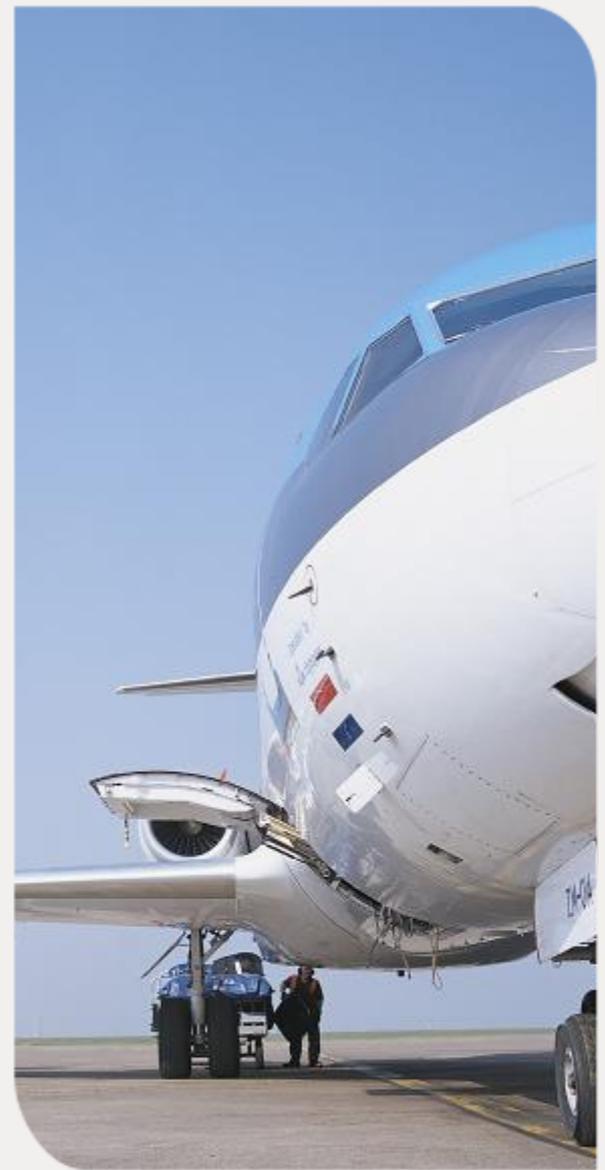




UK Market Overview

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

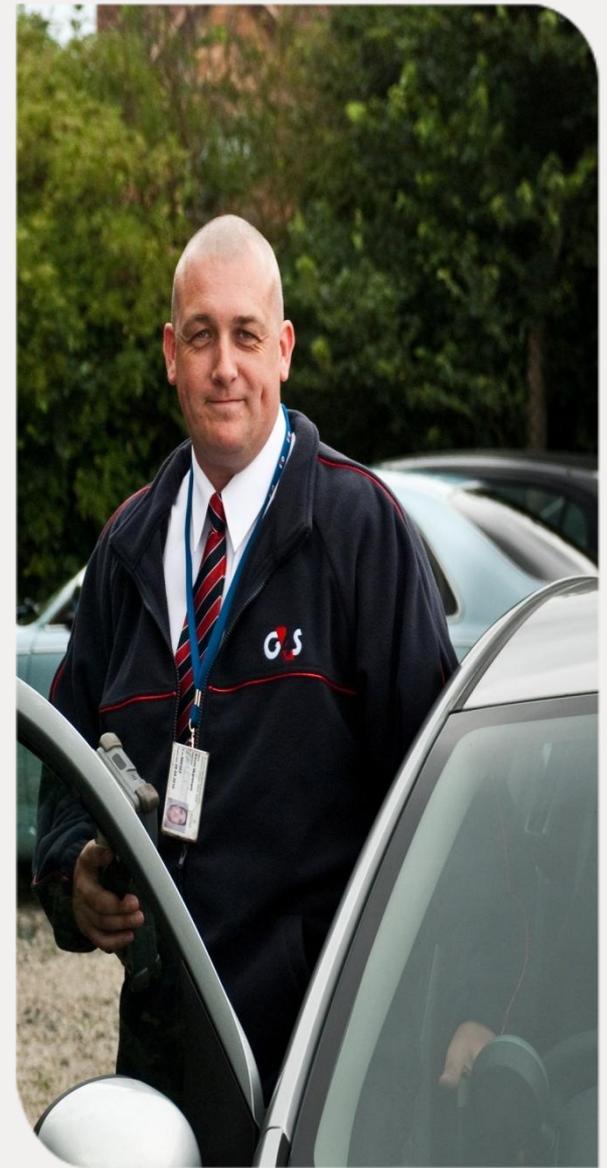
- All services

