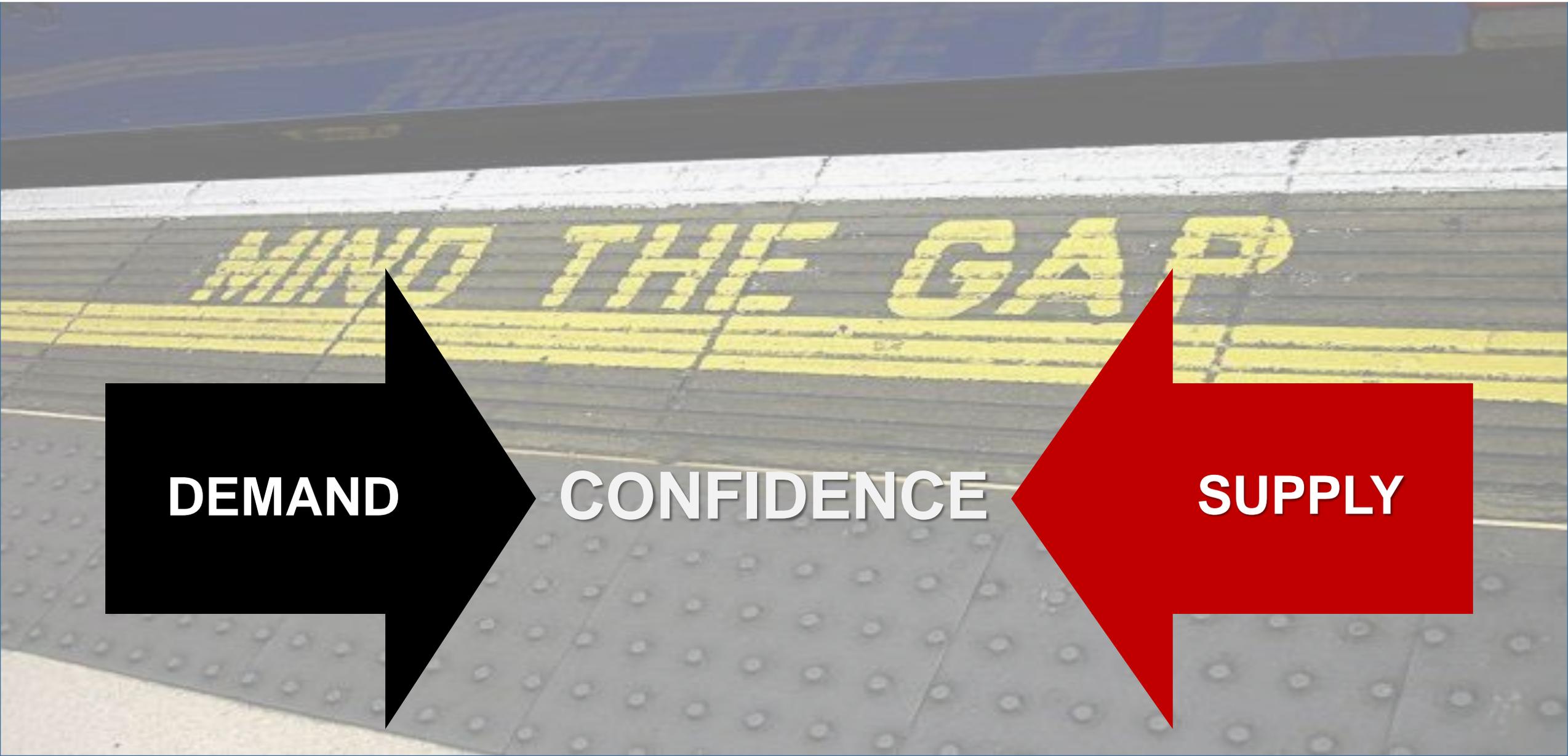
A growing market.

MIND THE GAP

DEMAND

CONFIDENCE

SUPPLY

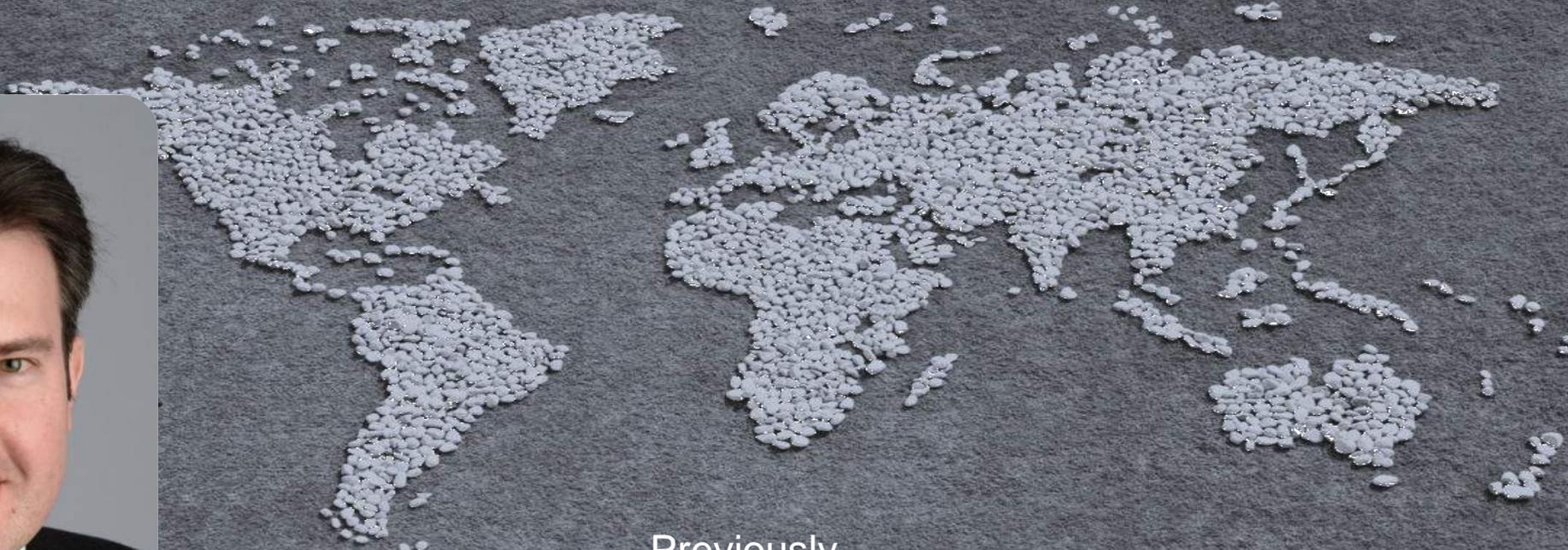


Leadership Team.



Andrew Lemonofides.

Chief Strategy Officer.



Previously

Global Strategy Director, Dell Computers.

Finance Director UK, Dell Computers.

Commercial Director, Toshiba UK.

MBA, Cass Business School, London

MSc(Econ) Economics & Statistics, University of London

BSc Business Studies & Marketing, City University, London



Foundations of planning.

Andrew Lemonofides

Shifting expectations.

Change in
attitude

Change in
approach

Change in behaviour.

1. Comprehensive

Build out each country network

2. End state

Defined end-state for each country

3. Granularity

Growth planned by geography, by format,
by deal type and by price-point

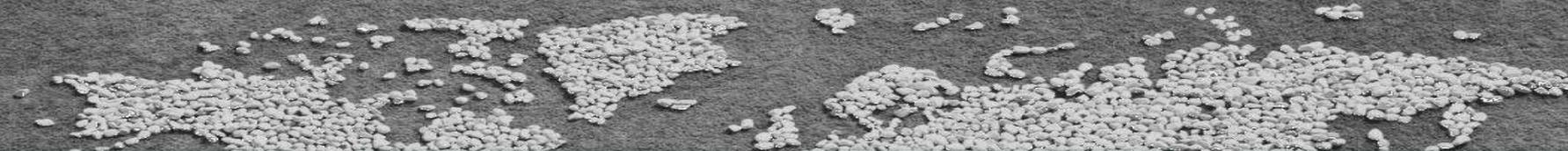
4. Investment

Clear people investment plan

5. Performance

Accountability to achieve the plan

Well defined, simple plan.

A world map composed of small, light-colored stones or pebbles, set against a dark, textured background.

**Country
Overview**

**Growth
Plan**

**Performance
Plan**

**Resource
Plan**

Comprehensively planned, focused execution.



By geography

By format

By deal type

By price point

Multi-level planning underpins ability to scale.

Building capability.

A world map is formed by a collection of small, light-colored stones scattered on a dark, textured surface. The stones are arranged to outline the continents, with a higher density of stones in the landmasses.

**Simple
structure**

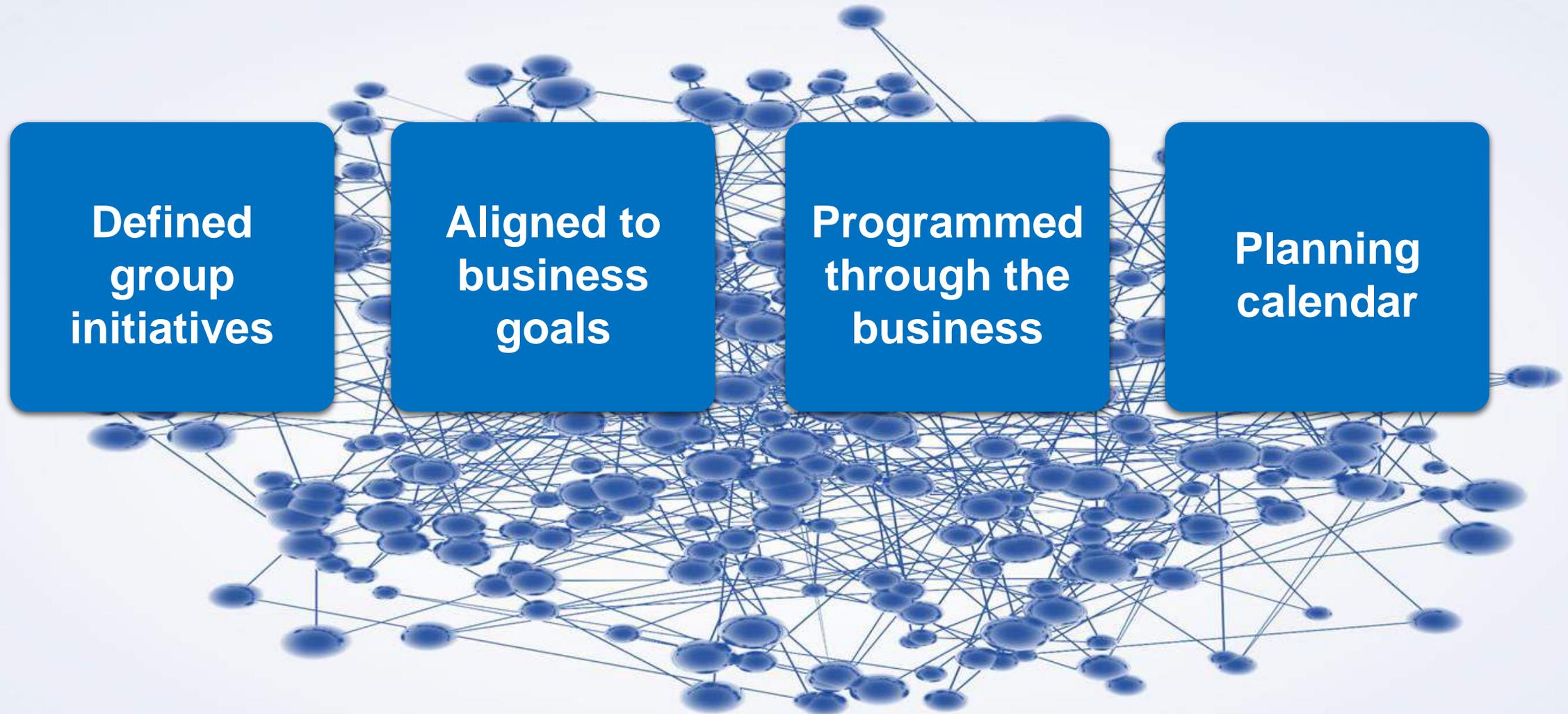
**Strong core
roles**

**Build
resilience**

**Increased
reach**

Clear investment in people.

Functional planning.



Clearly integrated group initiatives.

Foundations of planning.

