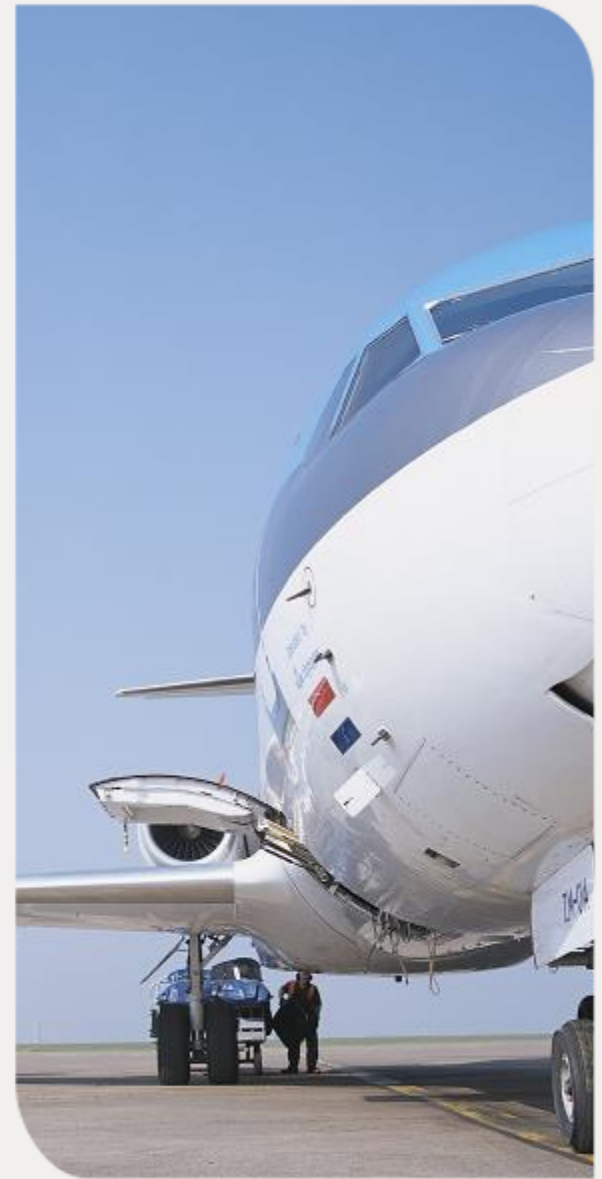




Capital Markets Day

Strategy

Nick Buckles
Group CEO



Securing Your World



Agenda

0830 - 1030

Strategy & The G4S Way	Nick Buckles
“The G4S Way” <ul style="list-style-type: none">▪ Service Excellence Centres▪ Business Development	David Taylor-Smith Graham Levinsohn
Q&A	
UK & Africa Regional Focus <ul style="list-style-type: none">▪ Introduction▪ Government & Outsourcing Services▪ Care & Justice Services▪ London 2012 Olympic & Paralympic Games	David Taylor-Smith Kim Challis Richard Morris Ian Horseman Sewell
Q&A	All
Coffee	

Agenda

1100 - 1300

Africa Regional Focus	Andy Baker
Americas Regional Focus <ul style="list-style-type: none">▪ Introduction▪ Brazil Strategy	Grahame Gibson
Asia Middle East Regional Focus <ul style="list-style-type: none">▪ Introduction▪ Middle East Strategy	Dan Ryan Chris Fergus
Group Finance Strategy	Trevor Dighton
Summary & Outlook	Nick Buckles
Q&A	All
Lunch	



Strategy



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G4S Vision

Leading the security market

To be **recognised** as the **global leader** in providing **secure outsourcing solutions**

Recognition:

The voice of the industry - demonstrating thought leadership in key sectors

Global Leader:

- £10bn revenues by 2014
- 50% of revenues in developing markets by 2019

Secure Outsourcing Solutions:

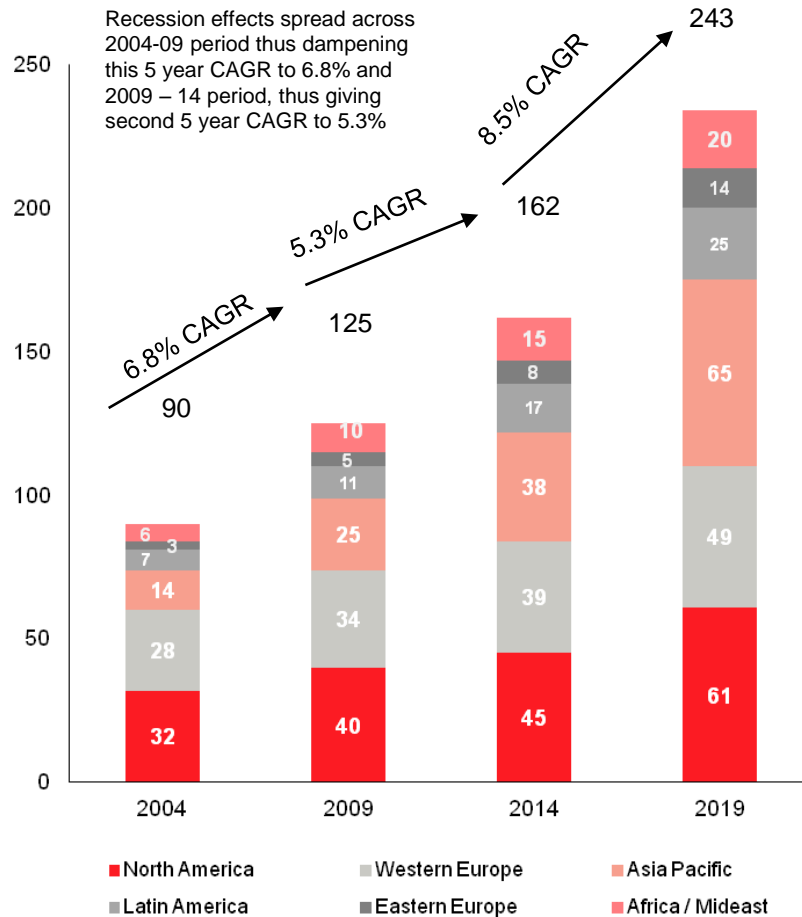
Increase the proportion of group revenues derived from “solutions” type contracts

Through this, we help customers achieve their own strategic goals, deliver sustainable growth for G4S and long-term value for our shareholders

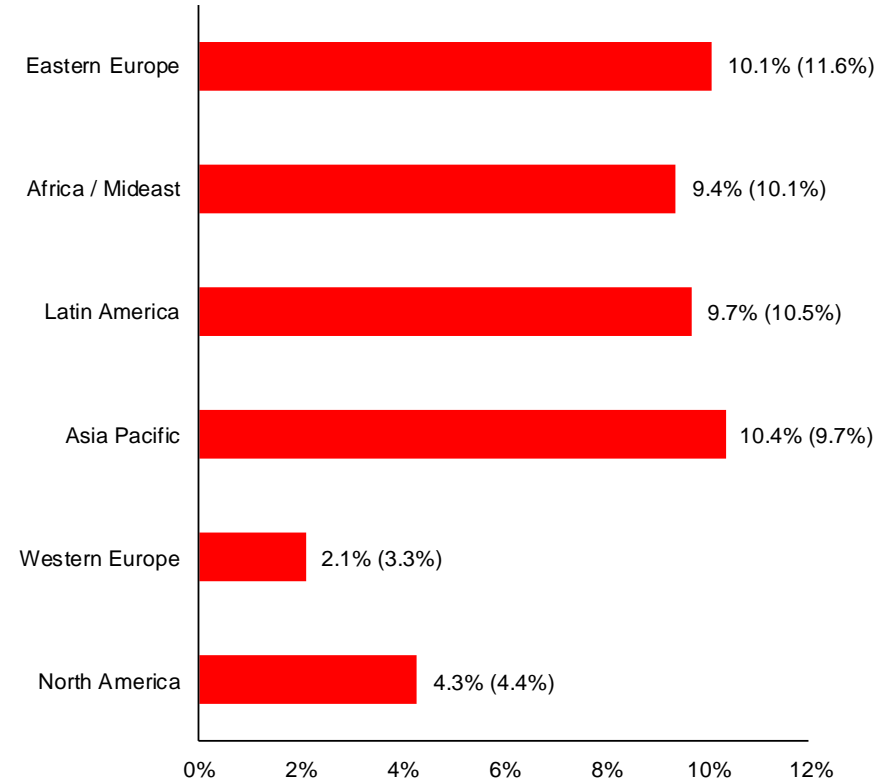
Global Market Size and Growth Rates

Strong structural growth B-B & B-G Markets

Security market revenue by region (US\$ bn)



Estimated nominal GDP annual growth 2009 to 2014 by region



Source: Freedonia 2011, Company estimates, IMF April 2012 (Apr 2011)

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Strategy implications of Integrated Facilities Management

Focus on security, with IFM to be provided in selective markets

- 90% of market still single service but % declining slowly
- For IFM, self-delivery is key for cost-savings
- UK is the only major G4S market where we need to provide IFM, especially Government
- FM in developing markets (particularly Brazil, India and China) are attractive
- Continued focus on sectors where security, safety and compliance are key
- Global security market has strong structural growth and G4S has proven track record of success
- Integration and/ or bundling of security solutions still fundamental for cost savings

Business Definition

Security at the core

G4S is the world's leading international secure outsourcing solutions group which specialises in outsourcing of business processes and facilities in sectors where security and safety risks are considered as a strategic threat

B – B Markets



B – G Markets

The assessment and management of security and safety risks for buildings, infrastructure, materials, valuables, people and society

Long Term (5+ years) Contracts should be output based around delivery of one or more of the following Customer's Business Objectives :-

- **Revenue Growth**
- **Cost Management**
- **Critical Asset or Risk Management**
- **Regulatory Compliance**
- **Customer Service (end customer)**

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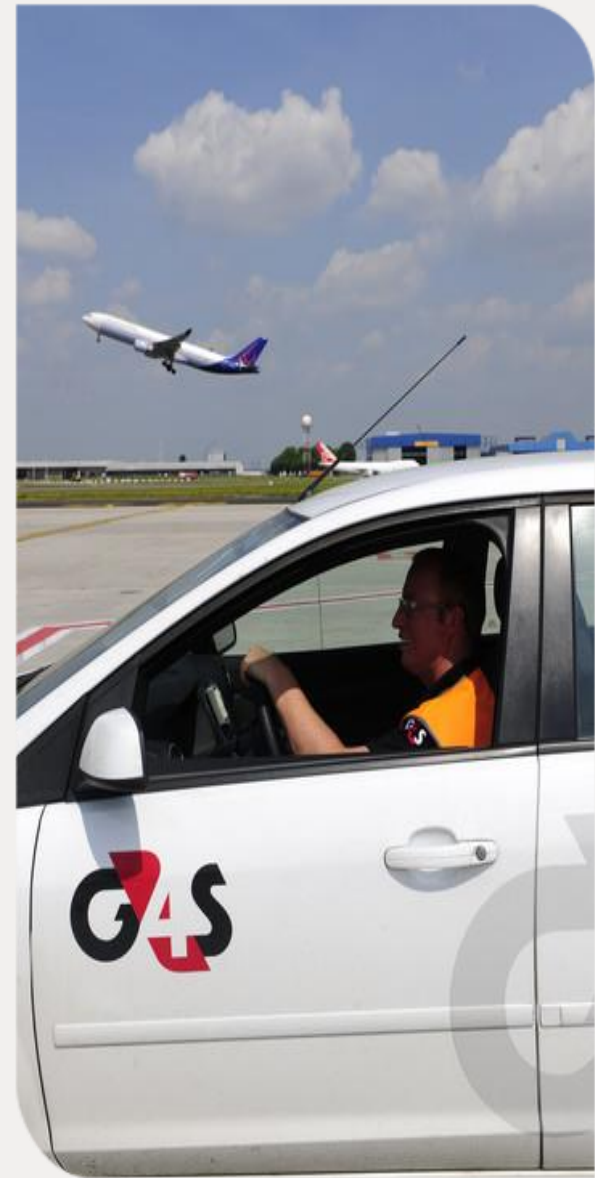
Strategy

Delivering enhanced growth

- 1** Drive outsourcing in all markets
- 2** Focus on sectors where security and safety are key
- 3** Develop long-term partnerships with large customers
- 4** Transfer expertise from more developed markets into key developing markets
- 5** Acquire businesses to accelerate organic growth potential



Key Objectives



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Key Business Objectives

Continued focus on business improvement

Organic growth

- Further investment in Sectors and International Accounts
- Global service delivery frameworks for service consistency
- Roll-out of pipeline monitoring through salesforce.com
- Increased focus on large bids
- Acquisitions to accelerate organic growth potential

Margin improvement

- Undertaking review of procurement
- Overhead review to ensure appropriate to economic conditions
- Service excellence centres to focus on product gross margin improvement
- Divestment strategy for non-core or long term underperforming activities
- Growth in higher margin businesses

Organisational design

- Integration of cash solutions division into regional structure
- Organisational design review to ensure appropriate to current strategy
- Targeting requisite business unit design and overhead levels

Cash generation

Active Divestment Strategy

Assessment criteria

- Not core to group strategy
- Long term inability to meet internal group minimum targets
- Alternative parent willing to pay a premium
- Lack market share in consolidated cash solutions markets

For example since 2006 G4S has divested:

- France (all services)
- Germany (all services)
- Sweden Cash solutions
- Poland (all services)
- Norway home alarms
- TLCS, UK
- Taiwan Cash solutions



Strategy



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Key Strengths

Integrated security

- Key differentiator for the group
- Bring together project management, risk consultancy, physical security, intelligent systems and security personnel to solve security challenges for customers

Unrivalled cash solutions expertise

- Cash cycle management is a core competency
- Ability to drive substantial efficiencies for customers
- Achieving maximum financial return for our customers
- Substantial opportunity for continued outsourcing
- Market leading growth and margins for G4S

Government partnerships

- Significant government sector experience – Justice, Police, Immigration and Welfare
- Ability to win and mobilise large contracts
- Knowledge of transferring public sector staff and assets
- Ability to export skills and knowledge to less developed markets

Strong developing markets positions

- Unrivalled global presence and experience of less developed markets
- Well positioned for structural growth opportunities
- Ability to drive development forward in high growth industry sectors
- Increasing outsourcing trends

Core Values

A culture of high standards of delivery

Customer Focus

We have close, open relationships with our customers that generate trust and we work in partnership for the mutual benefit of our organisations

Expertise

We develop and demonstrate our expertise through our innovative and leading edge approach to creating and delivering the right solution

Best People

We always take care to employ the best people, develop their competence, provide opportunity and inspire them to live our values

Teamwork & Collaboration

We collaborate for the benefit of G4S as a whole

Integrity

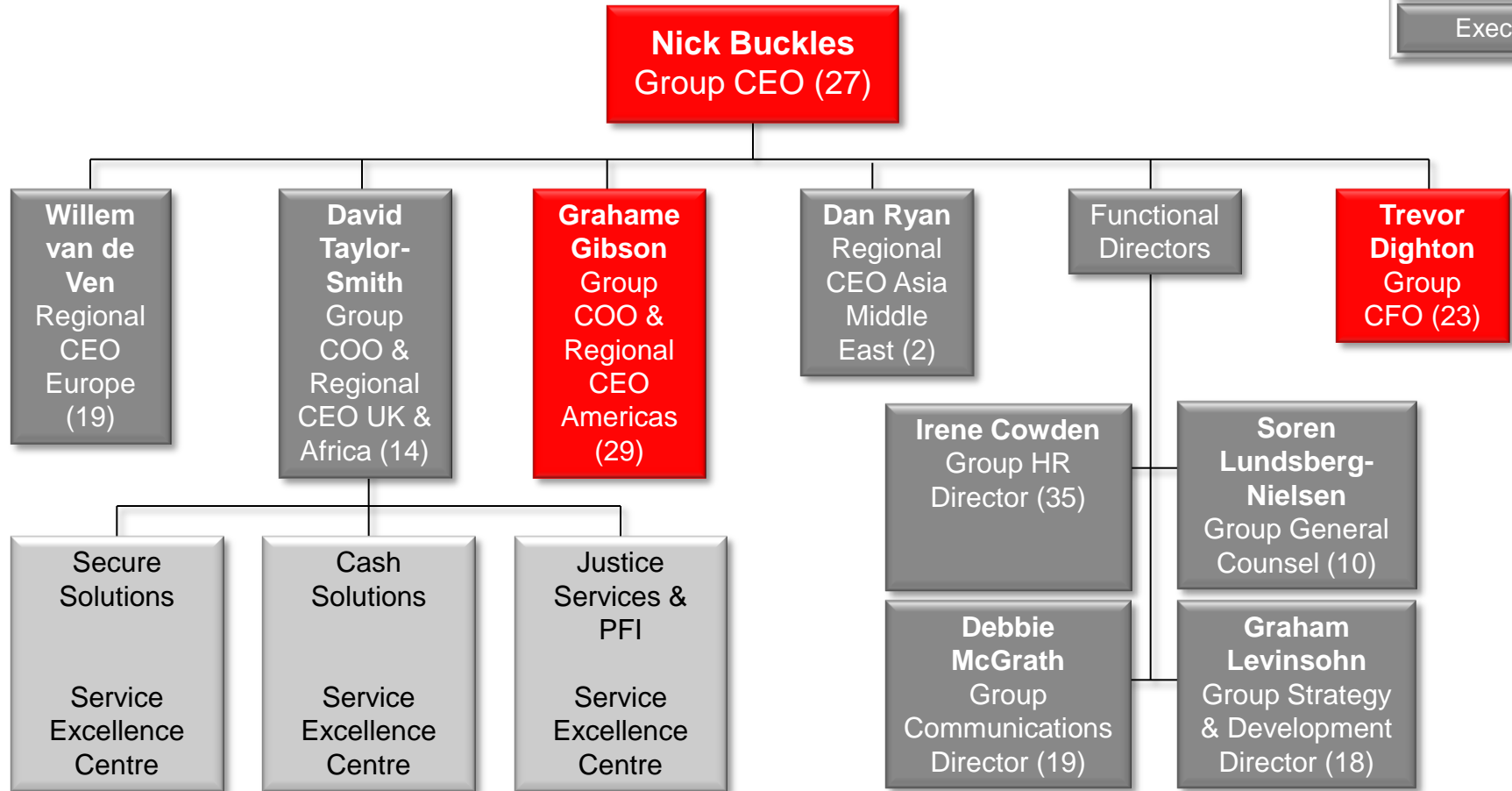
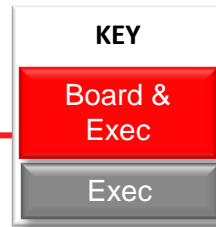
We can always be trusted to do the right thing

Performance

We challenge ourselves to improve performance year-on-year to create long term sustainability

Experienced Management

With track record of delivery



Around 200 years service in the security industry

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Note: numbers in brackets represent years of service in the security industry

Investment Attributes

Growth

- Organic revenue growth
- Developing markets exposure
- Major position in UK Government outsourcing
- A GDP ++ growth business
- Disciplined M&A

+

Resilience

- Well diversified business
- Defensive services
- Structural growth through the cycle
- High customer retention & visibility of earnings

+

Strong Financial Disciplines

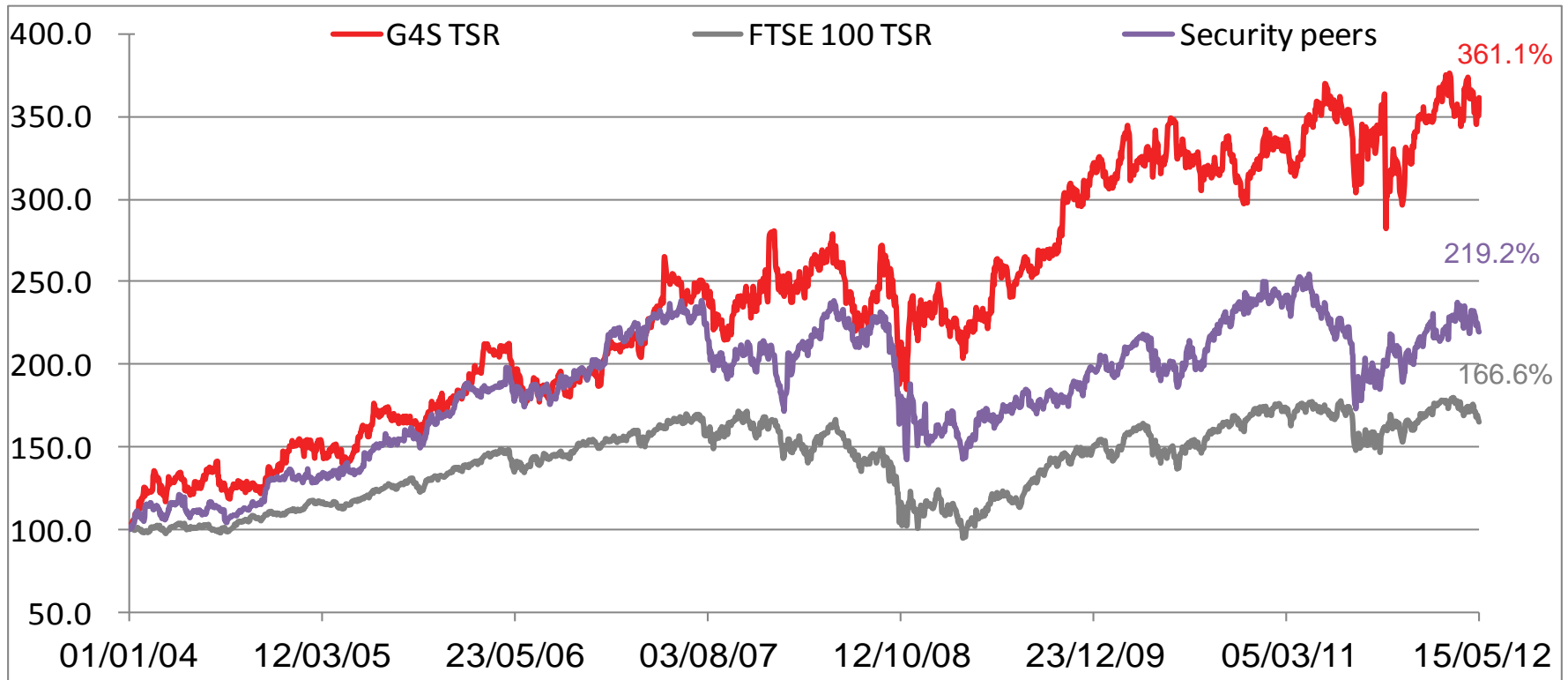
- Operational efficiency and margin expansion
- Free cash flow generation / cash conversion
- Disciplined and coherent M&A / progressive dividend policy

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Creating Shareholder Value (TSR)

G4S has generated significantly more value than the FTSE 100 and peers since the merger



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Strategy Summary

Strong overall underlying trading platform

Focus on accelerating growth:

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

Margin improvement opportunities:

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



Introduction to the G4S Way



The G4S Way

Regional structure with strategic corporate overlay



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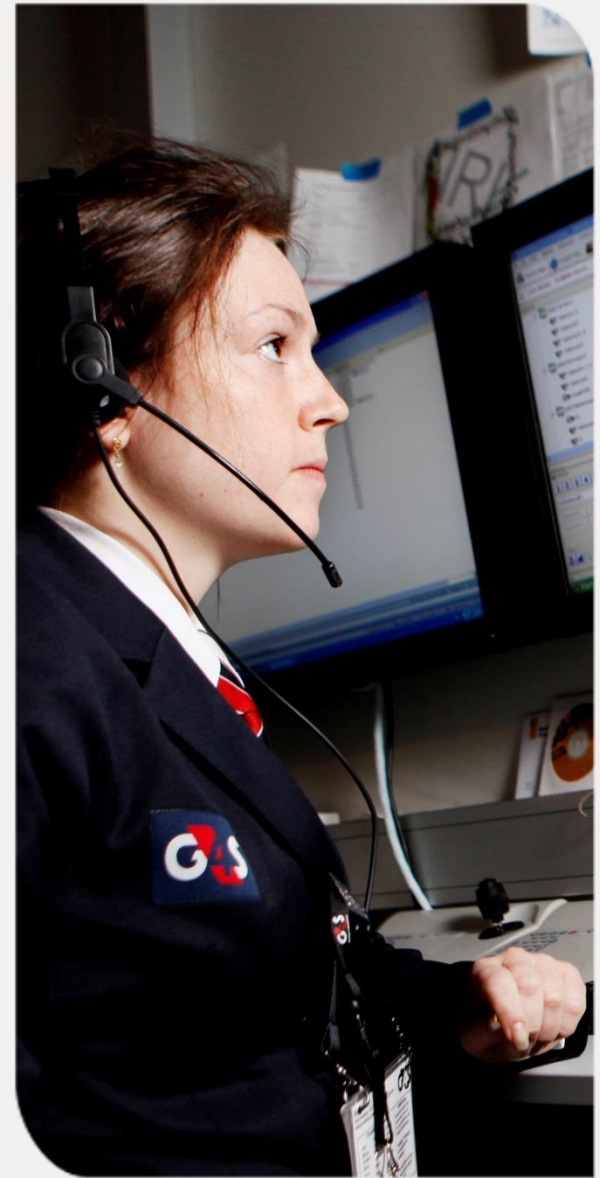




The G4S Way

Service Excellence

David Taylor-Smith
Group COO and
Regional CEO
UK & Africa



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Role of Service Excellence Centres

1. Support the turnaround of under-performing businesses
2. Helping to improve operational efficiency
3. Lower cash losses
4. Avoid escapes and reduce fatalities
5. Improve Service Delivery
6. Be the global hub for service line development and sharing best practice
7. Support the rollout of optimum operational structures



Increase gross margin & profits

Group Targets

Targets designed to measure against key strategy targets

Sector	Minimum Target Margin
UK, Europe & North America, SA, Aus & NZ	
Commercial & Government Manned Security	5%
Security Systems	10%
Cash Solutions	10%
Justice Services	10%
Consultancy	10%

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Group Targets

Targets designed to measure against key strategy targets

Sector	Minimum Target Margin
Developing Markets Secure Solutions	
Commercial & Government Manned Security	8%
Security Systems	12.5%
Cash Solutions	12.5%
Justice Services	12.5%
Consultancy	10%
Facilities Management	8%

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Service Excellence Centre

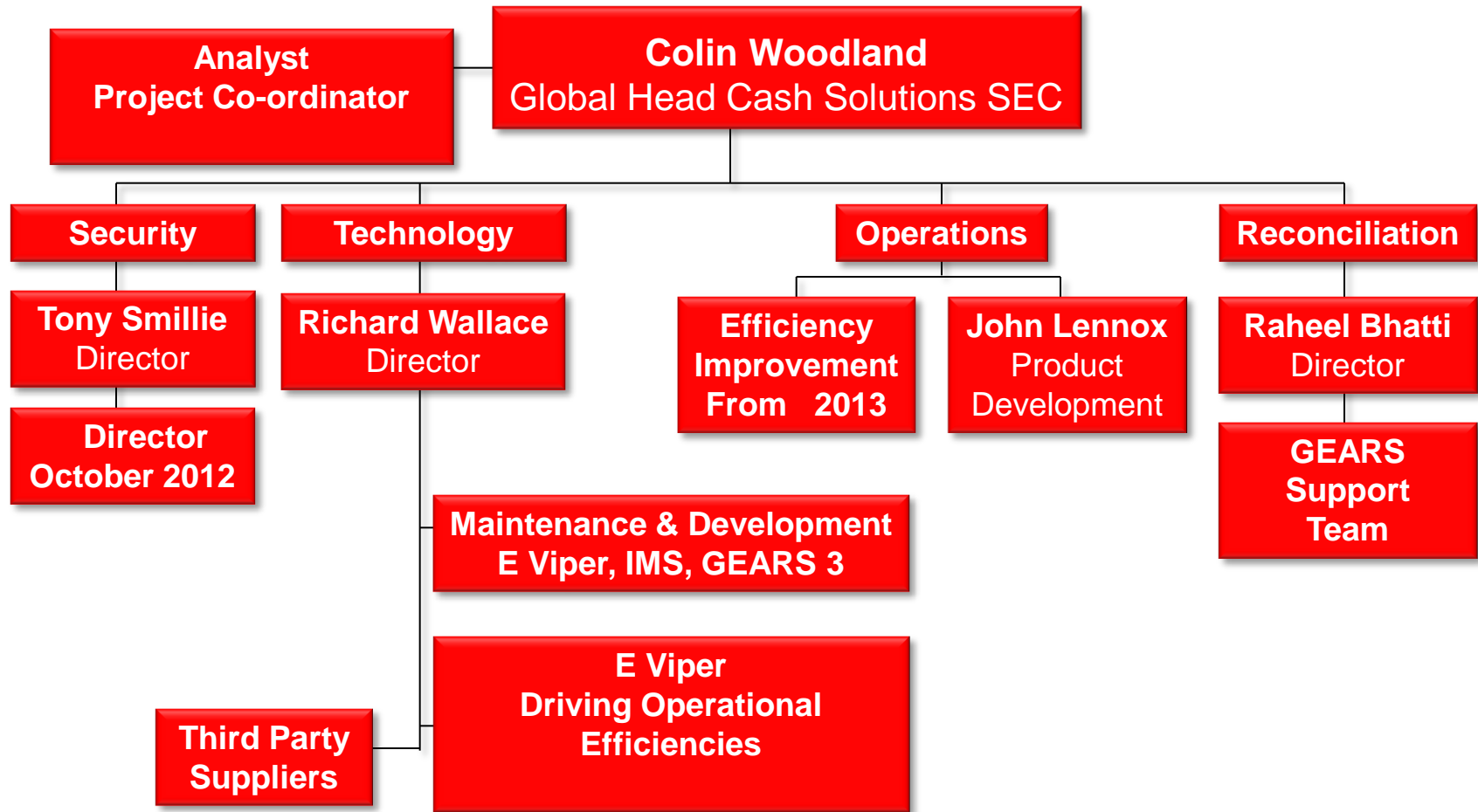
Benefits

- Turnaround under-performing businesses
- Improve gross margin via roll-out of best practice:
 - Operational IT and systems
 - Competitive pay rates and effective terms and conditions
 - Efficient labour deployment
 - Cash loss prevention
 - Price increases

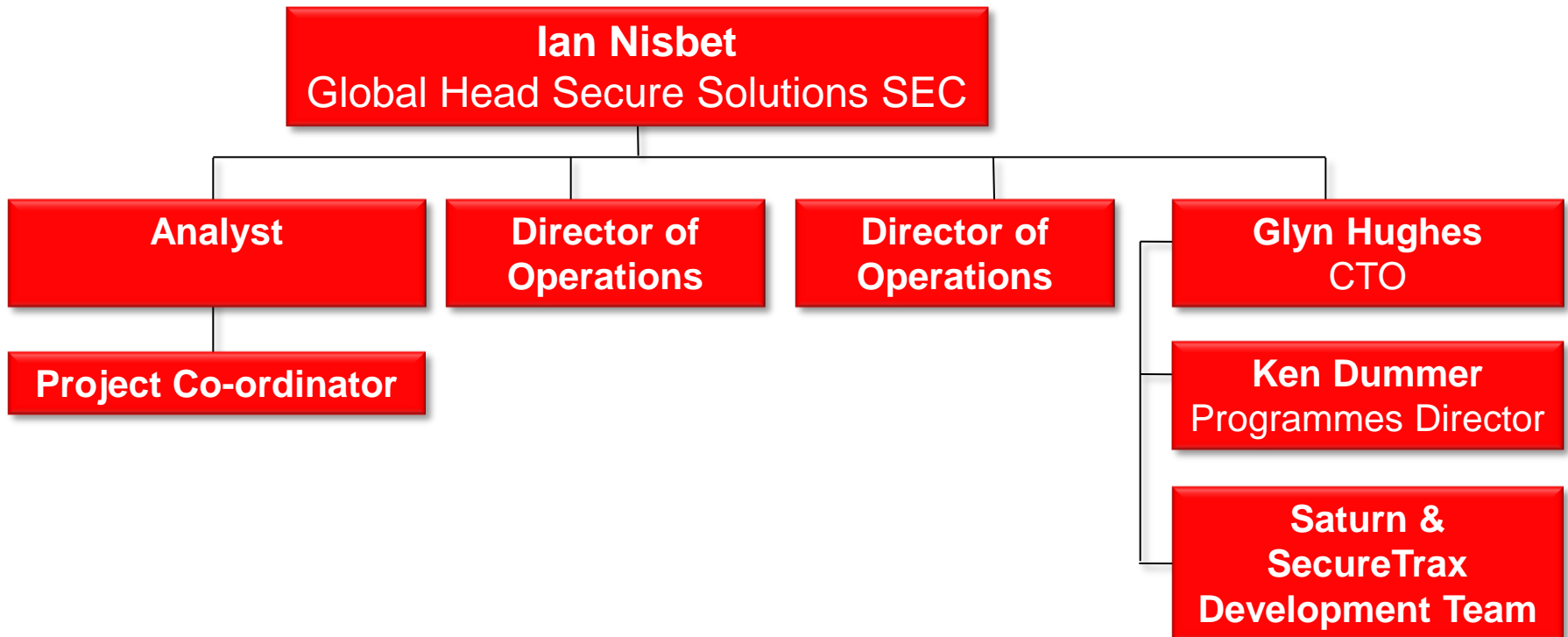


Target £50m

Cash Solutions SEC Organisation



Secure Solutions SEC Organisation



Service Excellence Centres

Implementation

- Roll out service excellence elements of the G4S Way during 2012 and 2013
- The teams will work in conjunction with other G4S Way group owners to maximise collective impact
- Each Service Excellence Centre team has an annual plan and works closely with countries and regions
- Global Boards have been established for Cash Solutions and Secure Solutions to help implement strategy

Service Excellence Centres

Implementation

- Performance is reviewed each month with the Group Exec, regions and G4S countries
- The Service Excellence Teams are resourced and budgeted at a Group level to ensure global impact
- The teams have responsibility for the specification and implementation of operational systems
- They co-ordinate best practice sharing across the group through forums, events and other methods of communication and engagement