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UK Market Context



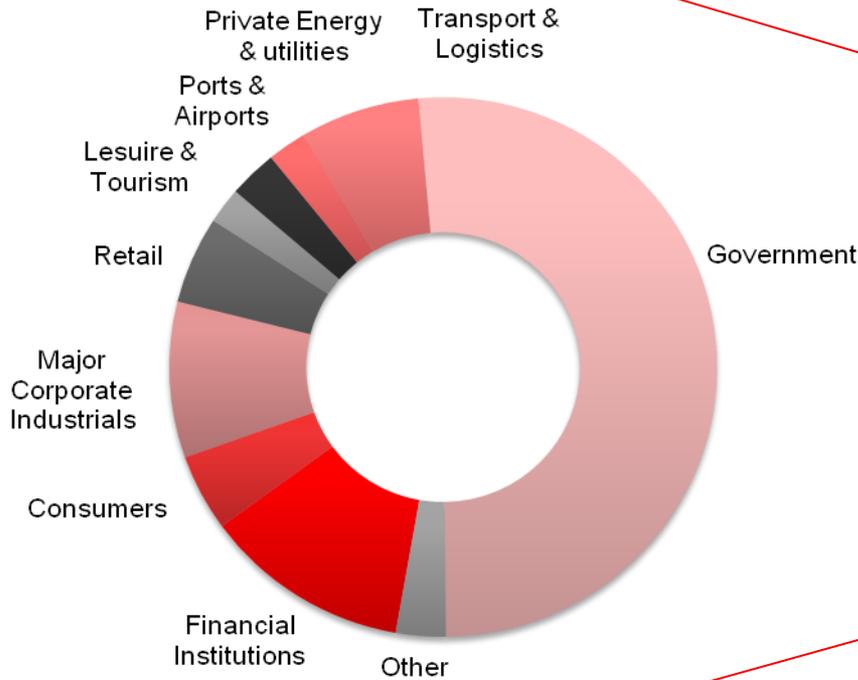
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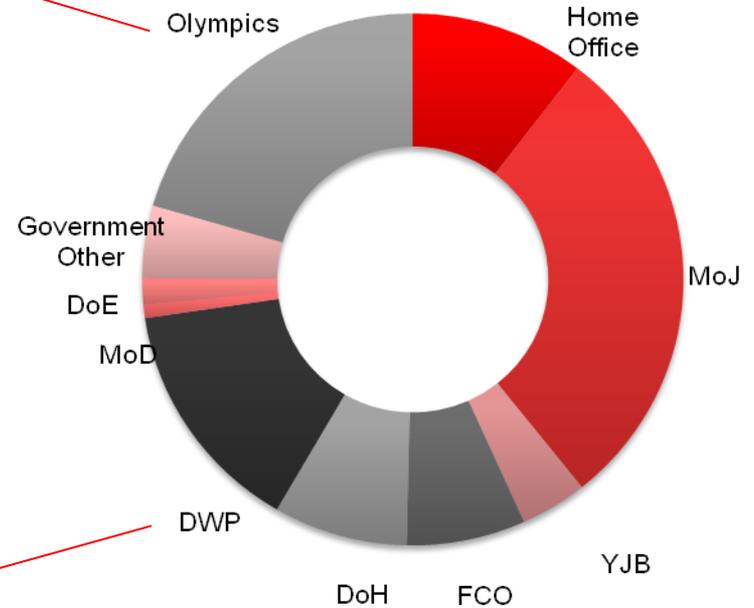
2012 G4S UK Annual Revenue