Change in attitude

Change in approach

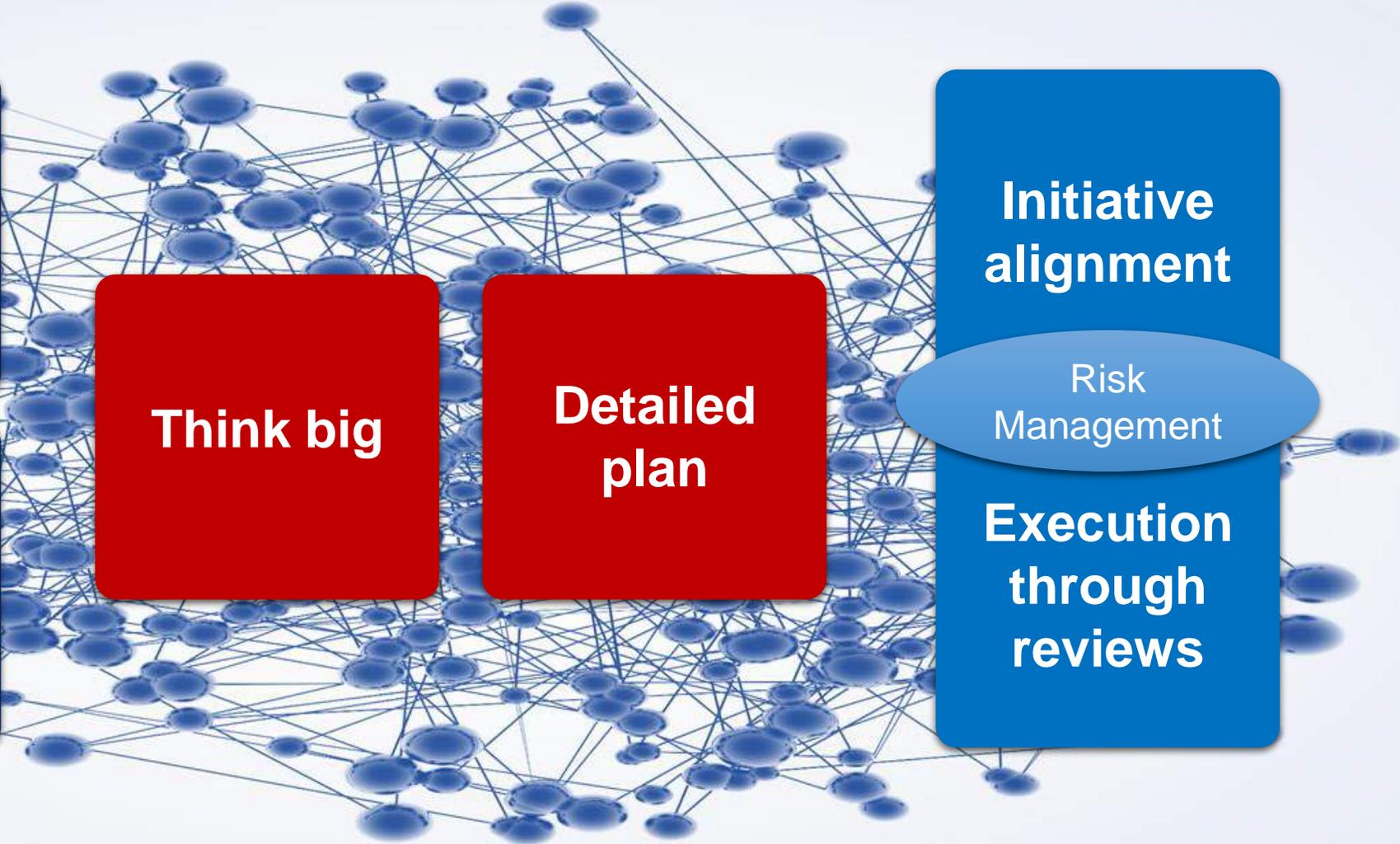
Think big

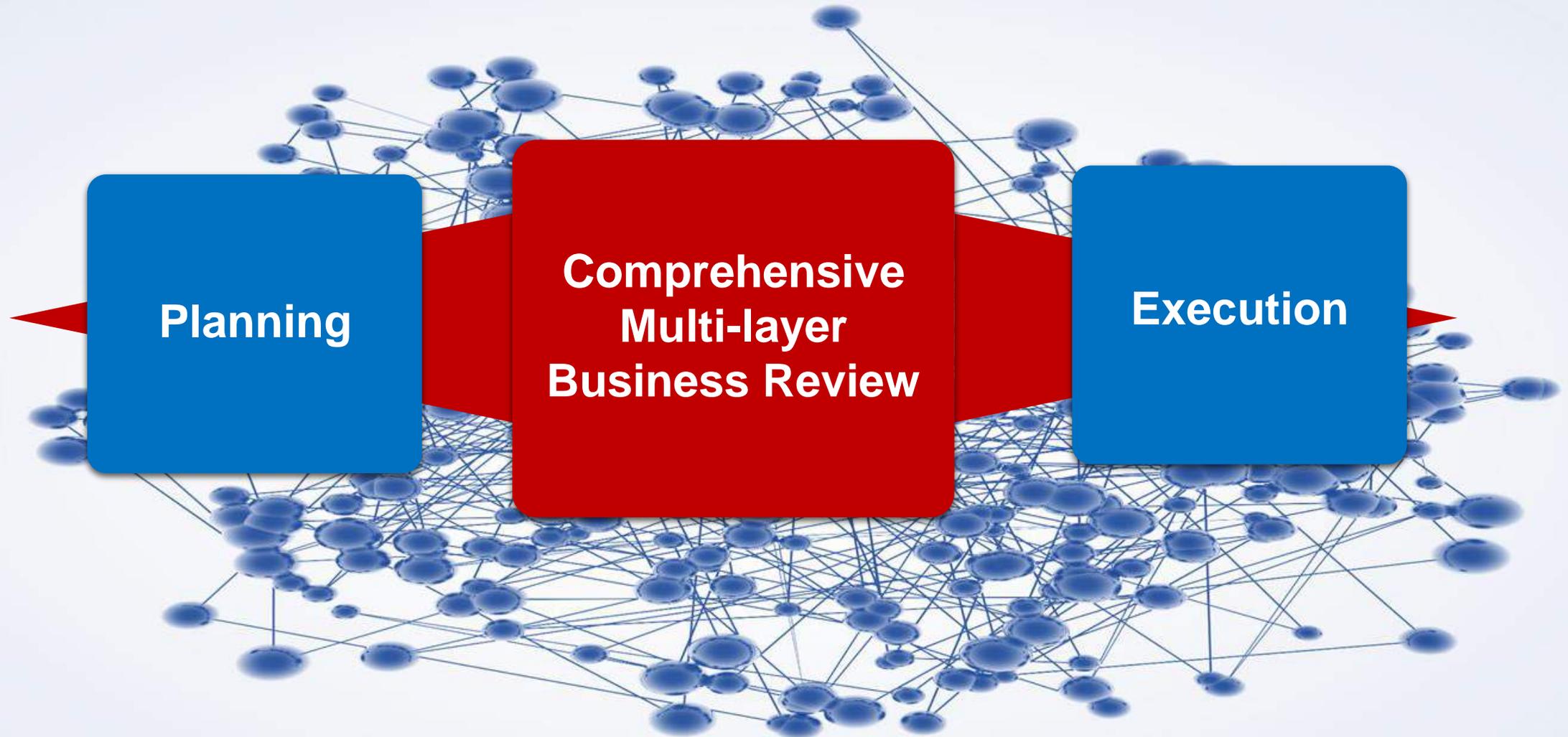
Detailed plan

Initiative alignment

Risk Management

Execution through reviews





Integrated business reviews to deliver results.

Questions.



Ben Munn.
MD Corporate Services.

Mark Dixon.
Group CEO.

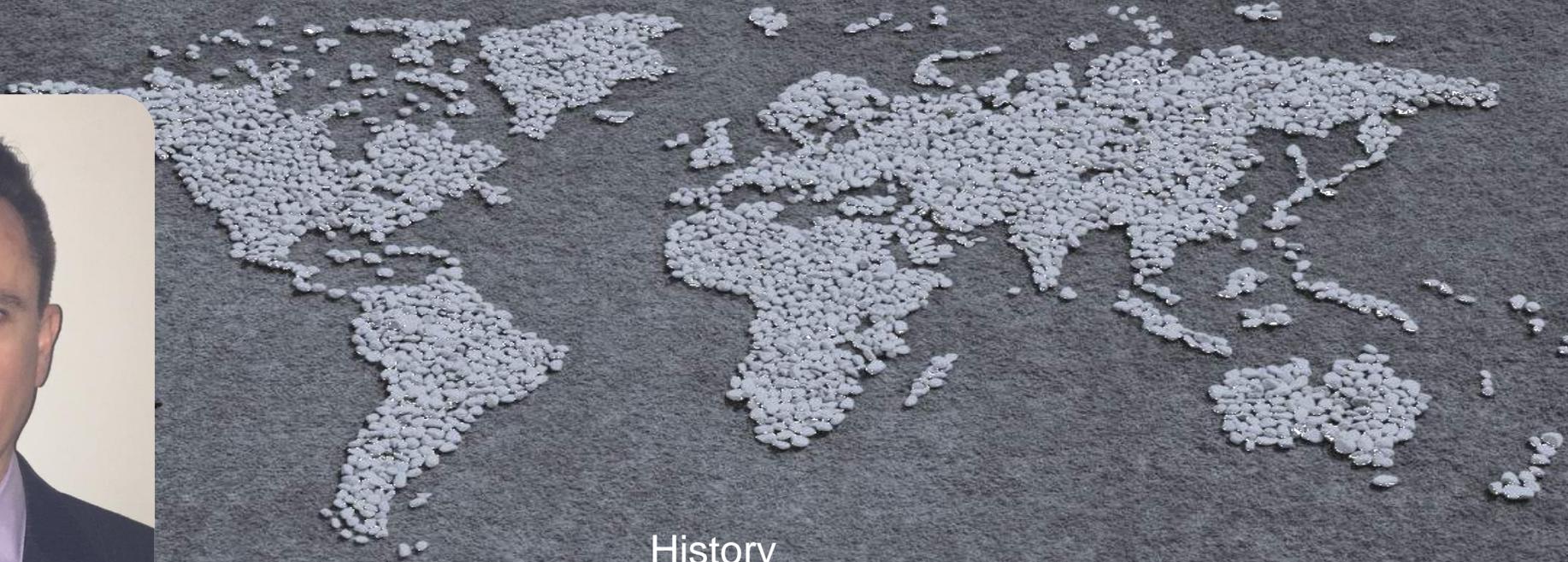
Andrew Lemonofides.
Chief Strategy Officer.

Leadership Team.



Gareth Haver.

Chief Commercial Officer.



History

Chief Commercial and Marketing Officer, Homeserve.
MD Credit Products, Virgin Money
Consultant, Boston Consulting Group

Masters in Finance, London Business School
BA Modern History and Economics (Double First), Oxford University



Commercial performance.

Gareth Haver

Focus areas.

**Increasing
revenue**

**Lowering
operating
cost**

**Managing
overhead**

Simplifying the business

**Improved
gross margin**

**Improved
net margin**

**Improved
customer
satisfaction &
retention**

Scalable business model

Scalability enables shift in pace of openings.

Margin drivers.

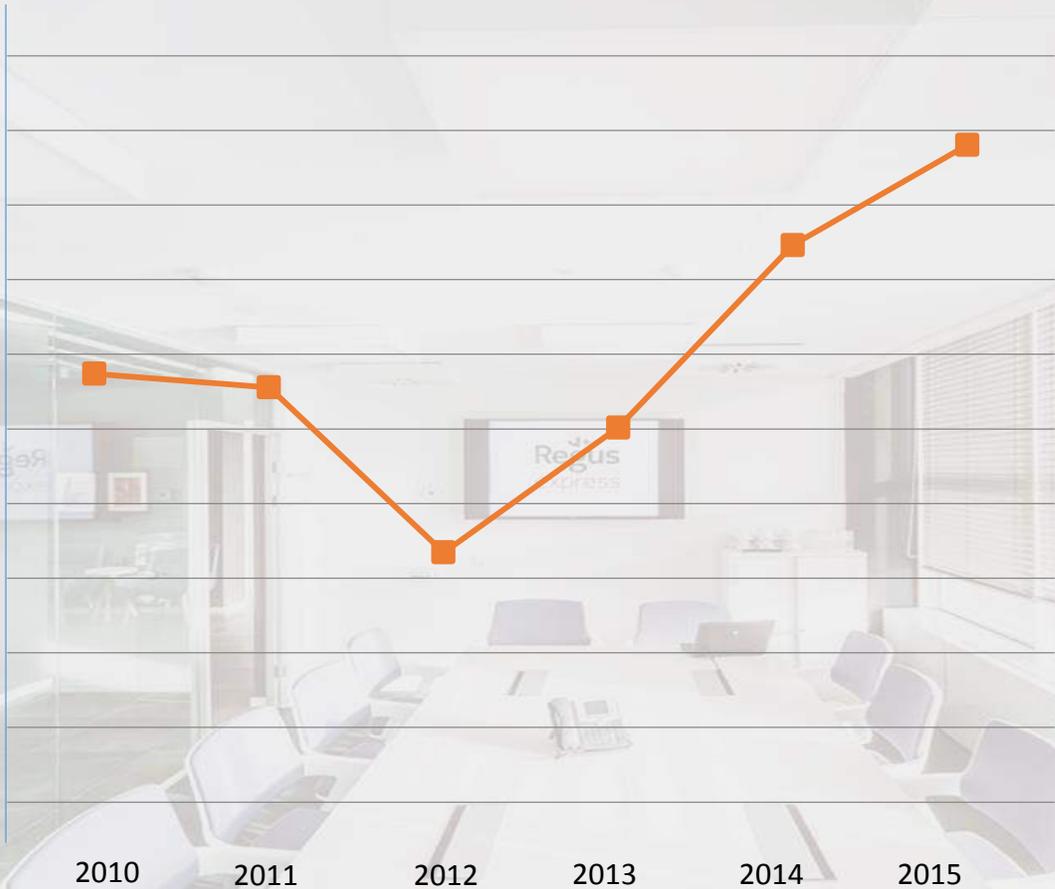
**Mature
estate
margin**

**Faster
margin
from
NCOs**

Price

**Product
income**

Initiatives in place to drive each of these levers.



Sustained improvement in retention

Manila

**Local service
centres**

**Efficient
“in country”
model**

**Economies of scale
Reduced complexity**

Focus on efficiency and customer satisfaction

 **Marketing**

 **Location growth**

 **Service centres**

Field costs 

Country overhead 

Central overheads 

Focussed driving efficiency out of our model

Optimising performance.

**Increasing
revenue**

**Lowering
operating
cost**

**Managing
overhead**

All about the customer

Customer video.

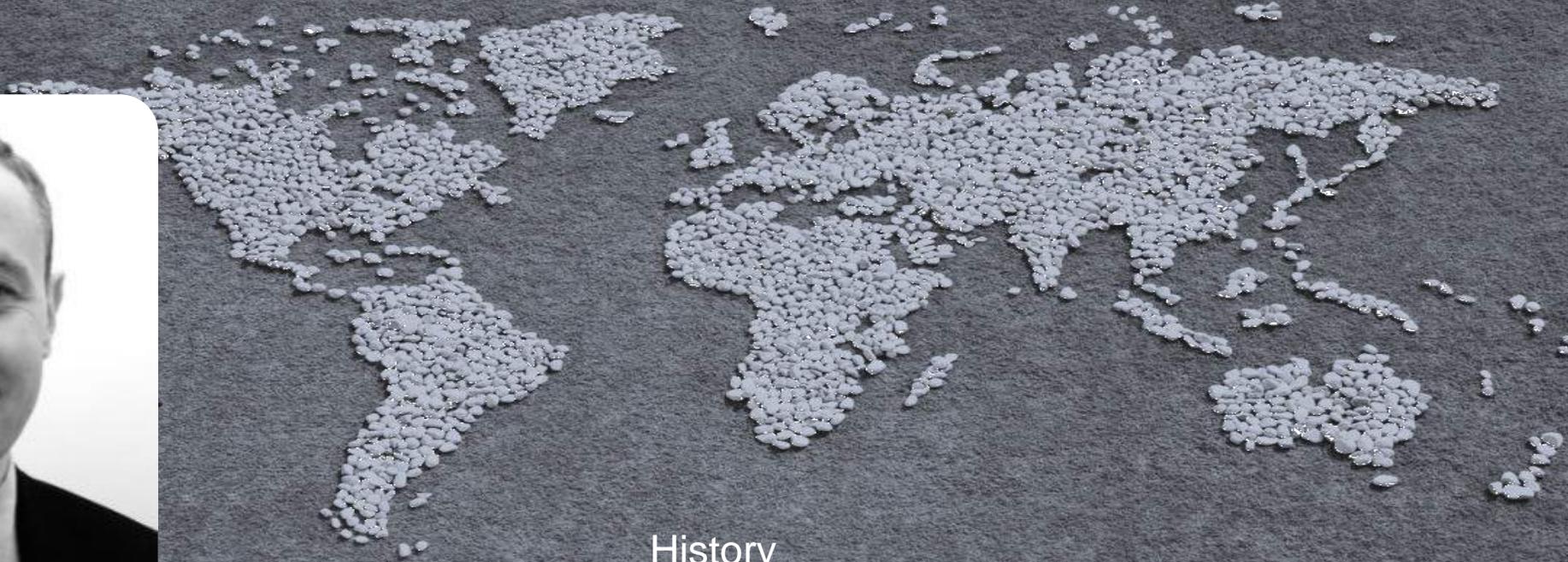


Leadership Team.



Ian Hallett.

Chief Marketing Officer.



History

COO – Finance, Lloyds Banking Group.

Commercial Director, Lloyds Banking Group.

Financial Director, Cable & Wireless.

BSc Management Science, University of Kent



Products and marketing.

Ian Hallett

Office

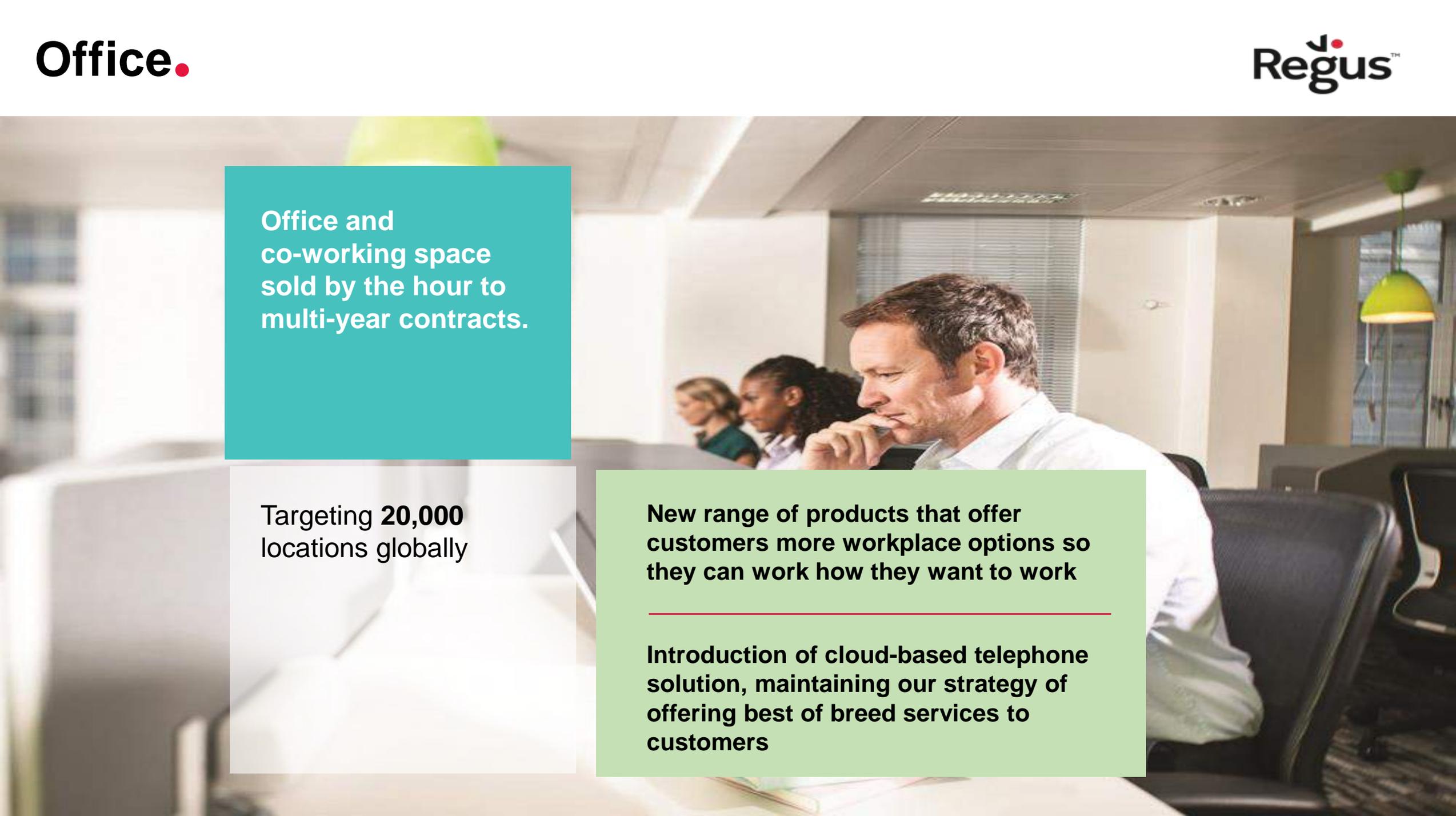
Office and co-working space sold by the hour to multi-year contracts.