The Cash Solutions **G4S WAY**

Business Unit Level

Market: Be the market leader, or number two in a consolidated market

Organisation: The business is structured and performance managed to deliver the G4S Way

Best People	Service Excellence		Customers	Business Controls	Reputation
	Cash Losses	Operations			
Recruitment	Loss Prevention	Service delivery	Retention	Financial controls	Living the G4S values
Training	Insurance	Vehicles	Sales	Getting paid	Protecting G4S's reputation
	Reconciliation	Price increase monitoring	Account growth	Health & Safety	
		Equipment	Pricing		
		Technology			

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The Secure Solutions **G4S WAY**

Business Unit Level

Market:		Operate in markets where Group minimum margins are achievable on a sustained basis			
Organisation:		The business is structured and performance managed to deliver the G4S Way			
Best People	Service Excellence		Customers	Business Controls	Reputation
	Direct Labour Management	Operations			
Recruitment	Competitive cost of labour	Service delivery	Retention	Financial controls	Living the G4S values
Training	Rostering/scheduling	Equipment	Sales	Getting paid	Protecting G4S's reputation
	Payroll management	Technology	Account growth	Health & Safety	
		Price increases	Pricing to win		

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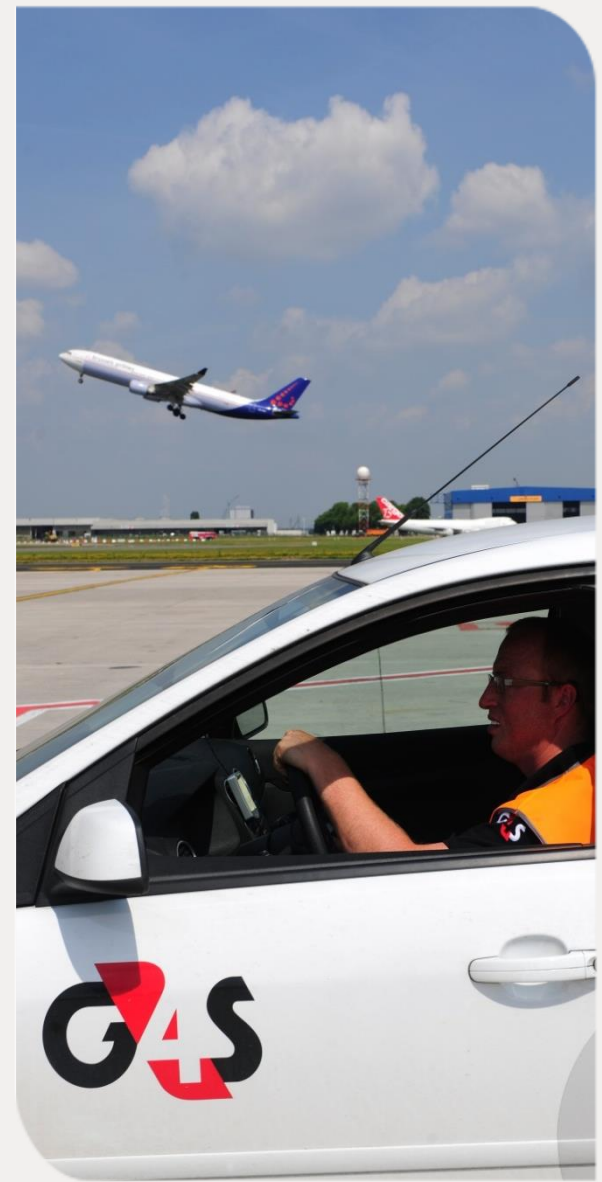
Summary

- Our initial focus will be on basics. We will then move to service excellence
- The turn around of under-performing businesses will deliver significant profit upside
- We will implement the service excellence portion of the **G4S Way** in Cash Solutions and Secure Solutions businesses by end 2013



G4S Way Business Development

**Graham
Levinsohn
Strategy &
Business
Development
Director**



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Organic Growth Challenge 2010

- Q1 2010 – Q1 2011 : Big bids losses approximately equal to big bid gains
 - 2010 Organic Growth 2%

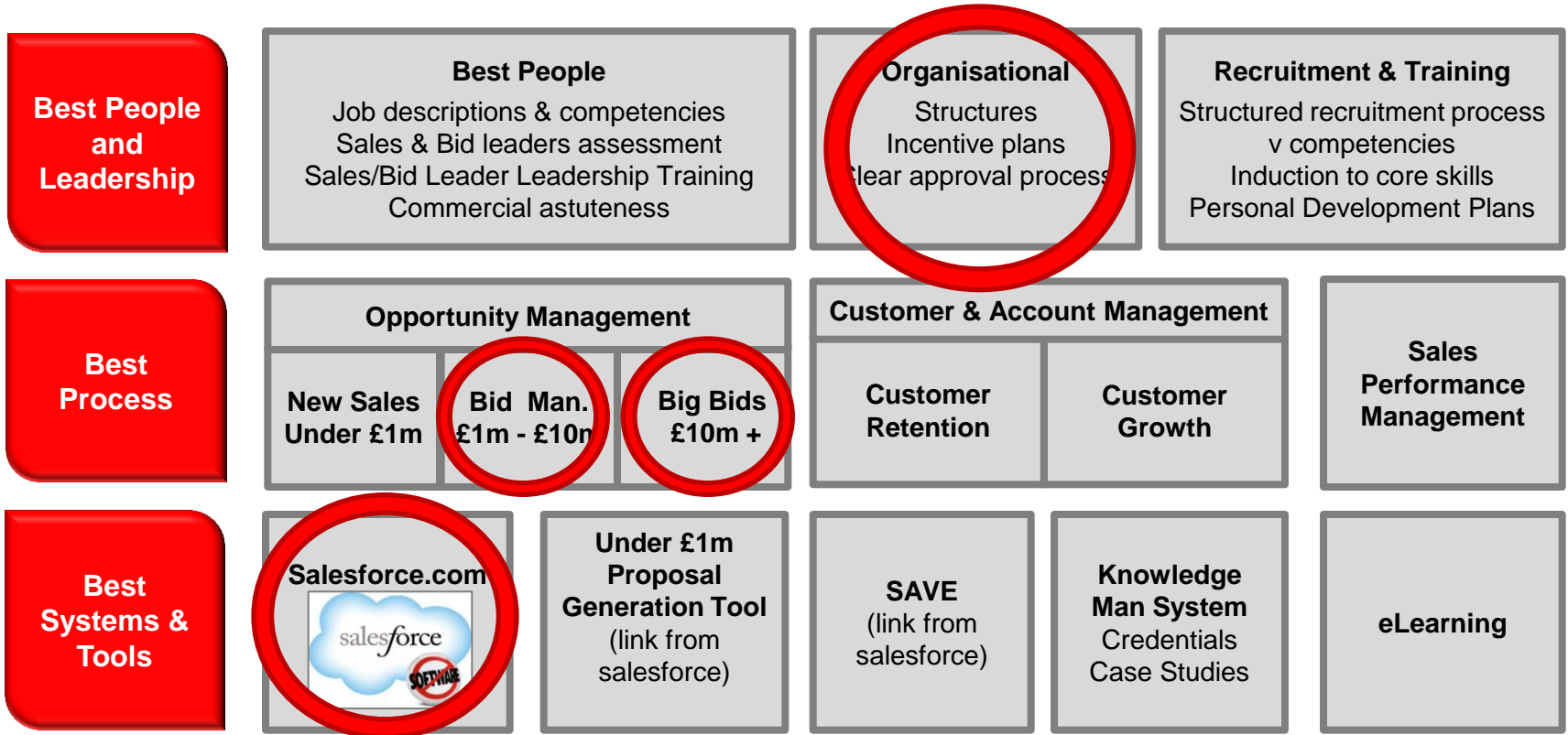
Growth required	6%	10%
Retention	95%	90%
Price increase	£0.2bn	£0.2bn
New sales required	£0.7bn	£1.3 bn

- To return to 6-10% organic growth required new or additional sales of around £1bn

Note : Wins/Losses measured as date notified of award

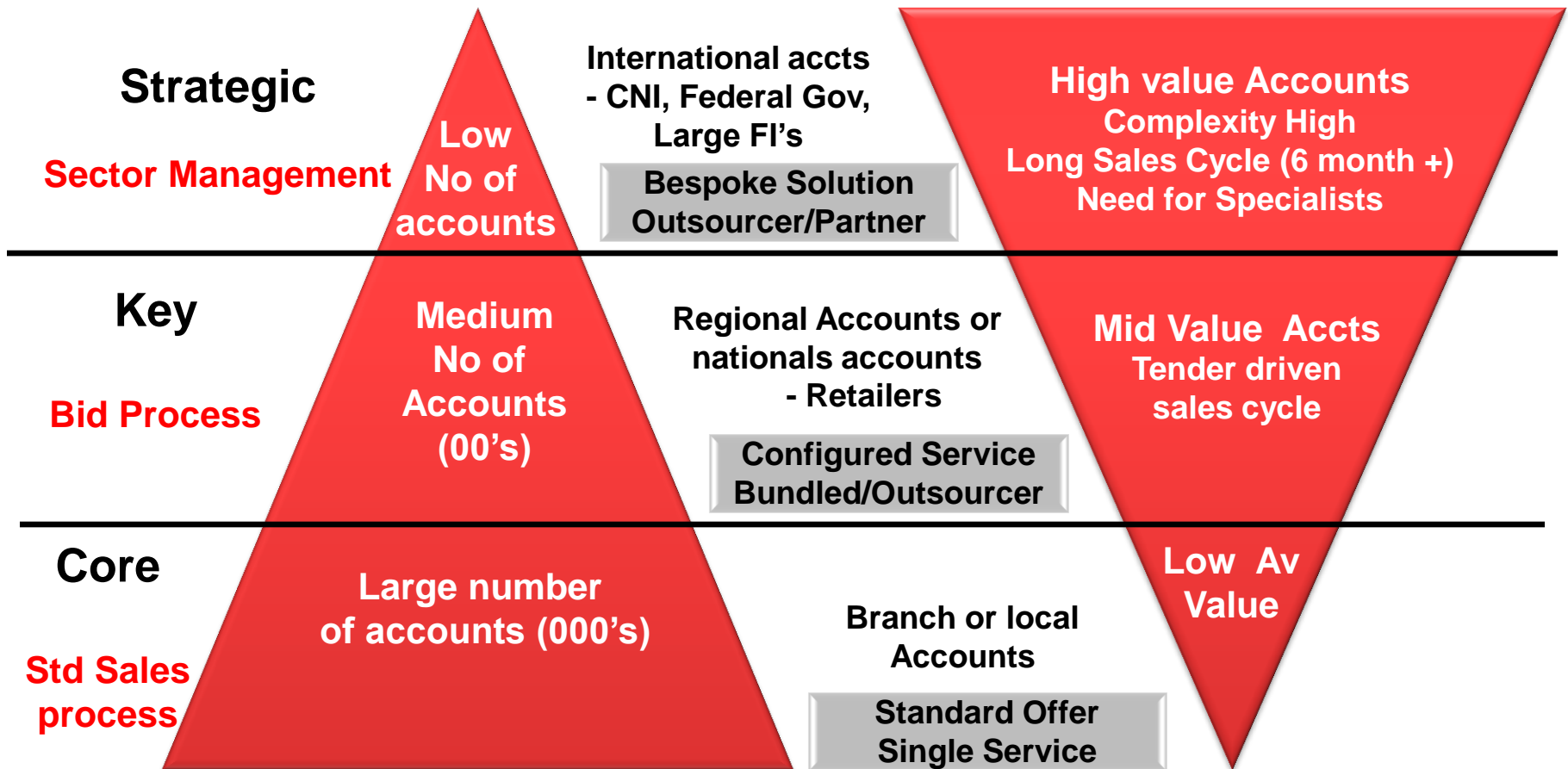
Driving Quality of Sales Leaders and Sales Processes

**“The G4S Way” Themes - Winning More Often & Bigger
- Keeping & Developing Customers**



Organisation: G4S Business Development Model

Sales Structure To Target All 3 layers



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Process: Big Bidding Capability

Building Winning Bid Teams

Customer – Facing Sector Specialists

- High level customer contacts
- Knowledge of industry, regulatory and compliance requirements
- Consultancy style selling of propositions
- Competitor Intelligence

Bid Engine Capability

- Response to large opportunities
- Commercial input into propositions
- Financial Modelling & Pricing
- Legal & Risk
- Bid Writing/Production

Customer Relationship Owner

Technical Experts

- Risk assessment/ consultancy
- Safety assessment/consultancy
- System Integration
- Partnerships, associates, subsidiaries

Operational Delivery Experts

- Product focus
- Transitioning/mobilisation
- Project management
- KPI & MI Reporting
- HR

Tools : Salesforce.com Vision & Objectives

Embedding & Enabling G4S Way – Sales & Business Development

- Embedding best practice “G4S Way” processes to improve how we sell and manage our customers
- Provide sales teams with the right tools and processes to manage deals and relationships whilst enabling management with real time information

**Collaborate globally,
act locally**

One view of key accounts and the pipeline to allow better collaboration

**Satisfy & retain more
customers**

Improving customer retention by **embedding G4S Way best processes**

Pipeline visibility

Targeting resource at biggest opportunities where the win rate is high

Improve productivity

Improve sales team productivity to sell more and sell more effectively



**Focusing on
Key Sectors**

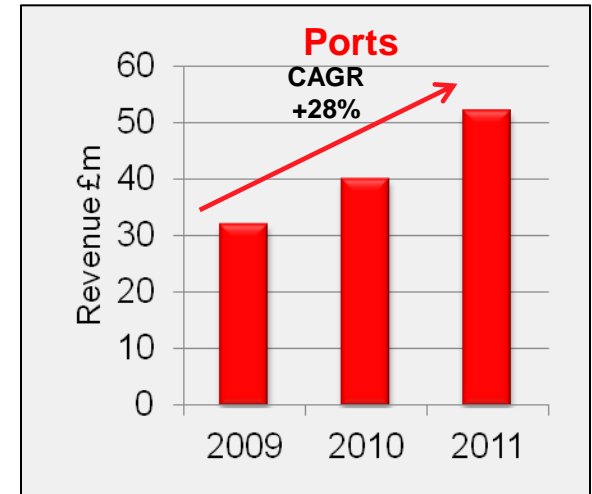
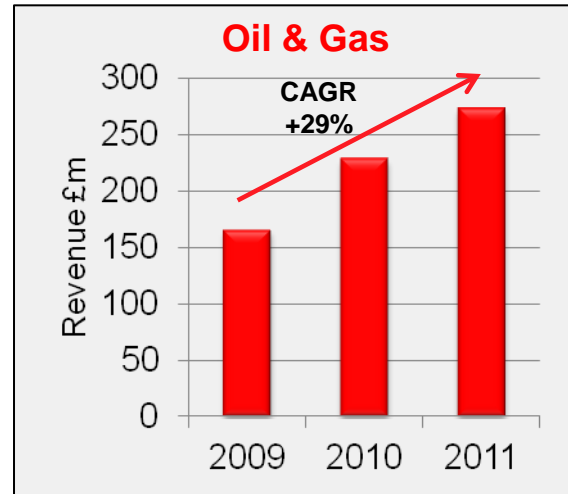
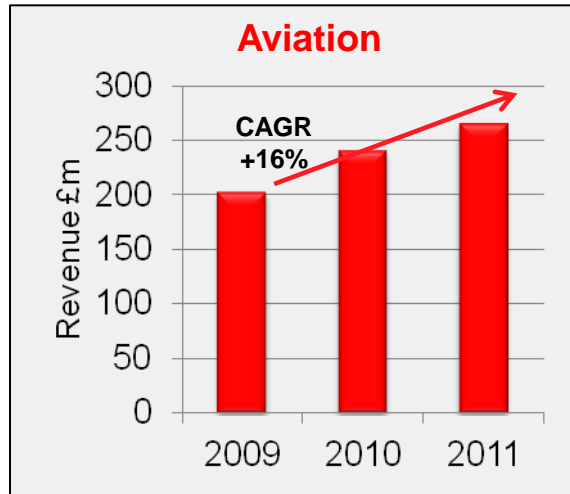


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Key Sector Strategy

Revenue Development



2009 Total Sector Revenues : £400m
2010 Total Sector Revenues : £505m
2011 Total Sector Revenues : £605m

Note : 2011 Mining turnover £75m

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Mining Sector

Key Statistics

3,000 stock-exchange listed exploration and mining companies

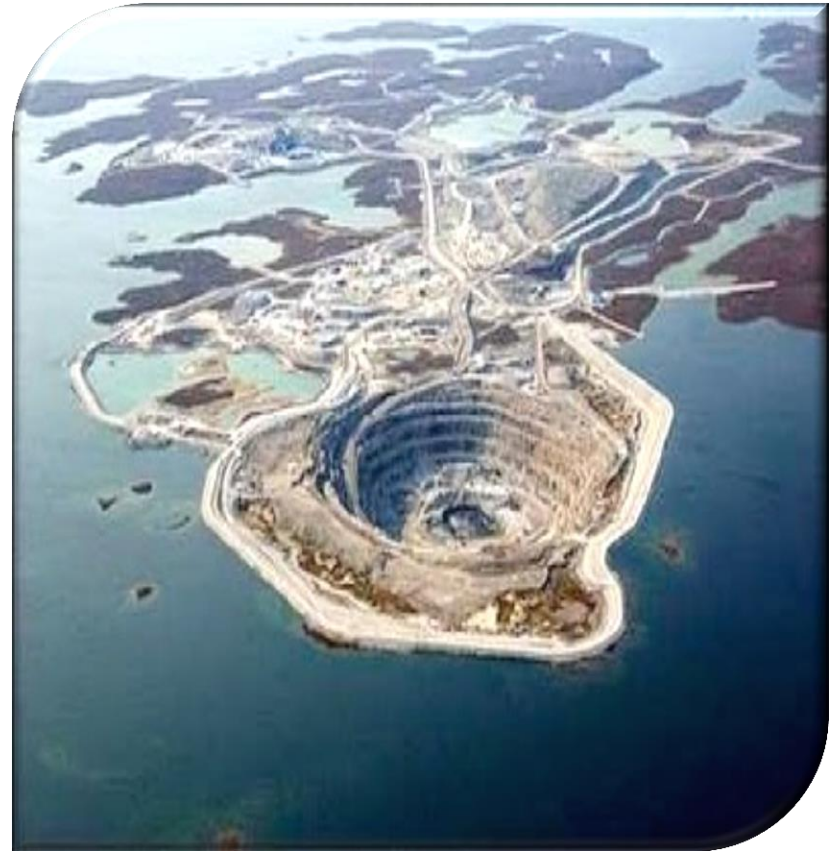
90% of the world's metals and coal production is produced by only 2,000 mines

Top ten companies = one-third mined production

100,000 exploration licences per year

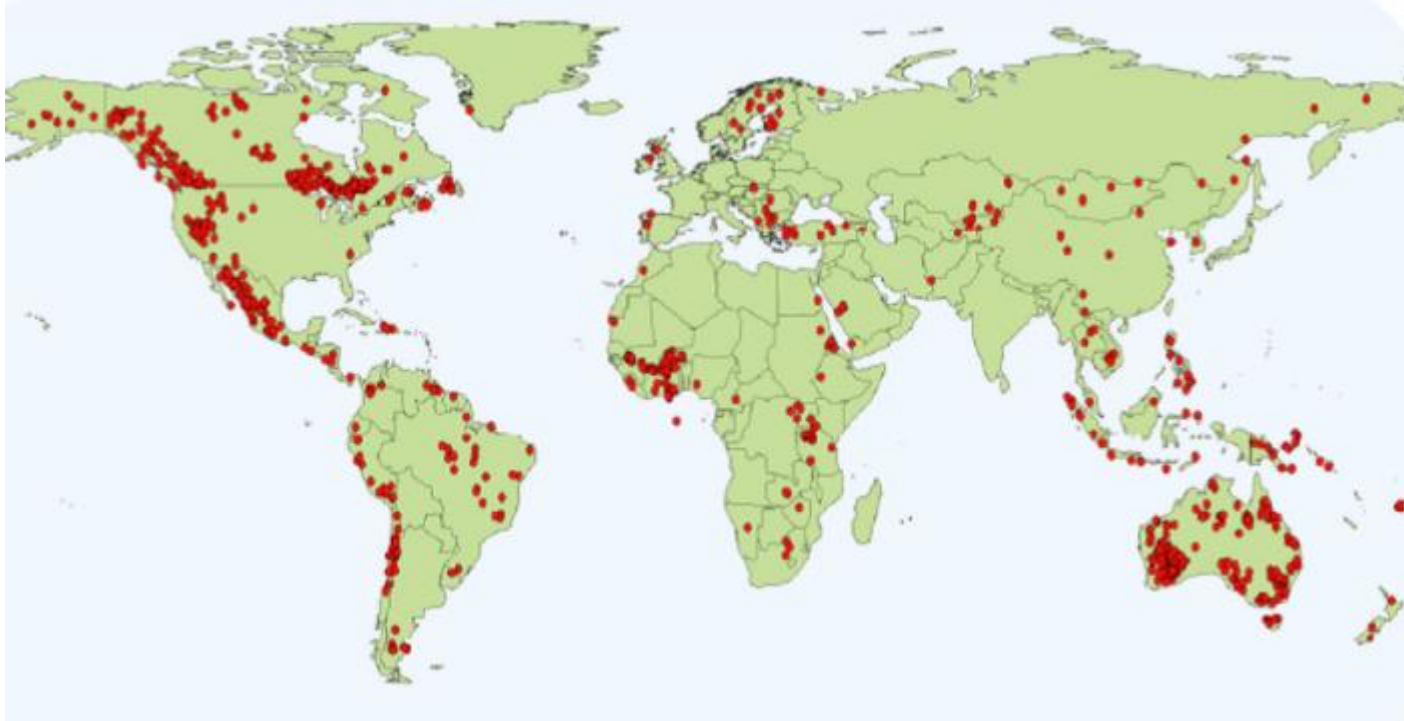
Surface / underground ratio = 60:40

Exploration = £8bn in 2012 on non-ferrous metals



Mining Sector

Opportunities



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Mining Sector

Geographical Spread

49 Countries

255 Contracts

77 in the Americas

62 in LATAM

Africa	Americas	AME	Europe
20	13	10	6
Botswana	Canada	Australia	Armenia
Burkina Faso	USA	Fiji	Finland
DRC	Argentina	India	Greenland
Eritrea	Bolivia	Indonesia	Kazakhstan
Ghana	Chile	Malaysia	Turkey
Guinea	Colombia	Mongolia	Ukraine
Ivory Coast	Ecuador	Papua New Guinea	
Kenya	Guatemala	Philippines	
Lesotho	Mexico	Solomon Islands	
Madagascar	Nicaragua	Thailand	
Malawi	Panama		
Mali	Peru		
Mauritania	Suriname		
Namibia			
Senegal			
Sierra Leone			
South Africa			
Tanzania			
Zambia			
Zimbabwe			

Aviation Sector

Market Leading Services

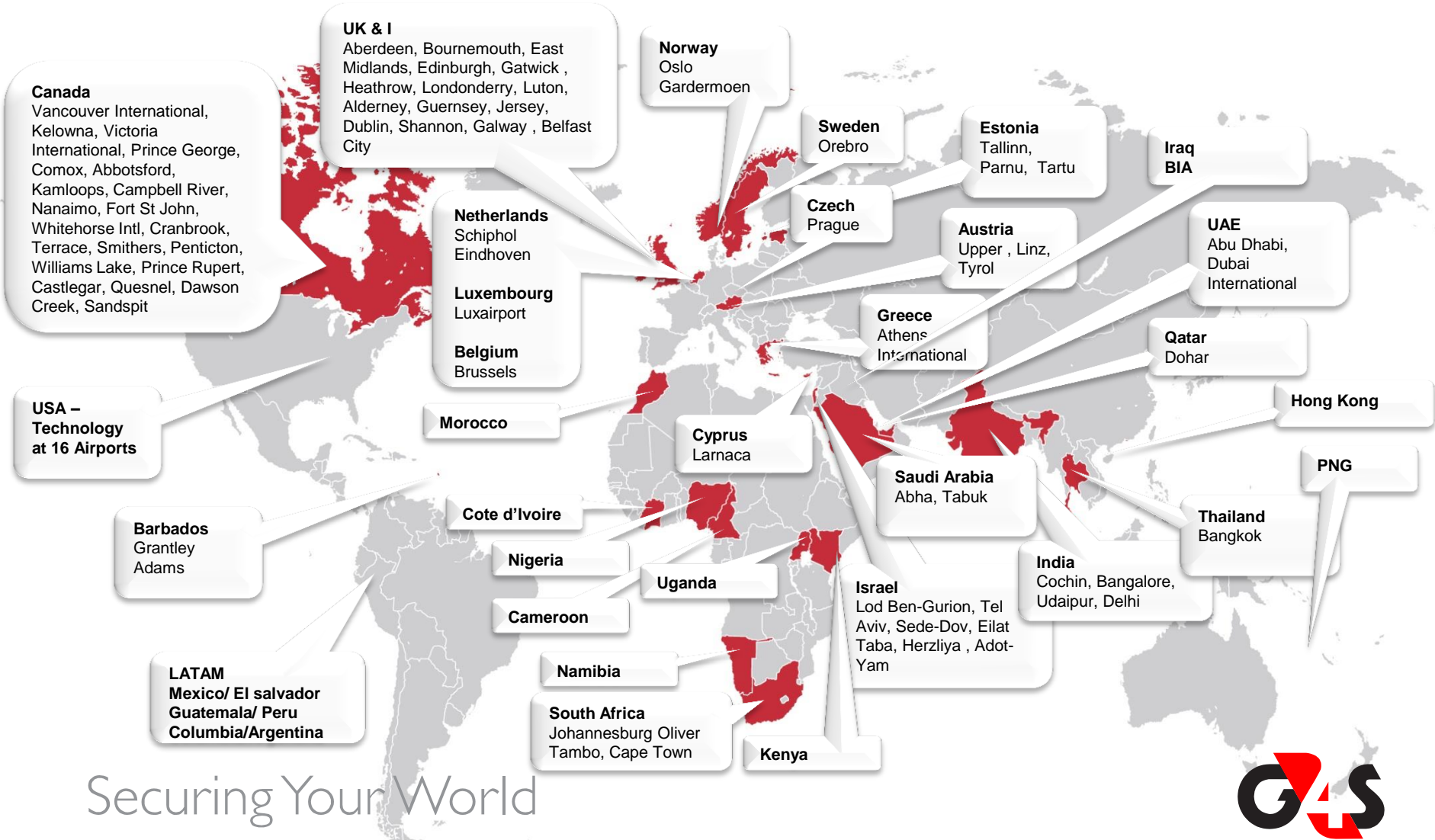
- Key sector for G4S
- Aviation operations in 45 countries
- Serving over 85 airlines and 120 airports
- Focus on integrated solutions
- Working to ICAO and IATA standards
- In-country resources and procedures to deliver solutions



Aviation Sector

G4S Footprint

120 Airports
85 Airlines



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Maritime (Port) Sector

Security Market Forecast

Global Maritime Security Market Outlook 2008 – 2018 (€bn)

	2008	2009	2010	2012	2014	2016	2018	2008-2018	
								Total	CAGR
Global Maritime Security market	6.7	6.6	7.4	8.3	9.4	10.3	11.5	98.2	4.8%
Maritime market as % of global Homeland Security	14.9%	12.9%	13.7%	13.7%	13.7%	13.3%	13.2%	N/A	N/A

Source: Homeland Security Research Corporation (HSRC)

Global Maritime Security Market Outlook 2008 – 2018 (€bn)

	Global market value (€bn)		Global market share (%)		2008 – 2018 CAGR
	2008	2018	2008	2018	
North America	2.5	3.6	37.8%	31.0%	2.7%
Latin America	0.3	0.4	4.4%	4.1%	4.1%
European Union	1.5	2.5	21.7%	21.8%	4.8%
Middle East	0.6	1.2	8.2%	9.9%	6.8%
East Asia (CN+IN)	1.2	2.6	17.7%	22.8%	7.4%
Pacific Region (JP+AU)	0.3	0.6	5.2%	4.9%	4.2%
Other countries	0.3	0.6	5.0%	5.6%	6.0%
TOTAL	6.7	11.5	100%	100%	4.8%

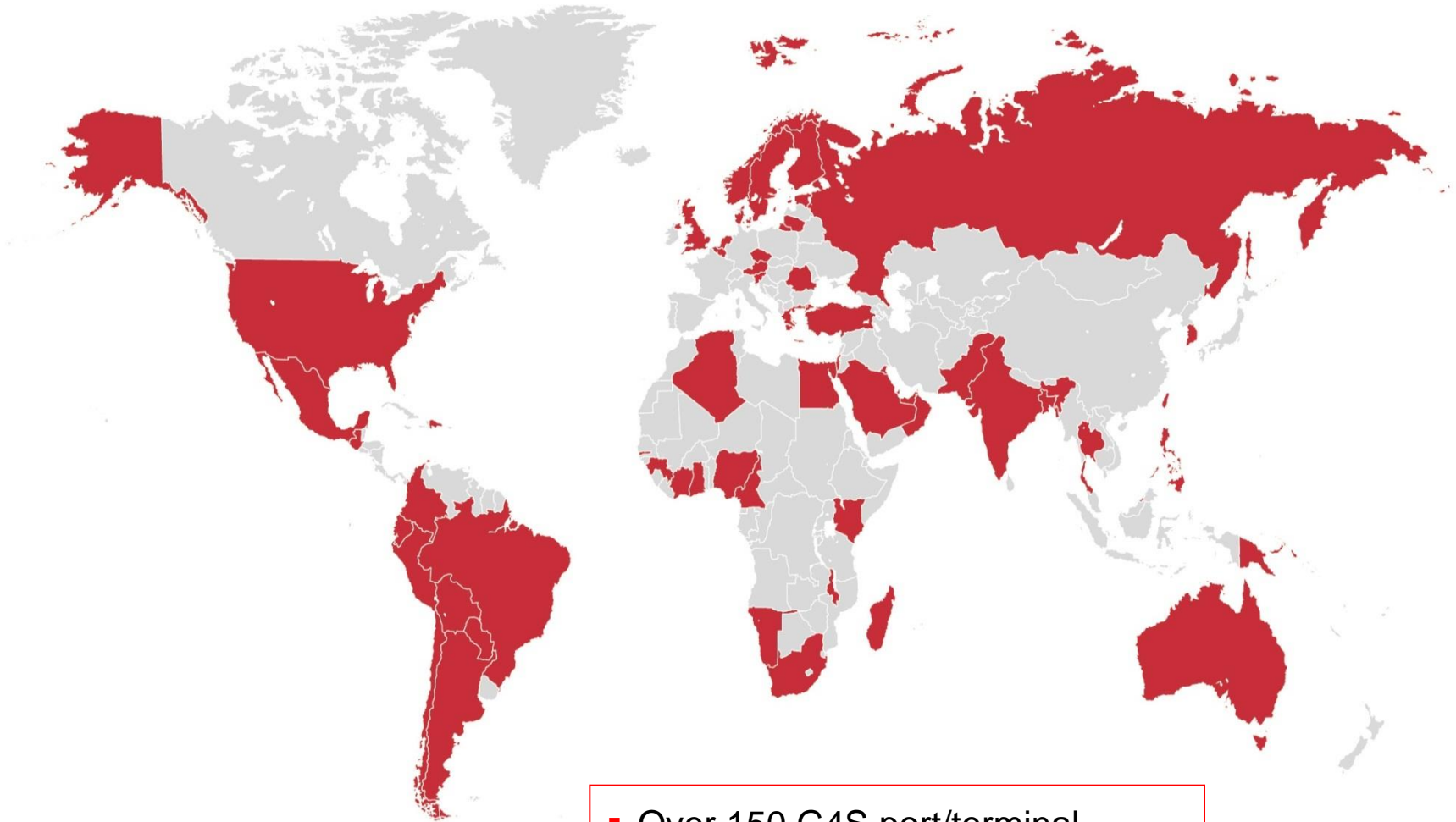
Source: Homeland Security Research Corporation (HSRC)

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Port Sector

G4S Footprint



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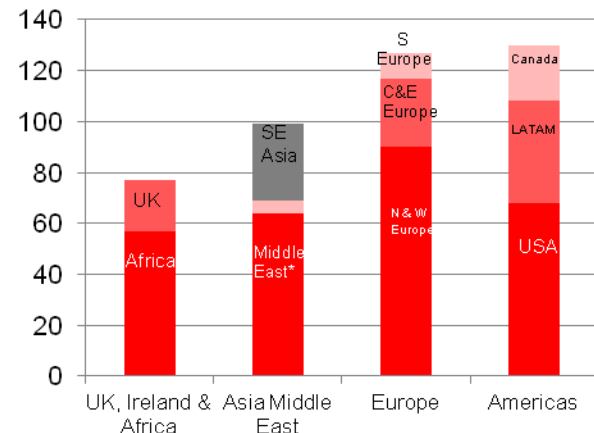
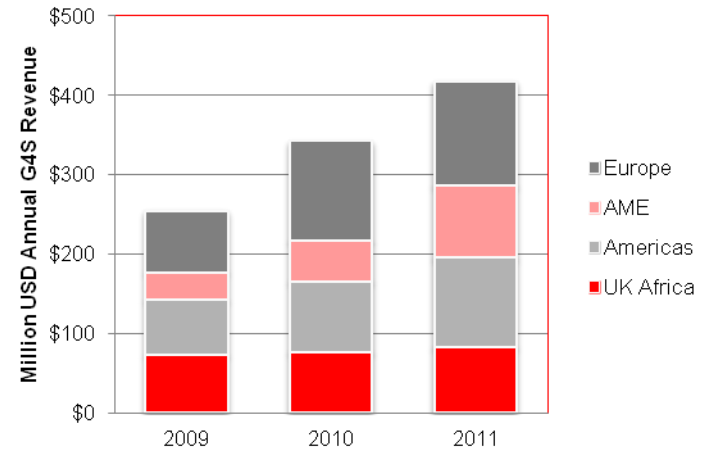
- Over 150 G4S port/terminal operations in 70 countries
- 34% Increase 2009 - 2012