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

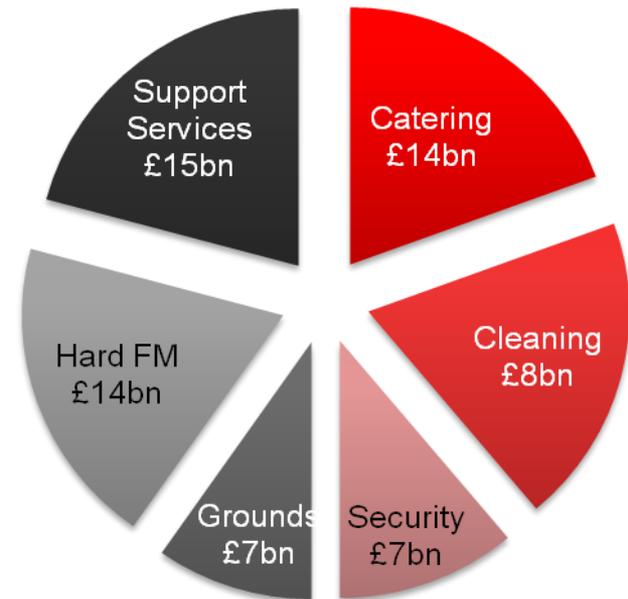
- Price is still a key determinant
- Security and FM markets converging - more customers expecting wide range of services from same supplier
- Utilities sector very high growth
- Macro environment for cash remains flat – due to low interest rate
- Cash outsourcing opportunities becoming increasingly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