Home

Workplace and business support to home-based workers and start-ups.

Mobile

Drop-in workplaces and technology services to help people stay productive on the move.

The background of the slide is a photograph of a modern office interior. In the foreground, a man in a white shirt is seated at a desk, looking intently at a computer monitor. Behind him, two other people are visible, also working at their desks. The office has large windows with blinds, and a bright green pendant light hangs from the ceiling. The overall atmosphere is professional and collaborative.

**Office and
co-working space
sold by the hour to
multi-year contracts.**

**Targeting 20,000
locations globally**

**New range of products that offer
customers more workplace options so
they can work how they want to work**

**Introduction of cloud-based telephone
solution, maintaining our strategy of
offering best of breed services to
customers**

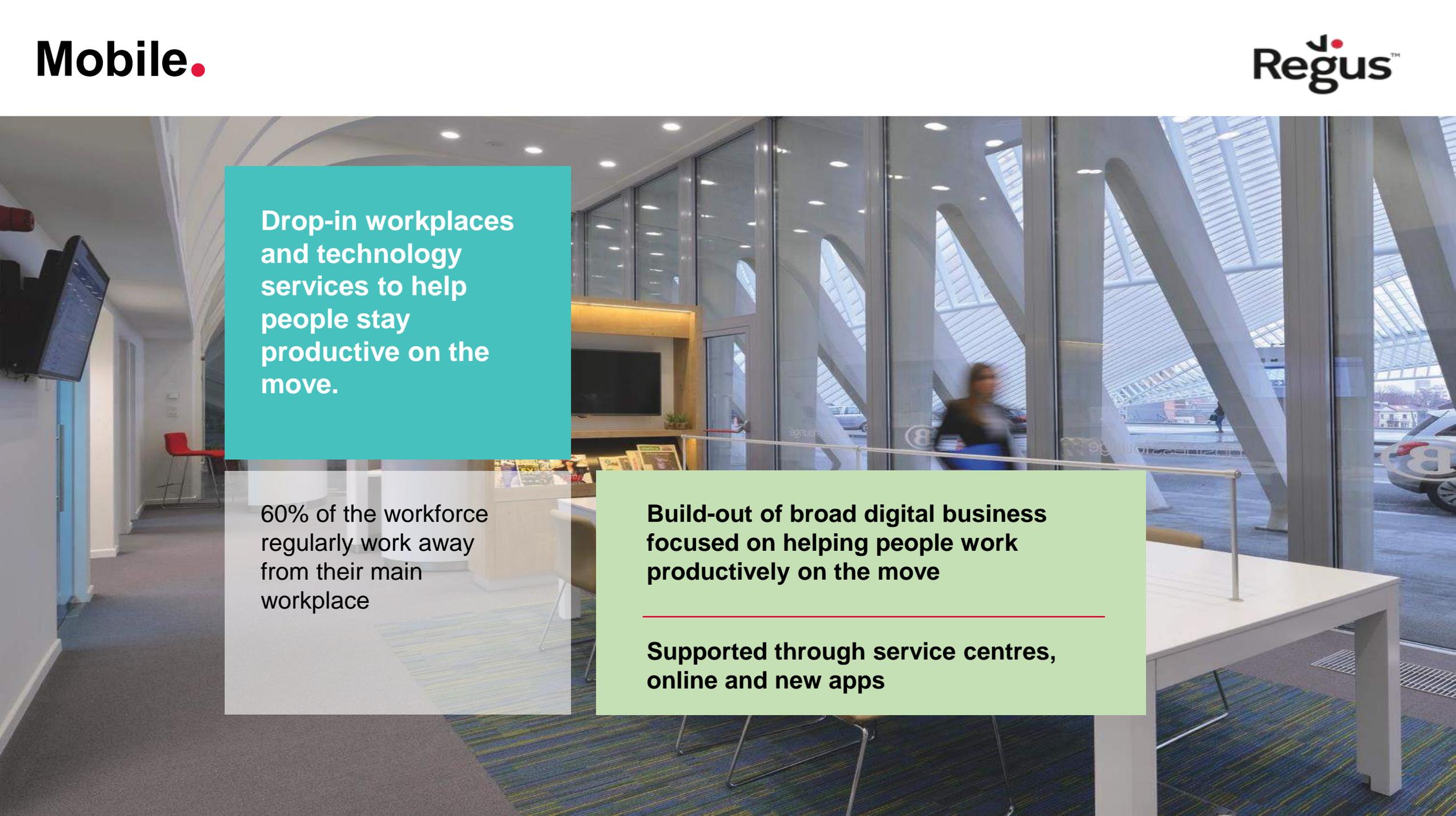
Workplace and business support to home-based workers and start-ups.

20% of self employed people work from home

10m+ new businesses are registered every year globally

Build-out of broad digital business focused on supporting people that run their own business and / or work from home

Remotely supported through service centres, online and new apps



**Drop-in workplaces
and technology
services to help
people stay
productive on the
move.**

60% of the workforce
regularly work away
from their main
workplace

**Build-out of broad digital business
focused on helping people work
productively on the move**

**Supported through service centres,
online and new apps**

Workplace Recovery.



Workplace recovery

£1.3bn annual market

Achieving **53% growth**
year-on-year

Existing customers

ExxonMobil

E*TRADE

ditech

Incubation Business

Today
c. £2m

Opportunity
£30-£50m



Evangelising about what we do.



Today

Advertising to
people that are
looking

Tomorrow

Evangelise
the benefit of
what we do
to a broad
audience

Actively engaging with all current and potential customers.

App video.

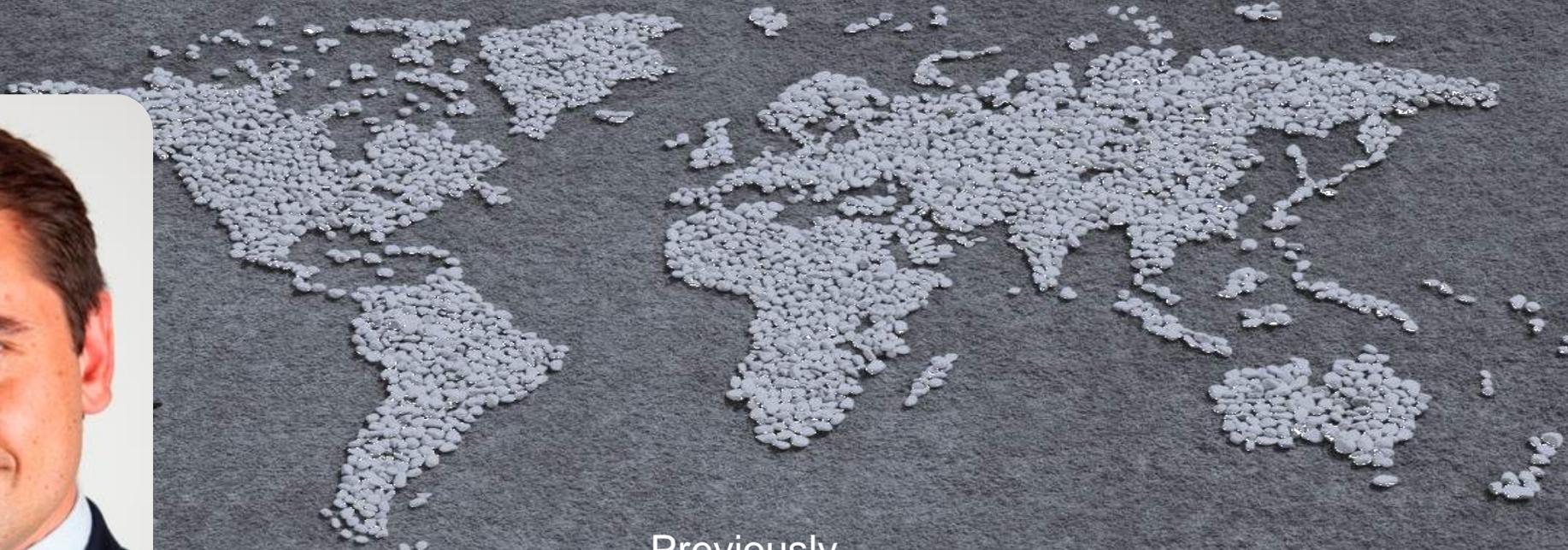


Leadership Team.



Andre Sharpe.

Chief Innovation & Information Officer.



Previously

Founder & CEO, Habitaz Global Workspaces.

CEO, The Business Group.

Founder & CEO, Fedsure Health Technologies.

A photograph of a modern airport lounge. The wall on the left features the Regus Express Business Lounge logo. The lounge is furnished with bright yellow armchairs, a wooden coffee table, and a square lamp. Large windows on the right offer a view of the airport terminal below.

Regus[™] *express*
business lounge

A photograph of a conference room with a long white table and several white chairs. The room is bright and modern, with large windows in the background.

Research and development.

Andre Sharpe

**Regus
Information
Technology**

**Research and
Development**

**Introduction
to Innovation
ExPo**



Infrastructure

IT and telecommunications infrastructure.
New location support

Systems

Internal, customer and self-service applications

Services

24/7/365 IT service desk

Global Technology Alliances

Research & Development

Continuous Investment

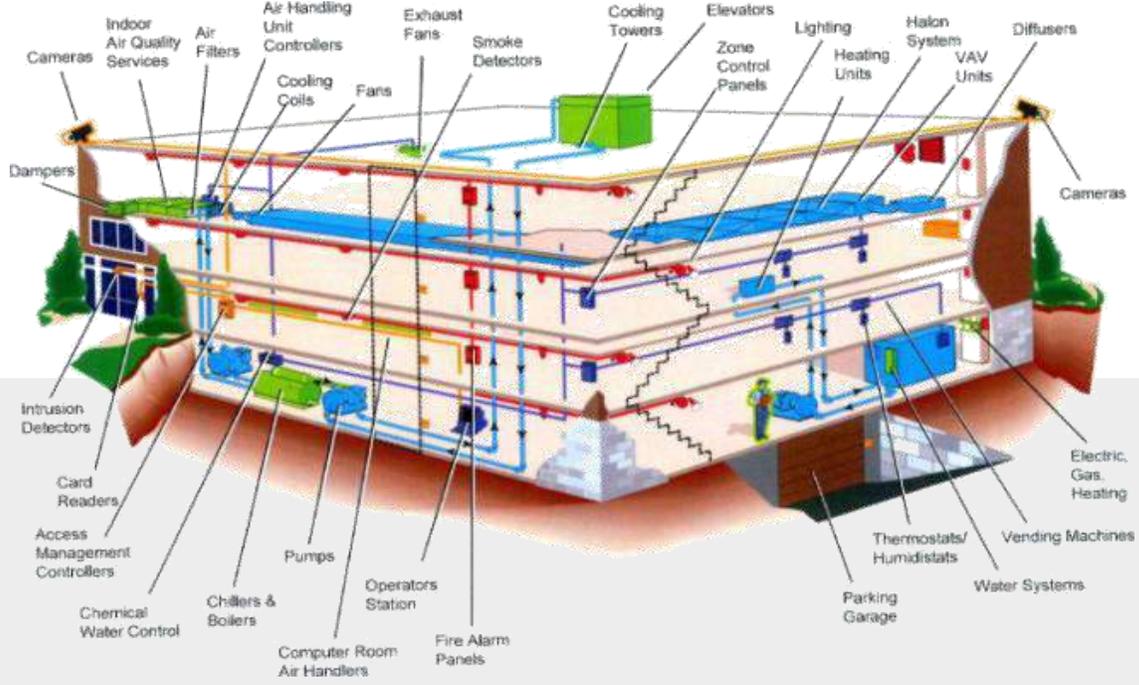
Support > 2m devices

2,000,000 Mbps

Extend offering to Office, Home and Mobile

Future trends

Opportunity 2: Internet of Workplace Things.



15bn

connected devices today

40bn

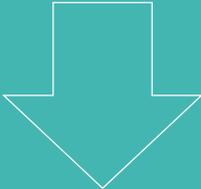
by 2020

10,000

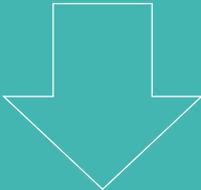
in the average office

Opportunity 3: Big Data.