Oil & Gas Sector

G4S Footprint

- Consistent revenue growth
 - Driven by Americas, Middle East and international client contracts
- Opportunities
 - Extend our international client base to drive revenues across geographies
 - Proposals in negotiation with multinational oil operators and service companies. Total potential value >\$100mm annually
 - Target major capital projects to drive specific revenue targets.
 - Each major gas project yields >£5m per year for G4S in construction phase
 - Focus on projects in Africa (3) and Australia





Summary

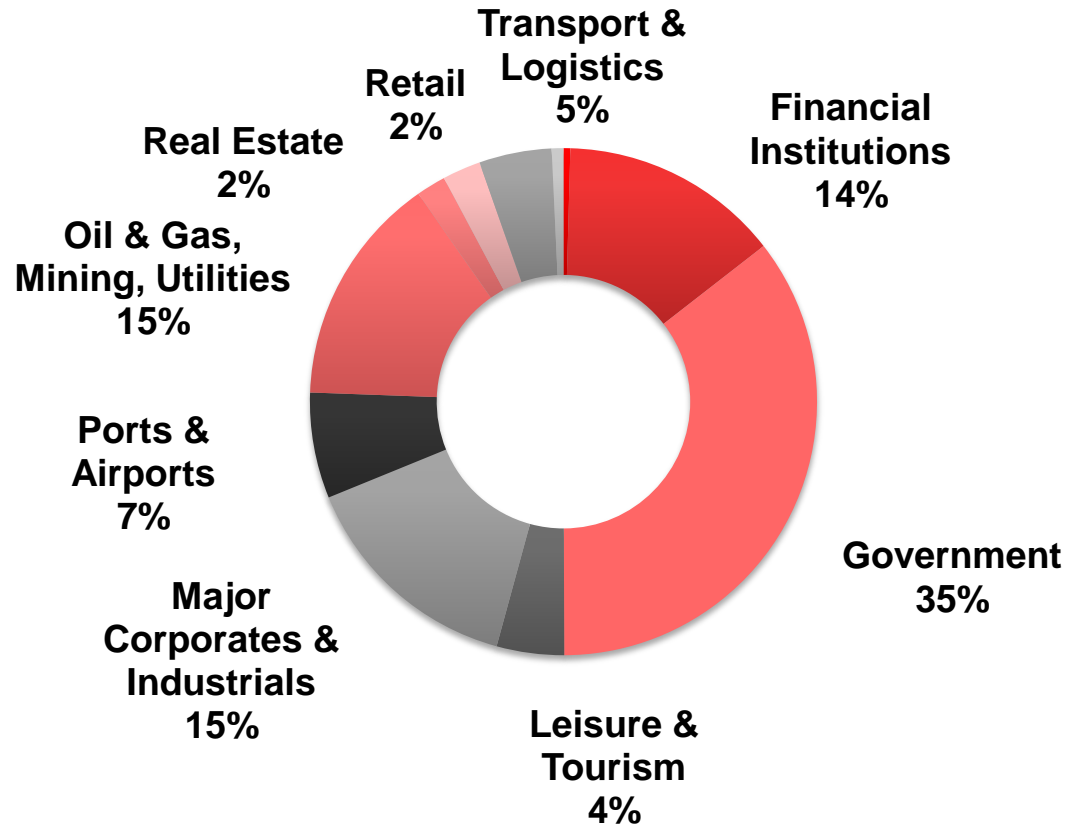


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Sales Pipeline

75% group bid pipeline by value £2m +



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Summary & Outlook

2011 Big Wins/Losses

2011

- Big bids losses halved – customer retention improving
- Big bid wins more than doubled
- Organic Growth Rate 2011 : 4.5%

2012 Q1

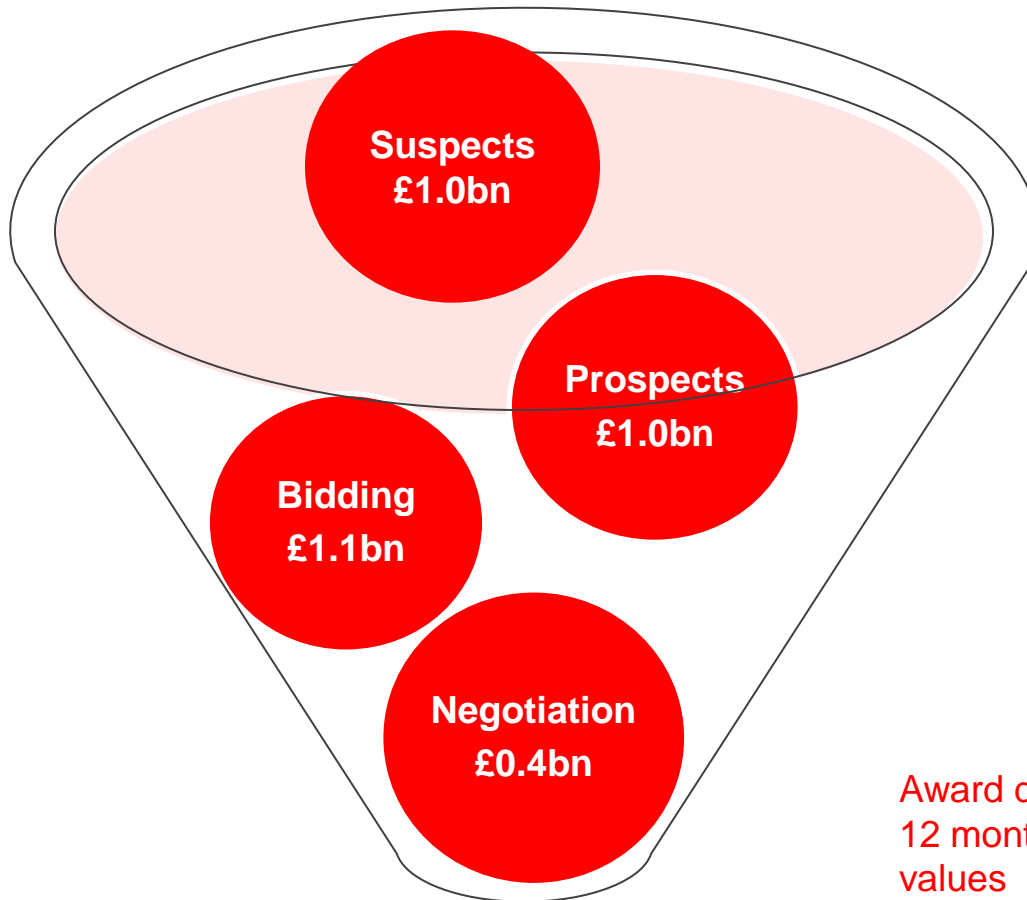
- Trend of losses and wins continuing
- Organic Growth Rate 2012 : Increased to 6% excl. Olympics

2012

- Continuing journey of implementing “G4S Way” Business Development

Summary & Outlook

Global Bid Pipeline - Organic Growth



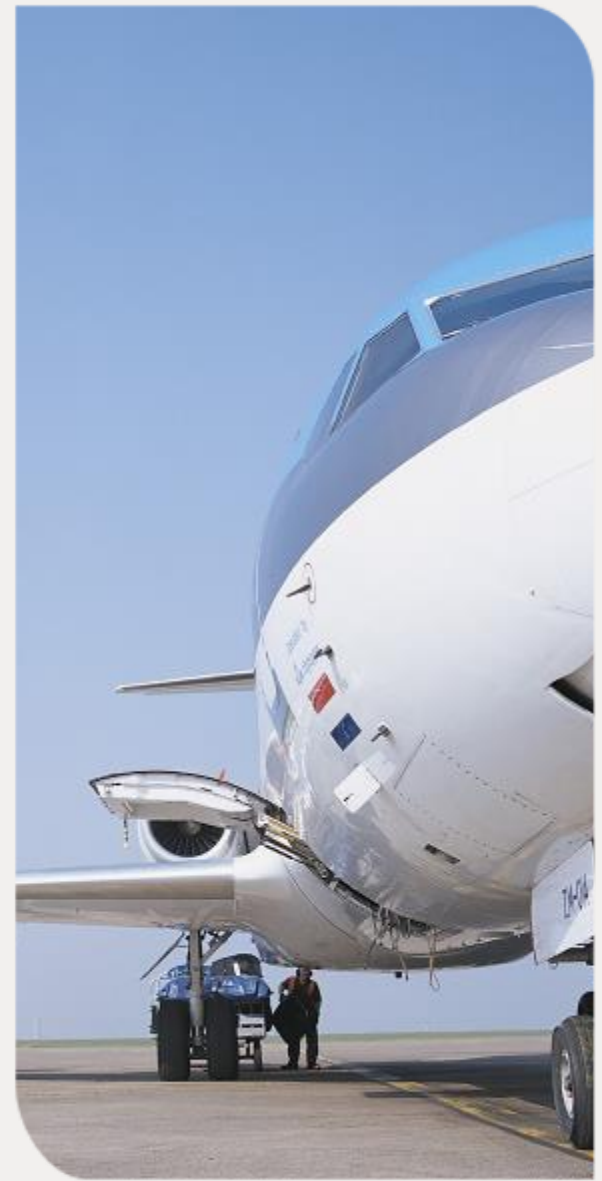
- Total pipeline : £3.5bn
 - As at 30th April 2012
- 300 + opportunities
 - £2m+ annual value
- 60 opportunities
 - £10m+ annual value

Award dates expected within next 12 months and at annual contract values



Capital Markets Day

Q&A



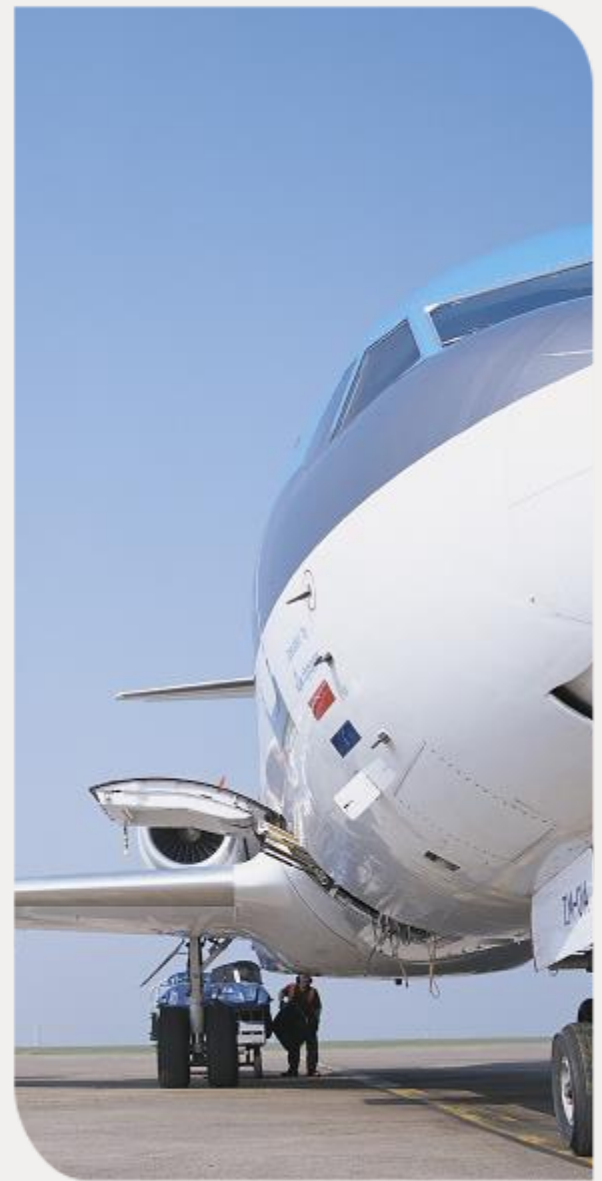
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UK Market Overview

David Taylor-Smith
Group COO and
Regional CEO
UK & Africa



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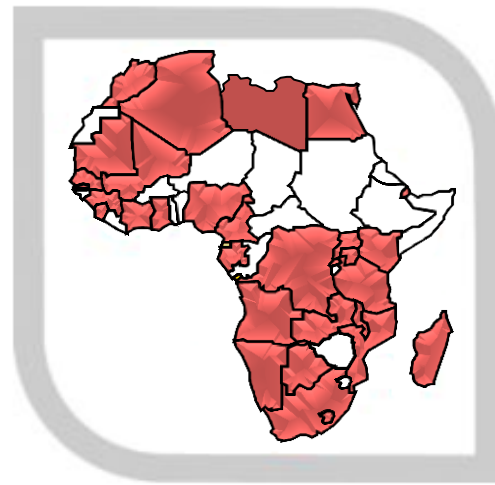
G4S UK & Africa Region

UK & Ireland

- £1.7bn turnover in 2011
- Over 55,000 employees
- Over 10,000 customers
- Over 75 years of service

Market leadership

- No 1 security solutions company
- No 1 cash solutions company
- One of the UK Government's largest providers
- No 1 provider of justice services
- No 1 meter services company
- No 1 security services company in Ireland
- No 1 security services company on Isle of Man, Jersey and Guernsey



Africa

- £450m turnover in 2011
- Over 100,000 employees
- Present in 29 countries
- Over 40 years of service

Market leadership

- No 1 security solutions company on African continent
- No 1 security and cash solutions company in many countries
- Management of South Africa's only private prison
- Ordnance management services in Mozambique & Southern Sudan
- Anti-piracy services in Indian Ocean

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UK & Africa Overview

G4S Secure Solutions

- Manned Security
- Security Systems
- Event security
- Transport & borders
- Monitoring & response
- Olympics

G4S Government & Outsourcing Services

- Utility Services
- Employment Support Services
- Police Support Services
- Energy & Environmental Services
- IT services
- Assessment services

G4S Care & Justice Services

- Custodial & detention services
- Electronic Monitoring
- Children's Services
- Immigration services

G4S Cash Solutions

- Cash Transportation
- Cash Processing
- ATM Management

G4S Integrated Services

- Facilities Management
- Medical services

G4S Risk Management

- Consultancy
- Ordnance management
- Protective security
- Specialist training

G4S Africa

- All services

G4S Ireland

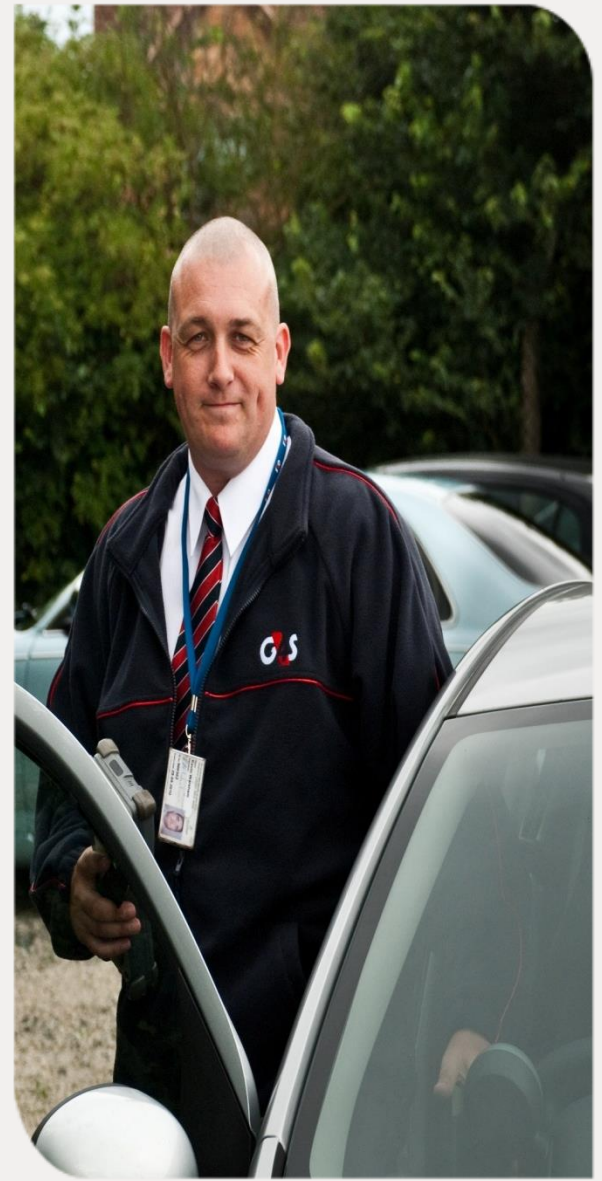
- All services

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UK Market Context



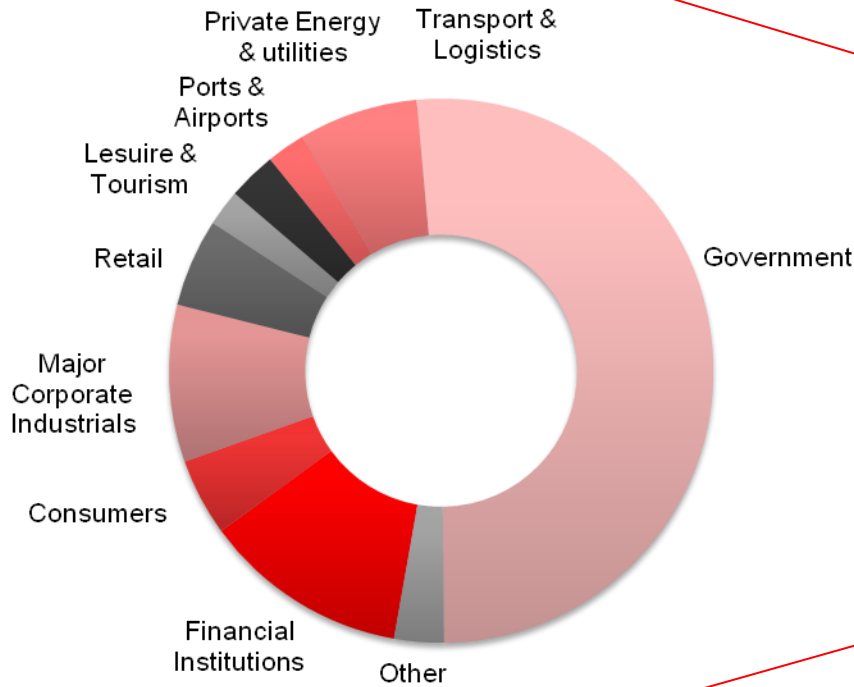
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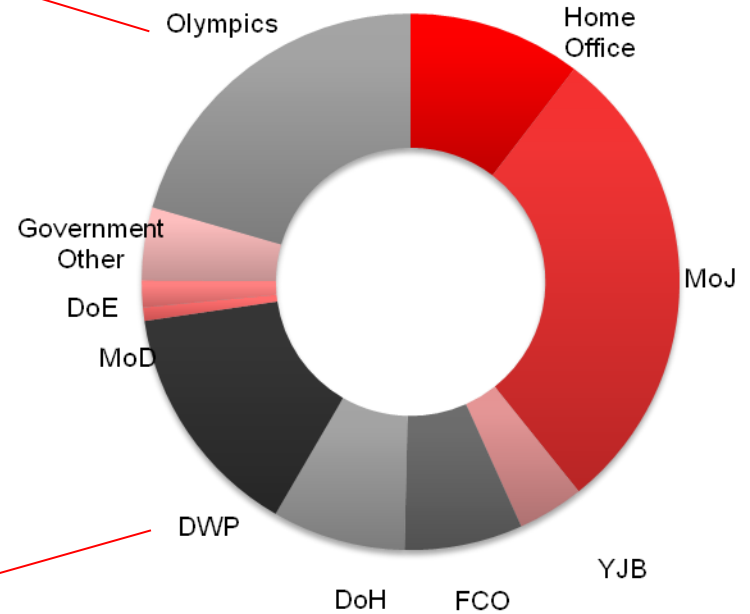
2012 G4S UK Annual Revenue

All Sectors

Government



£1.8 billion



£1 billion

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UK Market Context

Government

- Government represents more opportunities than threats
- Outsourcing is seen as key by Government departments
- Focus on outcome orientated contracts
- Partnerships becoming increasingly important
- Price is a key determinant in re-bids
 - Price & competence on 1st generation bids
 - Margins under tighter scrutiny
- New market entrants e.g. prisons
- Convergence of BPO/FM opportunities

Commercial

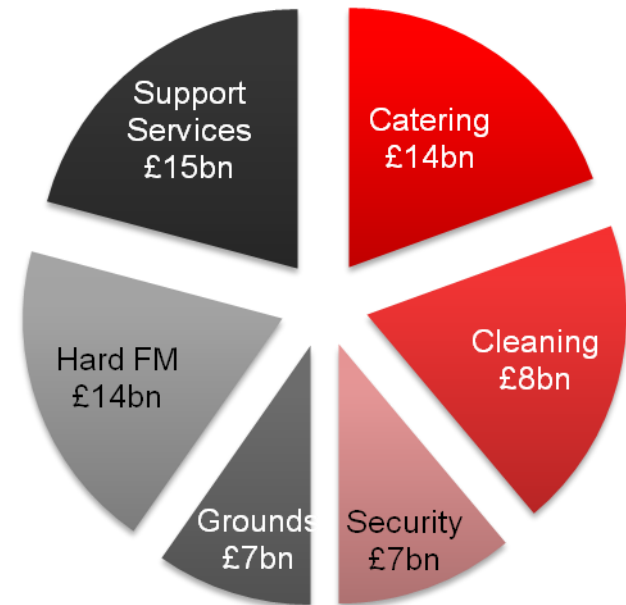
- Price is still a key determinant
- Security and FM markets converging - more customers expecting wide range of services from same supplier
- Utilities sector very high growth
- Macro environment for cash remains flat – due to low interest rate
- Cash outsourcing opportunities becoming increasingly available

UK Market Context

Facilities Management

- UK market estimated at £72bn: £42bn outsourced
- Market trends:
 - Scale is increasingly important to realise cost efficiencies
 - Move towards increased TFM or bundling of services
 - Larger providers are extending technical expertise and offerings
 - More single service providers developing FM capability
- Government deficit driving record OJEU tender levels & larger contracts - FM OJEU Tenders in Feb 2012 = TCV of £9bn

UK Facilities Management market by service

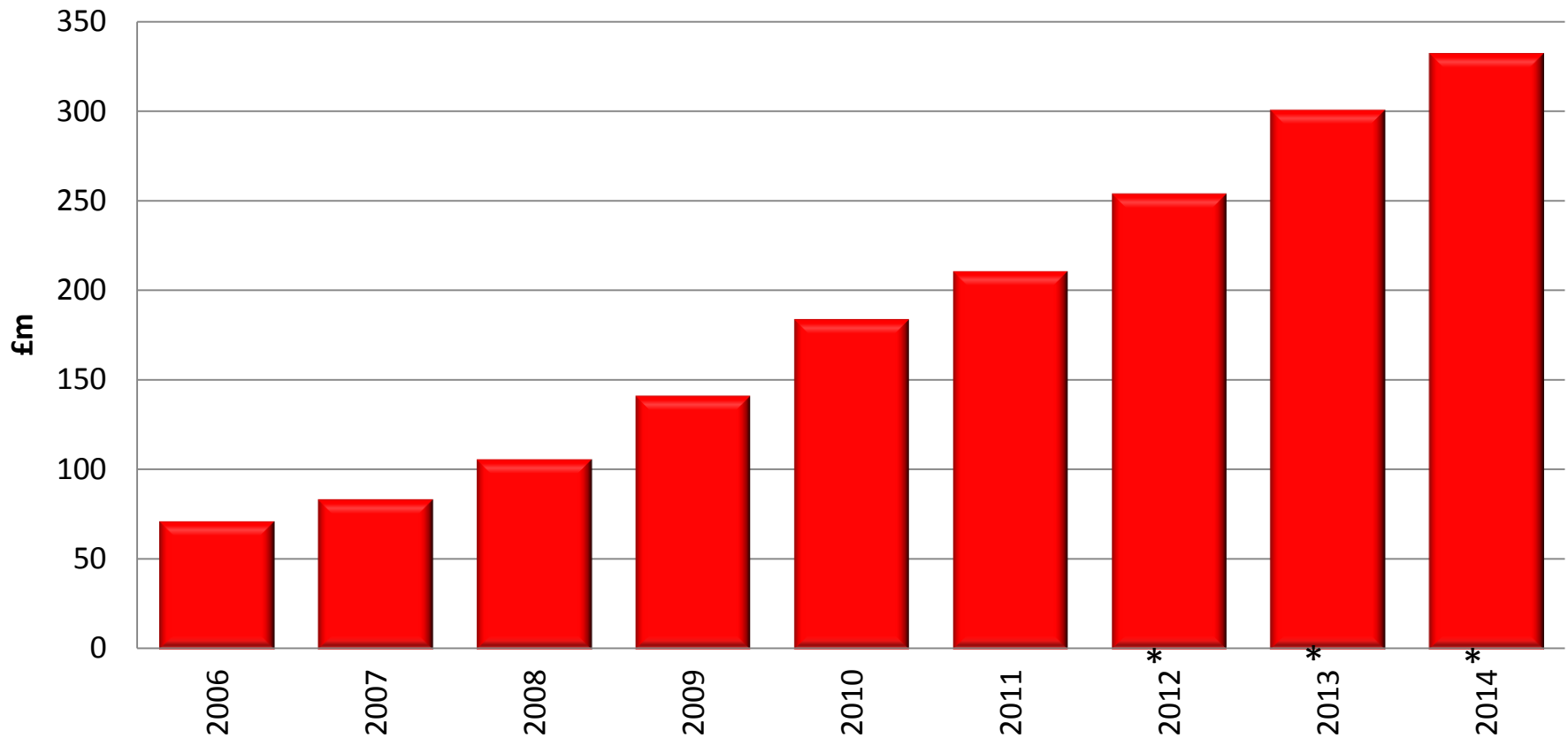


Source: Credo

UK Market Context

Facilities Management

G4S UK FM business revenue growth – CAGR of 21.2%



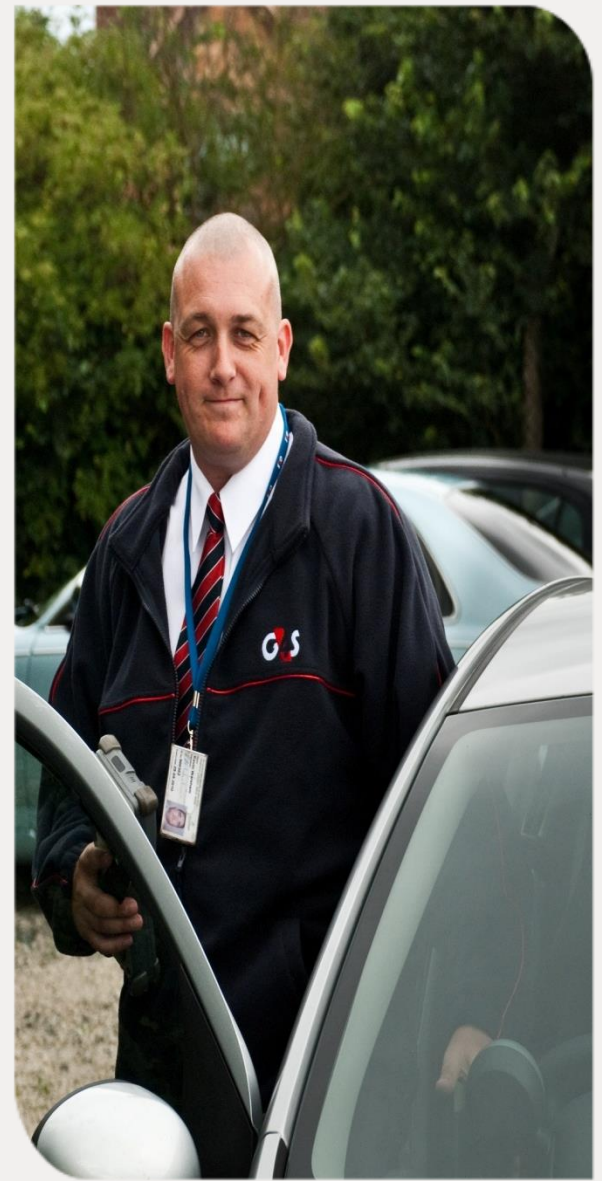
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Notes: GSL acquired by G4S in May 2008. * estimates only





UK Market Growth

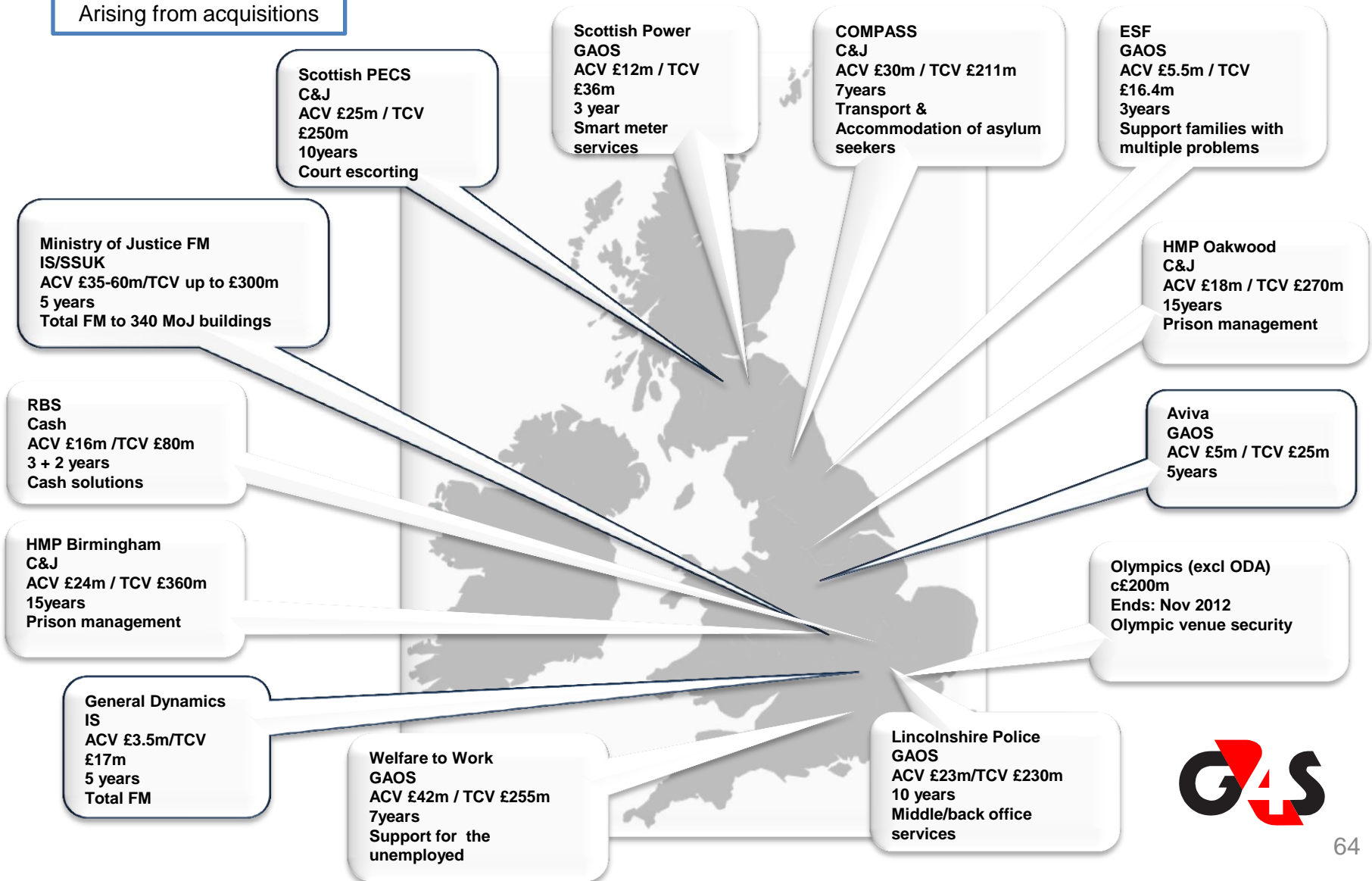


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UK – 2011/12 major contract wins

Arising from acquisitions



UK Bidding Pipeline

Government /commercial pipeline split (ACV)

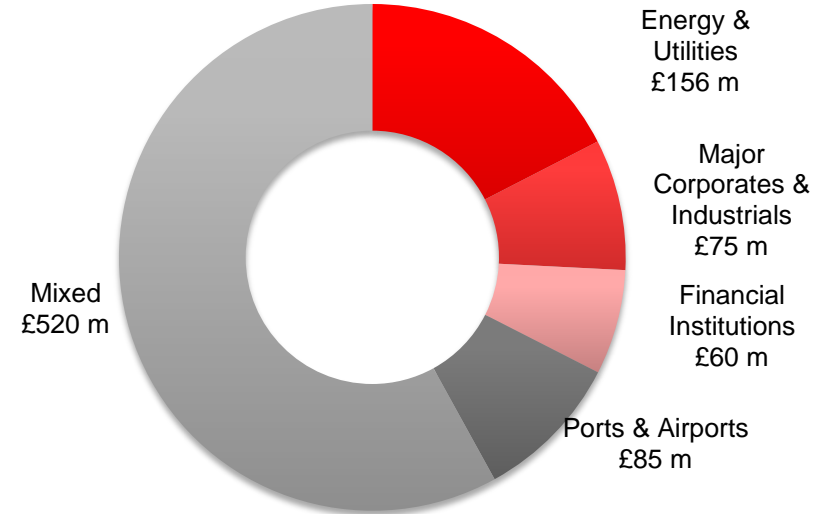
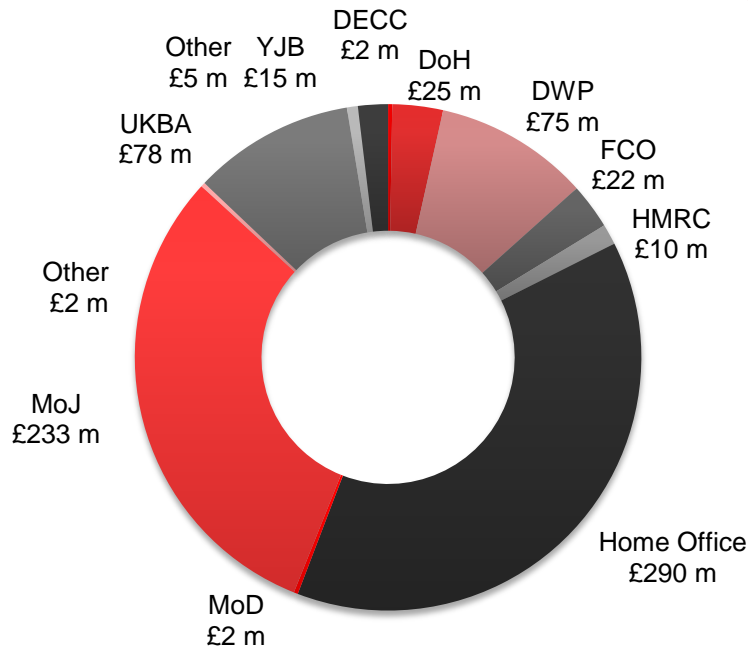
Commercial	£896 m
Government	£759 m
Total Pipeline	£1,655 m