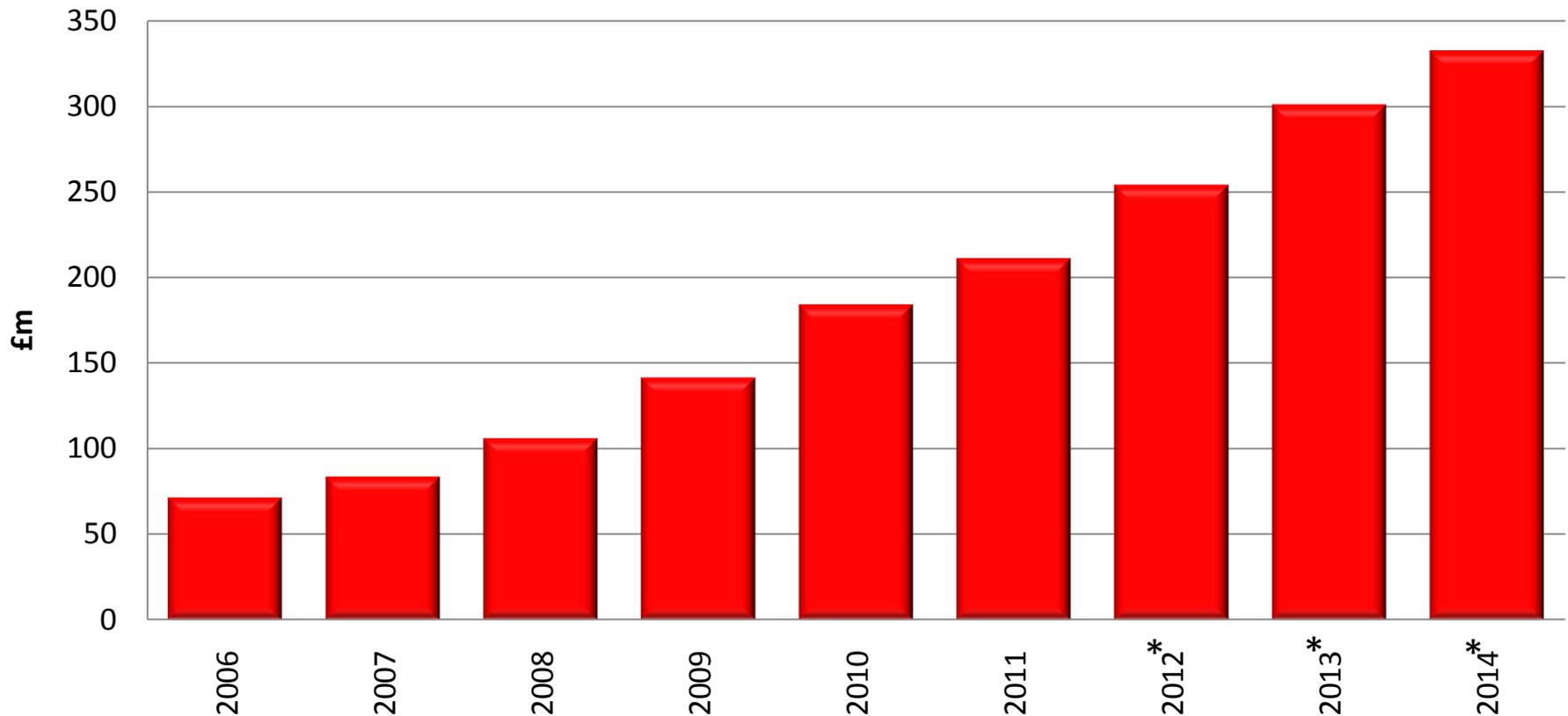


Source: Credo

UK Market Context

Facilities Management

G4S UK FM business revenue growth – CAGR of 21.2%



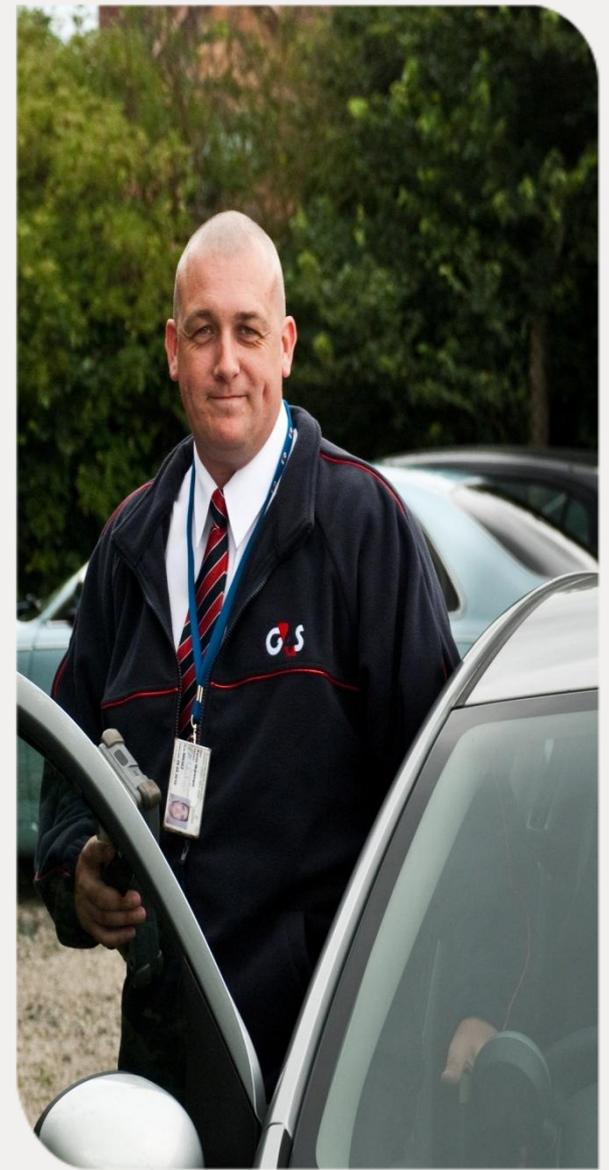
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Notes: GSL acquired by G4S in May 2008. * estimates only