Information



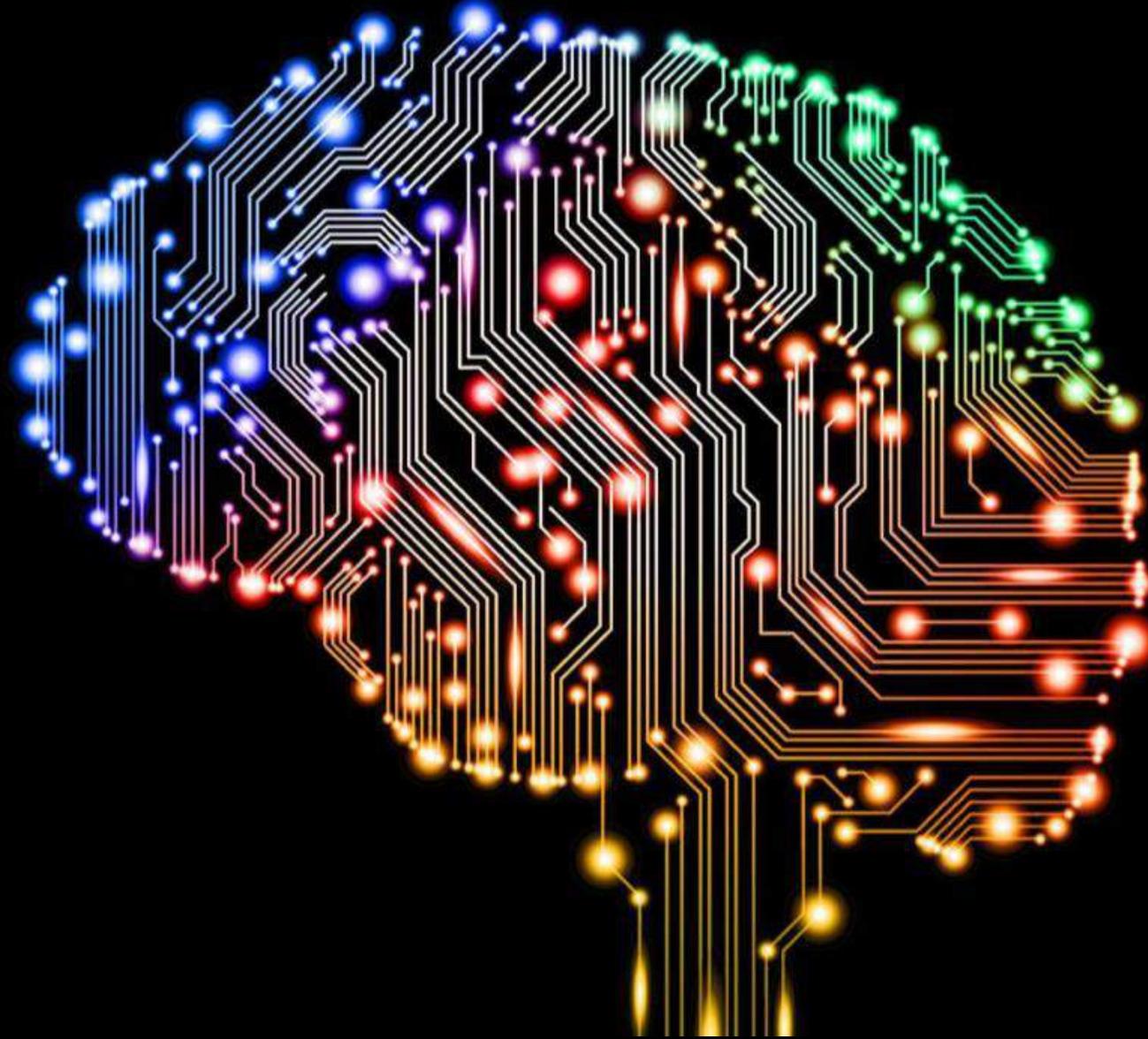
Behaviour



Needs

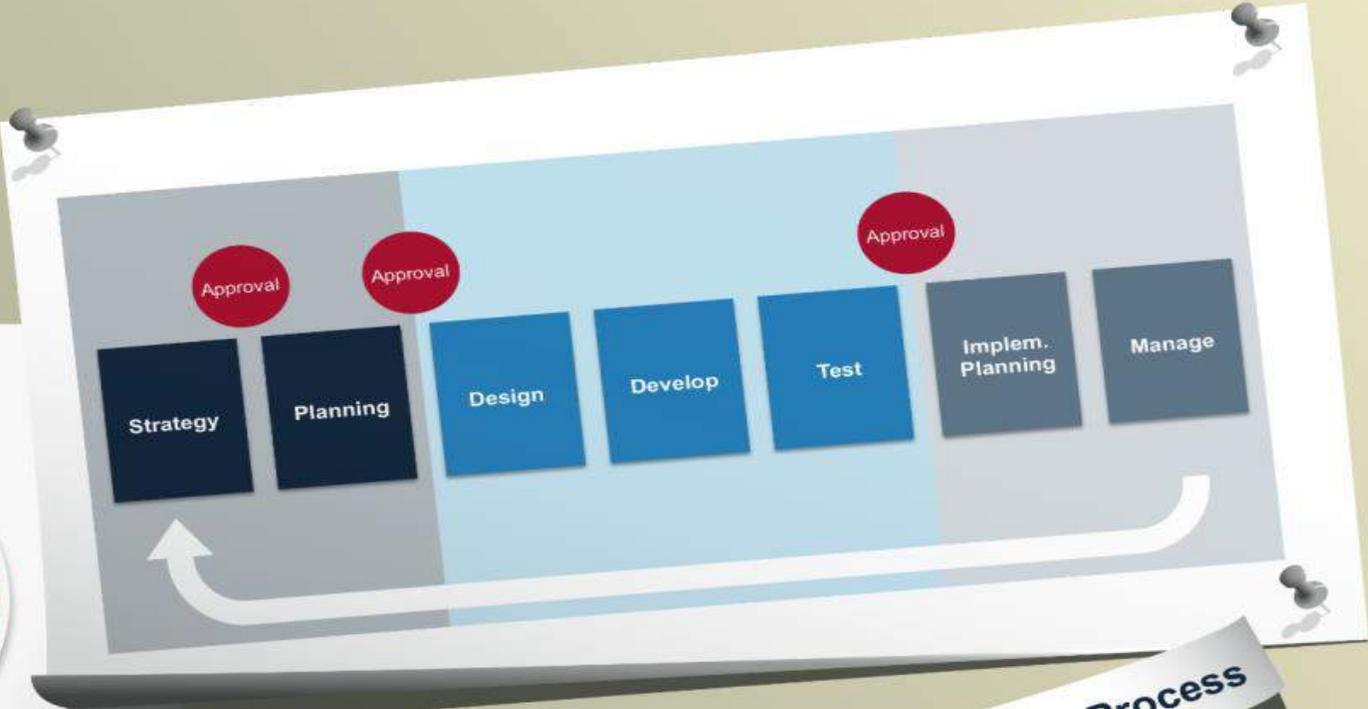


Opportunity 4: AI & Machine Learning.



R&D & Business Development.

What do we do



P&BD: Process

Platform Components.



Community

Largest connected business community globally



Apps

Mobility and productivity applications



Benefits

High value customer benefits



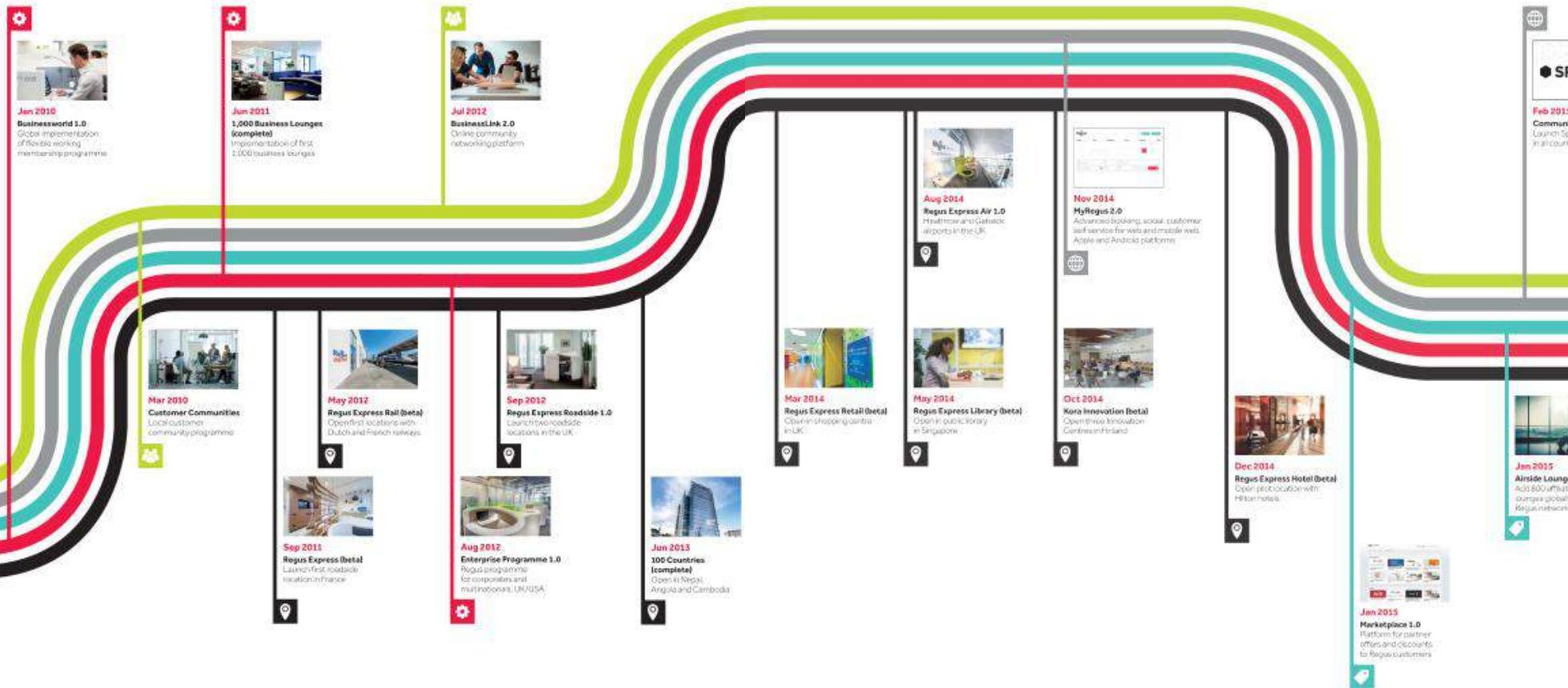
Services

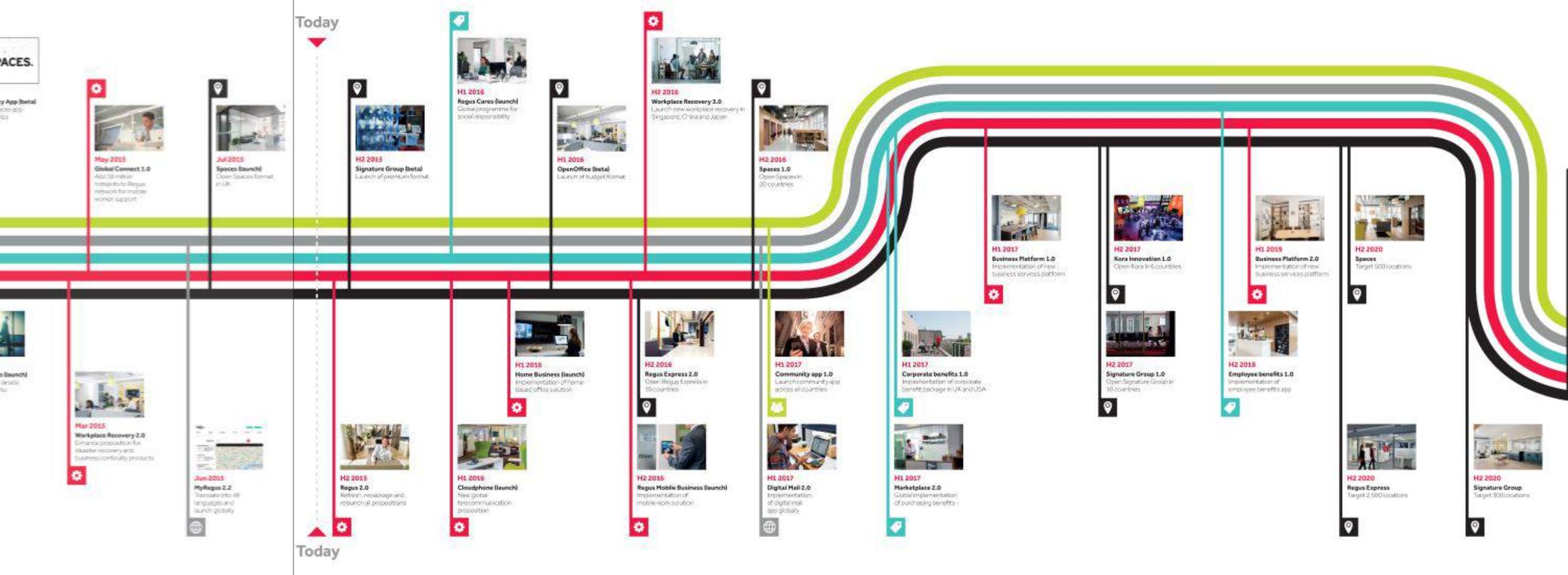
Simple to buy and use products and services



Network

Most extensive network of workspaces







The Regus Platform.

A roadmap for the future.

An integrated platform that supports the way people work today and will work tomorrow.



Regus



FIBRE
TECHNOLOGIES LTD



RINSPEED



SALTO
inspiredaccess



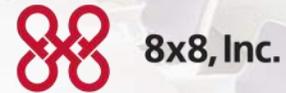
Polycom



Travelport
Redefining travel commerce



Microsoft



8x8, Inc.



Google

Questions.



Ian Hallett.
Chief Marketing Officer.

Gareth Haver.
Chief Commercial Officer.

Andre Sharpe.
Chief Innovation Officer.

Coffee break.

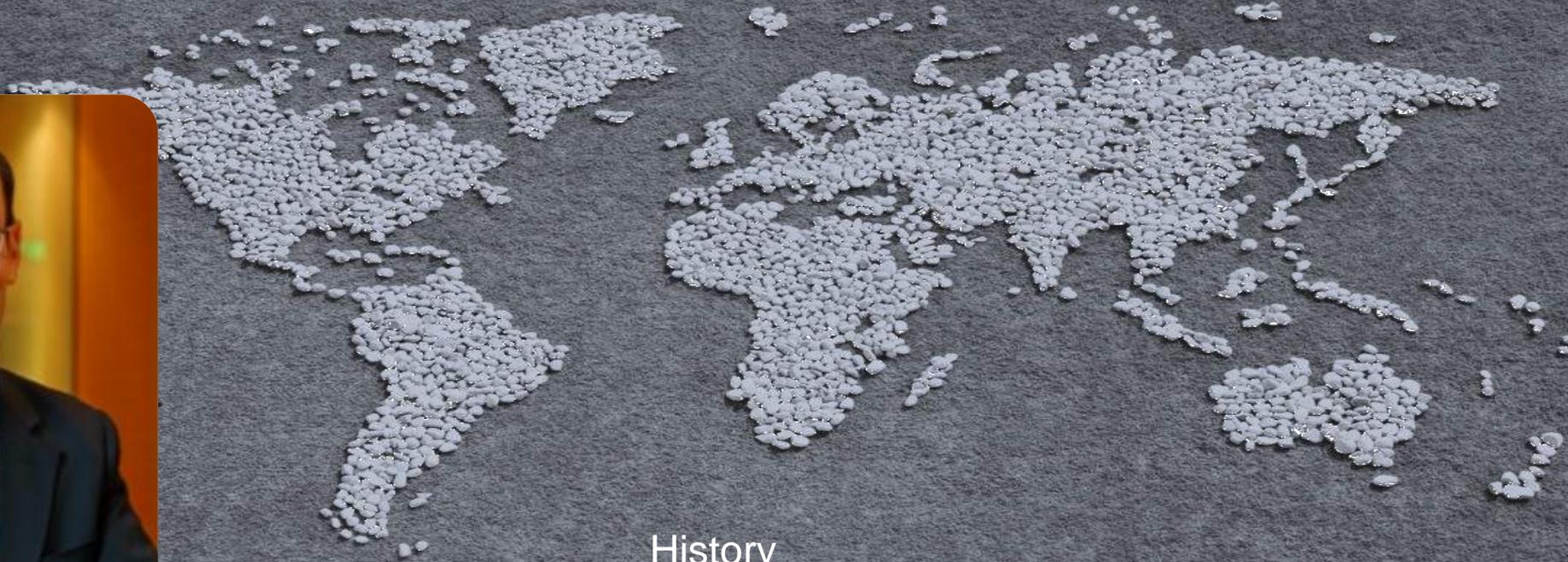


Leadership Team.



Phil Kemp.

MD Formats.



History

VP Mobile Phones – China, Nokia.

VP Devices, Nokia.

MD Nokia New Zealand, Nokia.

Senior Executive Programme, London Business School
MEng Electrical and Electronic Engineering, Bradford
BEng Electrical and Electronic Engineering, Bradford



Developing formats.

Phil Kemp

Formats video.

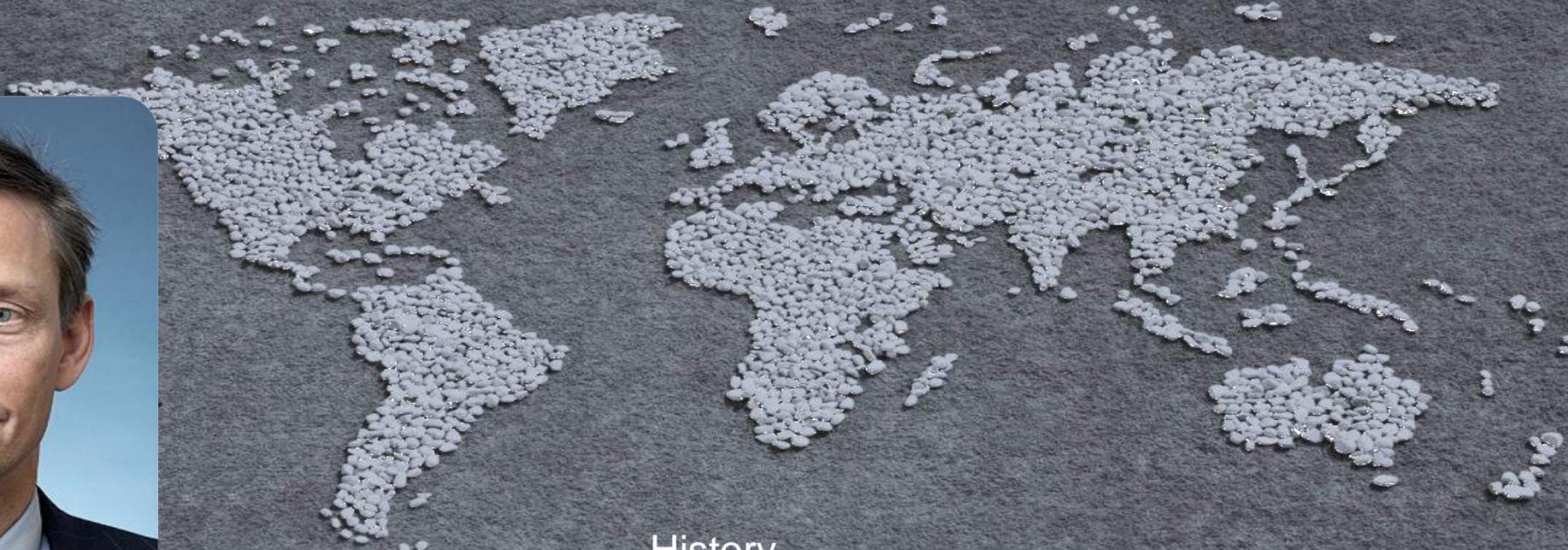


Leadership Team.