Government pipeline

Government
£759 m

Commercial
£896 m

Commercial pipeline



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Note: Annual Contract Values including rebids



UK Growth Opportunities

Bidding Pipeline

Business Unit	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
Care & Justice	Government MoJ	Prison management	Oct 2012	Feb 2013	£40m
Care & Justice	Government MoJ	Prison management	Oct 2012	Feb 2013	£30m
Care & Justice	Government MoJ	Prison management	Oct 2012	Feb 2013	£15m
Care & Justice	Government MoJ	Electronic Monitoring	Oct 2012	Feb 2013	£50m
Care & Justice	Government UKBA	IRC management	Dec 2012	June 2013	£20m
Care & Justice	Government UKBA	Case management	Sept 2012	Dec 2012	£20m
Govt & Outsourcing	Government Police	BPO/FM	March 2013 (tbc)	June 2013 (tbc)	£215m
Govt & Outsourcing	Government Police	BPO/FM	June 2012	April 2013	£62m
Govt & Outsourcing	Government DWP	BPO	June 2012	June 2013	£60m

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UK Growth Opportunities

Bidding Pipeline

Business Unit	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
Govt & Outsourcing	Commercial Utilities	Meter services	Dec 2012	Apr 2013	£40m
Govt & Outsourcing	Commercial Utilities	Smart meter services	Sept 2012	June 2013	£40m
Govt & Outsourcing	Commercial Utilities	Smart meter services	Dec 2012	Feb 2013	£20m
Integrated Services	Government MOJ	Total FM	Jan 2013	Feb 2013	£50m
Integrated Services	Government Home Office	Soft FM	March 2013	June 2013	£17m
Integrated Services	Local Government NHS	Soft FM	June 2012	Dec 2012	£13m
Integrated Services	Commercial Transport	Soft FM	Dec 2012	June 2013	£15m
Cash	Commercial FI	Cash Centre management	Sept 2012	Sept 2012	£18m

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Focus for Today



Kim Challis, Group MD
G4S Government & Outsourcing Services
Police outsourcing



Ian Horseman Sewell
Managing Director G4S Global Events
London 2012 Olympic & Paralympic Games



Richard Morris, Group MD
G4S Care & Justice Services
Prison strategy & mobilisation

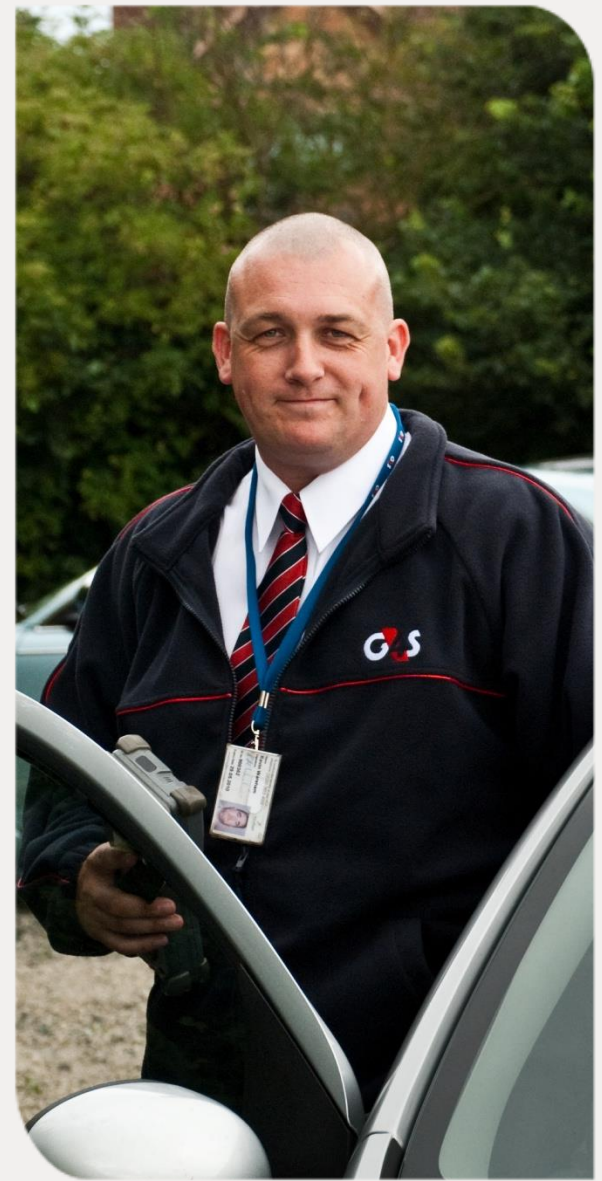


Andy Baker, Regional President
G4S Africa



Government & Outsourcing Services

Kim Challis
Group Managing
Director



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Government & Outsourcing Services

Overview

Employment Support Services

Police Support Services

Investigations

Utility Services

Energy & Environment
Services

Assessment Services

IT Solutions

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Major contract wins

Commercial

Scottish Power

- ACV £12m: TCV £36m over 3 years
- National meter reading
- 1st supplier to outsource home areas
- Aim to be the National Meter Reading Company by 2013

EON Foundation Smart Managed Service

- TCV £8 over 3 years
- Provision of “head end” systems for 1m smart meters - residential

British Gas Business

- ACV £15m: TCV £45m over 3 years
- Full Managed Service for Smart Metering
- Installation of over 400,000 meters with 130,000 in 2012

Aviva

- ACV £5m: TCV £25m over 5 years
- EL/PL injury claims investigations
- First major win for G4S Investigation Solutions (formerly Cotswold)



Major contract wins

Government

Workless families

- ACV £5.5m: TCV £16.4m over 3 years
- Funded by European Social Fund
- Support families with multiple problems
- Payment by results model

Welfare to Work

- ACV £42m: TCV £255m over 7 years
- Returning the long-term unemployed into work
- Won 3 areas
- Payment by results model
- Prime contractor model working well

Lincolnshire Police

- ACV £23m: TCV £230m over 10 years
- 1st major outsource of back/middle office – driven by need to save money
- Acquisition style procurement – highly effective/collegiate
- Mobilisation going well



Market Context

- Strong Government pipeline of BPO opportunities
 - Home Office - Police
 - DWP
 - DECC
- Opportunity driven by strong economic rationale – budgets falling by 20 -30%
- Potential for new BPO & ICT services is £4-5bn per annum by 2015

Major Home Office OJEU notices since 2010

Home Office and related contract adverts in the OJEU since 2010

Contracting Authority	Contract title*	GBPm (Low)	GBPm (High)	Main activity
West Midlands and Surrey Police	Business transformation and service partnership	300	3,500	Integrated
Home Office	National Forensic Framework	200	600	BPO & ICT
Home Office	Disclosure and barring services.	250	350	BPO & ICT
Home Office	Employers' Checking Service (ECS)	40	40	BPO & ICT
West Yorkshire Police	FA: Cleaning and catering services	32	50	FM (Soft)
UK Borders Agency	Compass - asylum & refugee support services	1,700	1,700	FM (Soft)
Lincolnshire Police Authority	Business transformation and service delivery	200	2,000	Integrated
Avon & Somerset Police Authority	Catering and cleaning services	7	16	FM (Soft)
Home Office	Issuance of Biometric Residence Permits	36	36	BPO & ICT
Avon & Somerset Police Authority	FA: Catering, cleaning and assoc.	30	60	FM (Soft)
Home Office	Disposal of seized motor vehicles – UK Nationwide	6	6	BPO & ICT
Avon & Somerset Police Authority	PFI accommodation project	250	300	DBO
National Policing Improvement Agency	FA: Digital Interview	12	12	BPO & ICT

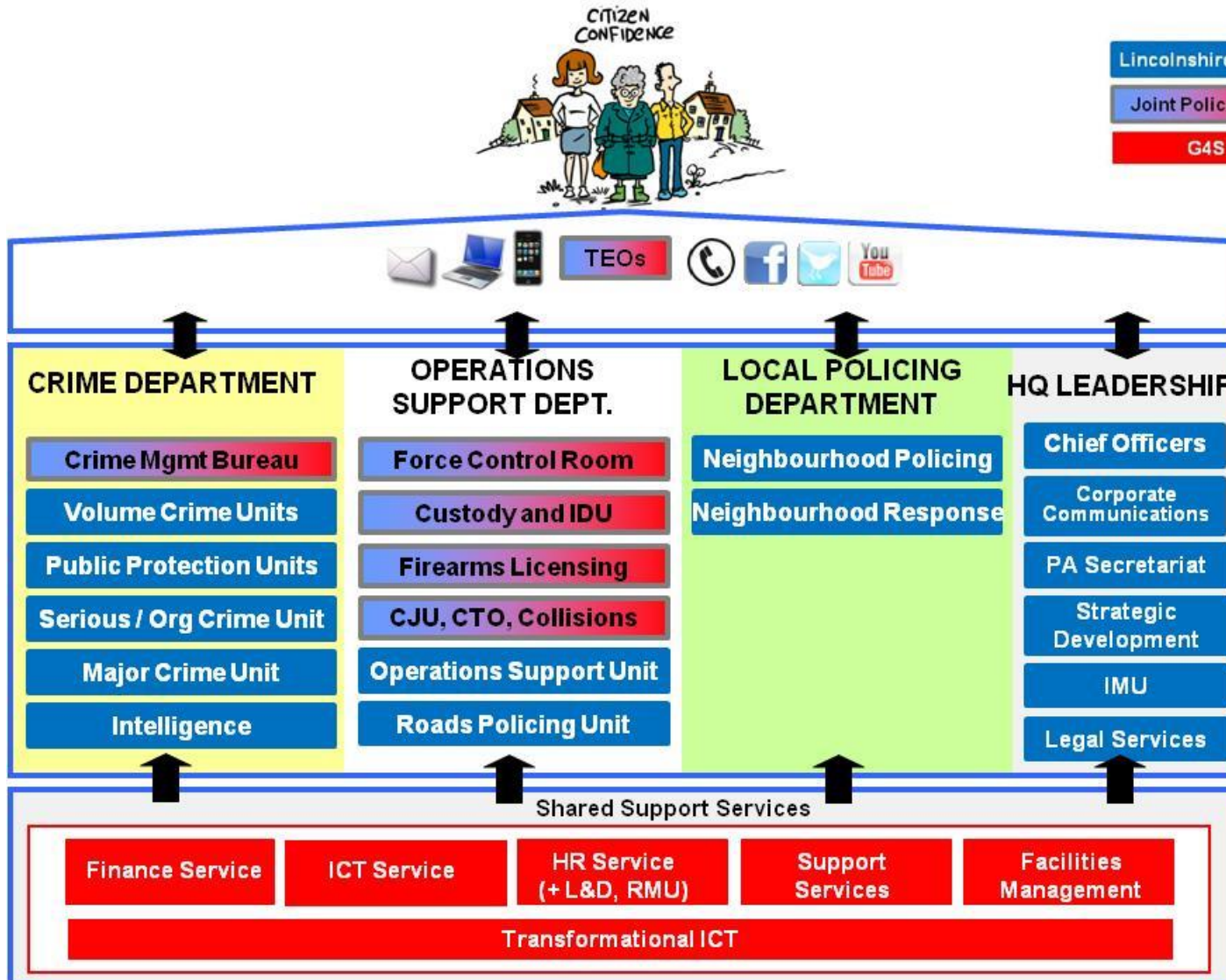
Major DWP OJEU notices since 2010

Department of Work and Pensions contract adverts in the OJEU since 2010

Contract title*	GBPm (Low)	GBPm (High)	Main activity
FA: Identity assurance	25	25	BPO & ICT
Innovation Fund Round 2	0	14	BPO & ICT
FA: Identity assurance service	200	200	BPO & ICT
Personal independence payment (PIP) assessment service	30	50	BPO & ICT
FA: Business start-up support services	1	13	BPO & ICT
FA: Data access, processing and analytics pan government framework.	15	45	BPO & ICT
Innovation Fund	0	30	BPO & ICT
Winter fuel payment helpline & claim processing service	2	4	BPO & ICT
Transforming labour market services	10	50	BPO & ICT

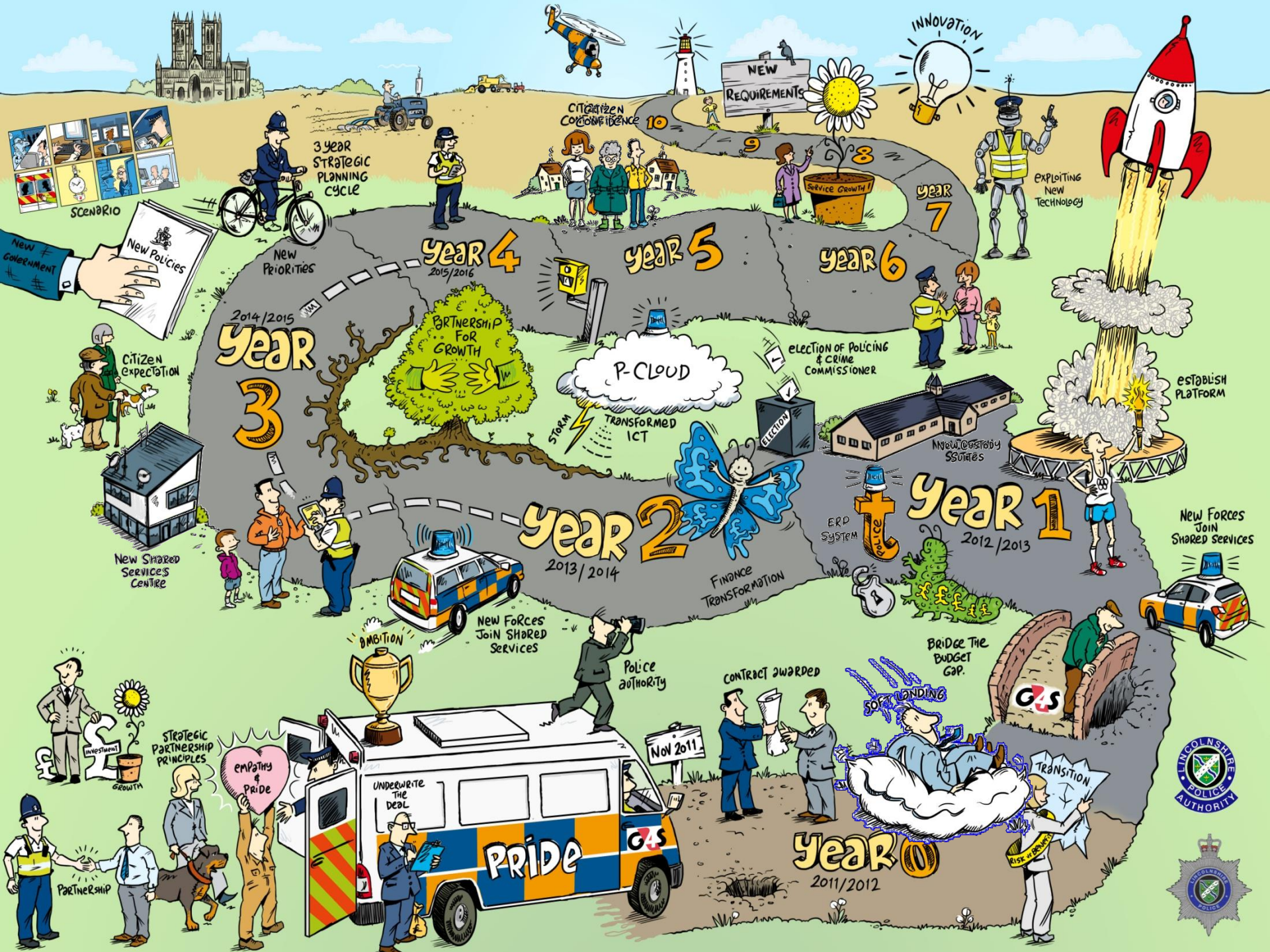
Case Study – Lincolnshire Police Framework

Departments in scope



18 functions making up 18% of the Forces budget





Police Outsourcing Pipeline for 2012

Force(s)	Description of opportunity	Contract Value p.a (£M)	Estimated TCV (£M)
Staffordshire (potential framework with TVP lead, including Hampshire, West Mercia & Warwickshire)	Custody Services	7	21
Framework Opportunity	An outsourced shared service provision for HR, Finance, Payroll Corporate Communications, ICT, estates, Fleet, Resource mngt, records mgt, & corporate services to include an ERP solution	55	550
Northumbria	Northumbria Police are considering outsourcing custody services through a soft market test process and a restricted OJEU notice for 2 - G4S/Reliance	3	15
West Midlands Police	2 x 60 cell custody centres.	22	22
PSNI	Scope provision of staffing for Security guarding, CDO's, Civilian CP drivers, CCTV monitoring, Station enquiry officers, Call handling + dispatch, Fine processing staff, Mobile speed camera staff, Transport coordinators, Internal post/courier. Bid submitted decision due July 2012	22	154
West Midlands & Surrey	Comprehensive range of BPO services across the whole remit of policing in both forces - all 43 forces in England & Wales are named on the framework (apart from Derbyshire who are philosophically opposed to outsourcing). Down select from PQQ recommendations will happen on the 18th May with ISOP then delayed to Sept. West Mids will hold industry engagement with the selected parties in June July 2012. Contract term 7+3	210	1470
Cumbria	1 x 20 cell custody centre	6	6
Total		325	2238

- Outsourcing benefits clear
 - Develops civilianisation of back/middle office functions releasing valuable warranted police officers back to the frontline
 - Financially compelling – savings of up to 20%
 - Transformation change in back office functions including ICT

Police Outsourcing

Services in scope

FRONT LINE

COMMUNITY BEAT MANAGERS
LOCAL POLICING UNITS
ARMED RESPONSE
COUNTER TERRORISM
PROFESSIONAL STANDARDS
NEIGHBOURHOOD POLICING
NEIGHBOURHOOD RESPONSE
ROADS POLICING
MAJOR/SERIOUS CRIME INTELLIGENCE
SPECIAL BRANCH
VOLUME CRIME
DOMESTIC ABUSE

MIDDLE OFFICE

CENTRAL TICKET OFFICE
FLEET
FORCE CONTROL ROOM
CRIMINAL JUSTICE UNIT
CUSTODY (INC FORENSIC MEDICAL)
CANINE SERVICES
SCIENTIFIC SUPPORT (INC CSI)
FIREARMS LICENCING
TOWN ENQUIRY OFFICERS
RESOURCE MANAGEMENT
COLLISIONS
CRIME MANAGEMENT UNIT
OTHER LICENCING

BACK OFFICE

HR (INC OCC HEALTH)
L&D
FINANCE
FM
STRATEGIC DEVELOPMENT
LEGAL SERVICES
CORPORATE COMMS
IMU
SUPPORT SERVICES
ICT
PA/ADMIN

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Black = G4S scope of services



G4S Government & Outsourcing Services

Other opportunities

Utility sector

- Opportunity in legacy meter reading market - £100m
- DECC DSP - £40m
Government opportunity
- Residential Smart Metering - £200m per opportunity
- Foundation Smart - £30m

Total pipeline - £800m

DWP

- Personal Independence Payments (PIP) - April 2013 - £100m
- Youth contract - £45m via Education Funding Agency
- Benefit fraud – investigations & data analytics

Total pipeline - £400m

G4S Government & Outsourcing Services

Summary & Outlook

- Excellent bid conversion over last 12 months
- All wins mobilised on time and right first time
- Potential opportunities from key commercial and Government sectors very significant:
 - Utilities (including DECC)
 - DWP
 - Police
 - HMRC
- Growing capability in key growth areas:
 - BPO
 - Solution design
 - ICT
 - Contact centres
- G4S well positioned with an strong track record of delivery

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Care & Justice Services

Richard Morris
Group Managing
Director



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Care & Justice Services

Overview

**Custodial & Detention
Services**

Children's Services

Electronic Monitoring

**Global Monitoring &
Technology Services**

Immigration Services

**Prisoner Escorting and
Court Custody**

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Major Contract Wins

Scottish Prisoner Escorting

- ACV £25m: TCV £250m over 10 years
- Prisoner escorting
- First major contract with Scottish Government

COMPASS

- ACV £30m: TCV £211m over 7 years
- Transport & accommodation of asylum seekers
- Two areas won
- Prime contractor model proved attractive

HMP Birmingham

- ACV £24m: TCV £360m over 15 years
- Significant saving over HMPS provision
- Start of a significant Government programme
- Smooth mobilisation allayed political concerns

HMP Oakwood

- ACV £18m: TCV £270m over 15 years
- Significant saving over HMPS provision
- Opened on 24 April



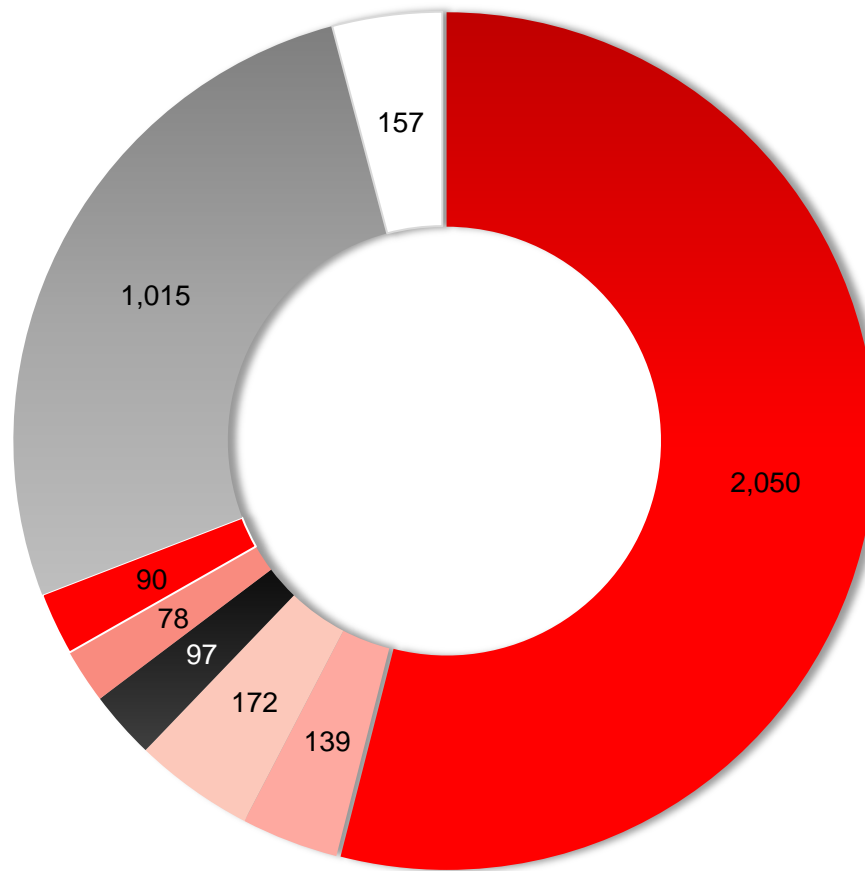
Market Overview

	Total Market 2010 - 2011	Outsourced Estimate
Justice	£9.4bn	£0.8bn
Immigration & Borders	£2.1bn	£0.3bn
Children's Services (non-custodial)	£8.0bn	>£1bn
Global EM	£0.2bn	£0.2bn

UK Market Overview

Outsourced or market tested - £m pa

Total market: £3.8bn
G4S market share = 8.4%



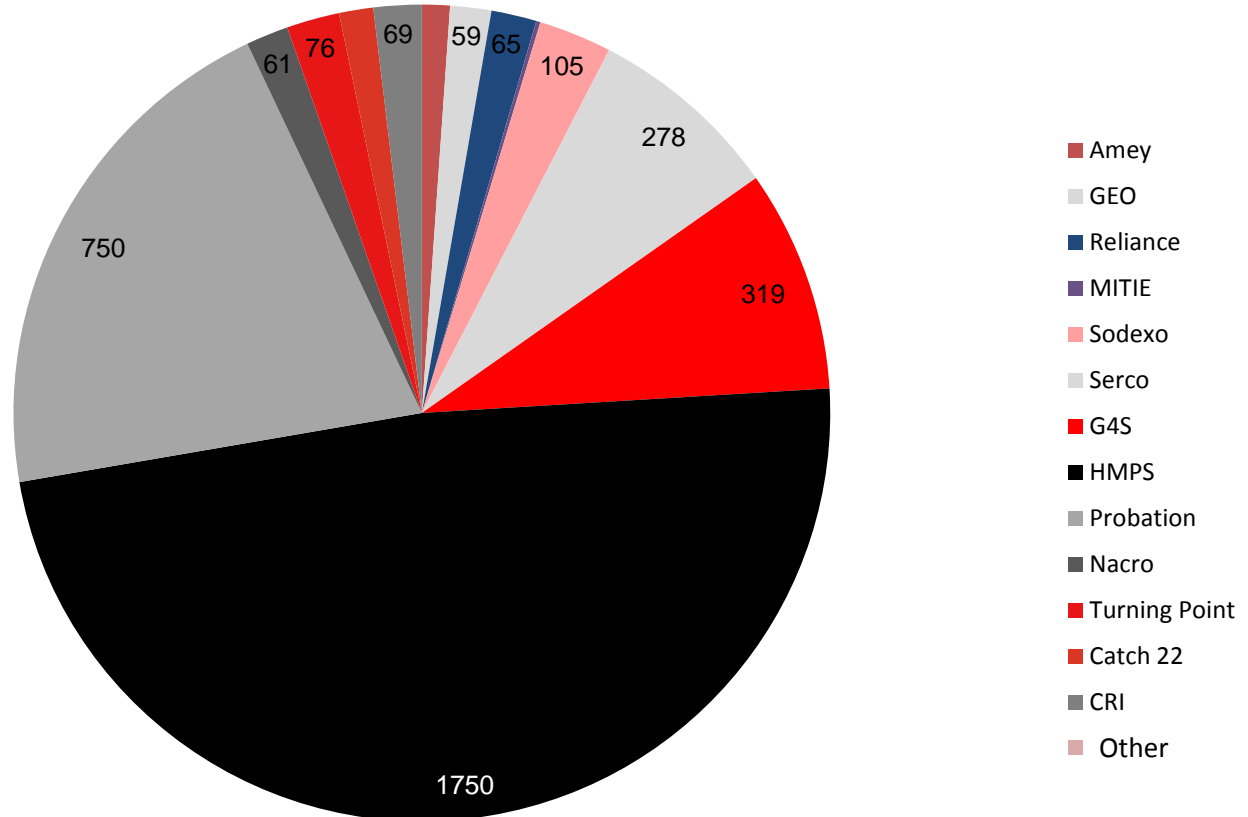
- Adult Prisons
- Youth Custody
- Secure Escorting and Court Custody
- Electronic Monitoring
- Immigration Detention
- Immigration Community / Casework
- Community Offender Services / Probation
- Global EM

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Market Overview by Provider

UK Outsourced Market - Turnover per Provider £m (incl. Public Sector)



Case Study – HMP Birmingham

Overview



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Case Study – HMP Birmingham

Overview

First operating prison to move from Public to Private Sector management

- 1,450 bed Category B ‘local’ prison
- Mixture of original Victorian buildings and a major expansion circa 10 years ago
- 739 employees reducing to 535
- TUPE: Cabinet Office ‘Fair deal’ on pensions applicable
- 15 year contract with potential 7 year extension
- £31 million pa operating budget
- Significant political and operational risks
- £140m savings to the taxpayer over 15 years

Case Study – HMP Birmingham

The Challenge

Winson Green prison to be run privately

Birmingham Post, April 27th 2009

‘The Prison Officers Association reacted with fury and threatened strike action to stop “privatisation” of the prison’

Prison officers to vote over

privatisation row BBC News 14 April 2011

Prison officers in England and Wales are to be balloted on industrial action over the privatisation of jails, the Prison Officers' Association has said.

Prisons are not for profit

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Troops on standby after Kenneth Clarke privatises Birmingham prison Guardian 31 March 2011

The military has been put on standby as the prison service braces itself for a day of industrial disruption over the first privatisation of an existing British jail. The Prison Officers' Association has instructed branches at prisons throughout Britain to hold lunchtime meetings to discuss their mandate to take industrial action in protest, despite a strike ban. More than 250 staff at Birmingham prison walked out when the decision was announced on Wednesday.

