

Trevor Dighton

Group CFO

Securing Your World



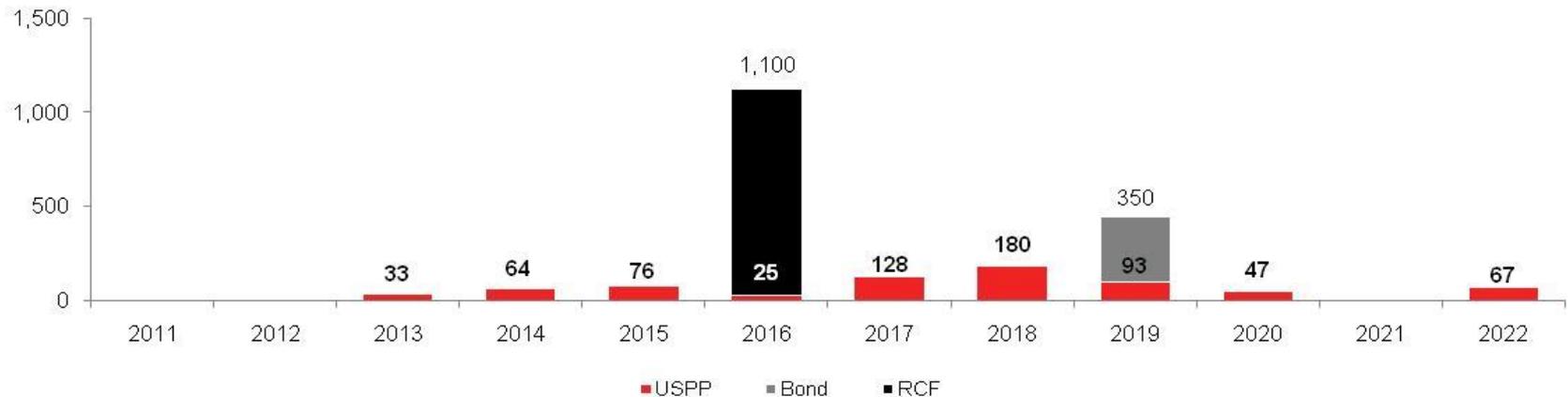
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Financing

- Headroom of £552m
- Average interest rate in 2010 of 4.8%
- Net debt to EBITDA of 2.1x
- Completed refinance of multi-currency revolving credit facility March '11