Rick Bertasi.

MD Group Network Development.



History

Global VP Real Estate Services, Deutsche Bank.
VP & GM, JCI Global Workplace Solutions.
President & CEO, Sequentra Solutions.

MBA, Amos Tuck School of Business Administration
BA International Political Economy, Dartmouth College



Finding and building 20k.

Rick Bertasi

Focus areas.



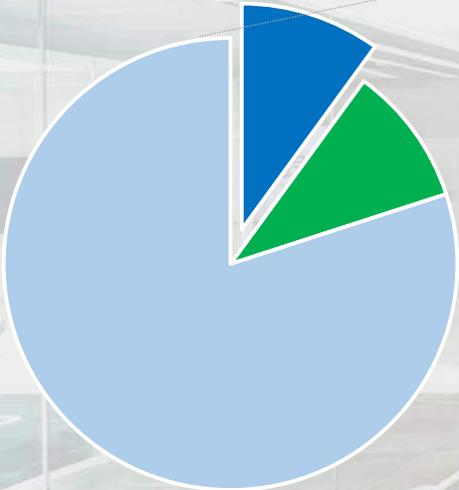
**Change the
mix**

**Industrialize
the approach**

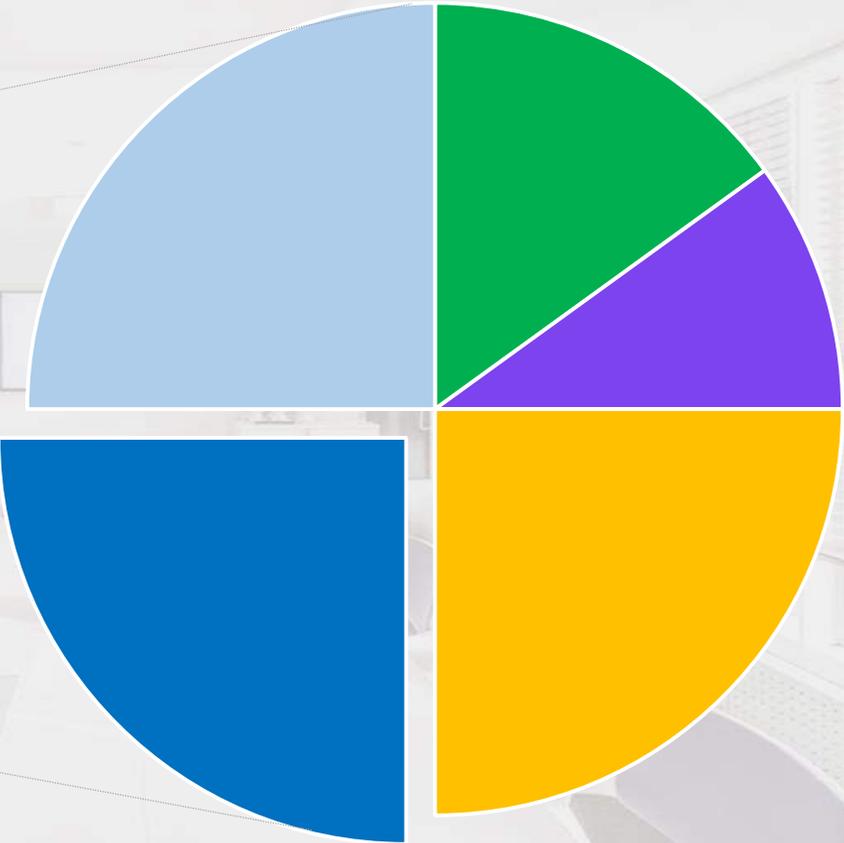
Essential to change the pace of growth.

Changing the mix.

Mix of Models
(2014)



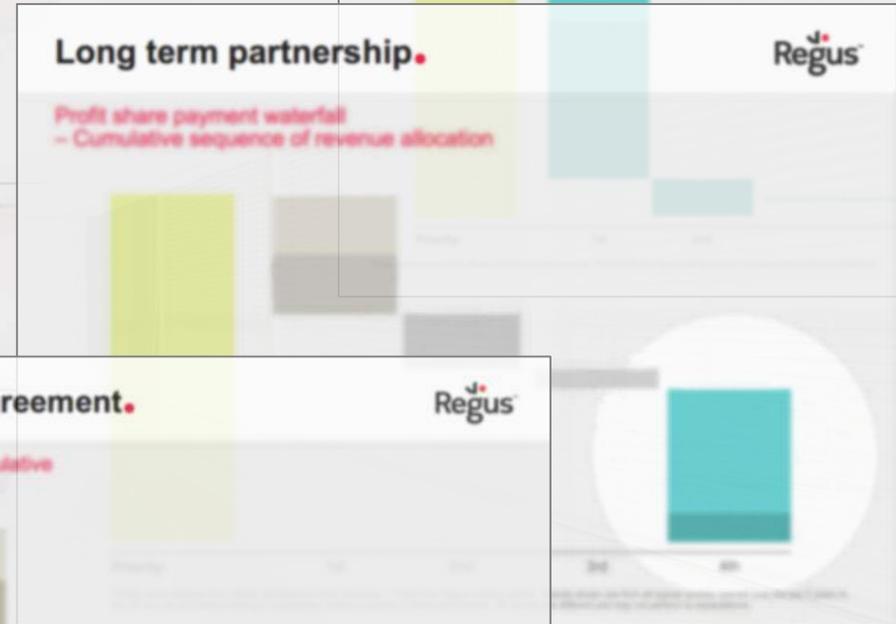
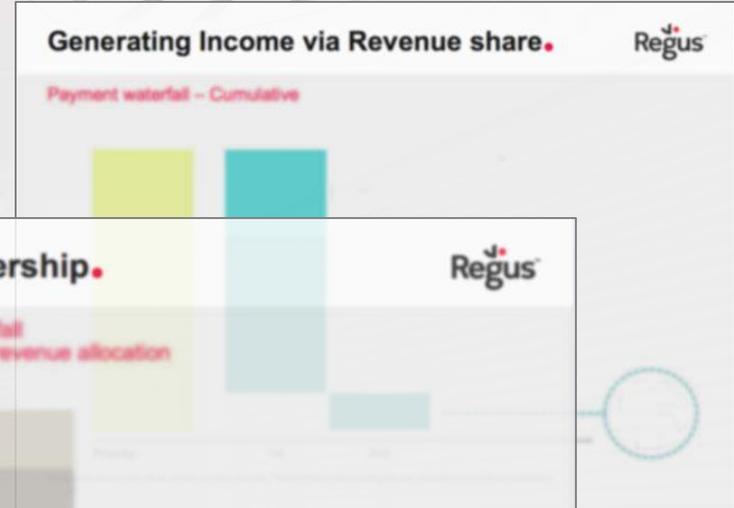
Changed Mix
(future)



Partnering methods for capital lite growth.

- We employ **different partnering methods** to serve different demographic, segment **and investment profiles**

- Franchising / Licensing
- Joint Ventures
- Management contracts
- Variable rent deals
- Conventional lease deals
- Occasionally and tactically, property purchases will also make sense



Industrialising the entire approach - WIP.



Supply chain consolidation

Process Industrialisation

Product Standardisation

Workload Automation

Skillset Enhancement

Broker Service
Partners

Simplification
Plan based

Formats
Office, Air, etc.

Integrated Planning

Small, select Group roles

Project Management
Service Partners

Standardisation
Tools and Methods

Segments
Regus,
Signature, Open

Process Visibility

Senior Country Talent in all major countries

Design and build
general contracting

Localisation
Advance alignment

Specification
Design,
procurement

Streamlined report and approvals

Leveraging core competences from our partners

Workflow approach.

1. Detailed Planning

2. Broker Search

3. Property Team Close

4. Simplified approvals

5. Fast Build

- Multiple formats

+

- Multiple segment

+

- Multiple partner models

+

- Multiple geographies

Simplified, scalable model.

Consistently deployed.

Country set-up.

Each Country has:

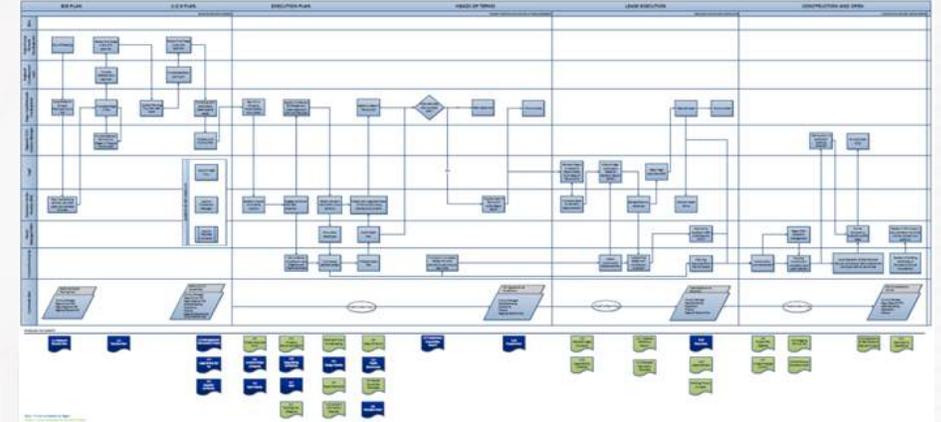
- Business Plan
- Outsourced Suppliers
- Deal Palette
- Sales Collateral
- Workflow Technology
- Standard Tools / Templates

Folio	Tool / Template	
1.0 Planning		
1.1	Network Growth Plan	4.0 Brokerage
1.2	Country Business Plan	4.1 Landlord Sales Collateral
1.3	Management Information	4.2 Deal Palette
1.4	Legal Entity Set-Up	4.3 Property Recommendation
		4.4 Landlord Information Request
		4.5 Heads of Terms
2.0 Supplier Contracts		
2.1	Brokerage	4.6 Standard Legal Contracts
2.2	Project Management	4.7 Investment Committee Report
2.3	Design & Build	4.8 Negotiating Guidelines
2.4	Legal	4.9 Valuation Pack
2.5	Other approved preferred suppliers	4.10 Lease Exhibits Checklist
		4.11 Material Variations Report
		4.12 Renewal Calculation Template
		4.13 Purple Form
		4.14 Blue Form
3.0 Country Tools / Templates		
3.1	NCO Process	4.15 Lease Abstract
3.2	Process Timelines	4.16 Broker Training Materials
3.3	Contract Change Control	4.17 Broker Playbook
3.4	Project Approval Form	
3.5	Supplier Monthly Review Meetings	5.0 Project Management
3.6	Supplier CPIs Reporting	5.1 Building Due Diligence
3.7	NDA	5.2 Design Palette (interim)
		5.3 Space Standards (interim)
		5.4 Cap Ex Benchmarks
		5.5 Capital (Cost) Plan Template
		5.6 Project Risk Register
		5.7 Project Change Control
		5.8 Snagging (Punch) list
		5.9 NCO External Verification Audit
		5.10 Operations & Maintenance Manual Content
		5.11 Project Handover to Operations
		5.12 Project Management Training

Workflow management.

Definition

- Global Process
- Workflow Technology
- Tools & Templates
- Global Standards



Benefits

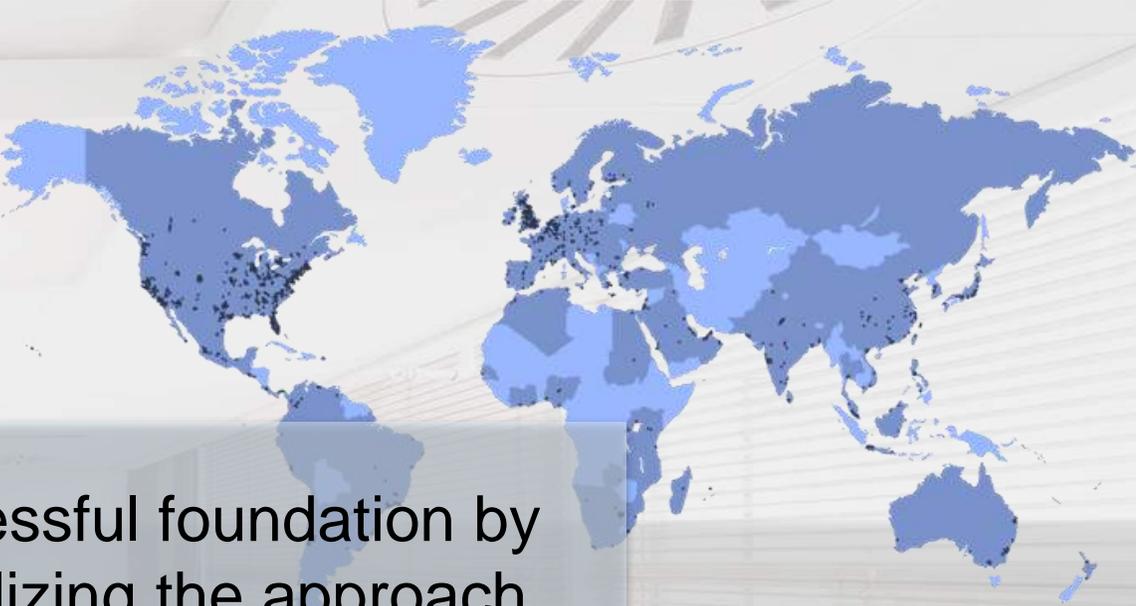
- Speed to Market
- Global Scale
- Pipeline Management
- Planning & Reporting

Stage		Duration (mth)	Target Result	Attrition Rate	Input Required
1	Find and Qualify	1	16.8	50%	34
2	Negotiate HoTs	2	12.6	33%	16.8
3	Negotiate Lease	1	11	15%	12.6
4	Build	4	10	10% Schedule Delay only	11
5	Open		10		10

Opportunity.