Birmingham Prison: 123 jobs could go

BBC News 1 July 2011



Case Study – HMP Birmingham

Progress to date

- Contract started 1 October 2011
- Employee relations effectively managed throughout transition
 - no industrial action
 - Focus on Prison Officers Association (POA)
 - Independent specialist facilitation
 - Significant employee engagement programme
- New G4S staffing model implemented in January 2012
- On-going implementation of improvements to the prison
 - Operating procedures
 - Prisoner ‘journey’
 - Technology
- Government recognition of transition success

Prison Outsourcing

Market Opportunity

- 139 prisons in England & Wales – only 10% currently outsourced
- 8 prisons out to competition in current round (7 public sector)
 - G4S can bid for 6 (including a cluster of 3)
 - 16 months from ITT to contract start
 - Contract awards expected October 2012
- Next tranche of 10 prisons expected to start November 2012
 - ACV of £12m for 15 years each – pipeline value of £1.8bn
- G4S well positioned for success
 - Highly experienced in UK market and deep client relationships
 - Strong track record of delivery
 - Compelling mix of innovation and improved value for money
- A further 109 prisons are in scope for 'market testing' – potential new contracts with a combined annual value of £1.5 - £2bn

G4S Care & Justice Services

Summary & Outlook

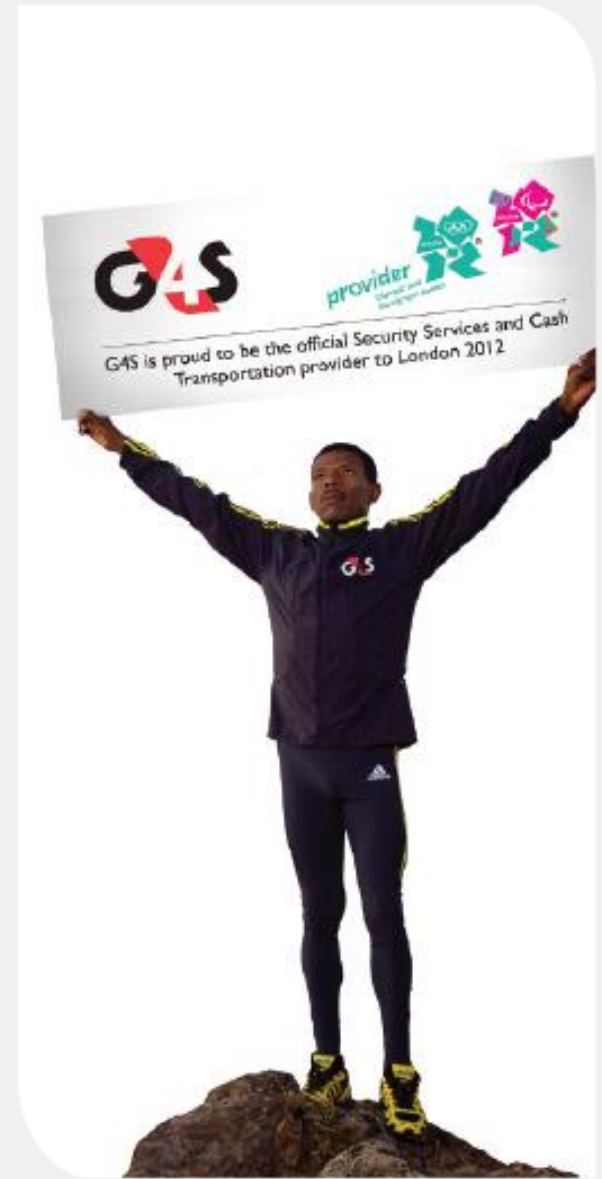
- Excellent pipeline conversion over last 12 months:
 - HMP Birmingham
 - HMP Oakwood
 - COMPASS
 - Scottish Prison Service
- Prospect of further outsourcing in key areas of Government remains strong :
 - Prisons
 - Probation
 - Courts
 - Immigration and Borders
- G4S well positioned with a strong track record of delivery:
 - Improved value for money for the customer
 - Innovation around delivery models
 - Potential synergy benefits with other G4S facilities
- Good progress with contract extension opportunities



London 2012 Olympic & Paralympic Games

Ian Horseman
Sewell

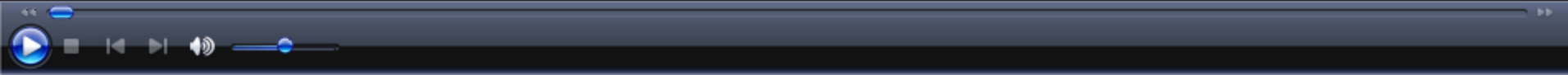
Managing Director
G4S Global Events



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Ready



London 2012 Olympic & Paralympic Games Facts

Olympic Games - 27 Jul - 12 Aug

- 26 sports, 39 disciplines
- 34 venues
- 8.8 million tickets
- 10,500 athletes
- 302 medal events
- 21,000 media and broadcasters
- 17 competition days (19 with Football)
- 3,000 technical officials
- 205 National Olympic Committees
- 7,500 team officials
- 5,000 anti-doping samples

Paralympic Games - 29 Aug – 9 Sep

- 20 sports, 21 disciplines
- 19 venues
- 2 million tickets
- 4,200 athletes
- 503 medal events
- 6,500 media and broadcasters
- 11 competition days
- 1,200 technical officials
- 170 National Paralympic Committees
- 2,300 team officials
- 1,250 anti-doping samples



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London 2012 Olympic & Paralympic Games

Facts

- 20 million spectator journeys in London
- 3 million on the busiest day
- 800,000 spectators will use public transport each day
- Over 1,000 different events around the UK as part of the London 2012 festivals
- 42 sport test events
- 21,000 accredited media
- Worldwide audience of 4 billion people



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Competition Venues

Olympics & Paralympics



Olympic Park

- Olympic Stadium
- Copper Box
- Aquatics Centre
- Basketball Arena
- BMX Track
- Eton Manor
- Riverbank Arena
- Velodrome
- Water Polo Arena
- IBC/MPC
- Olympic and Paralympic Village

London Venues

- Earls Court
- ExCel
- Greenwich Park
- Hampton Court Palace
- Horse Guards Parade
- Hyde Park
- Lord's Cricket Ground
- North Greenwich Arena
- The Mall
- The Royal Artillery Barracks
- Wembley Arena
- Wembley Stadium
- Wimbledon

Out of London Venues

- City of Coventry Stadium
- Eton Dorney
- Hadleigh Farm, Essex
- Hampden Park
- Lee Valley White Water Centre
- Millennium Stadium
- Old Trafford
- St James' Park
- Weymouth & Portland

G4S & London 2012

Project Scope & Progress



- **2008:**
 - **Client:** Olympic Delivery Authority (ODA)
 - **Scope:** Secure the Olympic Park during construction
- **2010:**
 - **Client:** London Organising Committee for the Olympic & Paralympic Games (LOCOG)
 - **Scope:** Framework agreement to find 2,000 security personnel, manage 10,000
- **2011:**
 - **Expanded Scope:** Find 10,400, then train, deploy and manage up to 23,700 personnel:
 - 10,400 G4S security personnel
 - 7,500 military personnel
 - 3,300 Bridging the Gap graduates who will be employed by G4S
 - Up to 2,500 volunteers
 - Project Management Organisation operational – ring-fenced from G4S' day-to-day operations
- **2012**
 - **Status:** Recruitment exercise well underway – over 104,000 interviews booked. Dedicated training centre in set up in East London – over 10,100 currently in training. Now also well into operational phase; 2,250 G4S employees providing security to LOCOG - surging to 3,700 for the most recent test events, which passed off smoothly

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London 2012 Olympic & Paralympic Games

Olympic Workforce

Venue	Personnel Category	Target Headcount	G4S Sub-Totals			
All	Licensed Security Personnel	8,960	9,695 G4S sourced recruits	12,995 new G4S employees	15,435 G4S trained personnel	Up to 24,935 G4S supported personnel
Olympic Park (from ODA contract)	Licensed Security Personnel	735				
All	License-Exempt Students	3,300				
Selected (As required)	Licensed Security Personnel	1,440				
Olympic Village	Licensed Security Personnel	1,000				
All	Military Personnel	7,500				
Where Present (e.g. Football Studio)	Incumbent, Licensed Security Personnel	Up to 2,000				
All	Volunteers	Up to 2,500				
TOTAL			Up to 27,435 paid & voluntary venue security personnel			

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London 2012 Olympic & Paralympic Games

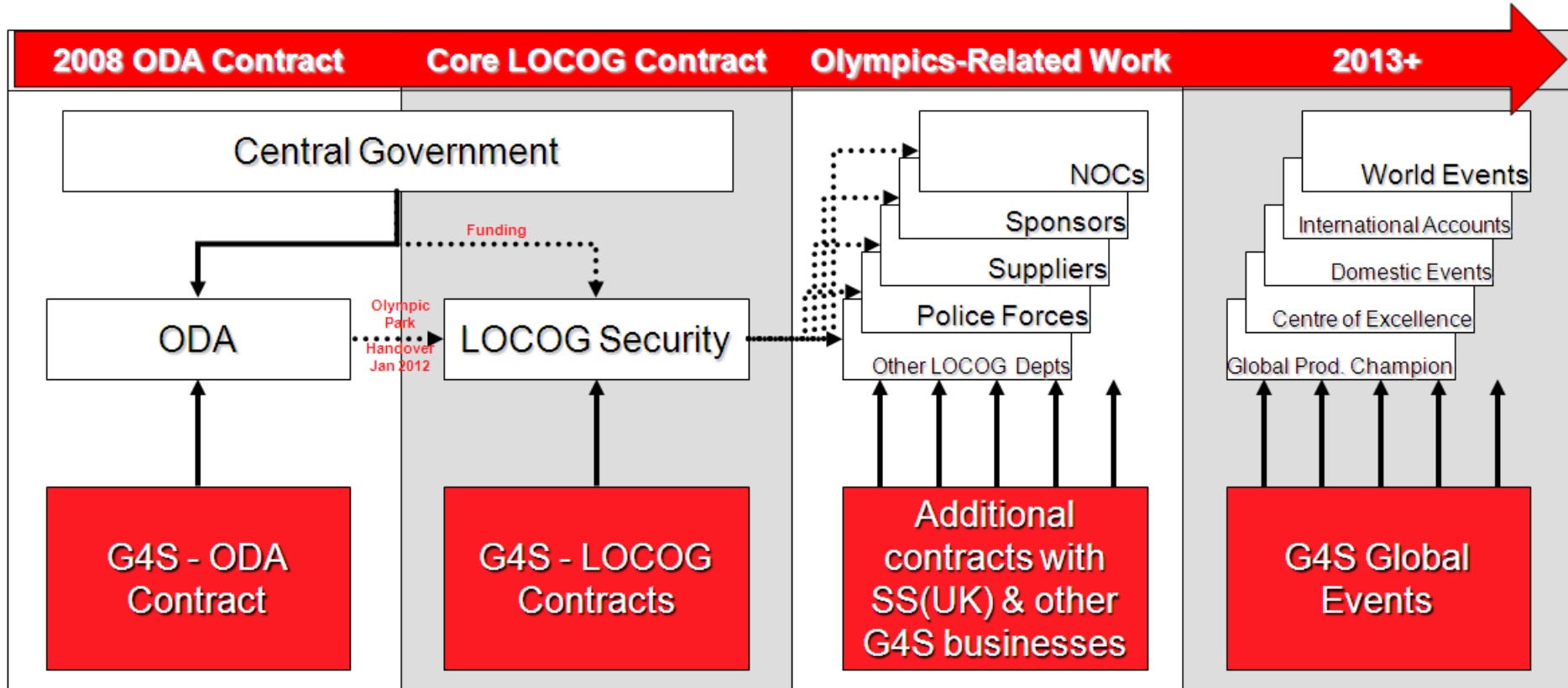
Games-time Role

- Official Security Services and Cash Transportation Provider to the London 2012 Olympic and Paralympic Games
- Working alongside the police, local authorities, military personnel, venue staff and LOCOG's volunteer workforce to provide a range of security solutions, including:
 - Person Search Areas
 - Materials Screening Facilities
 - Vehicle Search Areas
 - Asset Protection
 - Perimeter Security & Access Control
 - CCTV Operation and Venue Security Control Centres
 - Response Teams
 - Canine Search
 - Athlete Transport Security
 - Duty Security Managers
 - Operations Support



London 2012 & Beyond

Overview



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G4S Global Events

Target Market

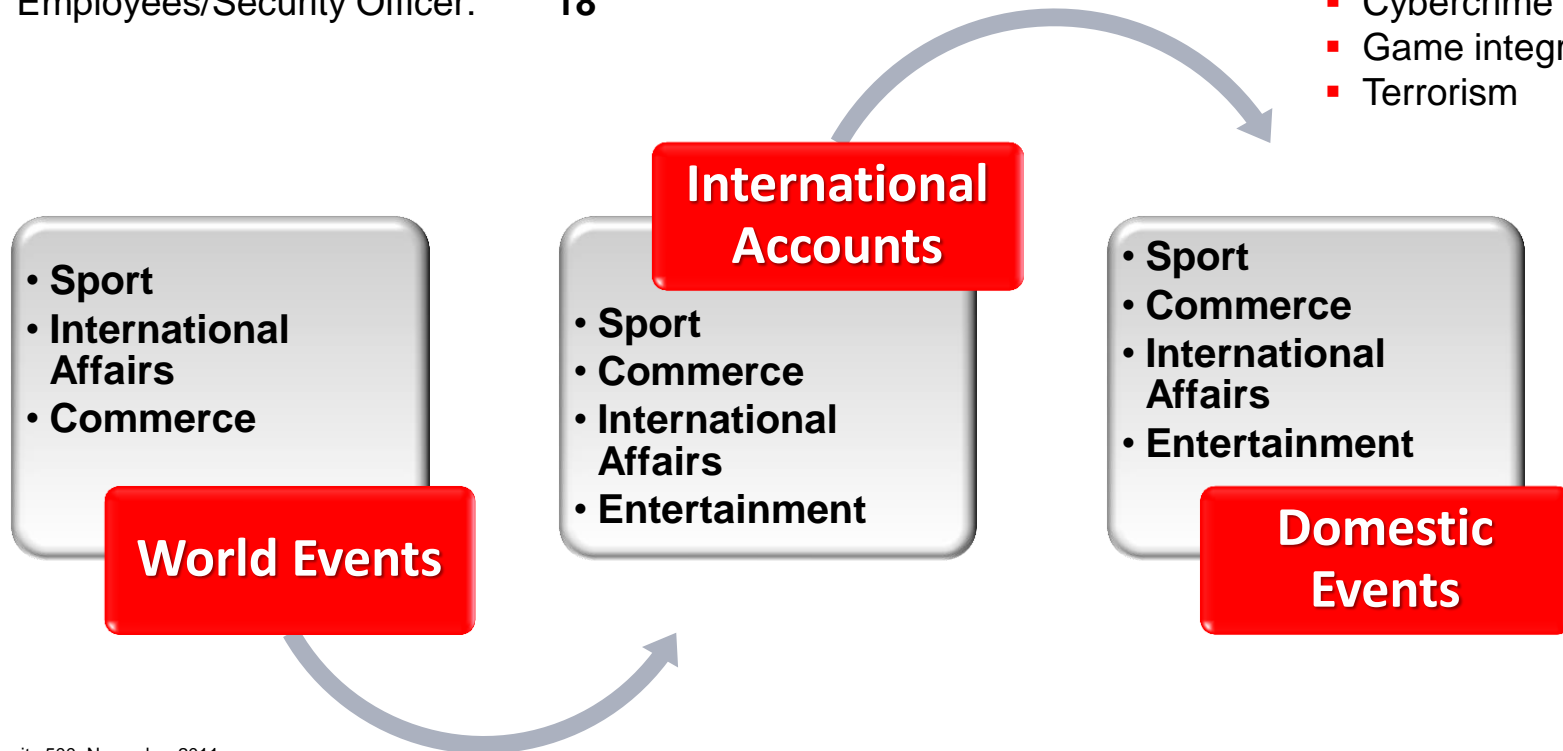


Security expenditure metrics for global events

- Security spending/employee: **\$12,651**
- Security spending/revenue: **4%**
- Employees/Security Officer: **18**

Critical issues

- Budget
- Crowd control
- Cybercrime
- Game integrity
- Terrorism



Source: Security 500, November 2011

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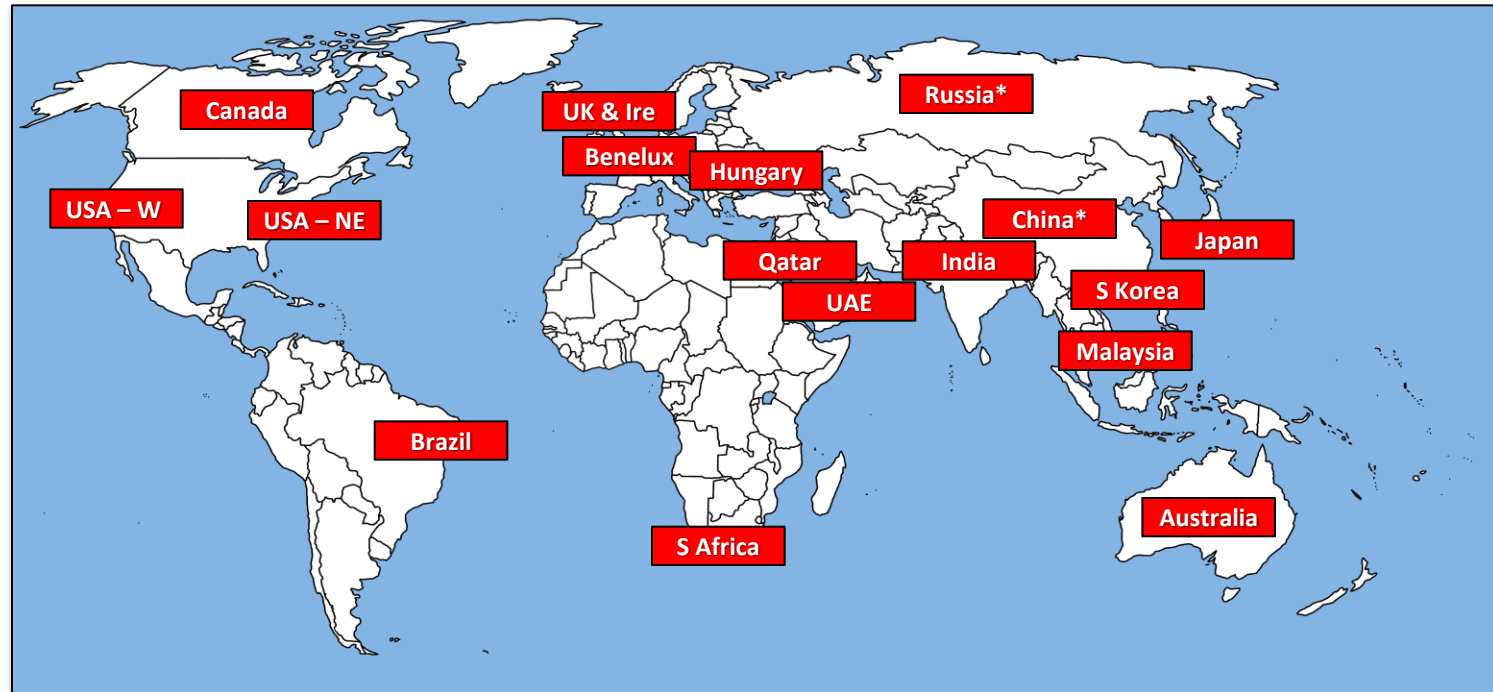
G4S Global Events

Market Opportunity



Summer Olympic & Paralympic Games (Rio 2016)
Winter Olympic & Paralympic Games (Sochi 2014)
Commonwealth Games (Glasgow 2014)
FIFA World Cup (Brazil 2014)
IRB Rugby World Cup (England 2015)

World Expo (Milan 2015)
Asian Games (Incheon 2014)
Pan-Am Games (Toronto 2015)
Pan-Arab Games (Lebanon 2015)
UEFA EURO Championships (Poland & Ukraine 2012)



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* Consulting



G4S Global Events

Market Opportunity



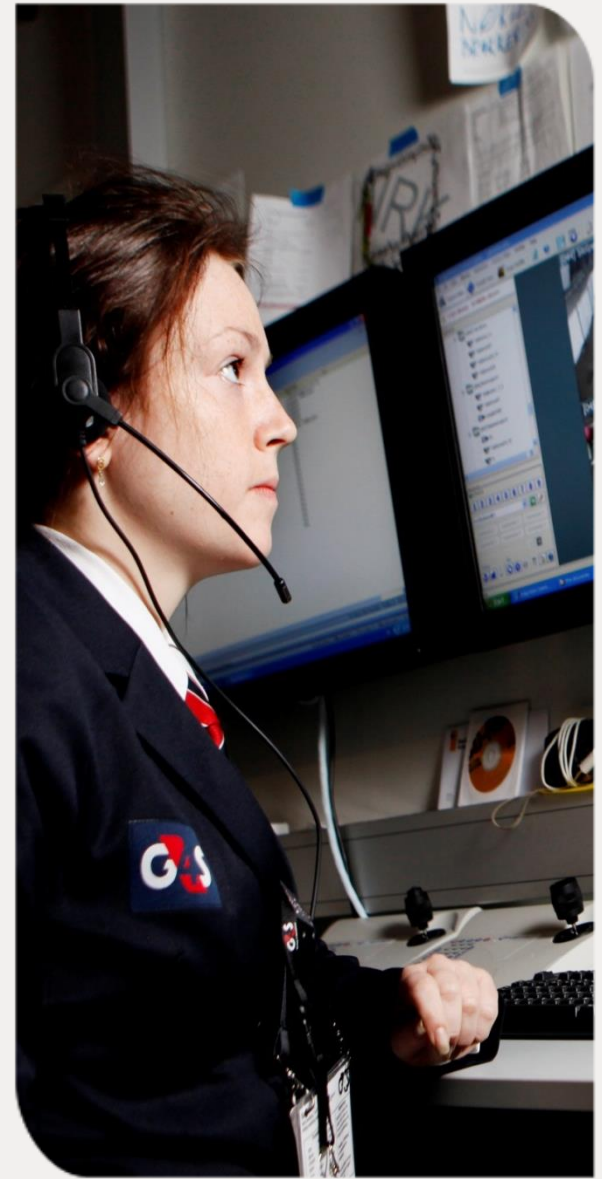
	Security Budget (\$m)	Security Personnel (Public & Private)
Sydney 2000 Summer Olympics	400	35,000
Athens 2004 Summer Olympics	1,500	70,000
Beijing 2008 Summer Olympics	6,500	Unknown
Vancouver 2010 Winter Olympics	826	15,000
London 2012 Summer Olympics	1,700	42,000
Brazil 2014 FIFA World Cup	2,800	tbc

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UK Summary



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G4S UK

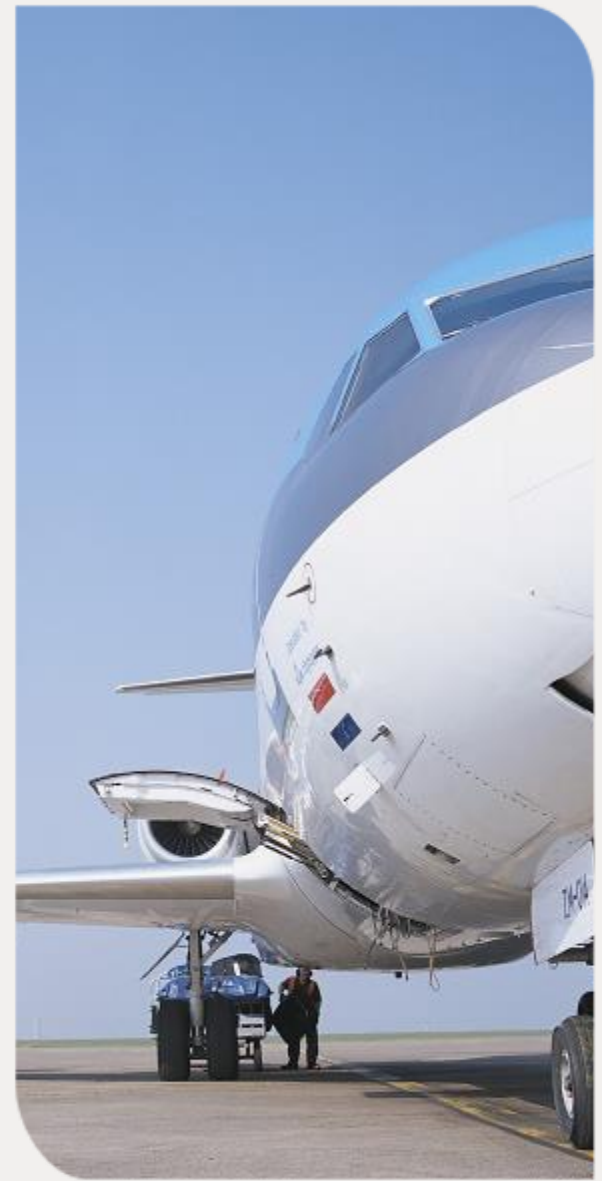
Summary

- Excellent recent UK Government wins – double digit growth in 2012
- UK Government pipeline remains strong - G4S well positioned with departments with strongest outsourcing programmes
- Security remains a major focus but FM increasing in importance
- High growth markets include:
 - UK Government
 - Utilities
 - FM
 - Africa
- Delivering a safe and secure Olympics is a major focus for 2012
- Good pipeline of acquisitions in key sectors
- Building a strong platform for 2013 growth
- Plan to replace profits generated from the Olympics in 2012 with additional business in 2013



Capital Markets Day

Q&A



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G4S Africa

Andy Baker
Regional President
G4S Africa



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G4S Africa

Macro-economic environment

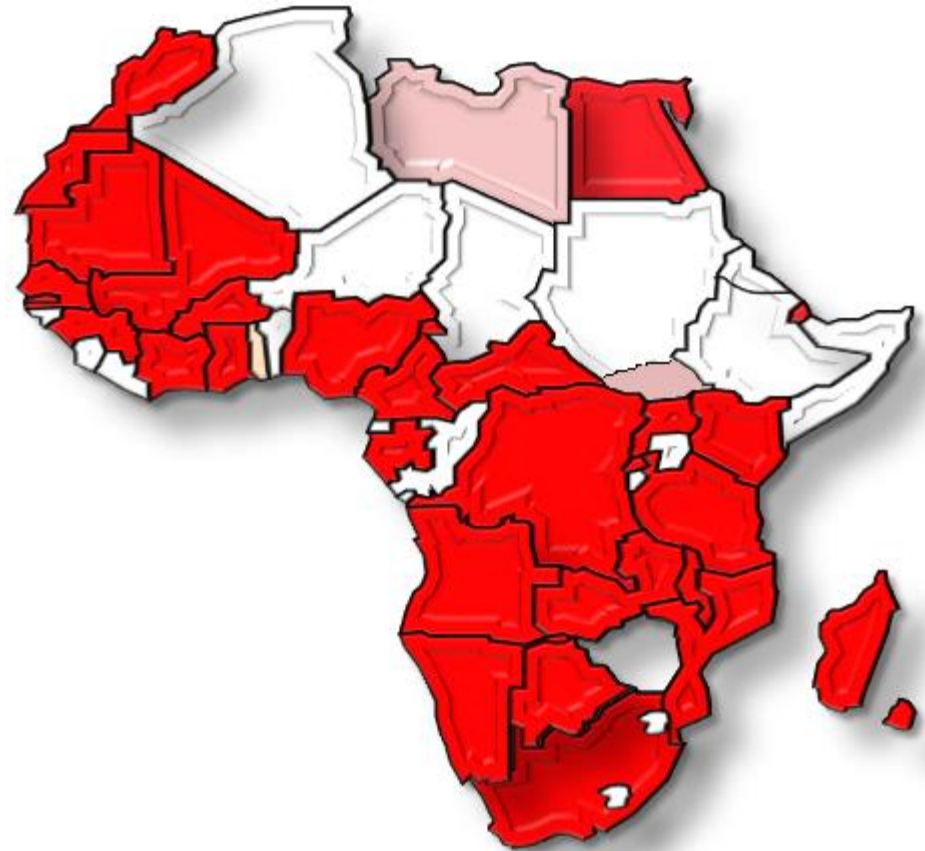
- Over the last decade, six of the world's 10 fastest growing economies were in Africa. This is forecast to continue.....
- Diversity across and within countries (Cultural, Economic, Political)
- Top 6 countries represent circa 70% of African GDP
 - South Africa
 - Egypt
 - Nigeria
 - Algeria
 - Morocco
 - Angola
- Significant Foreign Direct Investment (particularly from BRICS economies and around extractive industries)
- Multiple countries with nominal GDP growth > 10% / real GDP >6%
- Continent of opportunity
 - High Growth
 - Large population and increasing middle class
 - Complex & sensitive environments with high security requirements
 - Accelerating Foreign Direct Investment
 - Emerging markets

G4S in Africa

- Largest security solutions company on African continent
- £450m turnover in 2011
- Over 110,000 employees
- Largest private sector employer on African continent
- Present in 29 countries
- Over 40 years of service

Market leadership

- Largest security and cash solutions company in many countries
- Management of South Africa's first private sector prison
- Ordnance management services in Mozambique & Southern Sudan
- Anti-piracy services in Indian Ocean



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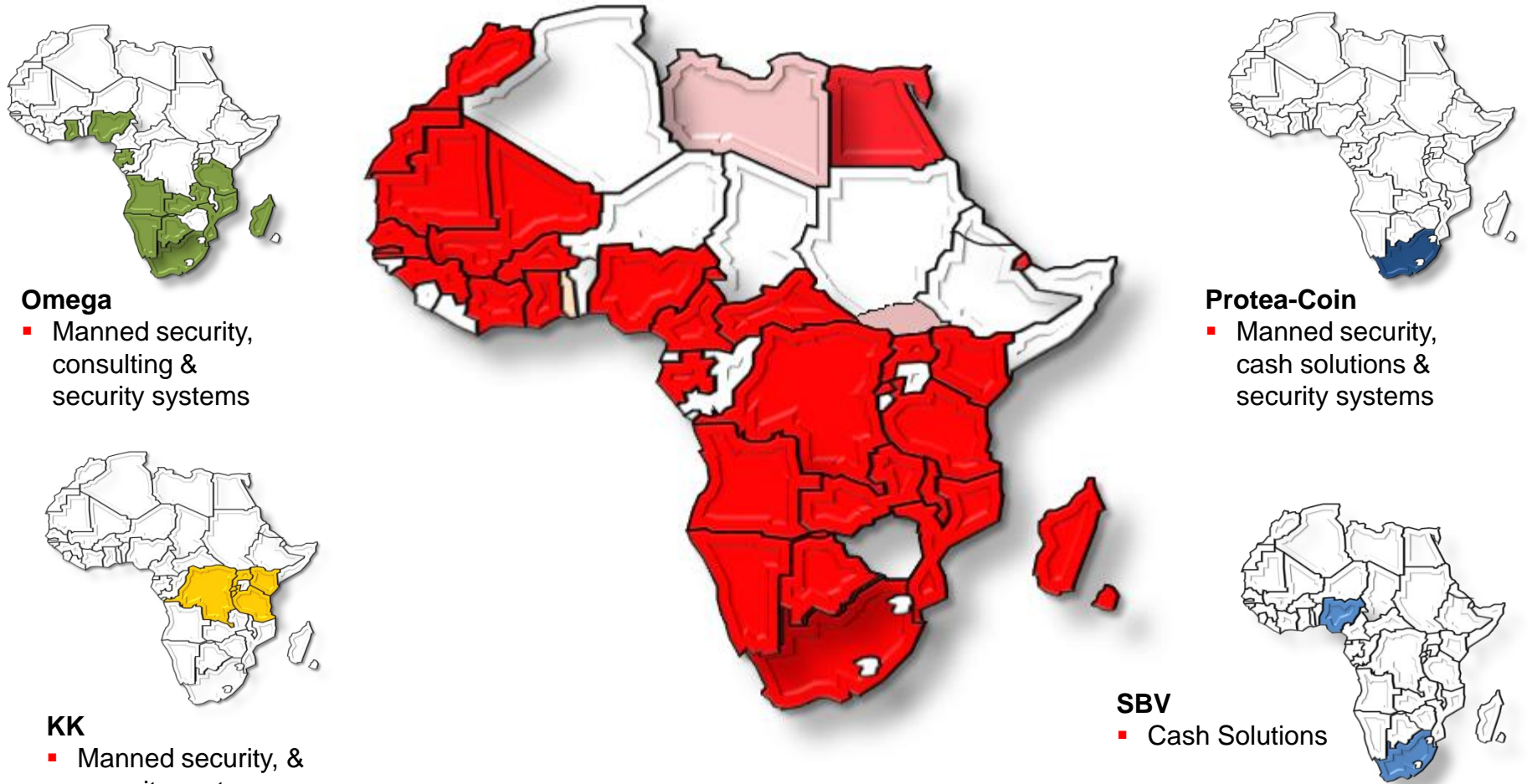
Full operation

Operation but no
country structure



G4S Africa

Competitor landscape



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G4S in Africa

Market Positions

Country	Service Line				
	Manned Security	Security Systems	Cash Solutions	Justice Services	Facilities Management
South Africa	2	10	2	1	N/A
Kenya	1	1	1	N/A	N/A
Morocco	1	2	2	N/A	5
Nigeria	5	N/A	N/A	N/A	N/A
Mozambique	1	2	1	N/A	N/A
DRC	1	2	2	N/A	1
Botswana	1	1	1	N/A	N/A
Cote D'Ivoire	1	2	N/A	N/A	N/A
Ghana	1	1	N/A	N/A	N/A

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G4S Africa

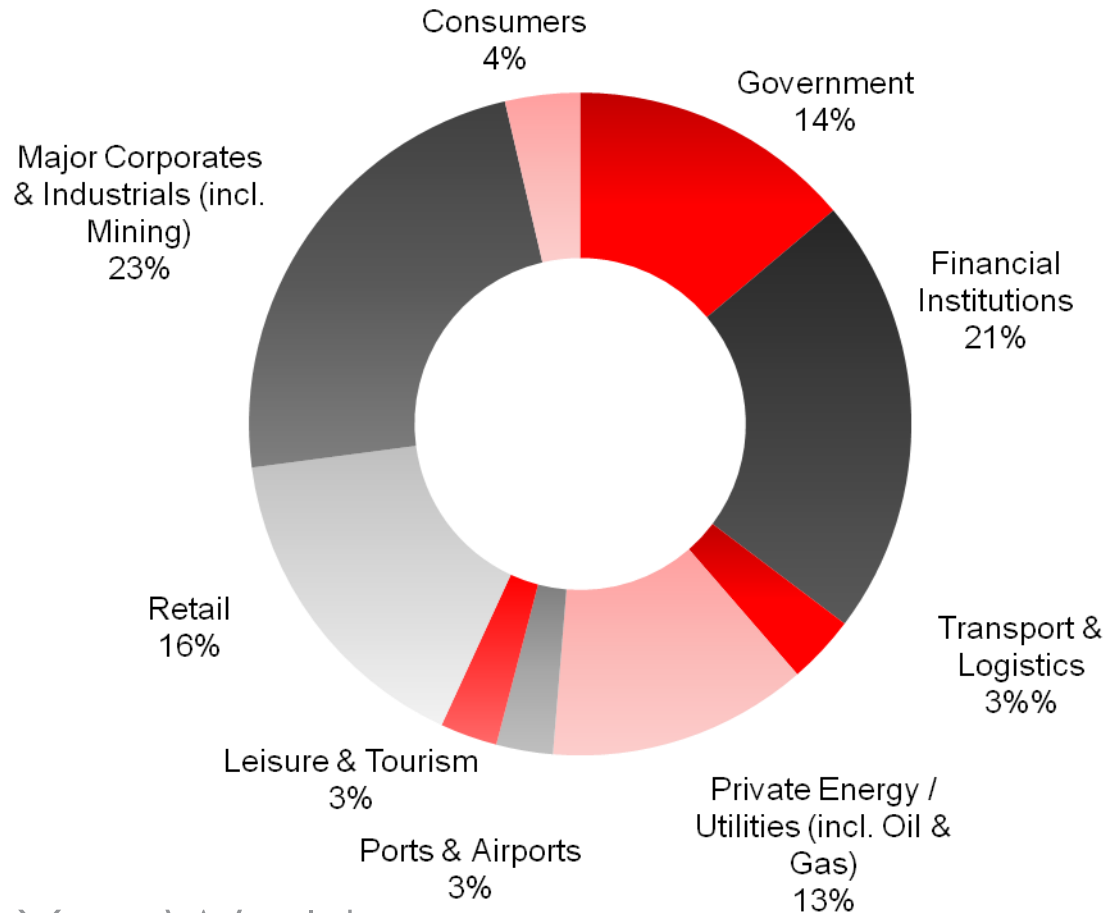
Prioritisation and categorisation of markets

Invest & Grow (Large)	Invest & Grow (Small)	Politically risky	Defend	Enter
Angola Kenya Morocco Mozambique Nigeria South Africa	Botswana Cameroon DRC Gabon Gambia Ghana Guinea Ivory Coast Mauritania Namibia Sierra Leone Tanzania Uganda Zambia	Mali	Lesotho Madagascar Malawi	Ethiopia Libya South Sudan Tunisia Zimbabwe (TBC)

G4S Africa

Customer Sectors

2011 Sector analysis by revenue



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G4S Africa

Sector Focus

Mining

- Over 700 mines in Africa including ~250 gold mines
- Gold price has risen year on year for past 10 yrs
- Mine development gathering pace

- Currently operate at ~70 mines across Africa
- Mining is a key market for Skycom
- Good experience & ability to provide total remote site support and Pan Africa coverage

Oil & Gas

- Produces ~ 12.5% of global oil, over 1m bpd.
- 4 countries in top 20 global producers, 17 in top 100

- Revenues in 2011 of US\$61m from oil & gas
- Lead with consultancy and offer portfolio of services - focus on Pan Africa deals with oil majors

Telecoms

- Over 200,000 towers in Africa
- Market penetration still under 50%

- Tower/site leasing and sharing is driving outsourcing of site support
- G4S footprint and capabilities drives competitiveness

G4S Africa

Sector Focus

Transport

- 15 major sea ports
- >50 international air ports in Africa

- Currently operate at 2 ports & major airports in SA
- Protectionist CNI sector operated mainly by States
- Progressing with port concessionaires via Adesta

Diplomatic

- US 43 / UK 41 / EU 47 Embassies/High Commissions
- UK & EU sourcing on a global basis

- Supporting 15 US/7 UK/2 EU missions and on EU global framework
- Ability to service pan Africa gives competitive advantage

G4S Africa

Sector Focus

Financial Institutions

- Global banks (e.g. Barclays, Citi Group, Soc Gen)
- Major insurance companies (e.g. Old Mutual)
- Rapid growth and expansion of national banks (e.g. Nigeria)
- Pan-African Banks increasing footprint (e.g. Stanbic, Eco Bank)