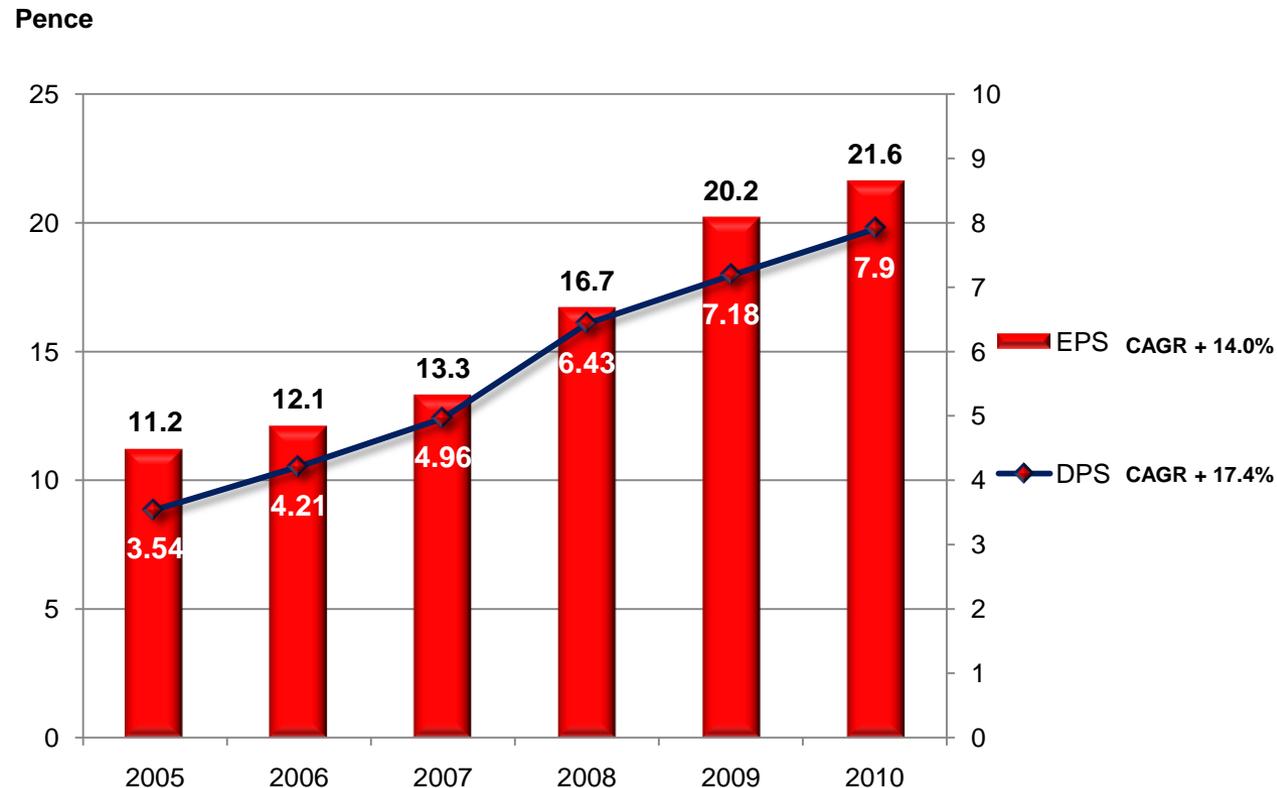
Available funding – maturity profile (£m)



Dividend per share

12 months ended 31 December 2010

- Dividend per share grown 17% CAGR since 2004 (21st in FTSE)
- Over the same period, the FTSE100 dividend CAGR was just c.1%
- Dividend cover was 2.7x in 2010
- Policy to increase dividends broadly in line with underlying earnings growth



Acquiring capability

A key element of strategy delivery

In the last three years we have invested over £800m in acquisitions which bring c£1bn revenues, c£90m PBITA and support strategy implementation:

Management of critical infrastructure & expansion into new government sectors and geographies	Security consultancy, design & systems integration	Creating additional cash management expertise focussed on central banks consultancy	Bringing additional expertise in ports capability, systems integration and project management	Risk consulting and mitigation	Leading systems integration business in Brazil	Investigations and Compliance
GSL	Touchcom	SMI	Adesta	Hill & Assoc	Plantech	Cotswold Group