- Exciting growth market, with significant customer demand
- Potential for 20,000+ Regus locations
- Pace of investment will be driven by ability to generate strong returns



Accelerating growth from a successful foundation by optimizing the mix, and industrializing the approach

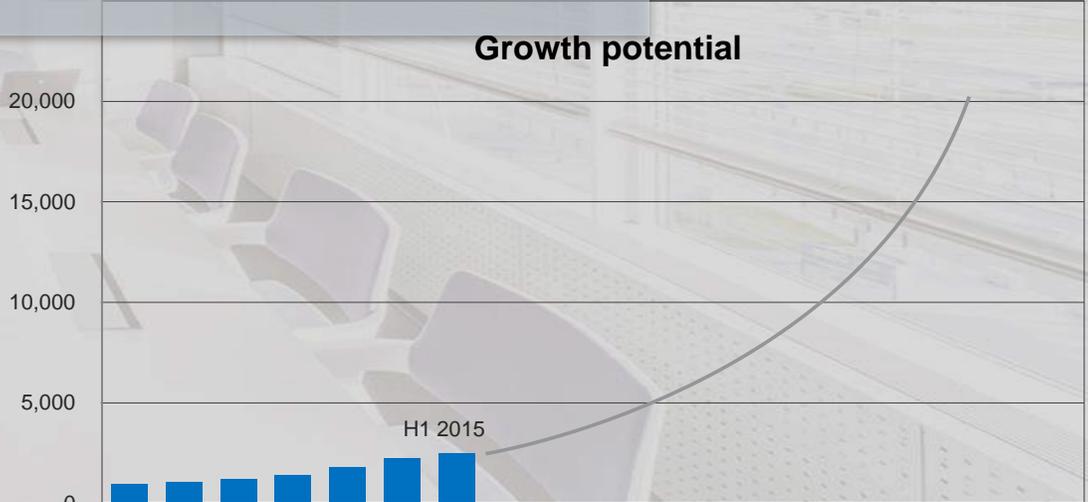
Benchmarks



- >36,000 restaurants
- 119 countries



- >21,000 locations
- 65 countries

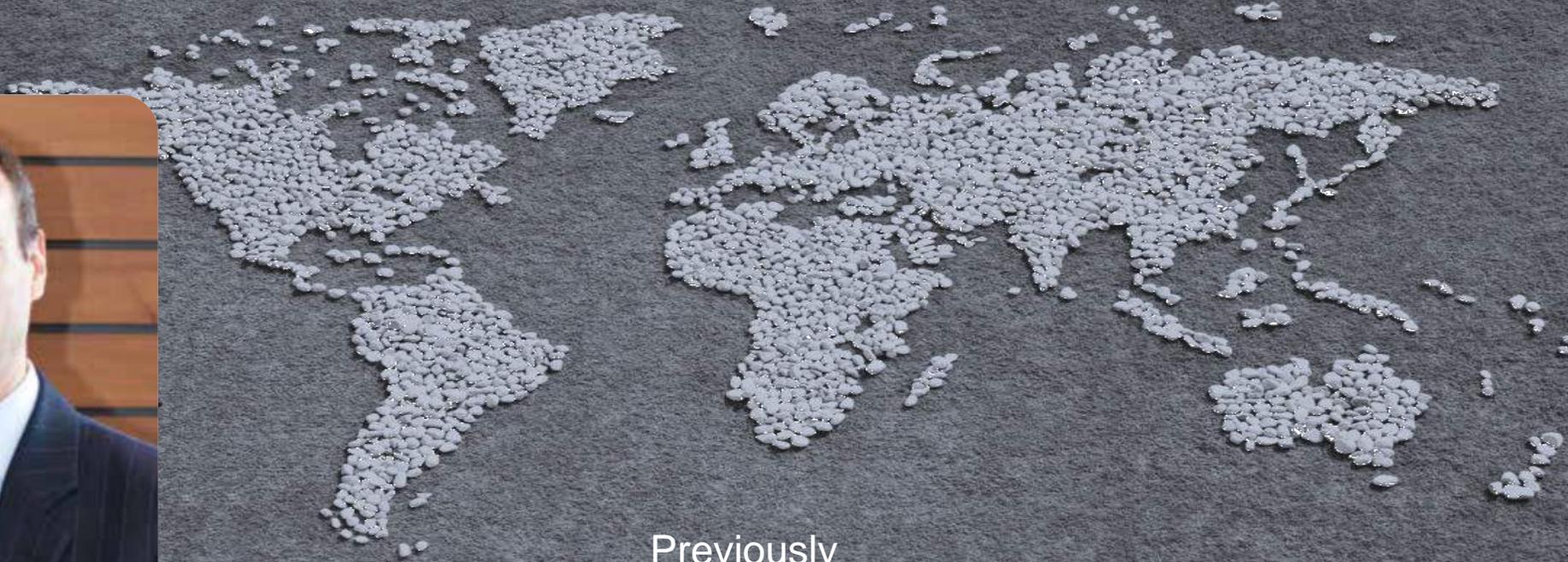


Leadership Team.



Dominique Yates.

Chief Financial Officer.



Previously

Chief Financial Officer, Symrise AG.

Global Bus Development Director, Imperial Tobacco.

Chartered Accountant, Arthur Andersen & Co.

FCA Chartered Accountant

BSc Economics and Accounting, Bristol University



Managing risk / Preparing for the next downturn.

Dominique Yates

Managing risk.



Managing risk is an everyday activity at Regus and, crucially, integral to our growth planning

- ‘Standard’ model is single centre entities with no / limited guarantees
- Every single investment case is reviewed and approved at 3 layers – country management, regional management, Group Investment Committee
- Increasing focus on ‘risk-sharing’ deal types – revenue share / share of profit agreements (non-conventional deals already represent 24% of Regus locations)

Other factors.

- Global diversity – 106 countries, 900 cities, 2,481 locations compared with 74 countries, 450 cities, 978 locations in 2008
- Country management infrastructure
- Detailed country plans at city level
- Rigorous monthly reviewing process highlighting warning signals very early



What happened in the last financial crisis.

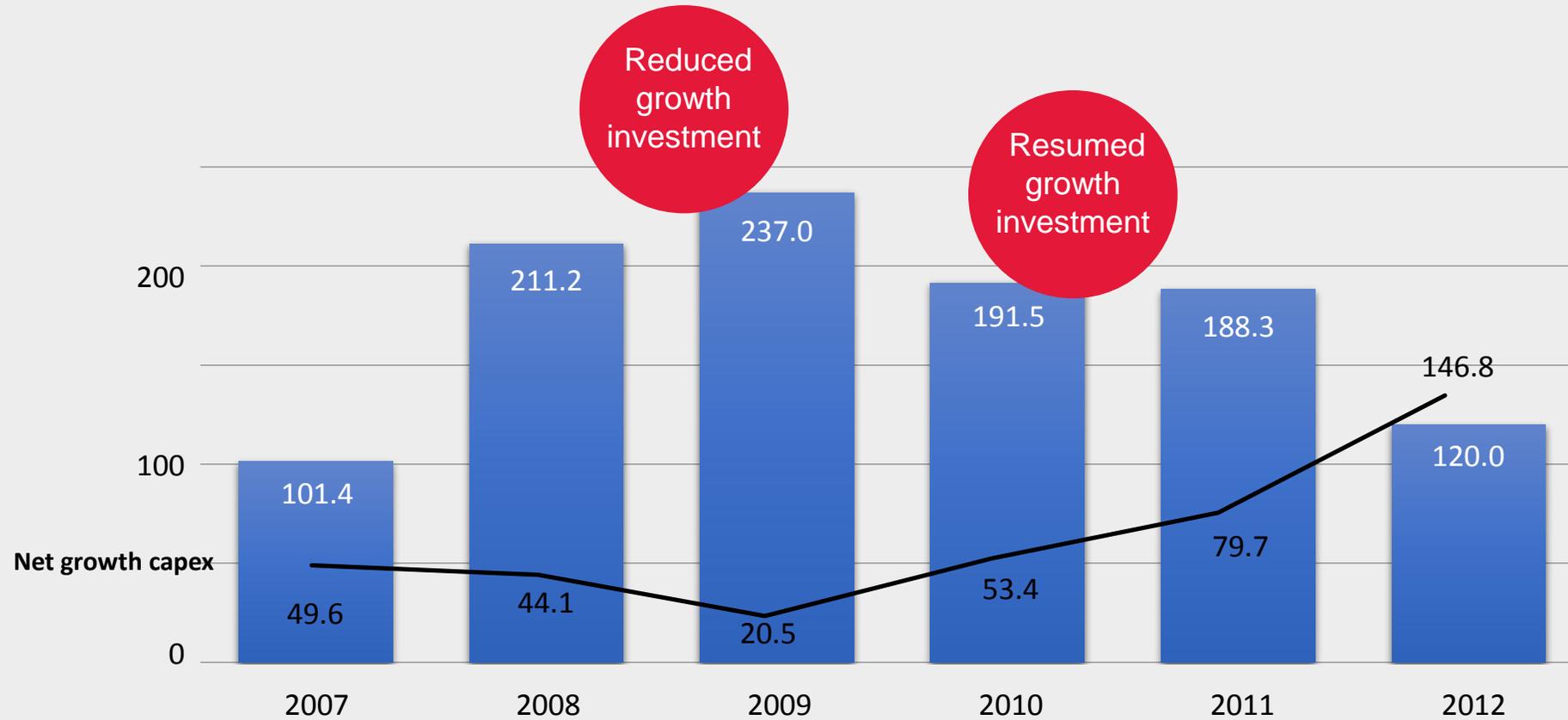
Mature Gross Profit margin (ex. UK) (%)



Prepared on a like-for-like basis

Defensive cash generation profile.

Net cash development vs Net growth capex (£m)



This is being put into practice everyday (where necessary) ●

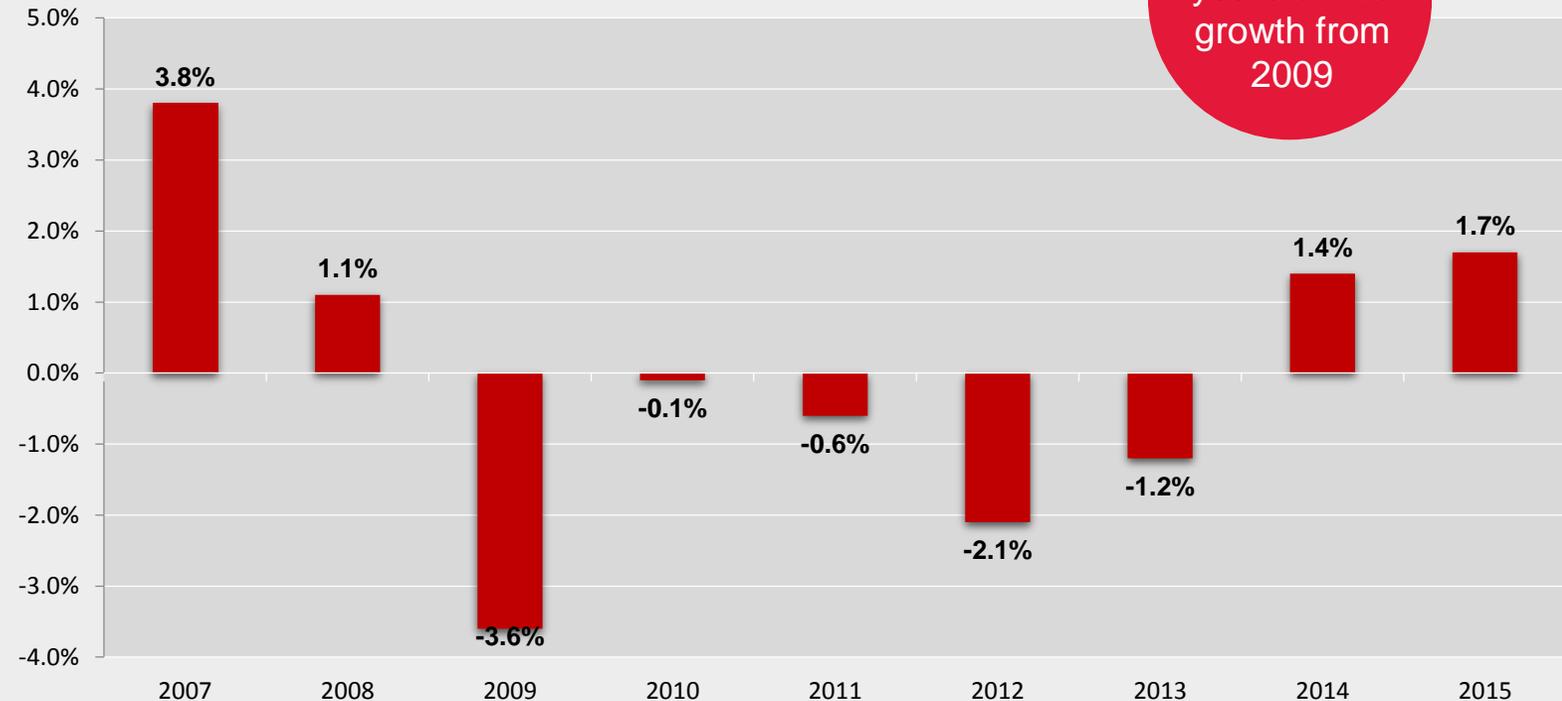


- This is not theory - in the last 24 months, we have successfully concluded lease renegotiations outside of the contractual renewal cycle in:
 - Brazil
 - Russia
 - Portugal
 - Italy
 - Greece
 - Spain
 - And many other centres across the world

Spain – Case Study.



Spain's GDP development since 2007



- 2009 Global economic crash after years of strong economic growth, rising unemployment, property crash
- 2012 Soaring government bond yields, bank bailout, further economic reverse
- 2014 Government bond yields stabilise, becomes second country to exit international bailout programme

Spain – Regus experience.



- 2008 – 10 Margin reduction
- 2010 – 12 Renegotiation of most rental agreements
- 2013 – 15 Further renegotiation of leases following second crisis in 2012

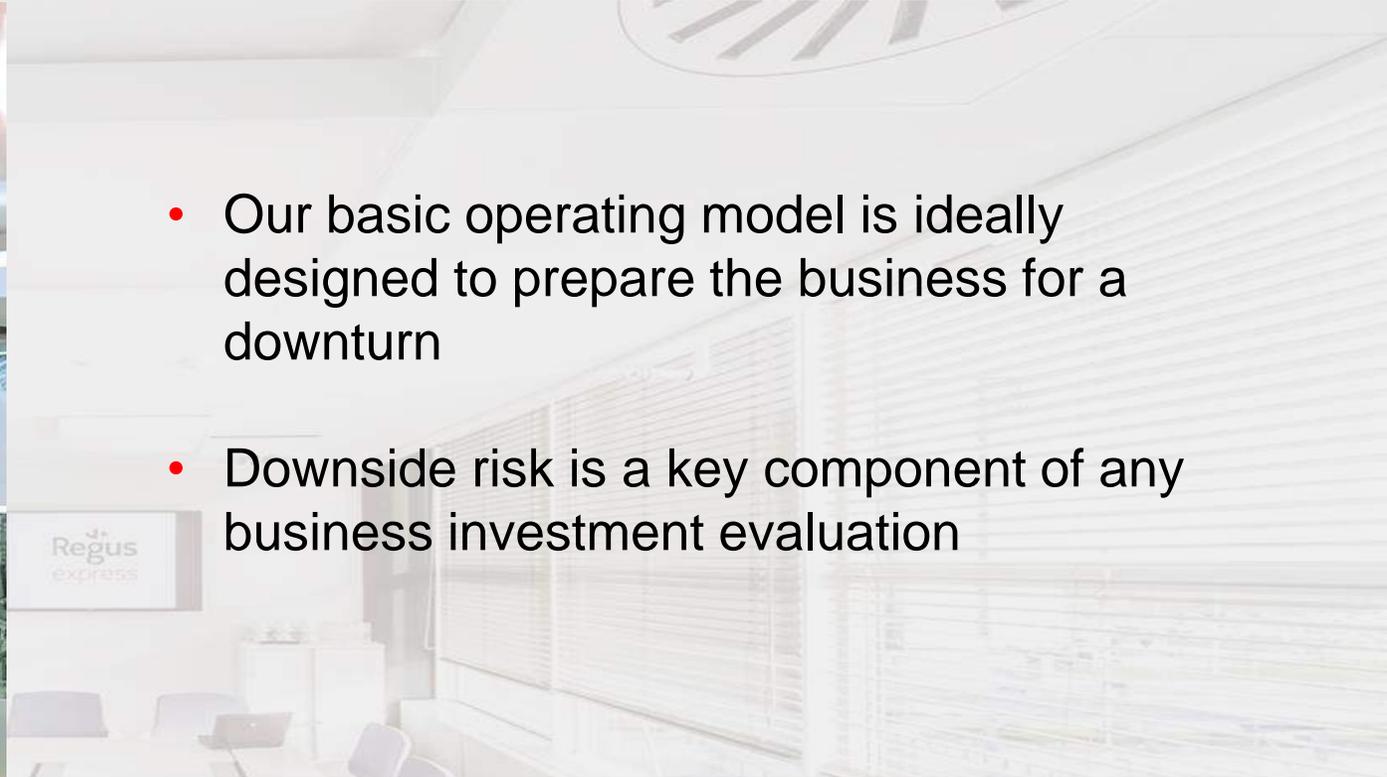
- **Result**
 - **Savings on rents achieved**
 - **2015 margins will have recovered to pre-crisis levels**
 - **Crisis has allowed us to source great deals to grow our business – 3 times as many locations end 2015 vs 2010**

Refinancing risk.

- Regus has a strong cohort of supportive relationship banks and has also successfully tapped the Schuldschein market.
- Maturity profile of debt has significantly improved.
- Approach to balance sheet is very prudent – current net debt : EBITDA ratio of 0.5x



Conclusion.