- Supports cash cycle across Africa with CIT/Processing
- Able to assist Governments & Central Banks with pre-issue consultancy through SMI, and post-issue services
- Well positioned to provide Pan-African services to major banks through both Secure and Cash Solutions

International Accounts

- Major international customers not supported in Africa

- IBM, HP and Diageo illustrate the potential to exploit untapped pan Africa opportunities

G4S Africa

Bidding Pipeline

Country	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
South Africa	Financial Institution	Cash Outsourcing	Q1 2013	Q3 2013	£40m
Nigeria	Oil & Gas	Security & Facilities Management	Q4 2012	Q1 2013	£20m
South Africa	Financial Institution	Cash In Transit	Q3 2012	Q4 2013	£10m
Guinea	Mining Exploration	Manned security	Q4 2012	Q1 2013	£9m
Uganda	Diplomatic	Manned Security	Q3 2012	Q4 2012	£3m
Nigeria	Energy	JM	Q2 2012	Q3 2012	£2.8m
South Africa	Financial Institution	Cash Solutions	Q3 2012	Q3 2012	£2.5m
South Africa	Local Government	Manned Security	Q3 2012	Q3 2012	£2.5m
Cameroon	Energy	Manned Security	Q2 2012	Q3 2012	£2.5m

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G4S Africa

Bidding Pipeline

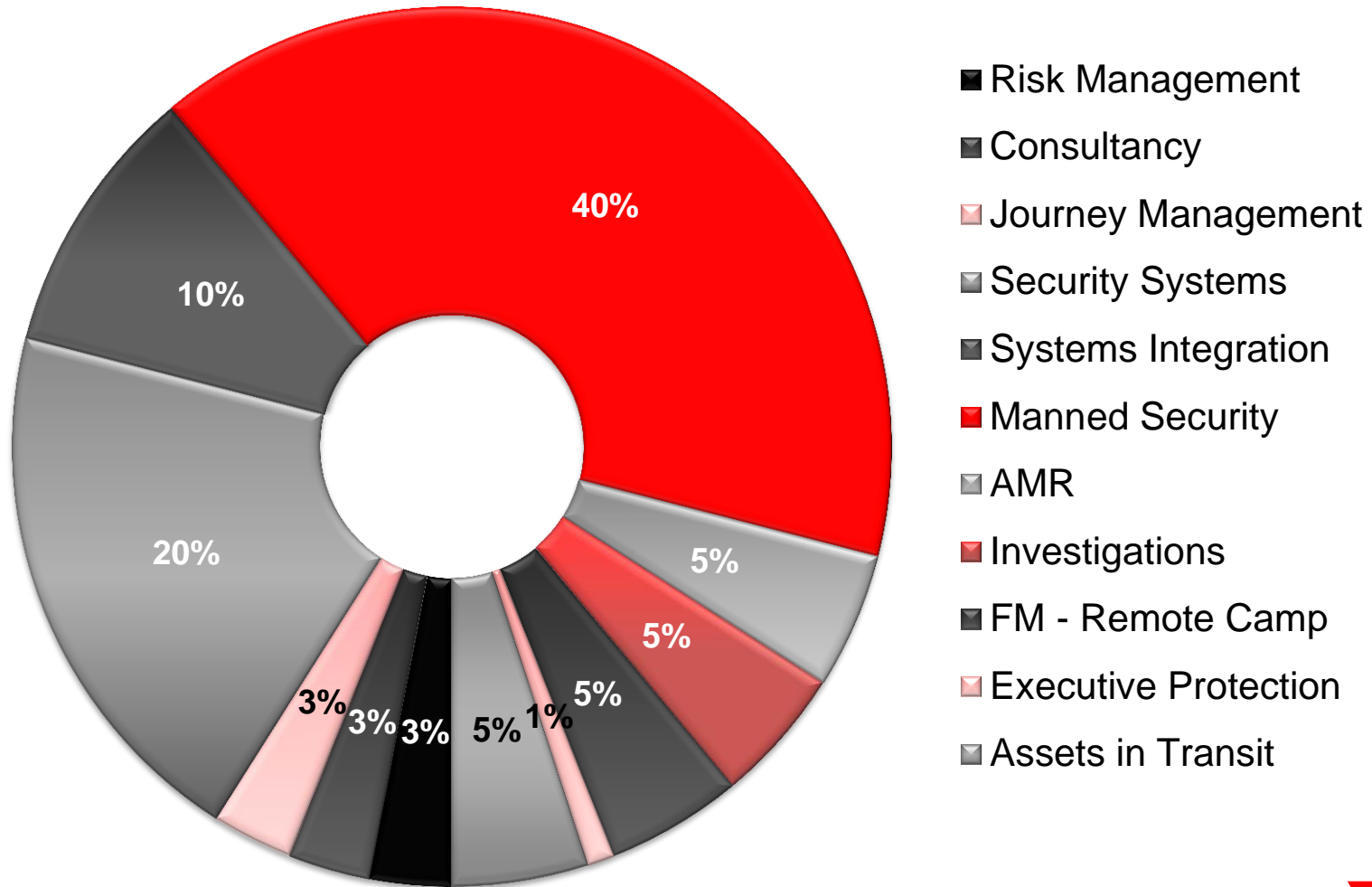
Country	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
Nigeria	Oil & Gas	Security & Facilities Management	Jul 2012	Sep 2012	£3.2m
South Africa	Retail	Cash Outsourcing	Nov 2012	Mar 2013	£1.6m
Namibia	Government	Manned Security	Aug 2012	Sep 2012	£0.8m
Kenya	Oil & Gas	Life Cycle Security	TBC	Q4 2012	£25m
Morocco	Energy & Utilities	Manned Security	Sep 2012	Jan 2013	£1.7m
Mozambique	Oil & Gas	Manned & Systems	TBC	TBC	£30m
DRC	Telecoms	Manned Security & Systems	TBC	TBC	£5m
Ghana	Mining	Manned Security	TBC	Aug 2012	£3m

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G4S Africa

Extractive industry case study



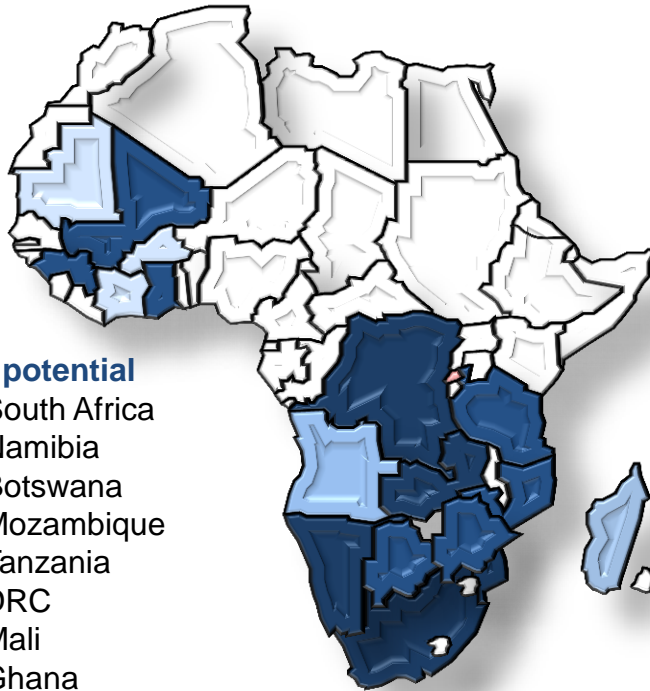
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G4S Africa

Extractive industry potential

Mining



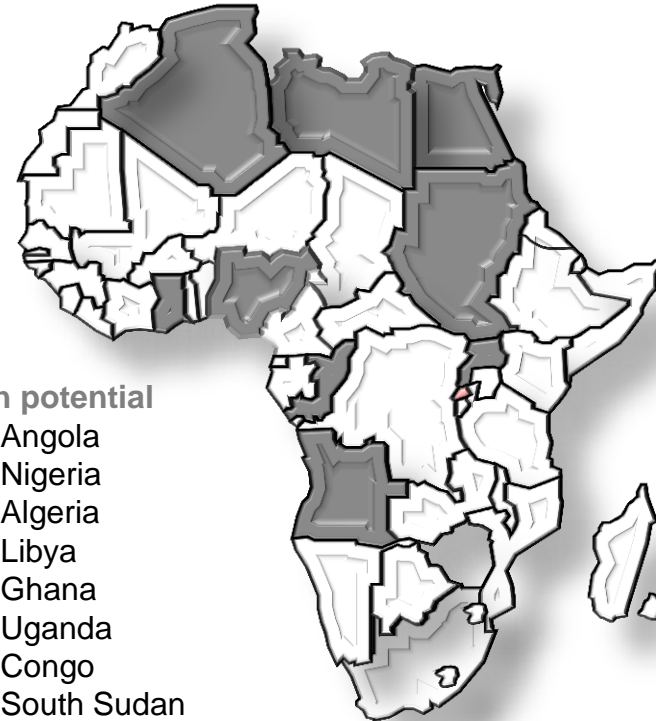
High potential

- South Africa
- Namibia
- Botswana
- Mozambique
- Tanzania
- DRC
- Mali
- Ghana
- Guinea
- Zimbabwe
- Zambia

Good potential

- Angola
- Ivory Coast
- Burkina
- Mauritania
- Madagascar

Oil & Gas



High potential

- Angola
- Nigeria
- Algeria
- Libya
- Ghana
- Uganda
- Congo
- South Sudan

Good potential

- Mozambique
- Kenya
- Gabon
- Cameroon
- Ivory Coast
- Liberia
- Mauritania

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G4S Africa

Summary & Outlook

- Focus on prioritised territories – driven by G4S scale and market opportunity
- Drive outsourcing across African country markets
 - Leverage the scale of our pan-African footprint with international companies
 - Embed security design consulting and technology to deliver end-to-end life cycle security solutions to clients
 - Evaluate opportunities to expand into adjacent support services
 - Traditional FM
 - Remote Camp FM
 - Offshore Support Services
- Focus on sectors where security and safety are key
 - Mining
 - Oil & Gas
 - Telecoms
- Develop long-term partnerships with large customers
- Transfer expertise from more developed markets into more developing markets
 - Leverage UK & SA bidding experience and expertise to win the largest bids across Africa
 - Leveraging global sector heads to augment sector specialism and experience
- Effect multiple acquisitions to accelerate organic growth potential

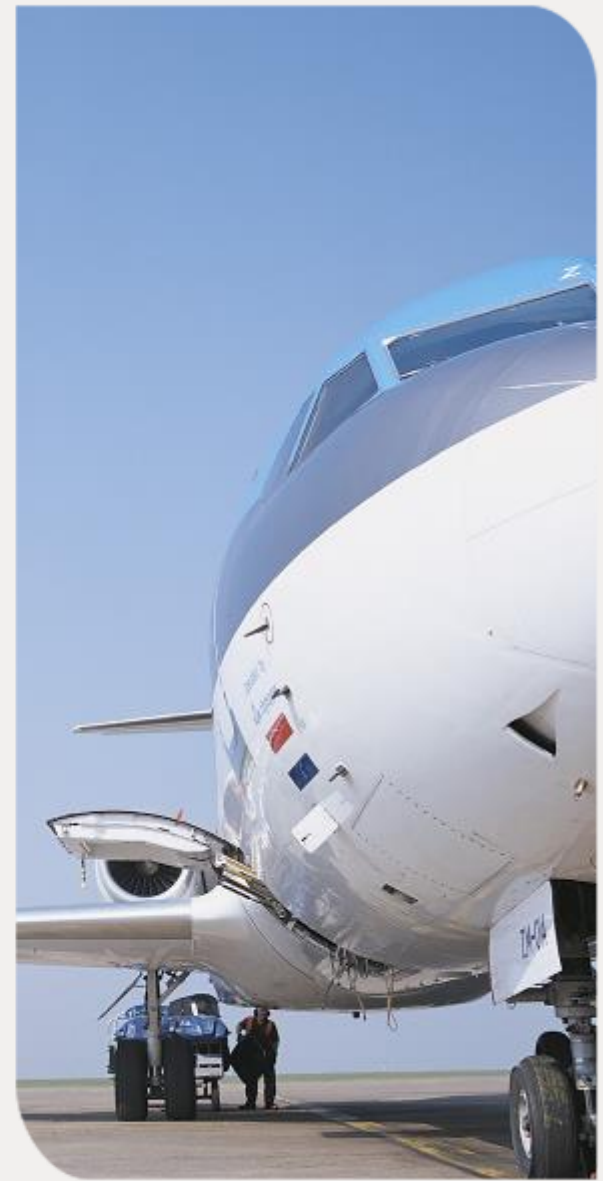
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G4S Americas

Grahame Gibson
Group COO &
Regional CEO
Americas



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Agenda

1. Market Overview
2. G4S Performance
3. Differentiating G4S
4. Brazil Market Opportunity
5. G4S in Brazil
6. Summary & Conclusion



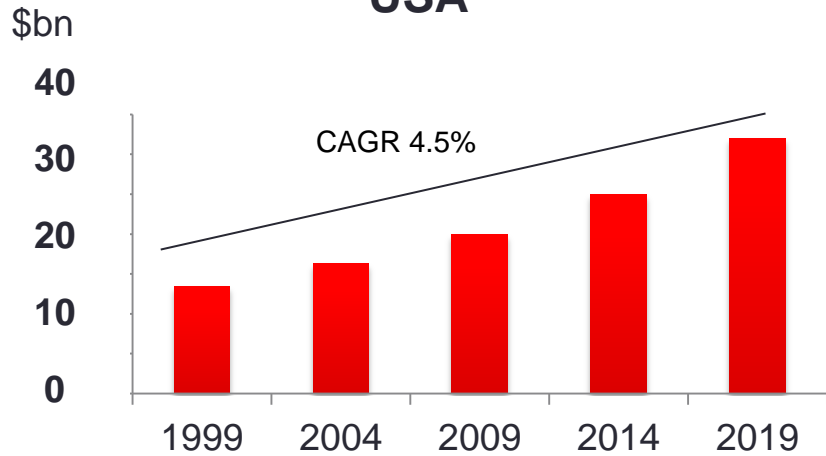
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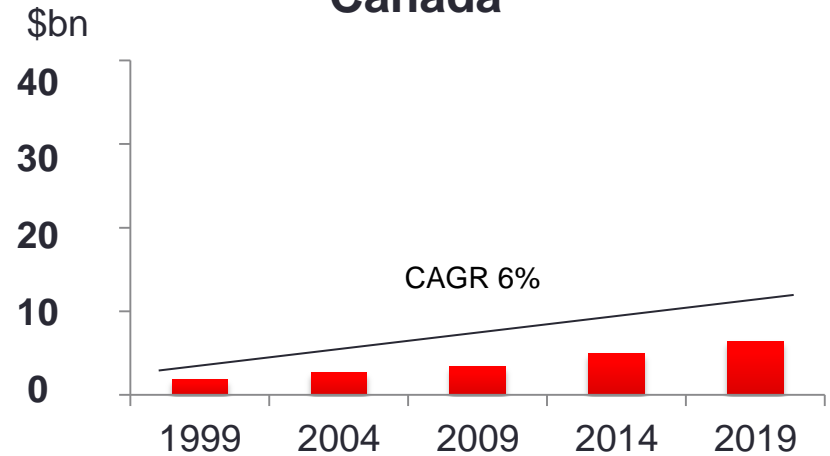
Americas

Security Market Trends - \$m

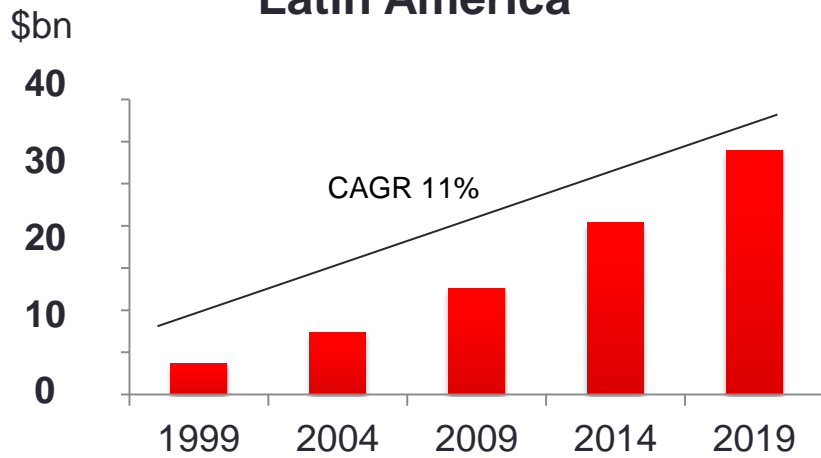
USA



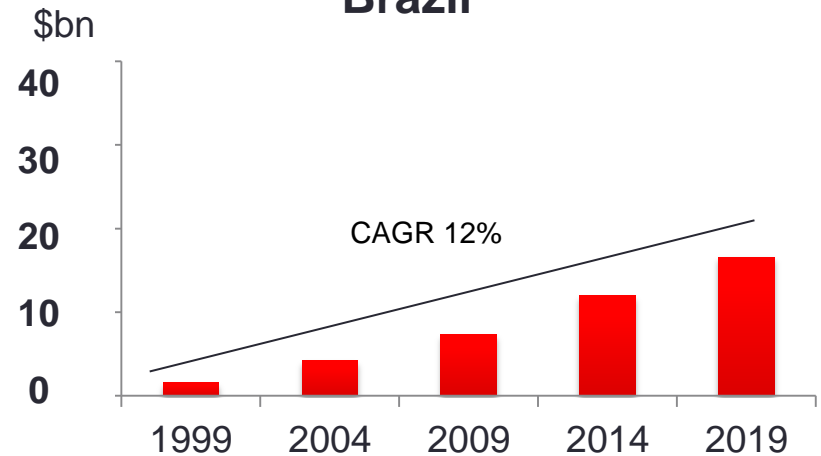
Canada



Latin America



Brazil



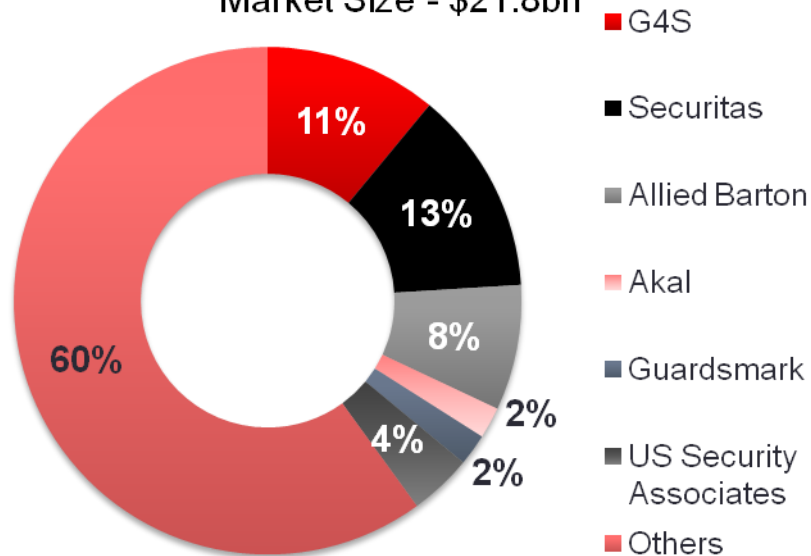
G4S Americas

Market Shares

Primary commercial markets remain highly fragmented

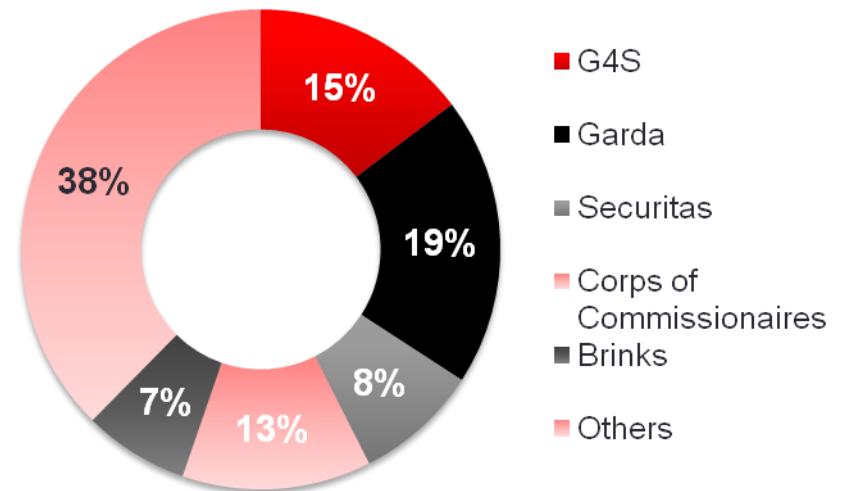
USA Commercial

Market Size - \$21.8bn



Canada

Market Size - \$3.1bn



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Source: Freedonia, Company accounts & G4S Estimates

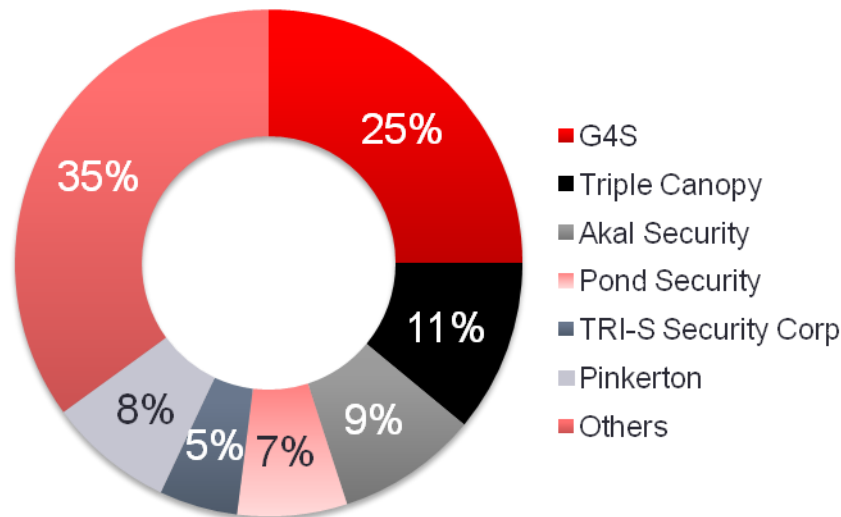


G4S Americas

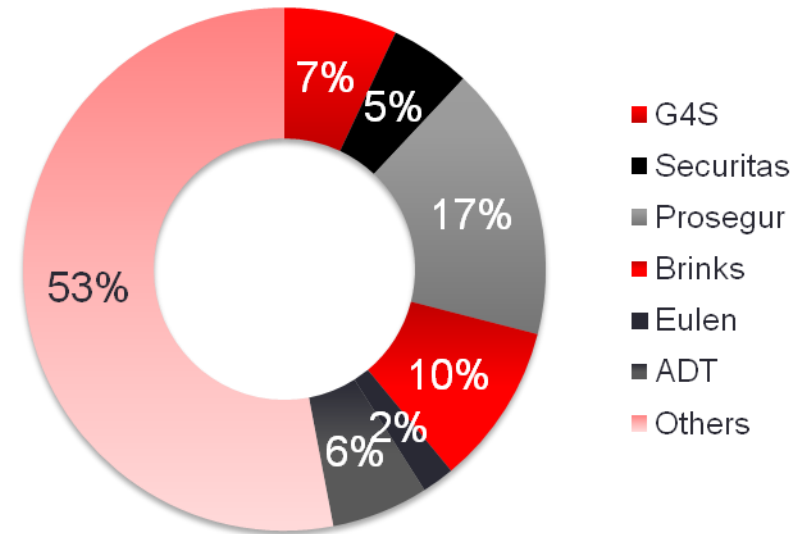
Market Shares

Primary commercial markets remain highly fragmented

**US Government
Manned Security**
Market Size - \$3.3bn



Latin America
Market Size - \$16.7bn



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G4S Americas

Market Positions

Country	Service Line				
	Manned Security	Security Systems	Cash Solutions	Justice Services	Facilities Management
US	2	10	N/A	2*	tbd**
Canada	2	N/A	2	N/A	N/A
Argentina	3	3	N/A	N/A	N/A
Colombia	3	4	3	N/A	N/A
Chile	1	8	N/A	N/A	N/A
Brazil	N/A	5	N/A	N/A	10

*Juvenile Justice sector. Law enforcement augmentation too fragmented to assess.

**In FY2011, 41 Federal agencies spent \$24.6bn, a 7.3% increase over prior year, and nearly 8x more than Govt security spend

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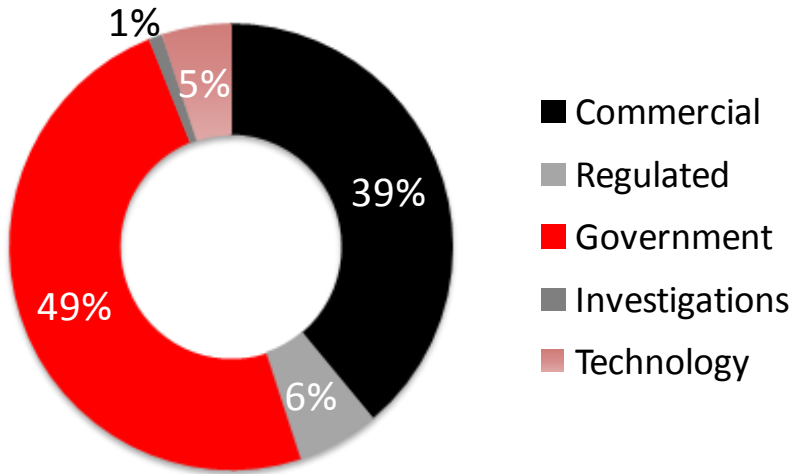


G4S Americas

Service and Sector Mix

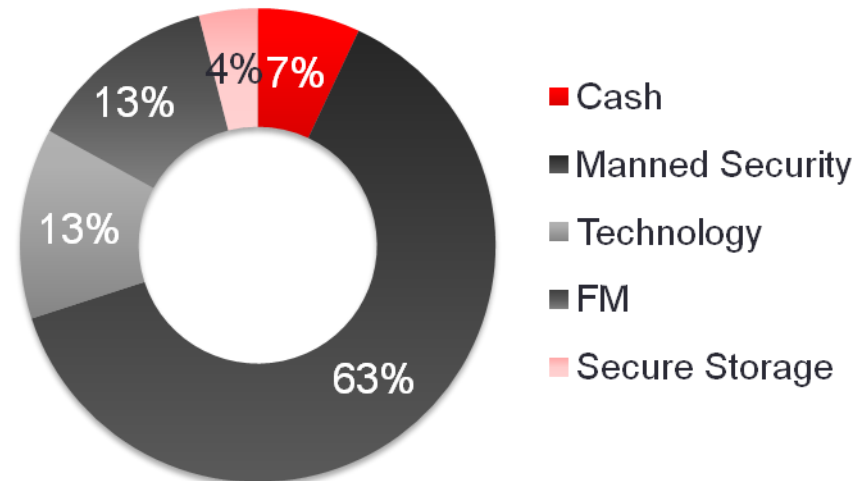
North America

Total revenue: £1.76bn



Latin America

Total revenue: £485m



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G4S Americas

Large contract implementation capabilities

- CATSA
 - Successfully transitioned more than 1,600 employees and new process implementation in less than 90 days
- Major Automotive Company
 - Successfully transitioned 1,600 employees in 80 locations across the USA in less than 90 days
- Bank of America
 - Implemented additional security and technology to protect bank assets and employees from increased threat of Occupy movement



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G4S Americas

Successfully integrating acquired businesses

- Leveraging acquired and integrated business
 - Building pipeline of solution oriented prospects
 - Delivered new or grown/retained contracts through integrated sales approach
- Sample customers



Callaghan Bisset Services, Inc.



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US Government Prospects

Spend reduction trends

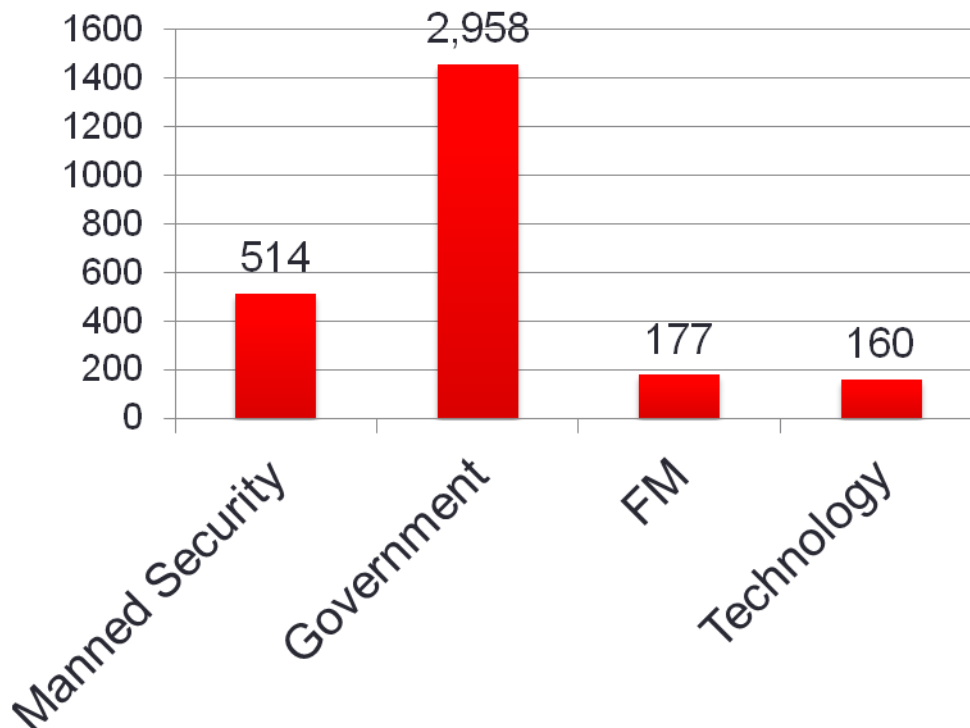
Opportunity for Integrated Facilities Services (IFS)

- Budgeted spend on protection expected to reduce by nearly 10% by 2017
- Reductions in project scope and post 9/11, post-conflict reconstruction projects
- Significant increases in small/minority business preference
- Enlarged scope for outsourcing opportunity combining security and FM
 - Base Operations Support programs in USA and internationally
 - Awards during 2007-2011 were \$61.67bn TCV
 - Gov't spending increasing at c. 7.3% p.a.
- Increased scope and potential in aviation security screening
 - 16 airports have opted out already
 - Market potential estimated at c. \$2.5bn

G4S Americas

Growth opportunities (annual contract value)

\$m – major opportunities



- Size of long-term Government opportunity significantly outweighs commercial opportunities but hugely price-sensitive, competitive and subject to delay. Appropriation trends favoring disadvantaged businesses.
- 98% of sizeable manned security opportunities in North America
- FM pipeline noted is Brazil
- Technology opportunity limited by shorter contract lengths

RISK360

Organic Growth Driver

- Incident capture and case management software
- Crosses functional boundaries ... supporting
 - Risk
 - HR
 - Health & Safety
 - Legal
 - Security
 - Facilities
 - Finance
 - Corporate Communications
- Differentiators
 - Ease of use
 - Functionality
 - Flexibility
 - Affordability
 - RISK360 mobile

Early Adopters



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G4S Americas

Organic Growth Driver - Sector Focus

North America

Oil & Gas

Chemical/Petrochem

Healthcare

Higher Education

Financial Institutions

Government

Latin America

Mining

Oil & Gas

Financial Institutions

Retail

Major Corporates & Industrial

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G4S Americas

Bidding Pipeline

Country	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
USA	Government	Manned Security	Jun 2012	Sep 2012	£120m
USA	Government	IFS	Jul 2012	Oct 2012	£40m
USA	Aviation	Screening	Oct 2012	Jan 2013	£30m
USA	Government	Manned Security	Sep 2012	Dec 2012	£40m
USA	Government	Technology	Aug 2012	Sep 2012	£40m
USA	Government	Technology	Aug 2012	Sep 2012	£40m
USA	Government	IFS	Jun 2012	Dec 2012	£20m
USA	Regulated	Security	Jun 2012	Sep 2012	£60m
USA	Commercial	Manned Security	Jul 2012	Sep 2012	£30m
Argentina	Government	Manned Security	July 2012	Aug 2012	£30m

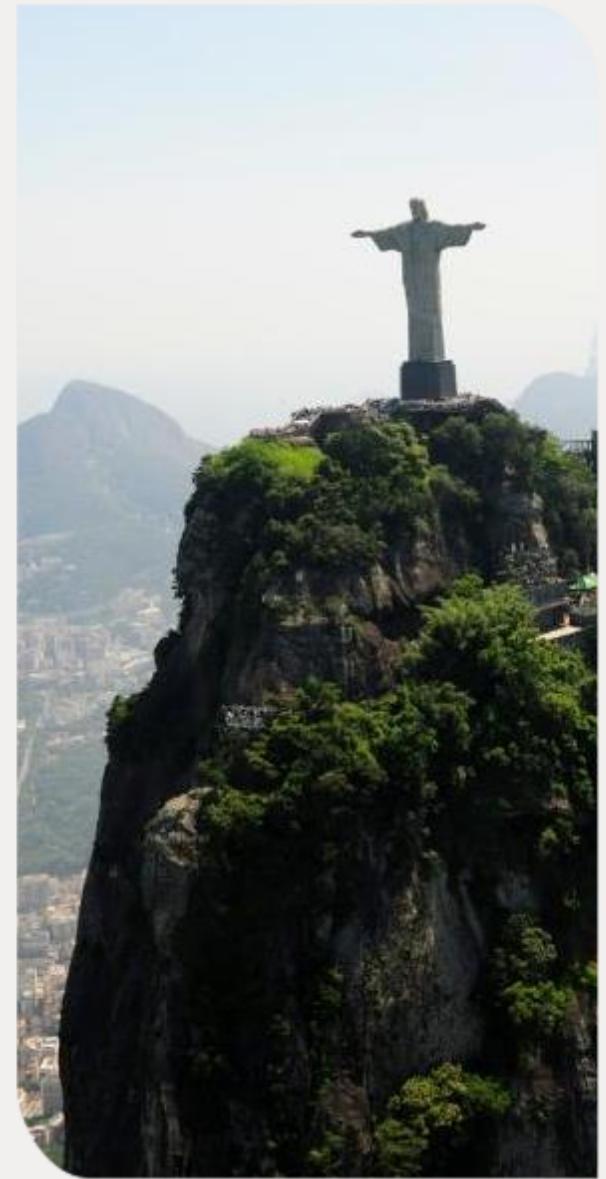
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**Entering the
largest Latin
American
Market**