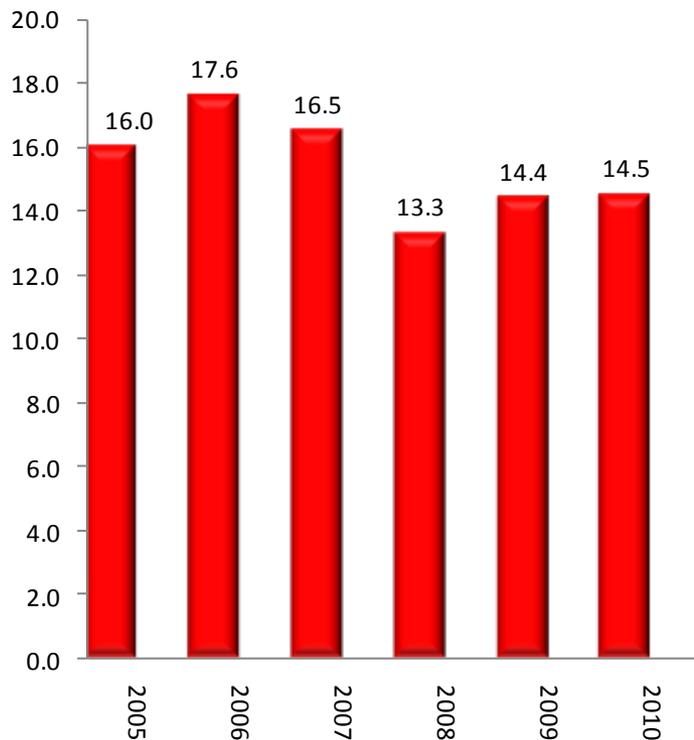


<i>Mar '08</i>	<i>May '08</i>		<i>Jan '09</i>	<i>Nov '09</i>	<i>Jan '10</i>		<i>Apr '11</i>
RockSteady	ArmorGroup	RONCO	SecPoint	All Star	NSSC	Instalarme	GML
Expansion of major event security & safety capability	Additional skill in protective security solutions for governments and multinationals. New specialist capabilities – mine action and risk consulting	Expansion of mine action capability	Market leader in security systems in fast-growing Ghana market	Extending secure facilities management expertise in high security government departments and government sectors	Additional consulting & specialist nuclear power expertise	Entry into dynamic Brazil market – leading security systems business	Electronic Monitoring equipment

Building Returns - ROIC

2005 - 2010

ROIC %



Acquisitions

- Focus on niche M&A opportunities to deliver strategic objectives, with accelerated focus on New Markets
- Acquisition criteria
 - ROIC of 12.5% within 3 years for smaller deals
 - ROIC of 10% within 3 years for capability-building/market entry
 - Achieve ROIC above WACC on larger or strategic acquisitions within 3 years
- Expect to invest up to £200m annually
- Continue to monitor larger deals

Key Financial Objectives

- Achieve average group organic growth above nominal GDP growth in line with history
- Protect 7% group PBITA margin
- Achieve average annual double digit EPS growth over the cycle (Achieved 14% EPS growth between 2005 and 2010)
- Achieve cash flow generation equivalent to 85% of group PBITA
- Increase dividend broadly in line with underlying earnings
- Achieve and maintain effective tax rate of 22% after 2012
- Maintain credit rating at BBB

Nick Buckles

Group CEO

Securing Your World



Q&A

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Summary

Market

- Economic improvement heading in the right direction
- Positive global security market trends
- G4S uniquely positioned across key growth markets

G4S Strategic Development

- Create global secure solutions group focusing outsourcing of strategic security and risk processes
- Build on strong New Markets positions via acquisition and organic growth
- Substantial opportunities in China, Brazil, India and Saudi Arabia
- Continue to build capability in US and UK markets

Acquisitions - £200m+

- Risk Consulting
- All services (including facilities) in New Markets

Performance

- Reaffirmed key financial objectives to deliver increased organic and EPS growth

Glossary

- ACV – Annual Contract Value
- BIC – Brazil, India & China
- CAGR – Compound annual growth rate
- CATSA – Canadian Air Transport Security Authority
- CNI – Critical National Infrastructure
- DTS – David Taylor-Smith
- DWP – Department for Work and Pensions
- ESS – Electronic Security Solutions
- EV – Enterprise Value
- FI – Financial Institution
- FCO – Foreign & Commonwealth Office
- IAD – International Accounts Division
- K9 – Canine
- MOD – Ministry of Defence
- MSS – Manned Security Solutions
- MOJ – Ministry of Justice
- NOMS – National Offender Management Service
- NPS – Net Promoter Score
- PBITA – Profit before tax, interest and amortisation
- RFP – Request for proposal
- SA – South Africa
- SI – Systems Integration
- TCV – Total Contract Value
- TSR – Total Shareholders Return
- UKBA – UK Border Agency
- WACC – Weighted Average Cost of Capital
- YJB – Youth Justice Board