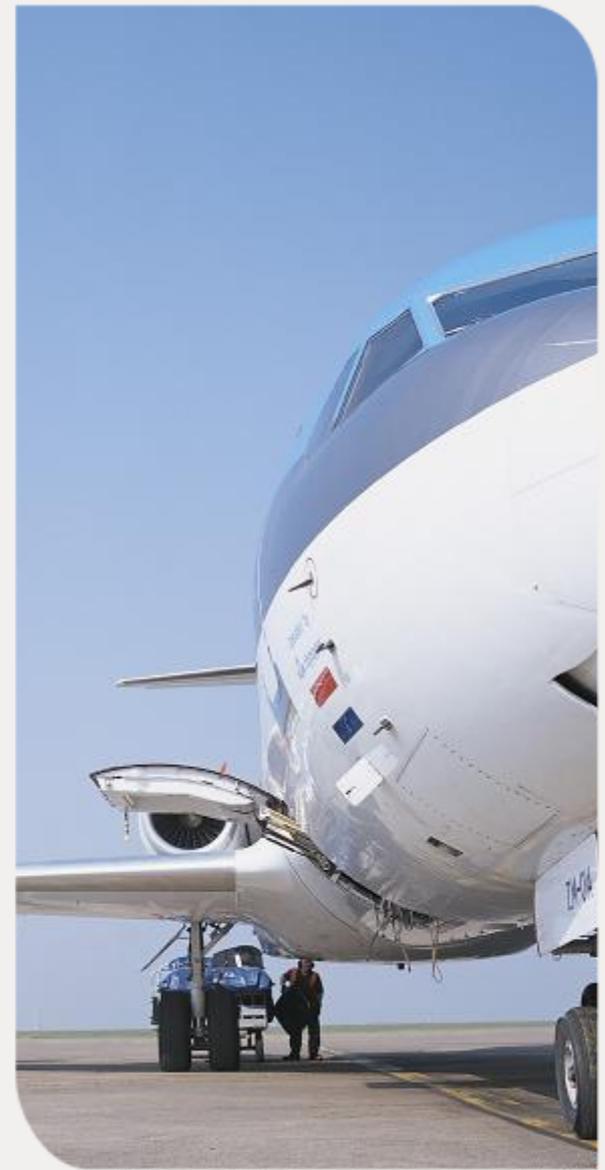




Capital Markets Day

Summary

Nick Buckles
Group CEO



Securing Your World



Strategy

Delivering enhanced growth

1 Drive outsourcing in all markets

- Extensive outsourcing opportunities in the Government sector, particularly in Justice, Policing, Immigration and Welfare
- Cash outsourcing back on the agenda in some development markets
- Steady growth in facilities management in a number of major markets
- Developing markets still outsourcing basic security services for the first time

2 Focus on sectors where security and safety are key

- Sector expertise delivering targeted growth
- Significant opportunities in extractive industries across Africa, Latin America and Asia
- Recent contract wins in aviation provide further credentials to drive additional growth

Strategy

Delivering enhanced growth

3

Develop long-term partnerships with large customers

- Strong and varied sales pipeline of £3.5bn - focused primarily on large scale bids
- Integrating G4S-developed technology to augment the manned security offer – increasing customer partnerships
- Focused on increasing customer retention in addition to driving long term sales growth

4

Transfer expertise from more developed markets into key developing markets

- Unrivalled long-term presence and strong market positions in developing markets
- Service Excellence Centres focused on best practice development and sharing
- China expansion strategy key opportunity for growth in Asia

Strategy

Delivering enhanced growth

5

Acquire businesses to accelerate organic growth potential

- Acquisitions adding value to G4S core business through new expertise and sector experience
- Active divestment strategy
- Majority of acquisition spend focused on developing markets
- May include additional facilities management businesses in the UK
- Strong integration and value creation track record

Strategy Summary

Strong overall underlying trading platform

Focus on accelerating growth:

- Higher growth markets
- Large bids & outsourcing potential
- Acquiring expertise
- Investment in business development

Margin improvement opportunities:

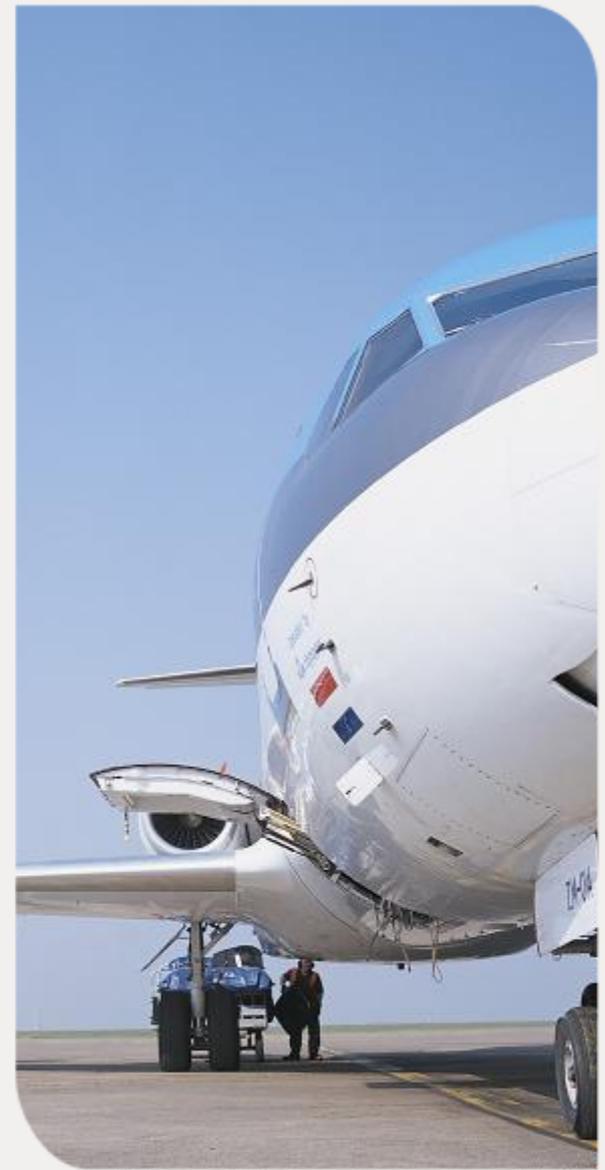
- Overhead and procurement focus
- Service excellence centres
- Divestments where appropriate
- Growth in higher margin businesses

Strong outlook despite ongoing economic turmoil



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Q&A



Securing Your World



Glossary

ACV	Annual contract value	ESS	Electronic Security Solutions
AME	Asia Middle East	EV	Enterprise value
BIC	Brazil, India & China	E Viper	Cash logistics programme
BPO	Business process outsourcing	FI	Financial institution
BRIC	Brazil, Russia, India and China	FM	Facilities Management
C&J	Care & Justice Services	FCO	Foreign & Commonwealth Office
CAGR	Compound annual growth rate	GAOS	Government and Outsourcing
CATSA	Canadian Air Transport Security Authority	Gears	ATM reconciliation system
CBM	Coal bed methane	GCC	Co-operation council for the Arab states of the Gulf
CNI	Critical National Infrastructure	GDP	Gross domestic product
CS	Cash Solutions	IAD	International Accounts Division
CSR	Comprehensive Spending Review	IATA	International Air Transport Association
DECC	Department of Environment and Climate Change	ICAO	International Civil Aviation Organisation
DECC DSP	Department of Environment and Climate Change Data Services Provider	ICT	Information and Communication Technology
DIAC	Department of Immigration and Citizenship, Australia	IFM	Integrated Facilities Management
DoE	Department of Energy	IMS	ATM engineering software
DoH	Department of Health	IRC	Immigration removal centre
DTS	David Taylor-Smith	IS	Integrated Services
DWP	Department for Work and Pensions	ITT	Invitation to tender
EM	Electronic monitoring	JVs	Joint ventures
ERM	Enterprise risk management	KPIs	Key performance indicators
		LOCOG	London Organising Committee for the Olympic and Paralympic Games
		LNG	Liquefied natural gas
		ME	Middle East
		MI	Management Information
		MOD	Ministry of Defence

Glossary

MSS	Manned Security Solutions	TSR	Total shareholders return
MOJ	Ministry of Justice	TUPE	Transfer of Undertakings (Protection of Employment)
NOMS	National Offender Management Service	UKBA	UK Border Agency
O&G	Oil & gas	WACC	Weighted average cost of capital
ODA	Olympic Delivery Authority	YJB	Youth Justice Board
OJEU	Official Journal of the European Community		
PSB	Private Security Bureau		
NHS	National Health Service		
NPS	Net promoter score		
PPP	Private Public Partnership		
PBITA	Profit before tax, interest and amortisation		
RFP	Request for proposal		
ROIC	Return on invested capital		
SA	South Africa		
Saturn	Operating system for manned security		
Salesforce.com	G4S global customer relationship management system		
SEC	Service Excellence Centres		
SI	Systems integration		
SS	Secure Solutions		
TCV	Total contract value		
TFM	Total Facilities Management		