UK Market Growth

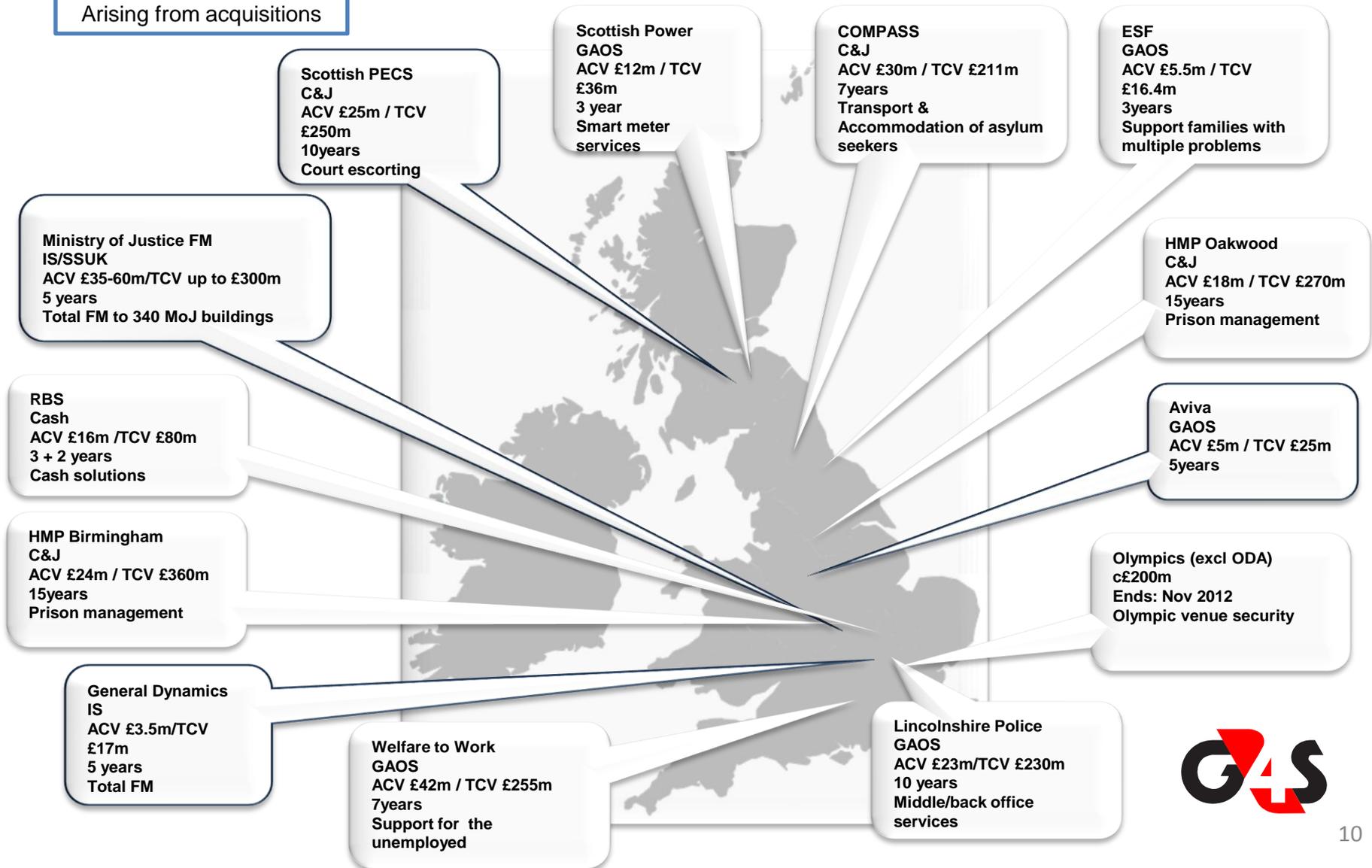


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UK – 2011/12 major contract wins

Arising from acquisitions



UK Bidding Pipeline

Government /commercial pipeline split (ACV)

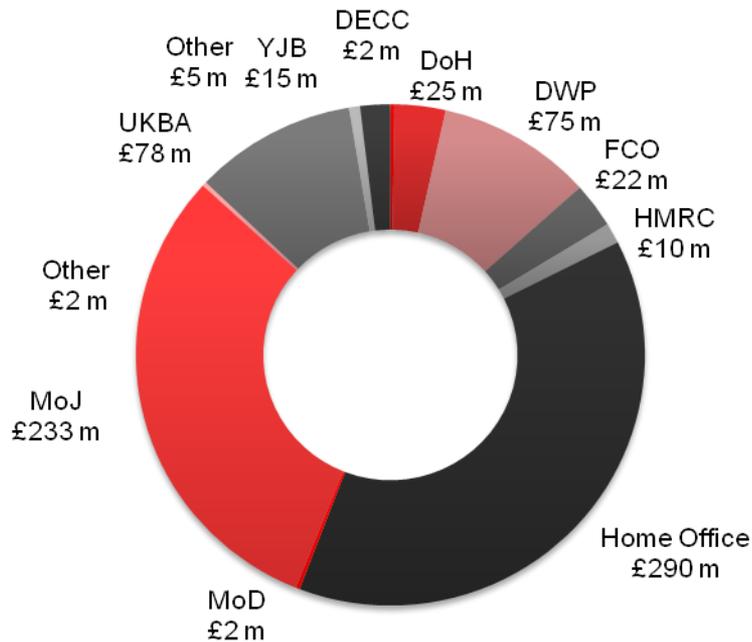
Commercial	£896 m
Government	£759 m
Total Pipeline	£1,655 m