Brazil



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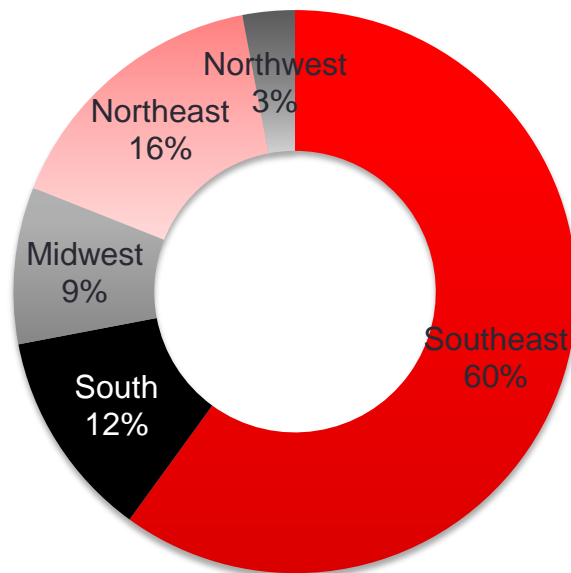


Brazil

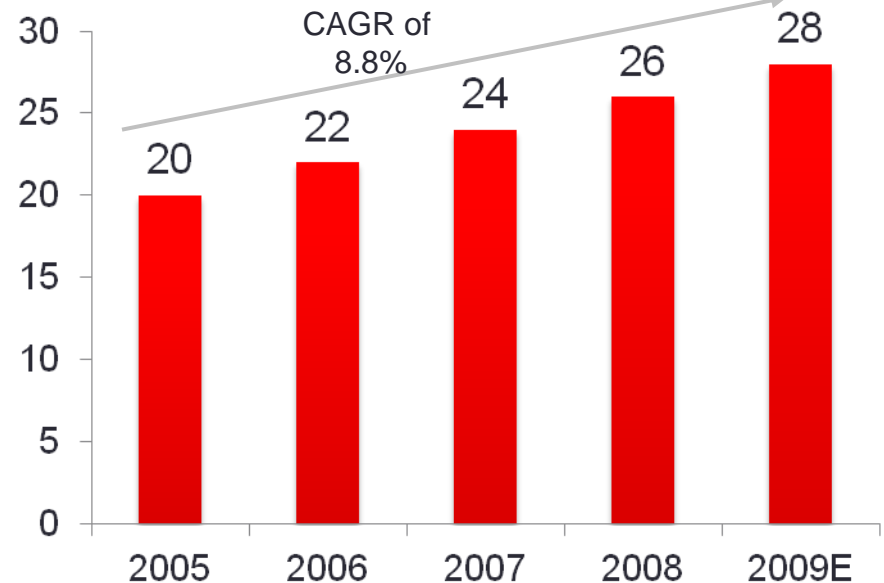
Facilities Services Market

Large and growing market: Brazil's facilities services market accounts for about 5-6% of the world facilities services

Brazil Facilities Management Services Market Breakdown by Region (2008)



2000-2005 Brazil Facilities Management Services Market Evolution (in R\$ billion)



Brazil accounts for 5.6% of the world facilities management services market

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Source: Site Abralimp and Revista Febrac

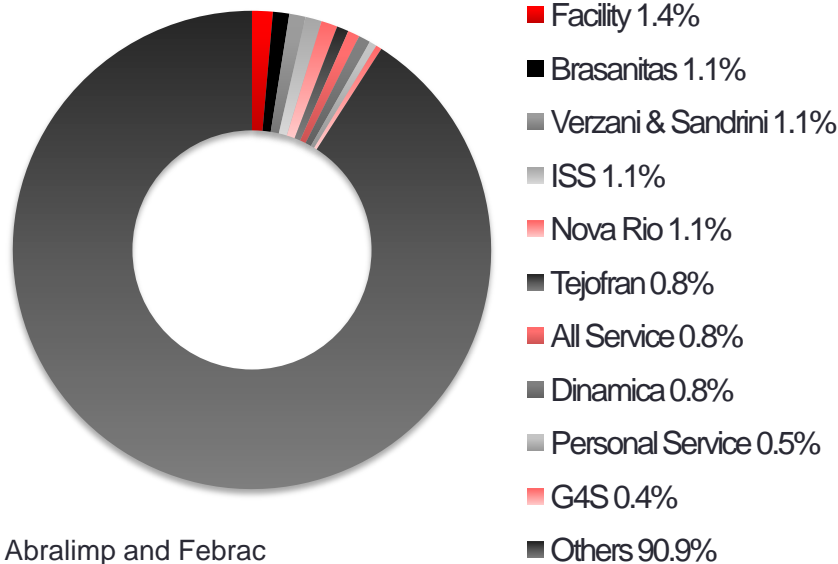


Brazil

Security & Facilities Services Market

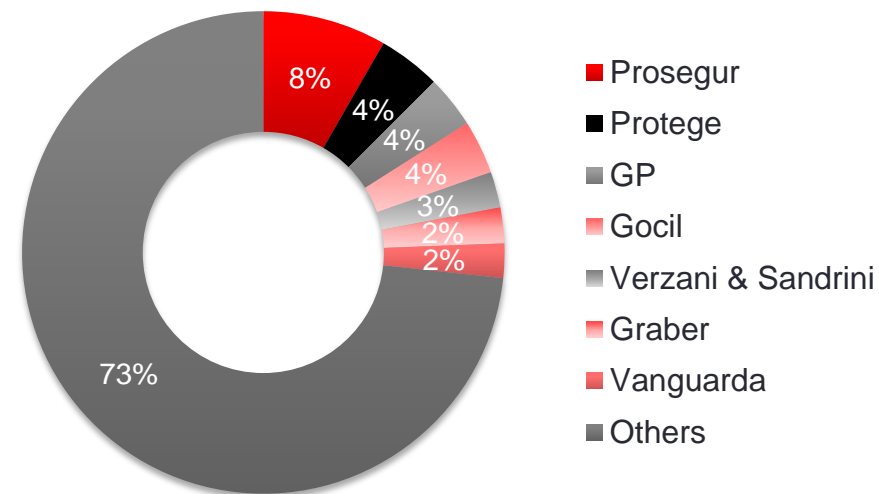
- A highly fragmented market with potential for further consolidation in both Security and Facilities Management.
- More than 1,900 Security companies and 13,000 FM companies.

Major Players in the Facilities Management Services Market
(number of employees)



Source: Abralimp and Febrac

Major Players in the Security Services Market
(number of employees)



Source: ESSEG

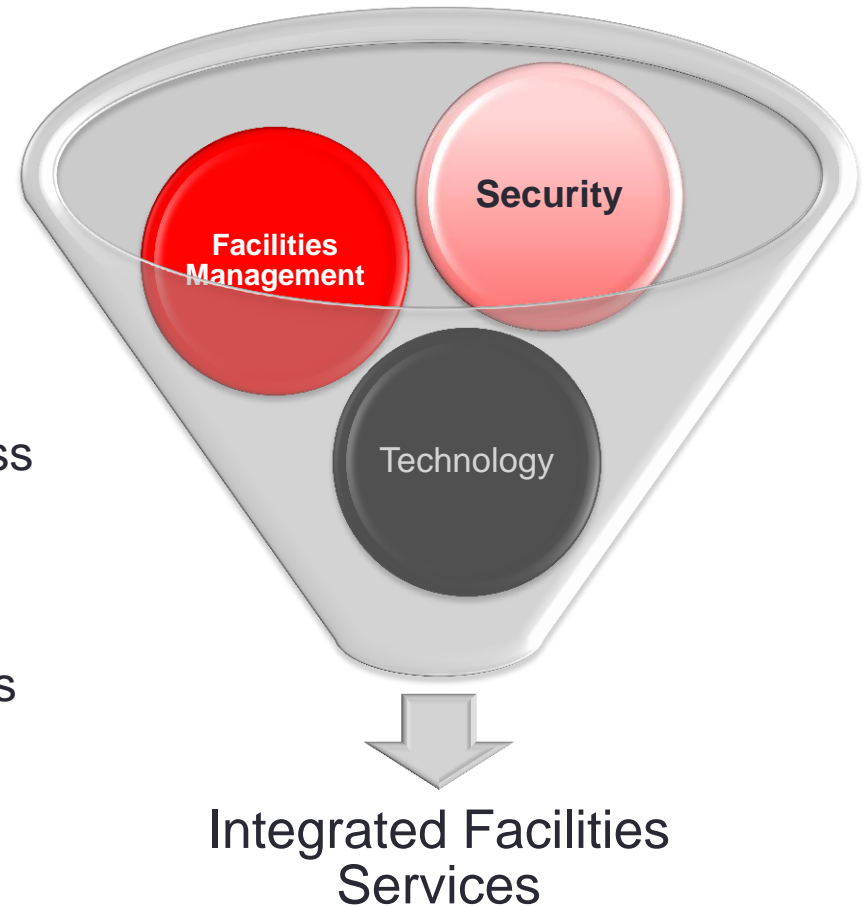
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G4S Strategy in Brazil

Integrated Facilities Services

- Meeting a broad range of customer needs driving partnering rather than cost bundling
- Leveraging the combination of technology, security and FM
- Force multiplying the labour force across multiple disciplines
- Targeting major business centers in Brazil and Brazil outbound opportunities
- Uniquely in Latin America, significant focus on Government outsourcing



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G4S in Brazil

Some local customers



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G4S Americas

SUMMARY



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G4S Americas

Summary

- **Drive outsourcing in all markets**
 - Successfully bidding and implementing major contracts in Government and commercial sector
 - Adapting services to meet future spending trends
- **Focus on sectors where security and safety are key**
 - Targeting vertical sectors where returns to G4S are improved
 - Creating technology solutions to move up value chain and meet changing security needs
- **Develop long-term partnerships with large customers**
 - Leveraging acquisition expertise to support broader range of customer needs
 - Building on excellent (95%+ client retention rates)
- **Transfer expertise from more developed markets into key developing markets**
 - Using global bid resources to support contract growth in new sectors (eg Canadian aviation)
 - Transferring technology expertise into key Latin American markets and sectors
- **Acquire businesses to accelerate organic growth potential**
 - Successful integration track record
 - Targeted capability acquisitions in key markets

G4S Americas

Outlook

- Economic recovery slow but improving in USA
- Traction building through large contract implementation track record and integrated security offering
- Exciting IFS opportunities with USG and Brazil
- Growing systems integration and security pipeline
- G4S's intelligent application of technology solutions to complement traditional offerings gaining traction
- Building on developed market opportunities in key verticals
- Latin America continues to be growth engine for Region



G4S Asia Middle East

Dan Ryan
Regional CEO
Asia Middle East



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Agenda

1. AME Overview
2. Large Country Reviews
3. Focus on G4S in the Middle East
4. Summary & Outlook



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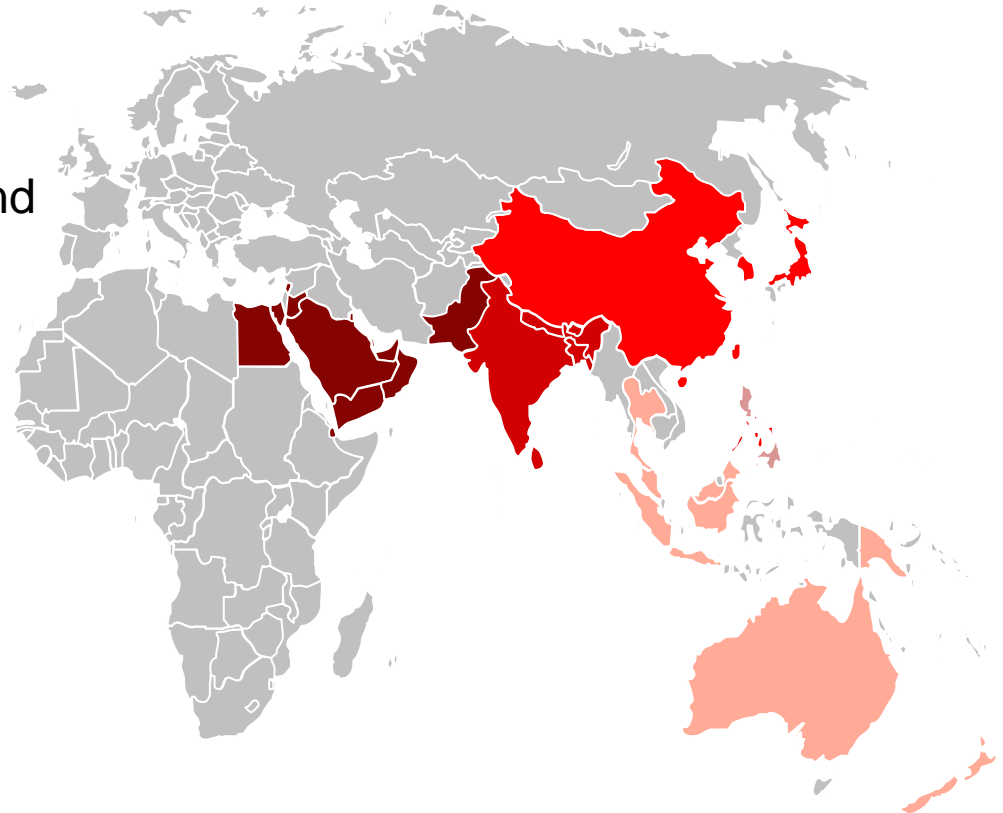


G4S Asia Middle East

Market Overview

Statistics

- 33 countries
- 300,000 employees
- 10 time zones: Cairo to Auckland
- 19 official languages
- 56% of the world's population



Regional Structure

- Middle East
- South Asia
- South East Asia
- North Asia

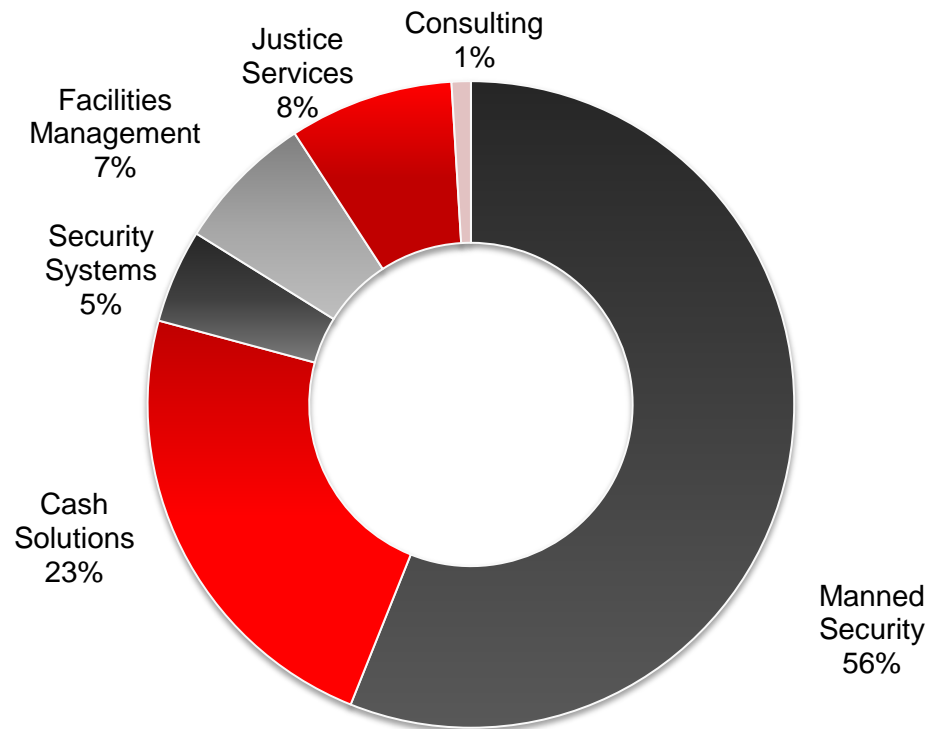
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G4S Asia Middle East

Market Overview

- 16 % of group revenue
- Dominated by a traditional product portfolio



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G4S Asia Middle East

Key themes

- Incorporates 2 BRIC countries
- Dominant market presence across the region
- Growth expected to be 15% per annum over next 3 years against average nominal GDP growth of circa 10%
- Good opportunities to leverage international footprint and strong product positions in each market
- Focus on making good businesses even better:
 - Margin improvement through productivity and efficiency by implementing G4S best practice
 - Right-sizing organisational overheads
- Transfer product expertise from G4S developed to developing markets
- Continue to develop our autonomous and entrepreneurial country model, but with mandated best practice

G4S Asia Middle East

Prioritisation and categorisation of markets

	Invest & Grow (Large)	Invest & Grow (Small)	Improve	Defend and Harvest	Enter
North Asia	China Hong Kong	Taiwan	Korea	Macau	Mongolia
South East Asia	Thailand Malaysia Indonesia Australia/ NZ	Philippines PNG	Singapore	Brunei Guam	
South Asia	India	Bangladesh		Bhutan Sri Lanka Nepal	
Middle East	UAE Qatar Saudi Arabia	Djibouti Jordan Kuwait		Egypt Bahrain Oman Lebanon Yemen	

G4S Asia Middle East

Sector Focus

Ports

- AME has 33 of top 50 global container ports
- GCC countries investment in Port Infrastructure 2010 – 2020 = £40bn
- ME port security market 8% - 10% of global market
- Market spend £485m-£962m

- Major developments in Port Khalifa & Jebel Ali, (UAE); Doha, (Qatar); King Abdullah (KSA) and Bubayan, (Kuwait)
- G4S provides consultancy and secure solutions to Abu Dhabi Terminals
- G4S prequalified as security provider for Doha (£10bn project)
- G4S Consultancy design for King Abdullah (£50bn project)

Aviation

- Asia Pacific forecast \$4.8bn in 2012 rising to \$8.6bn in 2022 (CAGR 5.9%)
- CAA China to invest \$230bn in next 5 yrs with 55 new airports & additional 47 reported by 2022
- Middle East forecast \$2.7bn in 2012 rising to \$6.9bn

- Aus market opportunity of \$300m+ where there has been little new market entrants
- Network solutions for airlines enables consistency and controls
- Major infrastructure work in the ME and Saudi Arabia where only 4 of the 30 airports cater for international flights

G4S Asia Middle East

Sector Focus

Government - Corrections

- Represents 30% of Global Justice Market
- Limited outsourcing across Region – target markets - Australia, NZ, China, Singapore, Saudi, UAE

- Contracts – Prisons x 2, Court Escorting x 2, Court Security x 2, Custody x 1, EM x 3
- Opportunities – DIAC £850m, Victoria Prison £300m, Saudi EM £4.3m, Singapore EM £1.8m, Australia EM (Victoria) £1m

Oil & Gas – Capital Project focus

- AME Region accounts for > 65% of global oil production across 23 countries.
- ME – security market substantially reserved by State
- Qatar capital projects – success story
- Capital projects cycle in Australia (LNG & CBM) opportunity

- Strong Revenue growth (+40%), £13m from £32.5 to £45.5m
- International client relationships driving growth
- NW Shelf LNG projects & Queensland CSG large project opportunity for security & systems

G4S Asia Middle East

Competitive Landscape



Black = Cash Solutions
 Red = Manned security
 Blue = Facilities management
 Green = Government

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G4S Asia Middle East

Market Positions

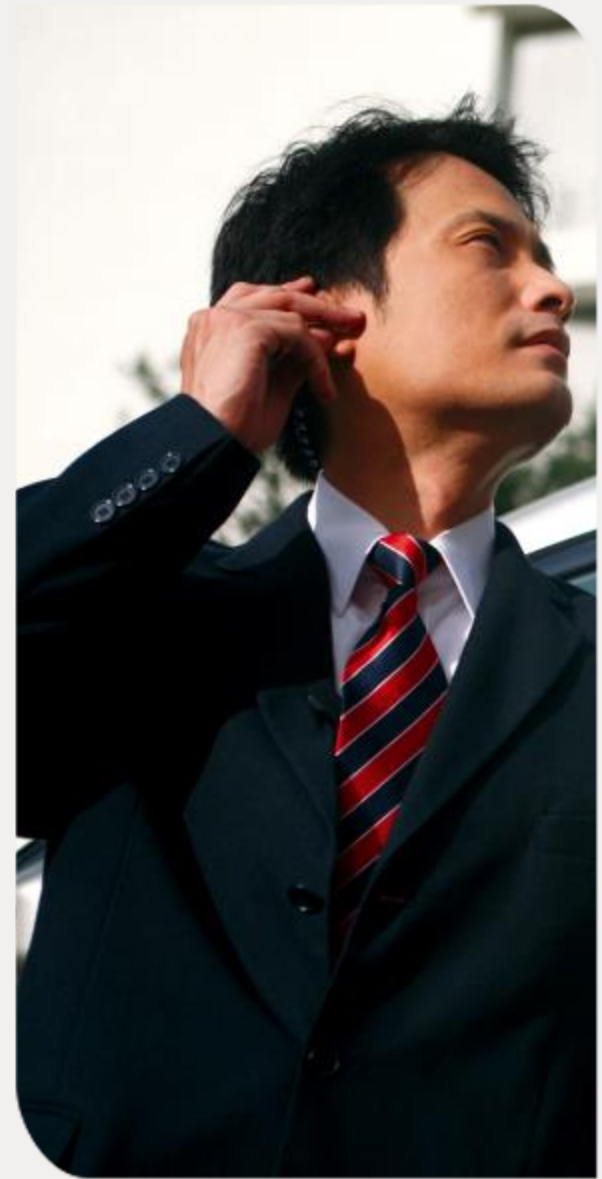
Country	Service Line				
	Manned Security	Security Systems	Cash Solutions	Justice Services	Facilities Services
India	1	N/A	6	N/A	5
Saudi Arabia	4	N/A	1	N/A	6
Malaysia	1	4	1	N/A	N/A
Thailand	3	N/A	2	N/A	3
Hong Kong	1	2	2	N/A	N/A
Australia/NZ	4	N/A	N/A	2	N/A
UAE	1	N/A	2	N/A	N/A

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Large Country Reviews



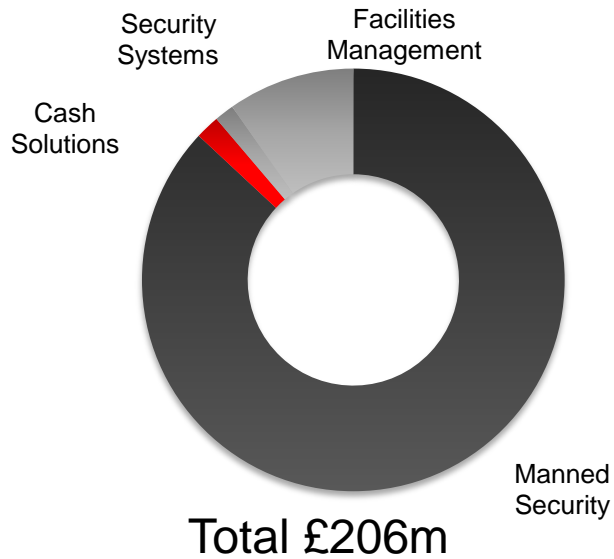
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G4S India

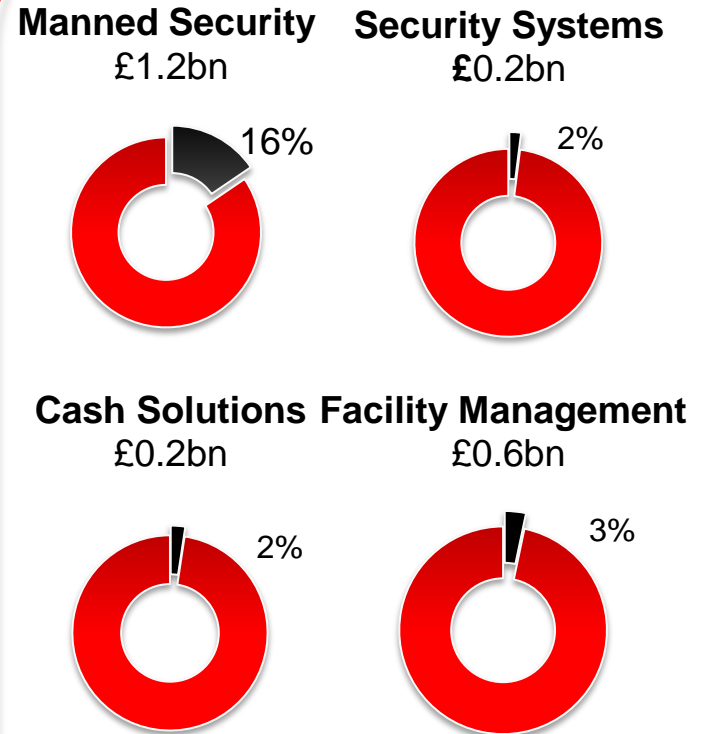
Market Overview

Product mix



CAGR 2011-14 = 20%

Market Size/G4S Share



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G4S India

Market Overview

Competitive Landscape

- Very strong manned security position
- 16% share of organised market
- Nearest competitor = 3%
- Fragmented facilities management market

Growth Drivers

- Opportunity to grow in facilities services sector by leveraging manned security position
- Market shifting from unorganised to organised

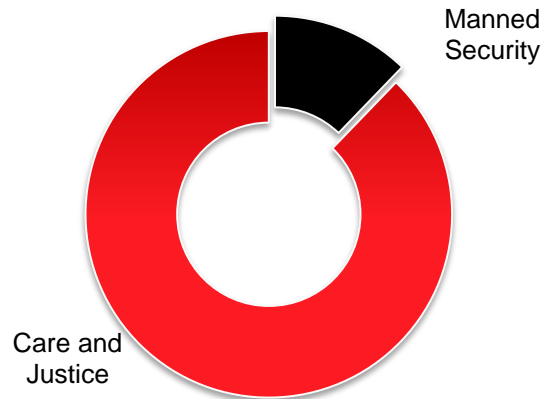
Margin Drivers

- Focus on price increases keeping pace or ahead of wage rises
- Opportunity for higher level of product segmentation
- Optimising overhead structure

G4S Australia and New Zealand

Market Overview

Product mix

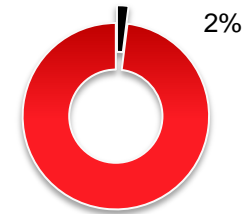


Total £114m

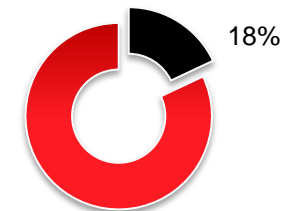
CAGR 2011-14 = 11%

Market Size/G4S Share

Manned Security
£0.7bn



Care and Justice Services
£0.6bn



G4S Australia & New Zealand

Market Overview

Competitive Landscape

- Justice Services: Serco & Geo
- Security: SNP, ISS & Wilson

Growth Drivers

- Government outsourcing
- Demand for alternative manned security market player

Margin Drivers

- Variations and growth on existing PPP contracts
- Extended electronic monitoring contracts in New Zealand to 2014

G4S Australia and New Zealand

Market Overview

Justice & Borders:

Current Position

- 10 Prisons currently privatised (G4S operates 2)
- 4 Prisoner Transport (G4S operates 2)
- 6 EM contracts (G4S operates the 3 largest)

Potential Opportunities

- Immigration – DIAC
- PPP prison in Victoria in next 12-18 months
- NSW private prisons operated by GEO are likely to be tendered in 2-3 years
- NSW Prisoner Transport to go to market
- Current EM contracts in Australia to grow (Victoria out to tender)

G4S Australia and New Zealand

Market Overview

Public Safety:

Current Position

- Vic Police outsource custody management at two sites to G4S

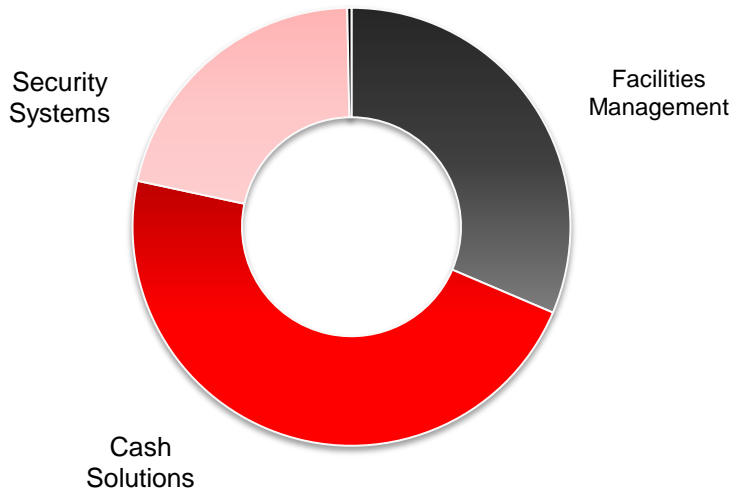
Potential Opportunities

- Community Safety Officers at Railway Stations in Victoria
- Potential PPP opportunity for new custody suite in Victoria 2-3 years out
- Potential support services eg recruitment in Victoria
- Custody suites across VIC, NSW and SA
- Transport Solution, VIC, NSW and SA
- Other non sworn officer duties, finger print processing, forensic evidence, health services, VIC, NSW, SA
- Support to Public Safety events e.g. G20, Commonwealth Games, Nationwide

G4S China

Market Overview

Product mix



Total £17m

CAGR 2011-14 = 25%

Market size indicators:

Manned Security: 6 million employees ^[1]
Cash market estimated to be £2bn

Forecast growth:

Manned Security and Cash Solutions 10% p.a ^[1]
Security Systems: 16-18% per annum ^[2]
FM: 15-20%/year ^[3]

Sources

1. China Security Association
2. China Security Protection Market Report 2010 (excludes product costs)
3. China Facility Management Association

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G4S China

Market Opportunity

Current footprint:

- Offices in Beijing and Shanghai
- Dedicated regional team led by Chinese national
- 2 main businesses : National ATM 2nd line maintenance, Security Systems installation

Key to success in China:

- Leverage G4S global scale and competency
- Demonstrate win-win; G4S brings some expertise, local PSB brings business
- We must avoid head-on competition against local PSB-related security companies

G4S China

Market Opportunity

Concentrate on 5 areas of activity:

1. Obtain a security license – Focus on 2nd tier cities
2. Develop integrated cash solutions for FI's
3. Provide bundled service solutions - facilities management with manned security
4. Assist Sino companies which operate overseas and develop trusted advisor status
5. Develop integrated security solutions for specific market sectors e.g. Development Zones operated by local government
 - Led by New Regional Managing Director based in Beijing
 - Delivered through a mixture of informal partnerships, JV's and acquisitions
 - Pipeline of opportunities is promising



G4S Middle East

**Chris Fergus
Regional MD
Middle East**



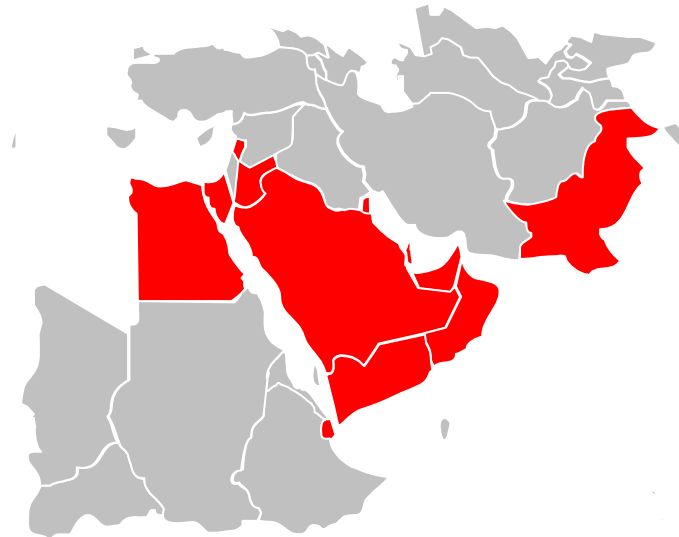
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G4S Middle East

Market Overview

- 12 countries
- 60,000 employees
- 2,500 customers



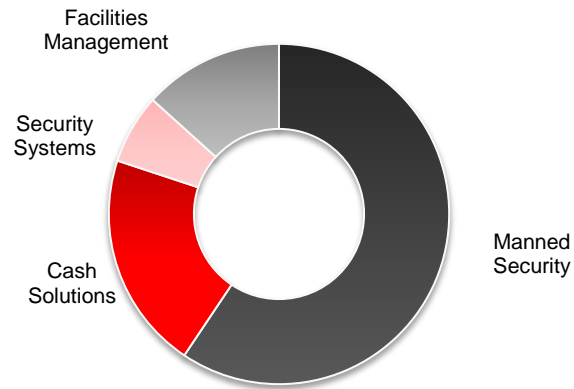
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G4S UAE

Market Overview

Product mix

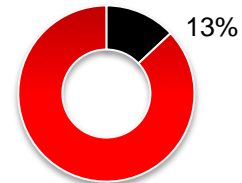


Total £75m

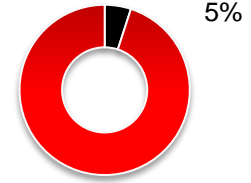
CAGR 2011-14 = 12%

Market Size/G4S Share

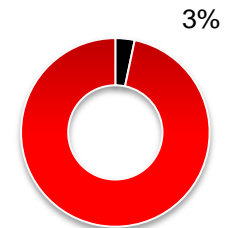
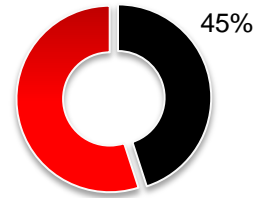
Manned Security
£ 300m



Security Systems
£ 100m



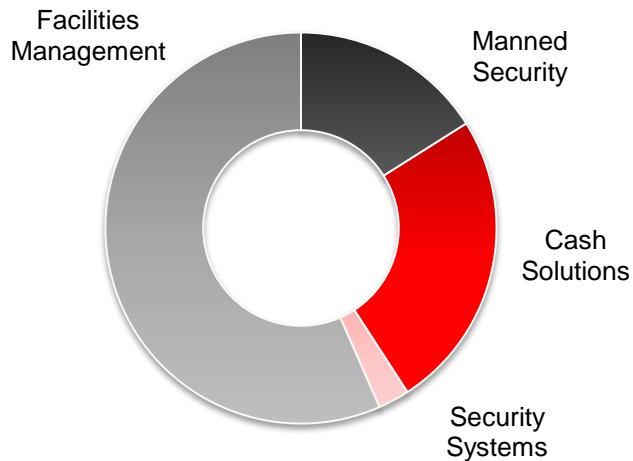
Cash Solutions **Facility Management**
£ 35m £ 300m



G4S Saudi Arabia

Market overview

Product mix

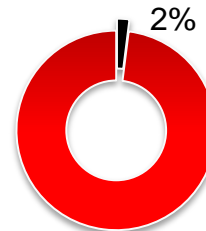


Total £ 132m

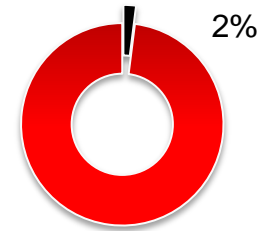
CAGR 2011-14 = 16%

Market Size/G4S Share

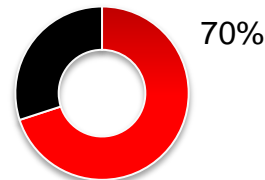
Manned Security
£ 1.1bn



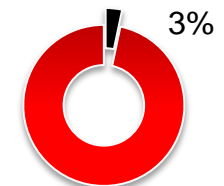
Security Systems
£ 0.2bn



Cash Solutions
£ 50m



Facility Management
£ 2bn



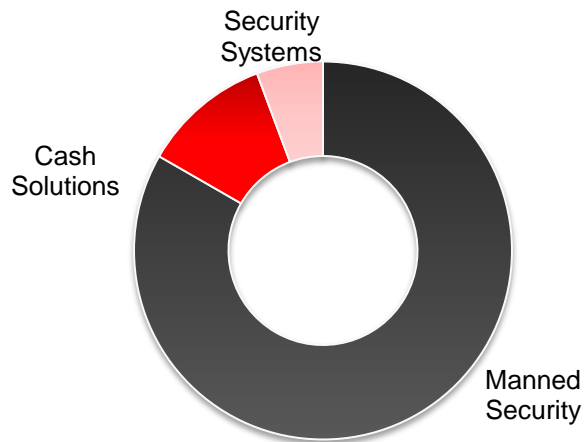
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G4S Qatar

Market Overview

Product mix

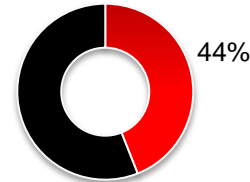


Total £ 60m

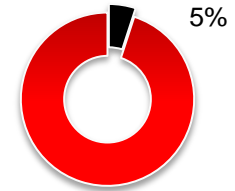
CAGR 2011-14 = 15%

Market Size/G4S Share

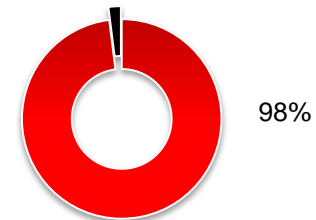
Manned Security
£ 100m



Security Systems
£ 68m



Cash Solutions
£ 7m



G4S Middle East

Market Overview

Competitive Landscape

- Leading position in large manned security and cash solutions markets
- Increasing legislation creating higher barriers to entry

Growth Drivers

- Nominal GDP growth at 7-10%
- Market share opportunity in manned security, facilities services and security systems
- Significant pipeline – ports & aviation
- Partnership model
- Unique recruitment model

Margin Drivers

- Integrated solutions capability – e.g. Etihad
- Enhanced cash solutions offering
- Quality of service

G4S Middle East

Market Overview



Matthew Vaughan, Head of Aviation Security for Etihad Airways said :

“G4S is a trusted partner for Etihad’s strategic security requirements.