- Our basic operating model is ideally designed to prepare the business for a downturn
- Downside risk is a key component of any business investment evaluation

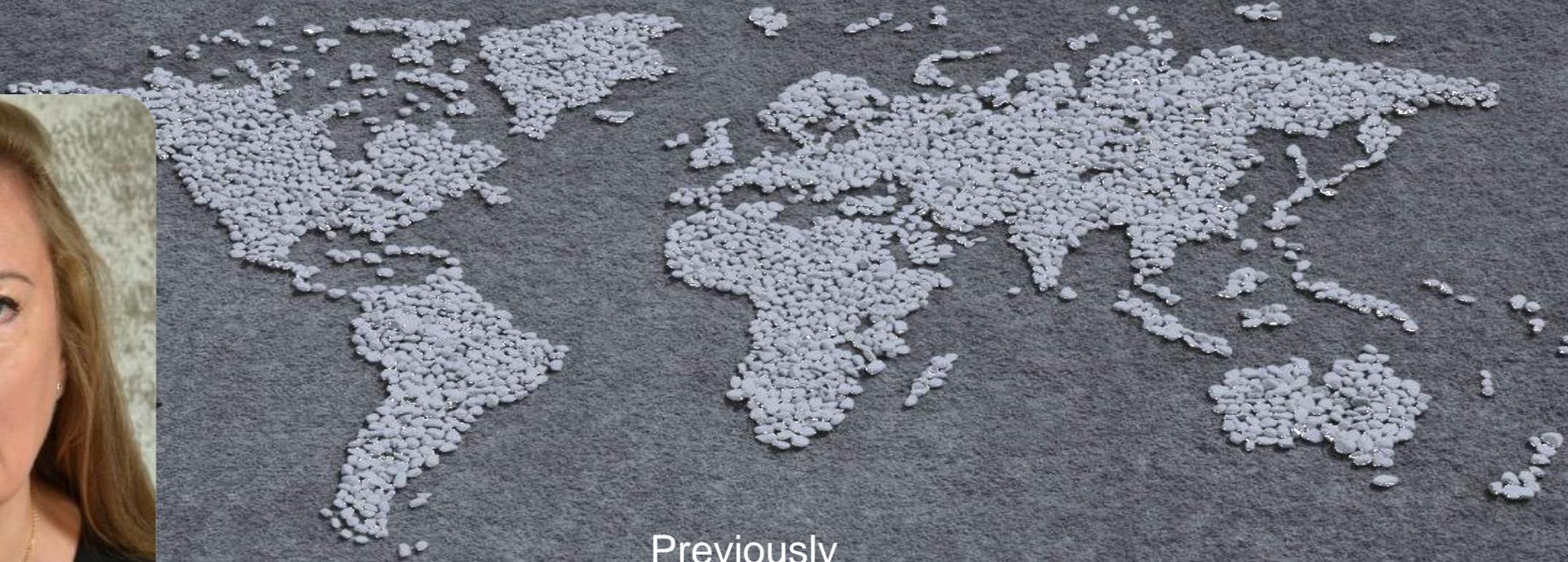
‘Preparing for the next downturn is business as usual at Regus’

Leadership Team.



Francesca Peters.

Chief Talent Officer.



Previously

Global HRD, Dunnhunby.

HR Director EMEA, Saachi & Saachi.

HR Director EMEA, Young & Rubican.

MSc European HR Management, Leicester University



Talent.

Francesca Peters

1. World-class

To build a world class leadership team to achieve Regus' long term strategic objectives

2. Readiness

To be prepared for growth

3. Bandwidth

To give our leadership bandwidth to focus on achieving objectives 'better, faster, cheaper'

4. Opportunity

To offer development & career opportunities internally to our talent, minimising churn

Enhancing leadership capability.

Hiring

- Bar for top talent continues to rise. Talent to have 5 - 7 year runway
- Build in breadth and succession
- Direct recruitment model

Retain

- Induction critical
- Leadership development high on talent agenda
- Competitive & performance related incentives

“Great place to work”.



Questions.



Rick Bertasi.

MD Group Network Development.

Dominique Yates.

Chief Financial Officer.

Phil Kemp.

MD Formats.

Francesca Peters.

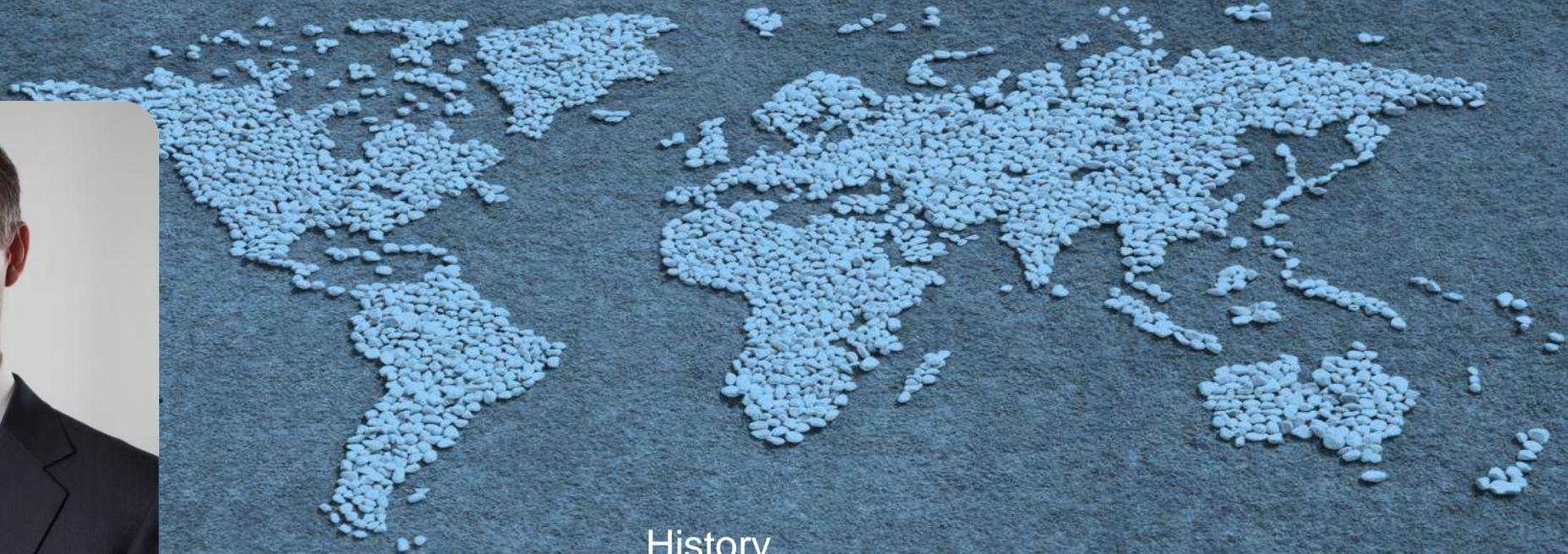
Chief Talent Officer.

Around the world.



John Wright.

CEO Asia



History

CEO, Reach.

Senior VP Finance & Operations, Vsource Asia.

Chief Financial Officer, Philips Lighting.

MBA, Peter F. Drucker School of Management, Claremont University
BS, University of California

Market Overview - Asia.

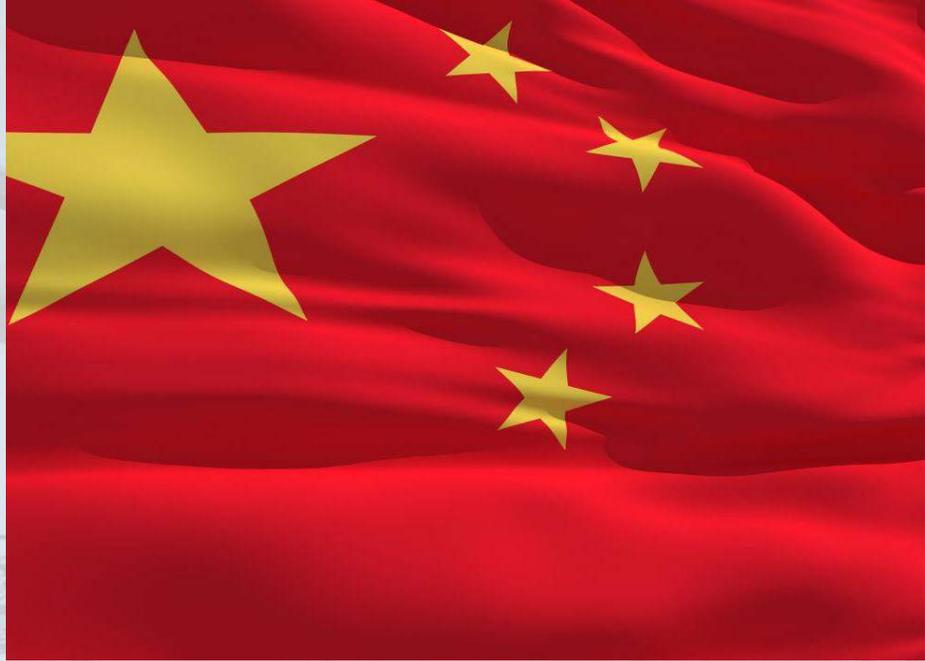


- Regus operates in 18 of the 25 major countries in the region
- Expanding in 2016 into Maldives, Myanmar and Papua New Guinea
- Looking to franchise Tahiti and South Sea islands



- Good growth opportunity with lots of headroom
- All planned
- Demand increasing as national networks are built out
- Relationships with key property owners, developers and landlords underpin ability to accelerate growth
- Increasing number of profit share deals reduces business risk, as does the shorter duration of most Asian leases
- Strong development capability giving ability to scale

Understanding China.



105 centres today

- Population of 1.4bn
- 10 cities >10m population and 168 cities of >1m.
- Significant opportunity to build 3k+ end state business from today where present in 28 cities
- No impact from recent economic slow down
- Need to offer range of price points in existing and new markets
- Launch of co-working and Spaces
- Using capital to build out existing cities and driving tertiary expansion through share of profit deals
- Managing risk with flexible lease terms
- Experienced team in place, ready to scale

Understanding India.



68 centres today

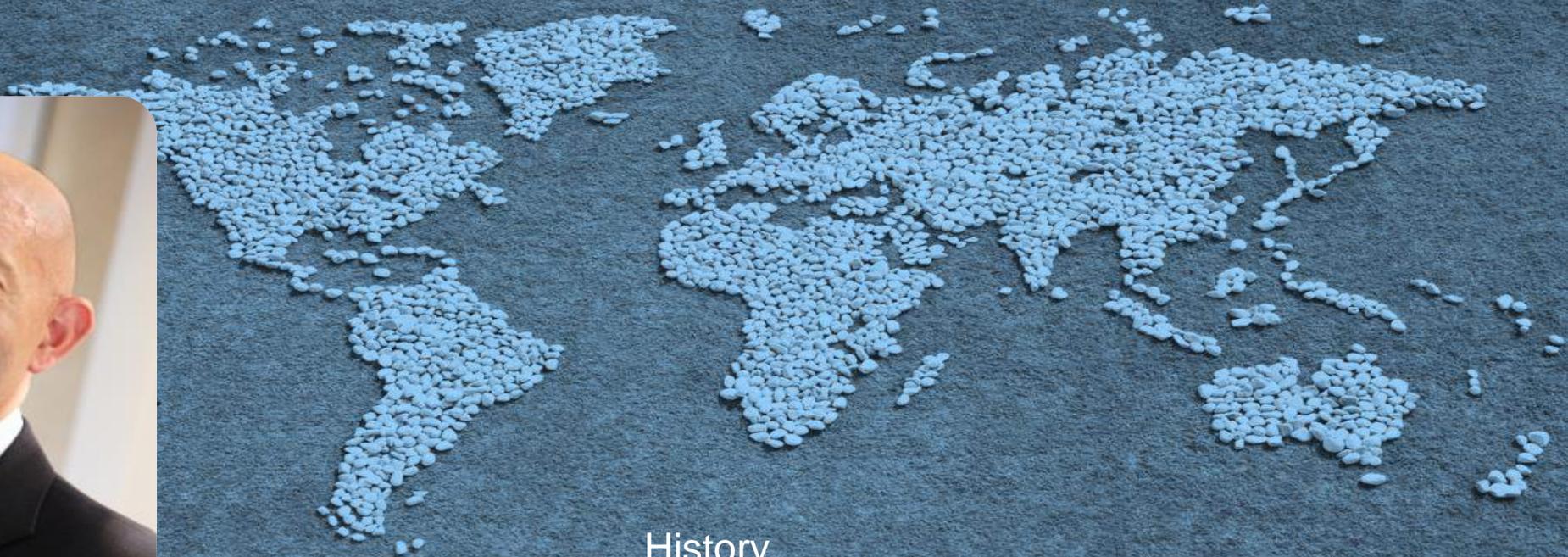
- Population of 1.2bn
- 2 cities (Delhi and Mumbai) >10m and 47 cities > 1m
- End state opportunity 1.5k+ centres, although challenging environment
- Key obstacle remains cycle time to open new centres caused by legal and regulatory hurdles
- Highly price sensitive market requiring coverage of lower price points
- Successful partnerships allowing acceleration into new cities and regions to build out the network

Around the world.



Filippo Sarti.

CEO Middle East and Africa.



History

CEO Asia, Regus PLC.

CEO Symonds pty, Australia.

Commercial Director, Symonds FM UK.

MBA, Cranfield

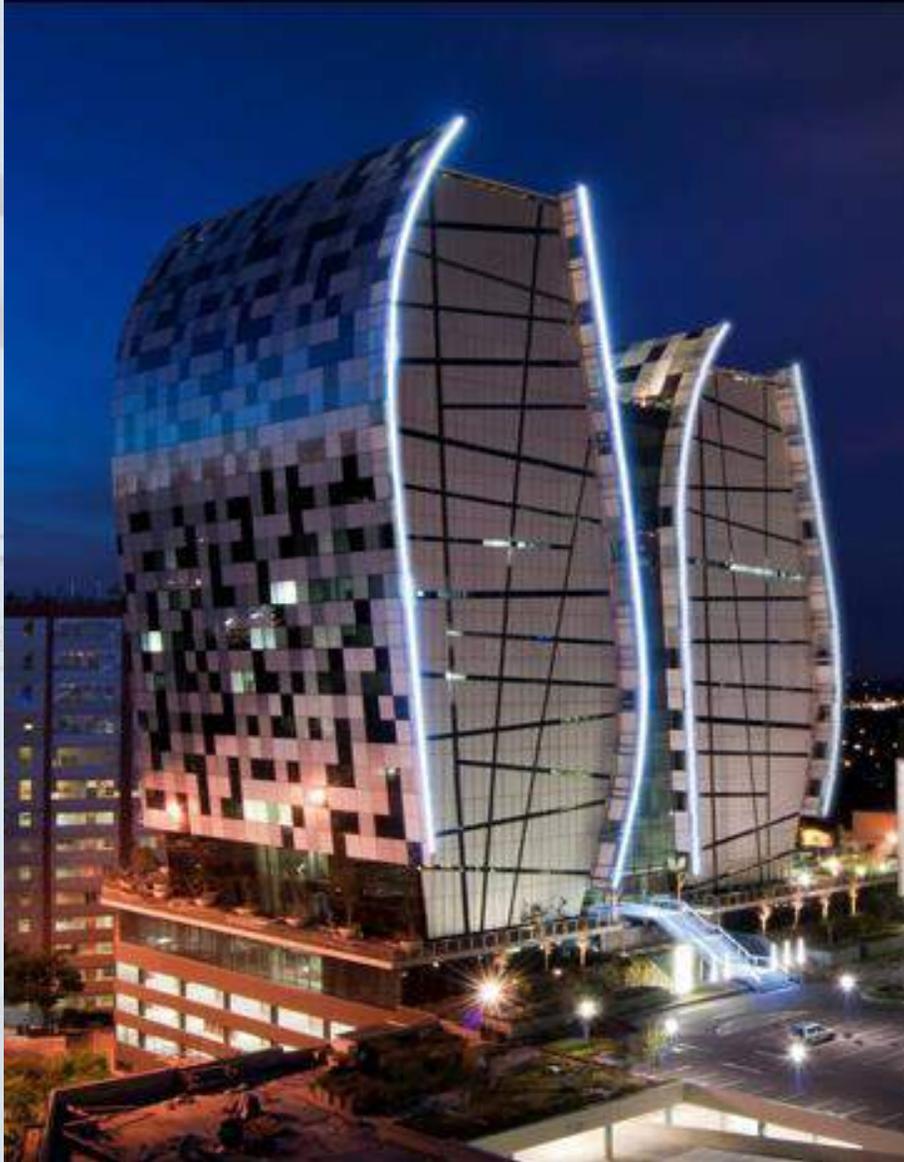
BSc Quantity Surveying

Market Overview – Middle East & Africa.