Government pipeline

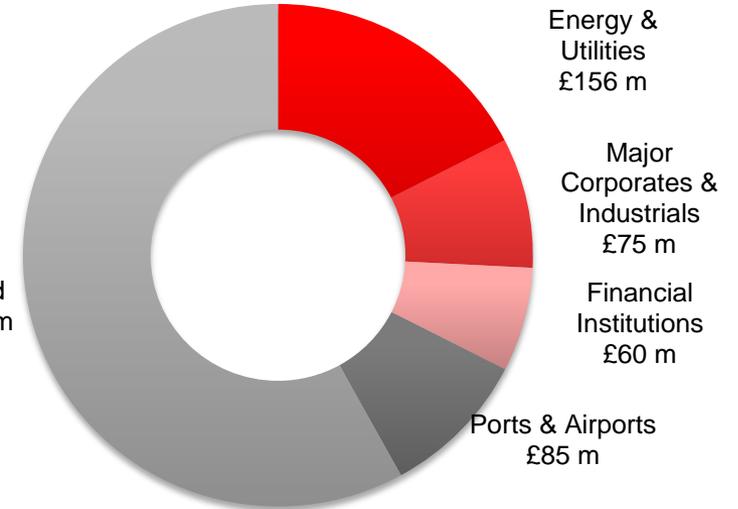
Government
£759 m

Commercial
£896 m

Commercial pipeline



Mixed
£520 m



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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

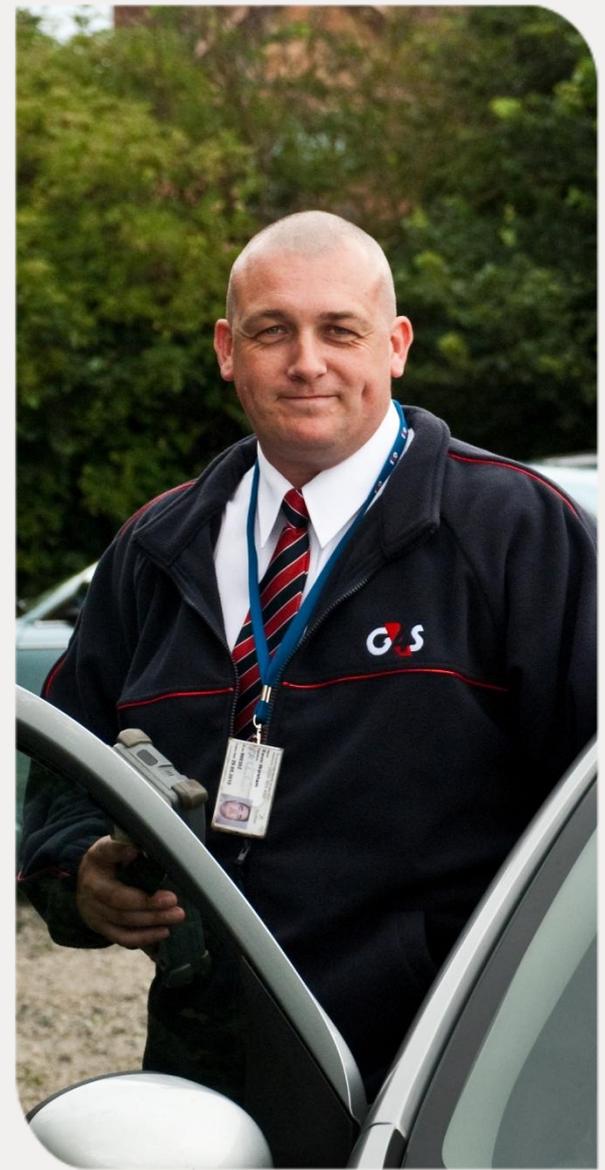
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Government & Outsourcing Services