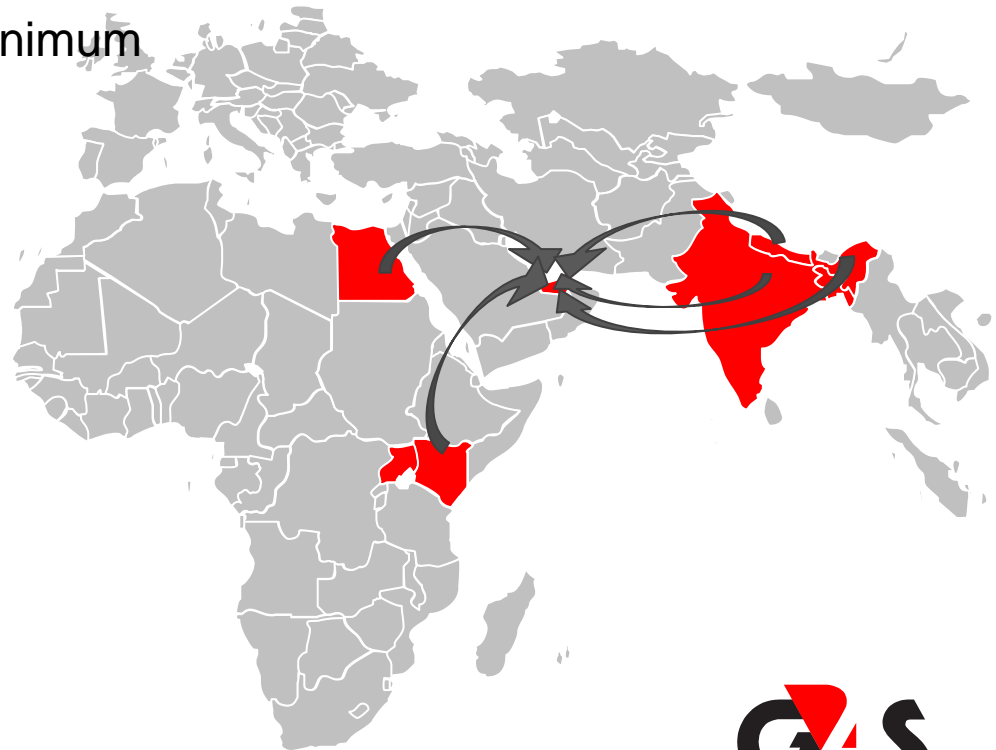
We are continually expanding and view G4S as not only a service provider but also as a knowledge partner that can provide technical advice in terms of the security threats and regulatory requirements.

The benchmark of services provided by G4S in the Middle East is one that we will continue to expand globally”.

G4S Middle East

Unique Recruitment Model

- Key to maintain and accelerate growth
- 75%+ of G4S ME employees are expatriates
- Supply of labour from G4S business units in India, Pakistan, Sri Lanka, Nepal, Bangladesh, Egypt, Uganda and Kenya
- Opportunity to triple salary as minimum
- Employer of choice at origin
- Ability to deploy quickly



UAE Staff Accommodation



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G4S Middle East

Case Study – Dubai Airport

Feb 2011

- Contract award £5m per annum

March

- Staff interviewed and appointed in home country – India, Uganda, Nepal, Bangladesh

April

- Staff relocated to UAE
- Staff Trained and Licensed

May 2011

- Full contract deployment



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G4S Asia Middle East

**Dan Ryan
Regional CEO
Asia Middle East**



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G4S Asia Middle East

Bidding Pipeline

Country	Sector	G4S Services	Bid award date	Estimated start date	Annual Contract Value
Australia	Ports	Security	Jul 2012	Oct 2012	£3.2m
Australia/ NZ	Industrial	Security	Jul 2012	Sep 2012	£2.1m
Australia	Aviation	Security	Jun 2012	Sep 2012	£4.5m
Indonesia	Oil and Gas	Security and systems	June 2012	July 2012	£1.0m
Qatar	Ports	Security	June 2012	Aug 2012	£1.1m
UAE	Govt.	Facility Services	July 2012	Sep 2012	£1.8m
UAE	FI	Cash	June 2012	Aug 2012	£0.8m

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G4S Asia Middle East

Summary & Outlook

What we will do:

- Deliver growth of 15% per annum
- Deliver margin improvement
- Acquire positions in China and capability in India

How will we do it:

Segmentation, Service excellence (developed markets expertise into developing markets), **Sector focus** (Oil & Gas, Aviation, Ports, Banking, Government, Mining)

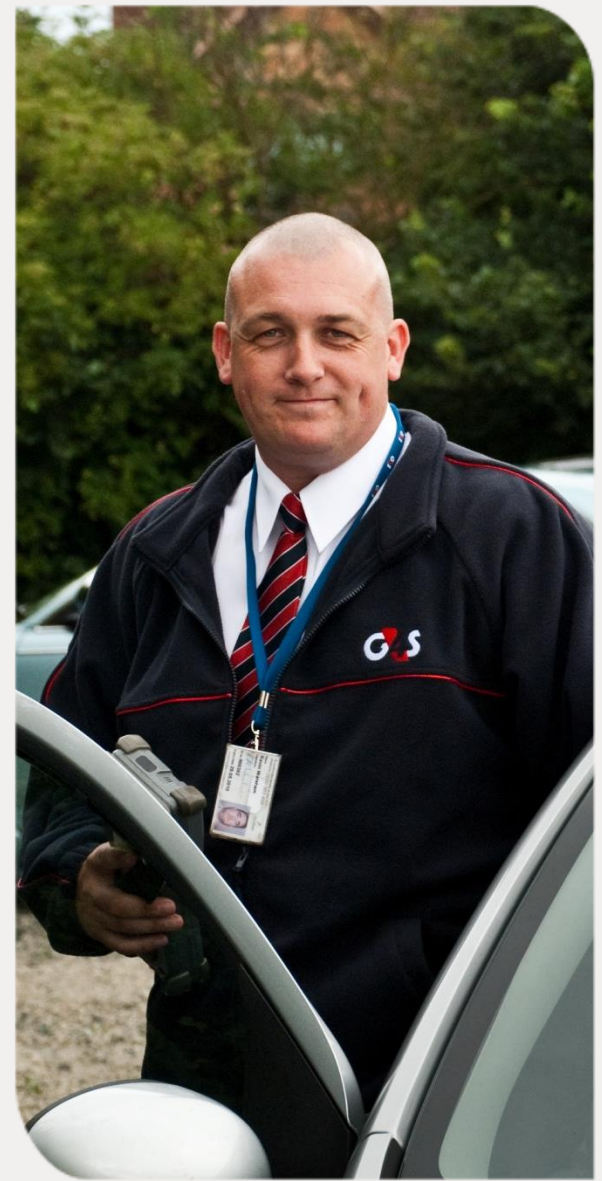
Outlook:

Capitalise on current AME positions and Global expertise to take advantage of the massive opportunities in this expanding market



Finance Strategy

Trevor Dighton
Group CFO



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Acquisition Strategy

Small & mid-size transactions

- M&A seen as key component to deliver strategic objectives
- Meet relevant acquisition criteria
 - ROIC of 12.5% within 3 years for smaller deals
- Key focus areas for acquisitions to accelerate organic growth – for example:
 - Build market share in manned security and cash solutions
 - Drive outsourcing in key sectors
 - Brazil, India and China are seen as key countries for acquisition
 - Facilities services in markets which are developing towards IFS
 - Building capability or expertise in key target sectors
- Expect to invest around £200m p.a. out of free cash flow

Acquisitions

Since 2005

Year	Cost (excluding earn-outs etc)	Including:	Revenue *	Year 1 PBITA *
2005	£52m	OneService (US)	£84m	£10m
2006	£98m	Servicios Generales (Chile)	£112m	£13m
2007	£218m	Fidelity (SA), Al-Majal (Saudi)	£253m	£19m
2008	£370m (+£200m debt)	GSL (UK), ArmorGroup (UK), Touchcom (US), Ronco (US)	£780m	£71m
2009	£153m	Adesta, All Star and NSSC (all US)	£191m	£16m
2010	£65m	Plantech and Instalarme (Brazil)	£58m	£7m
2011	£137m	FM (Brazil), GML and Cotswolds (UK)	£100m	£11m
	£1,293m	Total (8.2% post-tax ROIC)	£1,578m	£146m

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Acquisitions

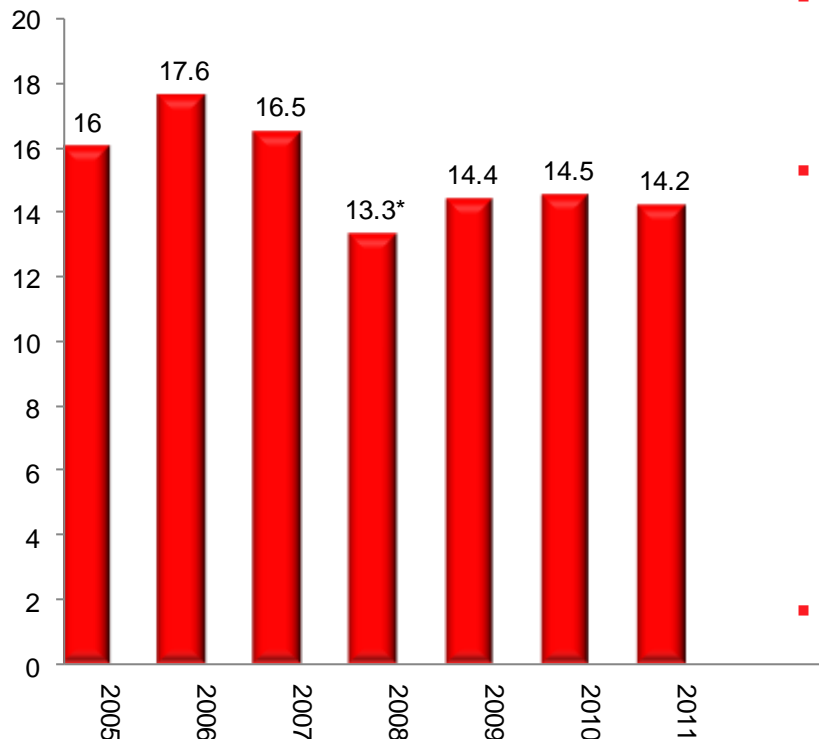
Additional work won due to acquisitions

Year	Acquisition	Further work won as a result of acquisition
2008	GSL (UK)	Work programme, prisons, MoJ, Compass
2008	Touchcom (US)	Bank of America, Cox (2012)
2009	Adesta, All Star and NSSC (all US)	Key sectors such as Government FM, Ports, IT and nuclear power
2010	Plantech and Instalarme (Brazil)	Exposure to Brazil market
2011	Facilities Management (Brazil)	Exposure to Brazil market
2010	Cotswold (UK)	Aviva

Building Returns - ROIC

2007 - 2011

ROIC%



* Annualised

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Acquisitions

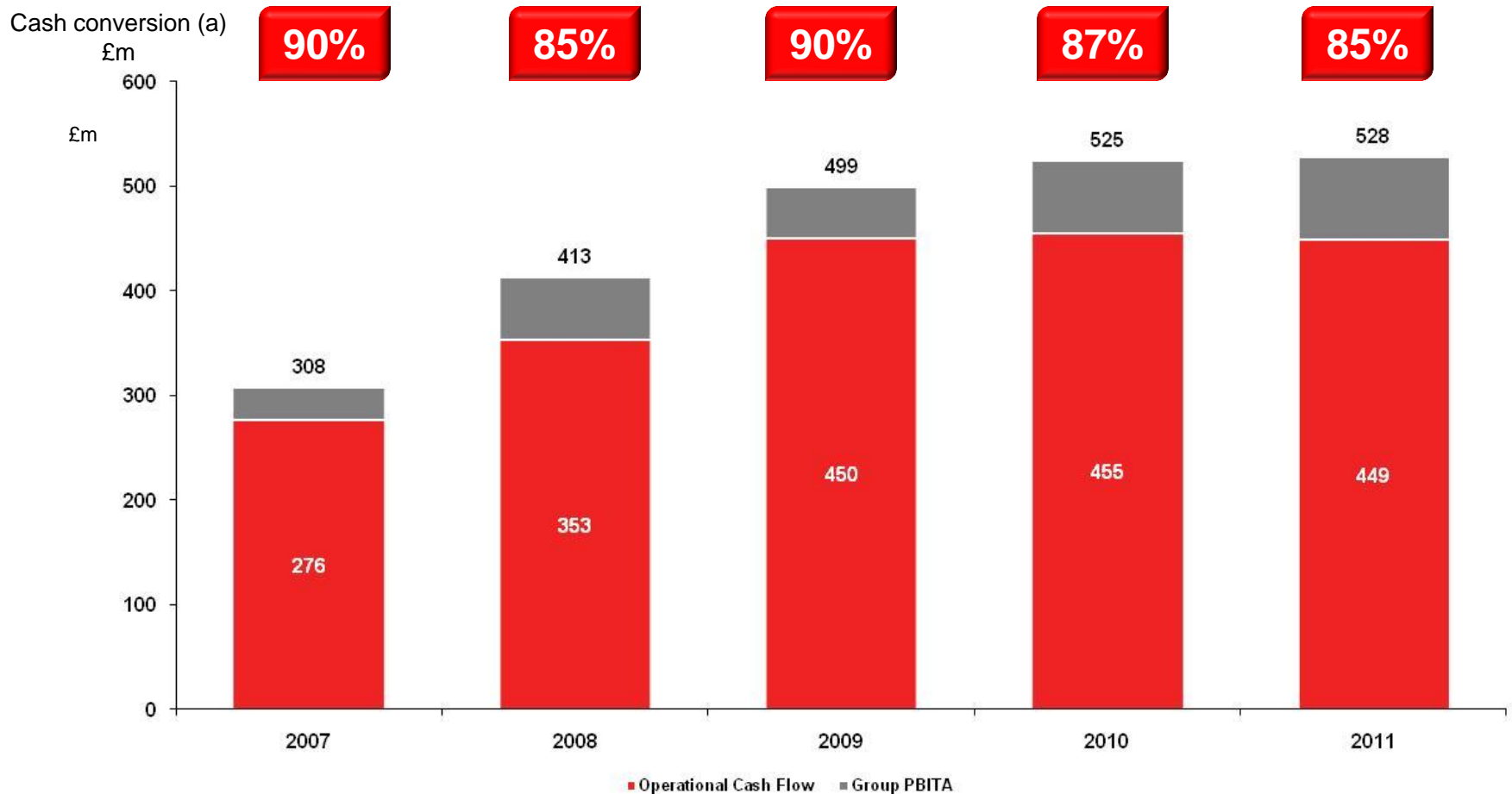
- Focus on niche M&A opportunities to deliver strategic objectives, with accelerated focus on New Markets
- Acquisition criteria
 - ROIC of 12.5% within 3 years for smaller deals
 - ROIC of 10% within 3 years for capability-building/market entry
 - Achieve ROIC above WACC on larger or strategic acquisitions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



Key Financial Objectives

- Target average annual EPS growth of 10% over the economic cycle
- Achieve cash flow generation equivalent to 85% of group PBITA
- Achieve average group organic growth of 2% above lagged nominal GDP over the economic cycle
- Maintain c.7% group PBITA margin
- Maintain credit rating at BBB
- Efficiently broaden range of funding sources and maturity dates
- Maintain an effective tax rate of 22% after 2012
- Increase dividend in line with underlying earnings

Cash Flow Conversion



- Significant free cash flow generation and targeted cash conversion achieved

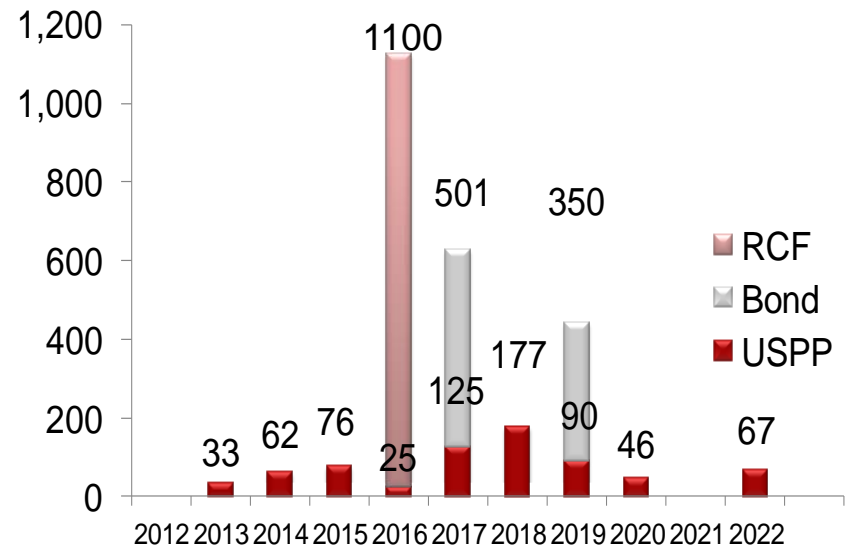
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G4S Liquidity Position

- Main bank facility is a £1.1bn RCF maturing 10 March 2016
 - Available undrawn, committed headroom of £767m as of 31 December, 2011
- Supported by a strong international group of 17 relationship banks
- Proven access to capital market funding i.e.US private placement, Sterling and Euro public bond markets
- On 02 May 2012 issued a 5 year Euro 600m public bond at 2.875%
- Net debt to EBITDA of 2.4x
- No significant maturities until 2016

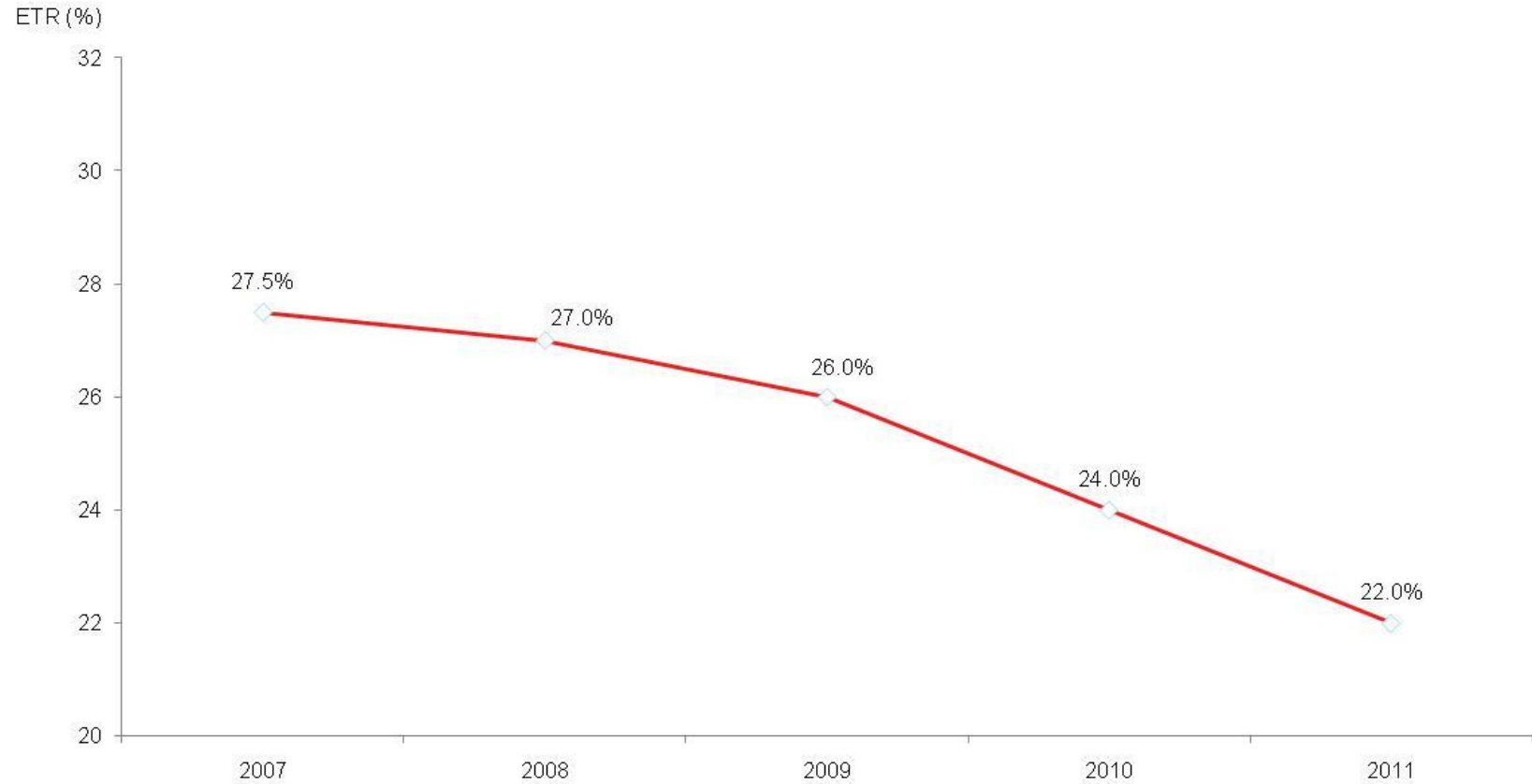
G4S term debt maturity profile (£m)



Effective Tax Rate

2007 – 2011

Continual improvement in effective tax rate since 2007 – aim to maintain at around 22% level

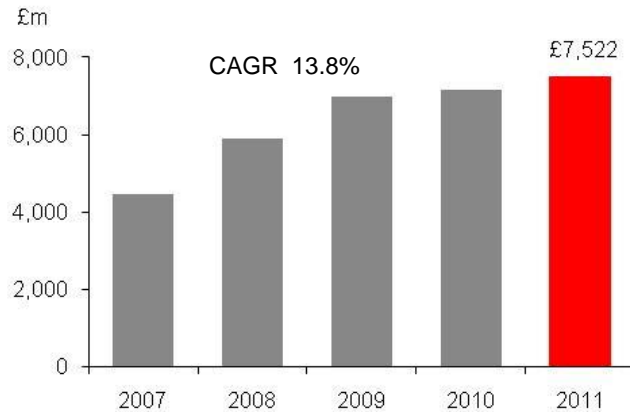


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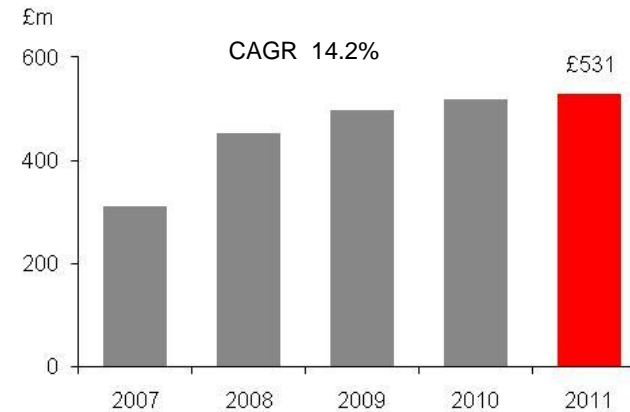


Delivering Sustainable Growth

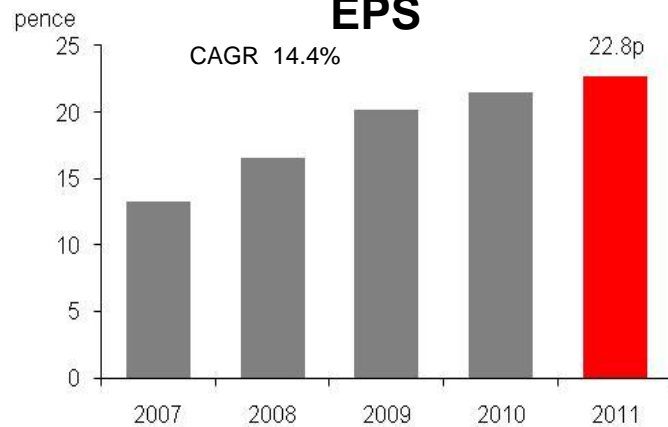
Turnover



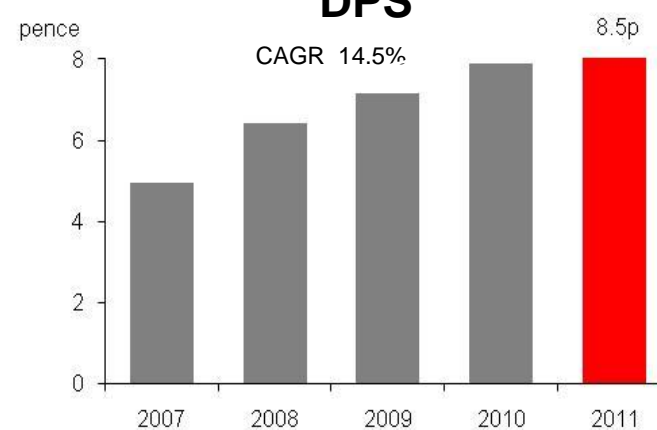
PBITA



EPS



DPS



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2010 and 2011 at 2011 exchange rates. 2007-2009 as reported.

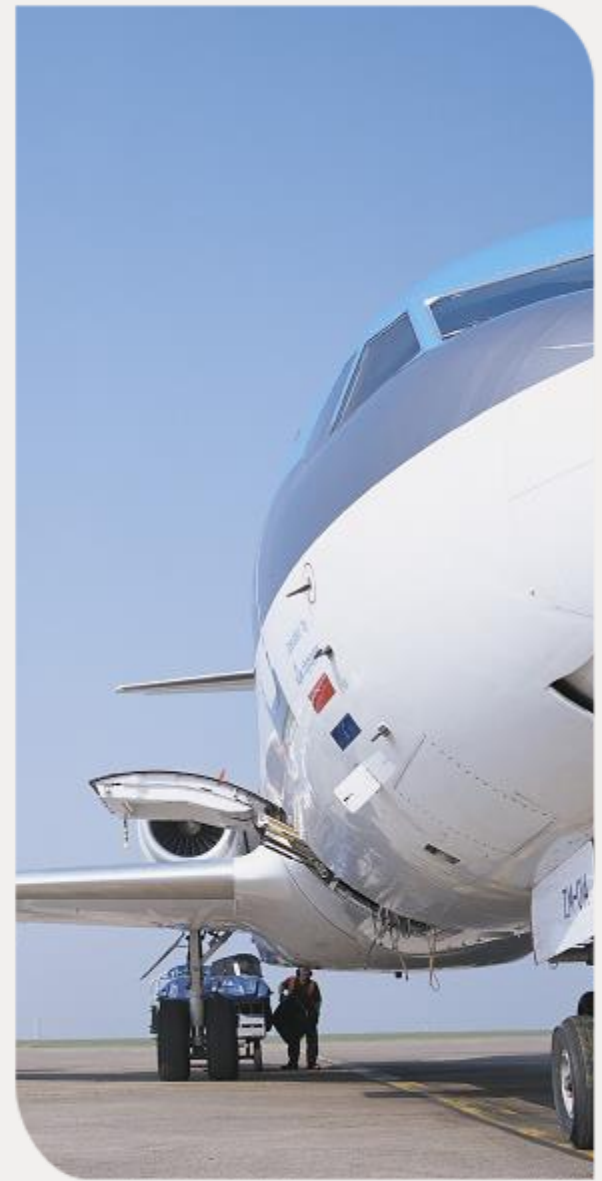




Capital Markets Day

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:

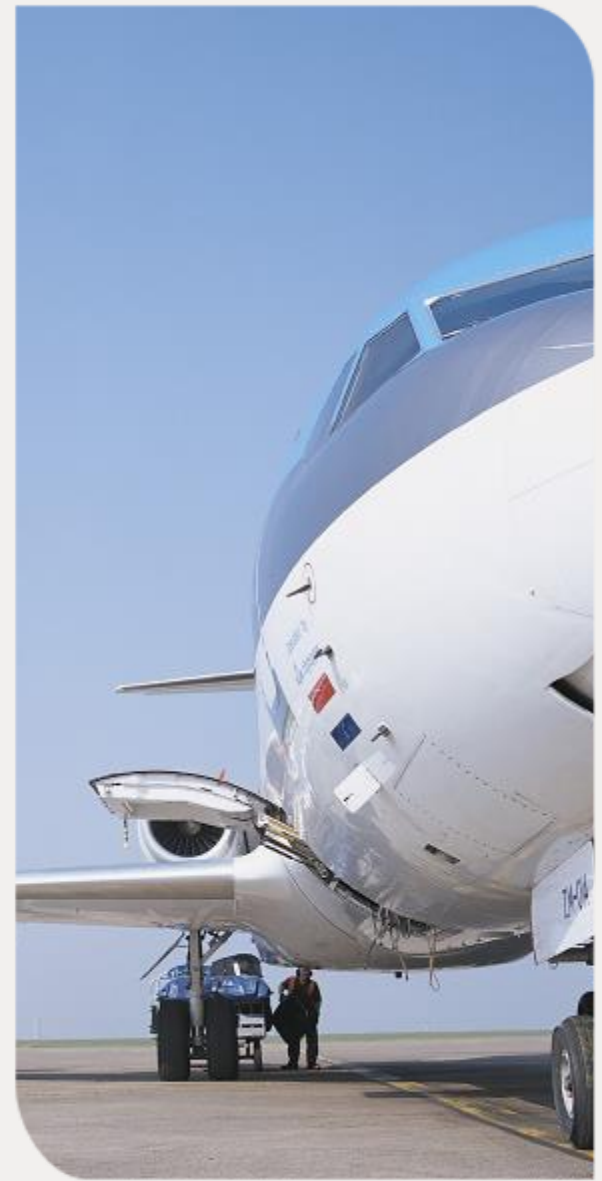
- Overhead and procurement focus
- Service excellence centres
- Divestments where appropriate
- Growth in higher margin businesses

Strong outlook despite ongoing economic turmoil



Capital Markets Day

Q&A



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