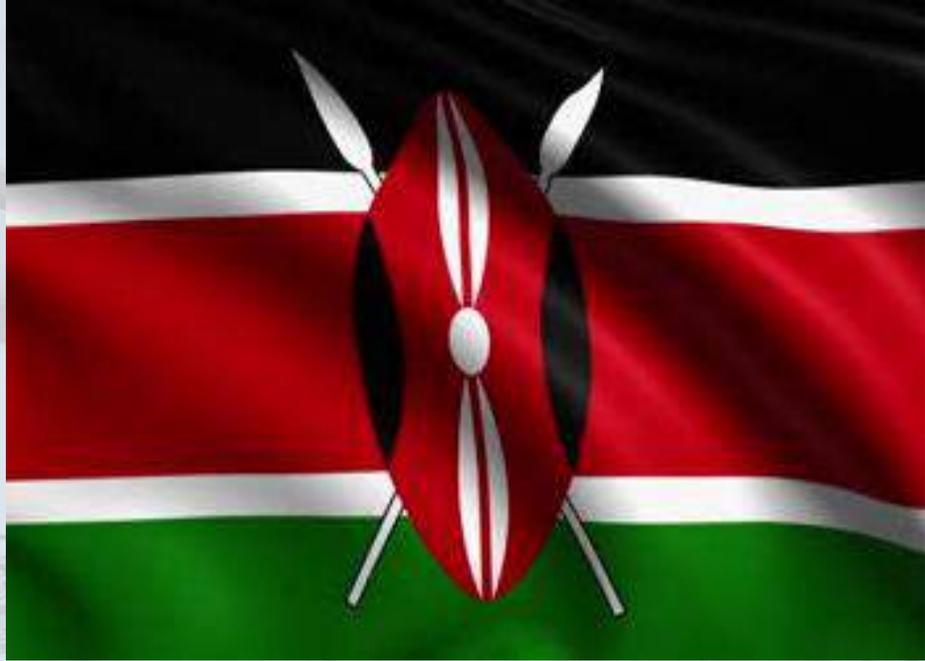
- Population of c. 1.5bn
- Regus operates in 29 of the 70 countries in the region
- Expanding in 2016 into at least 15 further countries including Ethiopia, Angola, DRC and Armenia

Market Overview – Middle East and Africa.



- Incredibly diverse region, requiring detailed individual country planning
- Young population (average age <20 yrs old) in Africa
- Multiple high population cities (over 100 > 1m population, 10 >10m)
- Significant network opportunities enhanced by lack of cohesive infrastructure
- Profit share deals and franchising underpin growth capability

Understanding Kenya.



7 centres today

- Population 44m, working population 18m
- 5 major cities, 10 secondary cities about 100k people
- End potential at least 80 centres creating full network
- At least 40 in Primary and Secondary Markets (i.e. Nairobi, Mombasa, Nakura, Kisumi)
- Balance in tertiary markets
- Investment with local partners
- Focus on share of profit deals
- Local team being strengthened to drive growth

Understanding UAE.



19 centres today

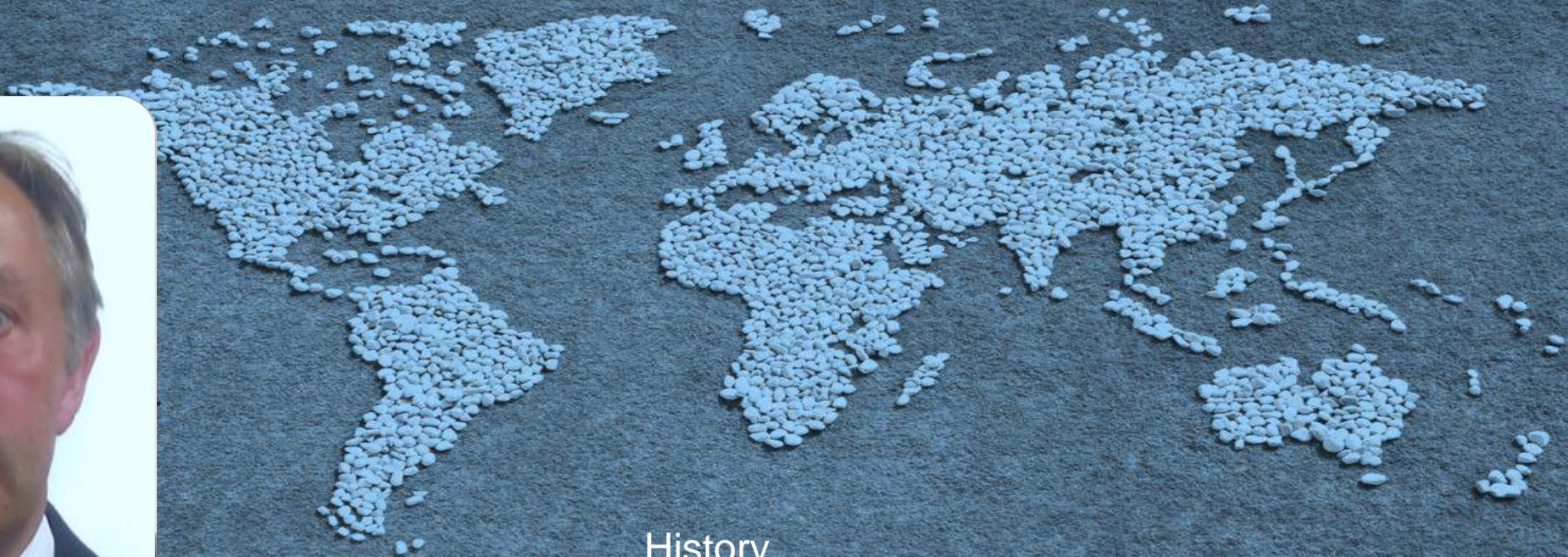
- Made up of 7 Emirates with c. 6m total population
- 3 cities > 1m population
- End state network c. 50 locations
- Growth mix
 - Share of profit and management contracts
 - Partner and landlord funded capital leases
 - Limited direct Regus investment
- Key opportunity within Free Zone locations
- Budget centres for local companies
- All planned and have well established local management team

Around the world.



Dominic Harrison.

CEO Northern Europe.



History

CEO, Gala Coral Group.

Commercial Director, Ladbrokes plc.

Director & General Manager, Bass plc.

Chartered Accountant

BA Modern History, Oxford University

Market Overview – Northern Europe.



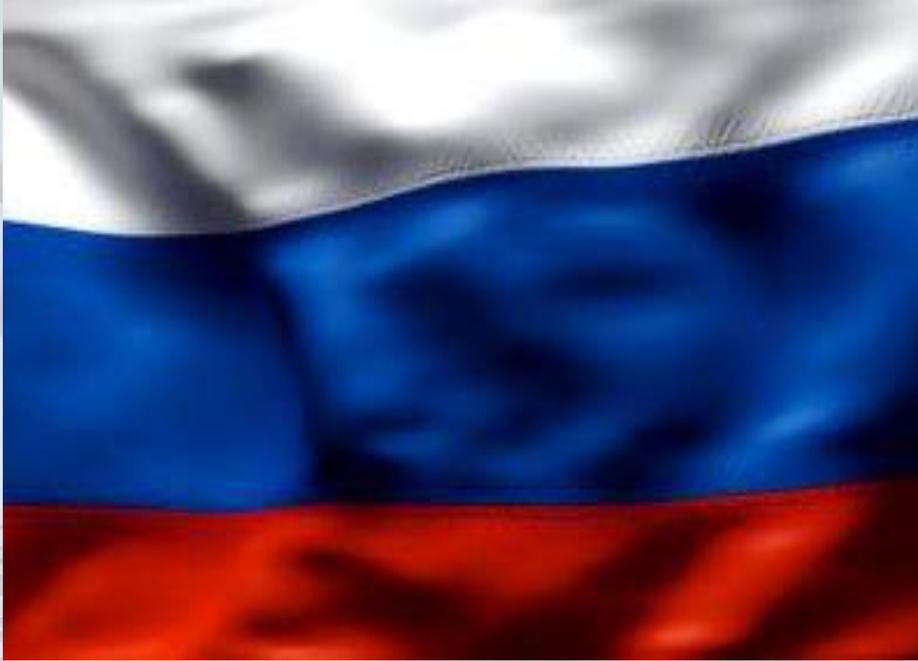
- 17 countries today with over 230 business centres covering Benelux, Scandinavia, Germany and Central and Eastern Europe
- 4 further countries identified for 2016 expansion

Market Overview – Northern Europe.



- Improving economic situation in most countries (Russia and Ukraine are exceptions)
- Strong demand in Scandinavia
- Good coverage across major metros – opportunity to now realise truly national networks
- Strong progress with Regus Express, key focus and success building out airports and roadside
- Mix of new and experienced Country Managers, continuing to top grade the development capability
- Local business plans in place

Understanding Russia.



11 centres today

- 140m population
- Significant opportunity with 10 cities of >1m people, 201 cities > 100k inhabitants and 1,292 towns and cities with 10k+ inhabitants
- Economic stability returning, strongest demand for 2 years
- Rouble weakness has increased costs, rent renegotiations and currency caps have ensured business stability
- Business is slowed by bureaucratic processes
- Entry level price point is key opportunity
- Share of profit deals critical to building beyond the two major concentrations of Moscow and St Petersburg

Understanding Germany.



87 centres today

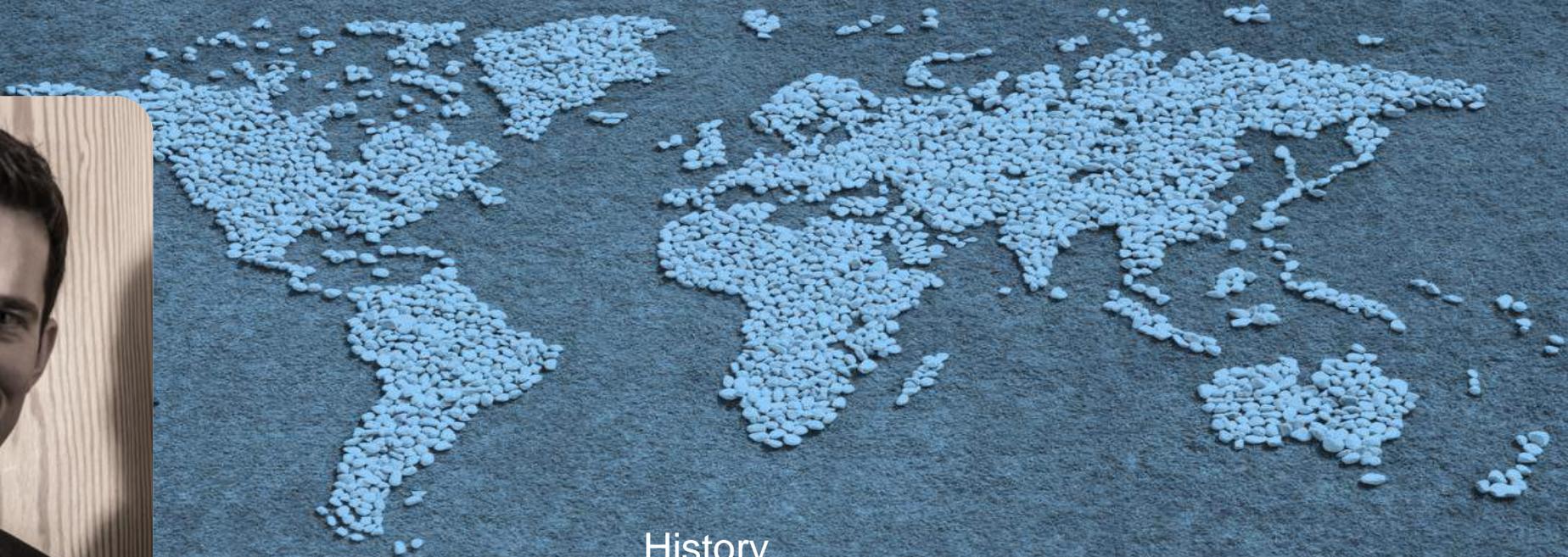
- Population 83m
- 3 cities > 1m population, 78 cities > 100k
- End network 1.5k+ centres, similar to UK
- Current focus on major metros – more still to do to finish off the range
- Opportunity beyond major metros in 400+ identified cities and towns
- Continuing to build out the transport infrastructure, airports being primary focus, in addition to introducing the road, rail, university and retail formats
- Established successful share of profit deals to underpin growth

Around the world.



Richard Morris

CEO UK



History

CEO UK & Ireland, G4S.

Group MD, G4S.

Divisional Finance Manager, Royal Mail.

Chartered Accountant

Global Leadership Programme, Manchester Business School

BA Economics, Liverpool University

Market Overview – UK.



- Rising population; rising employment.
- Relatively well established market – but with significant unrealised potential to further grow demand
- Economy dominated by the services sector which has strong inherent demand for office space
- Market leader with a network of 400 locations – end state potential of up to 2,000 locations

Understanding UK.



400 centres today

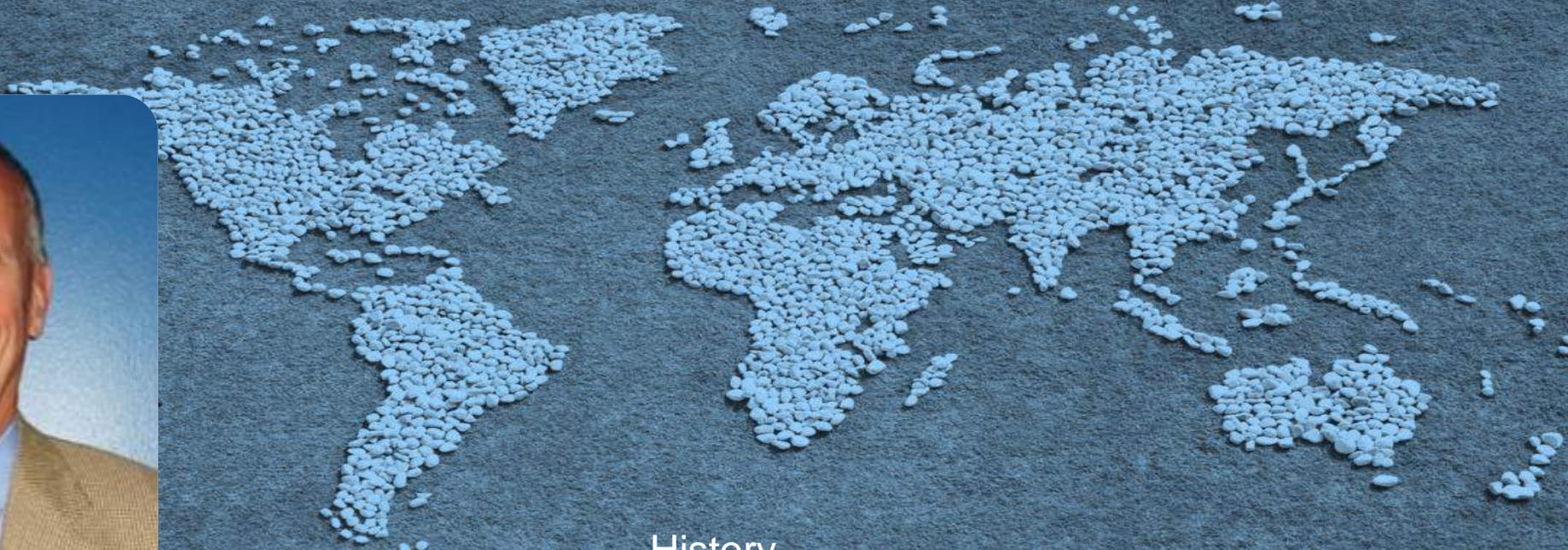
- Expanding our network to achieve truly universal coverage across the whole of the UK – a unique national network.
- Detailed area plans have been developed – strong focus on Land Lord partnering
- Filling the gaps in secondary and tertiary markets, e.g. Hull, Coventry, Ipswich, Bradford, Southampton, Ashford.
- First Spaces opened in London; more to follow.
- Good momentum behind Regus Express building out air, road and rail networks of convenient drop-in locations
- Being known for excellent customer service is critical to success

Around the world.



Stephen Farley.

CEO North America.



History

President, Yankee Candle.

EVP Merchandising, Bombay Co.

CMO, JCP/Payless ShoeSource.

MS, Rutgers University

Market Overview – USA.



- Currently 862 centres and end state potential 5k+
- 319m population; 10 cities > 1m population and 297 cities > 100k
- Positive demand across all segments
- High ease of doing business, single language, homogeneous business processes and vast market opportunity

Understanding USA.



862 centres today

- Realise opportunity by being thoroughly planned at the state level
- Accelerate the creation of the network by filling gaps in high demand, strong performing markets
- Expand into the secondary and tertiary markets with variable lease deals to complete coverage
- Increase the range of price by expanding number of formats offered
- Opportunity to open Spaces in 75-100 cities
- Strong customer/associate centric mentality
- Experienced real estate/HR/sales/Ops team, able to scale as we industrialise the build out of the network

Questions.



John Wright.

CEO Asia

Filippo Sarti.

CEO Middle East & Africa

Dominic Harrison.

CEO Northern Europe

Richard Morris.

CEO UK

Stephen Farley.

CEO North America



Capital Markets Day.

6 October 2015