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

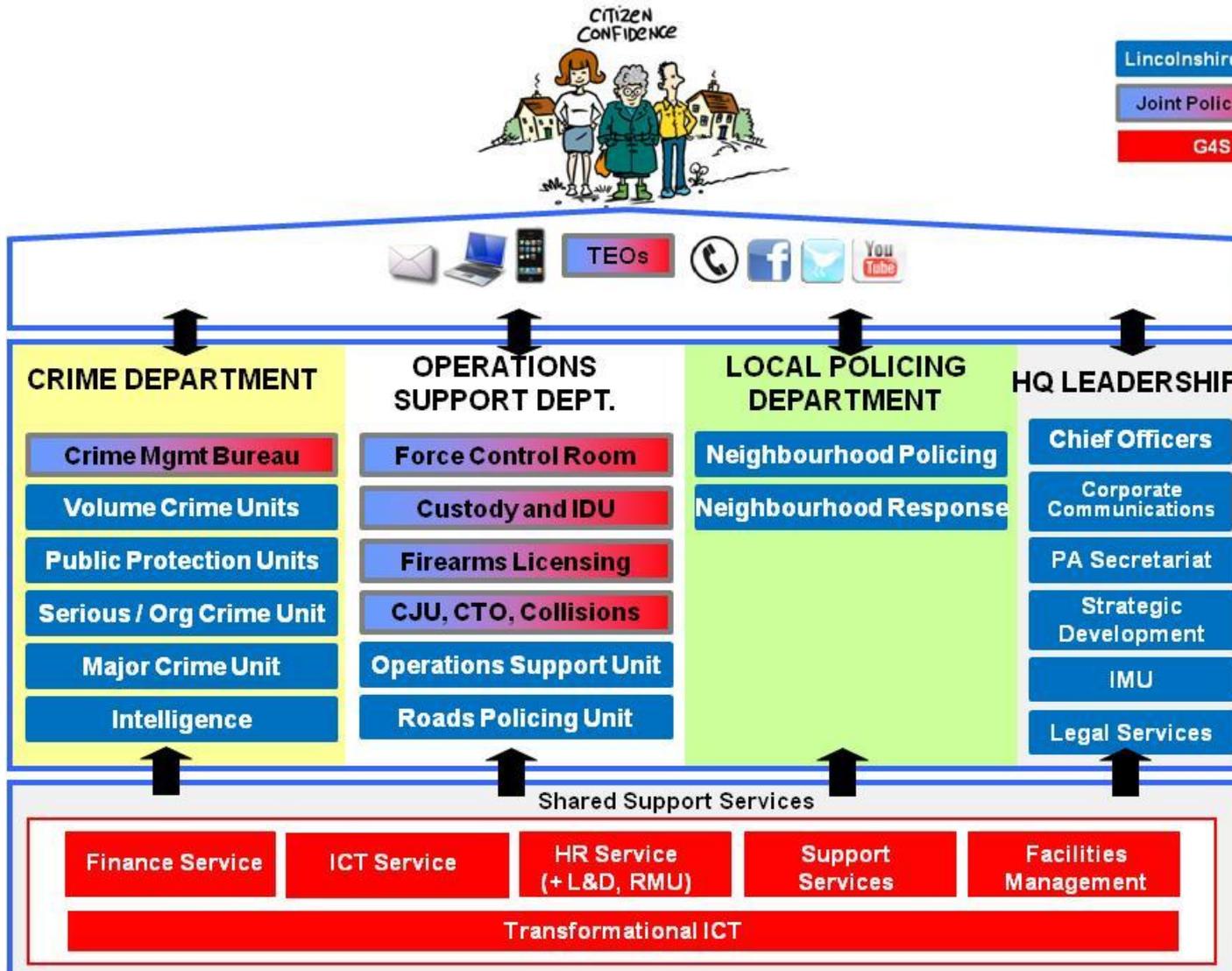
Major DWP OJEU notices since 2010

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

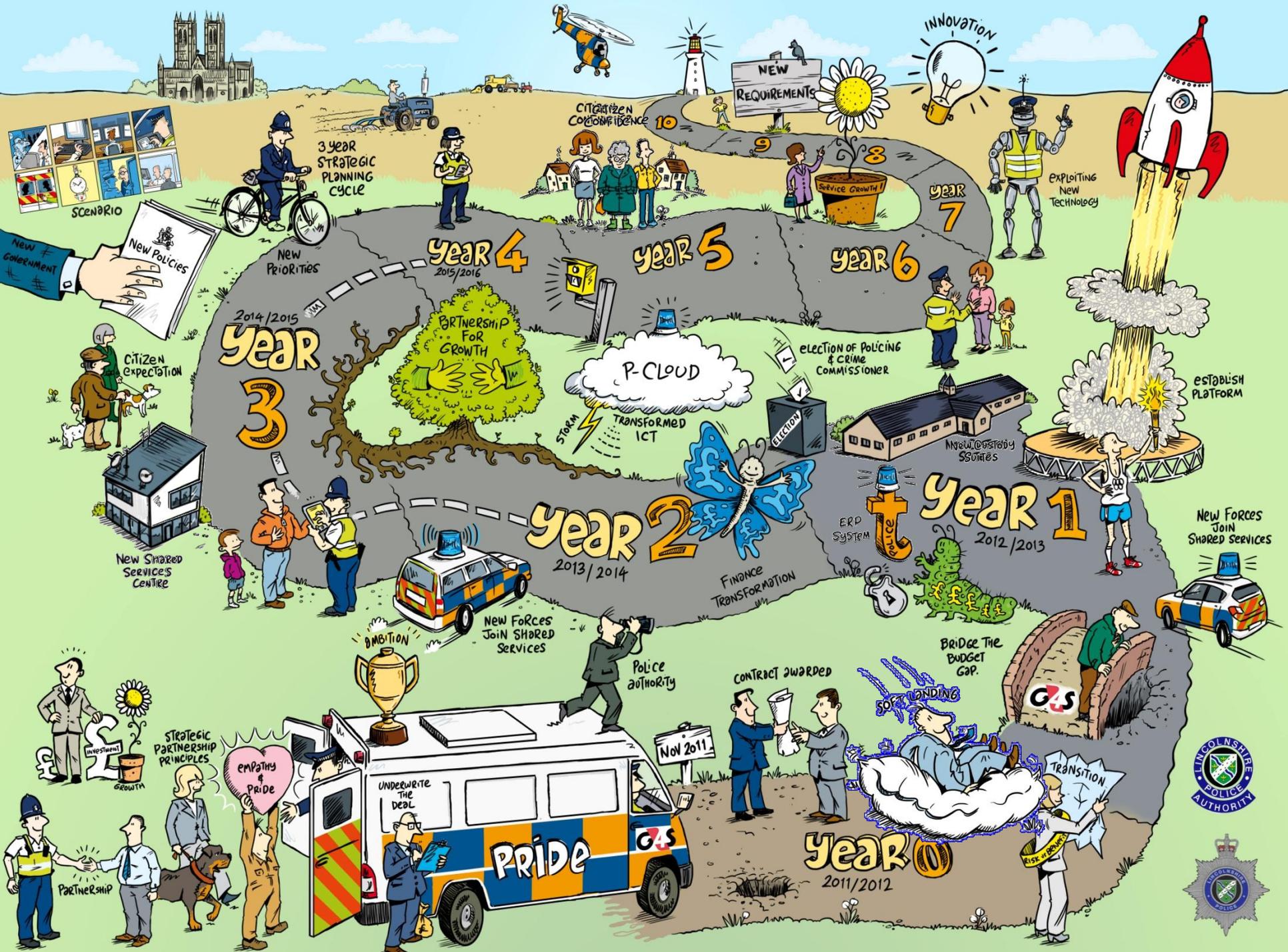
Case Study – Lincolnshire Police Framework

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



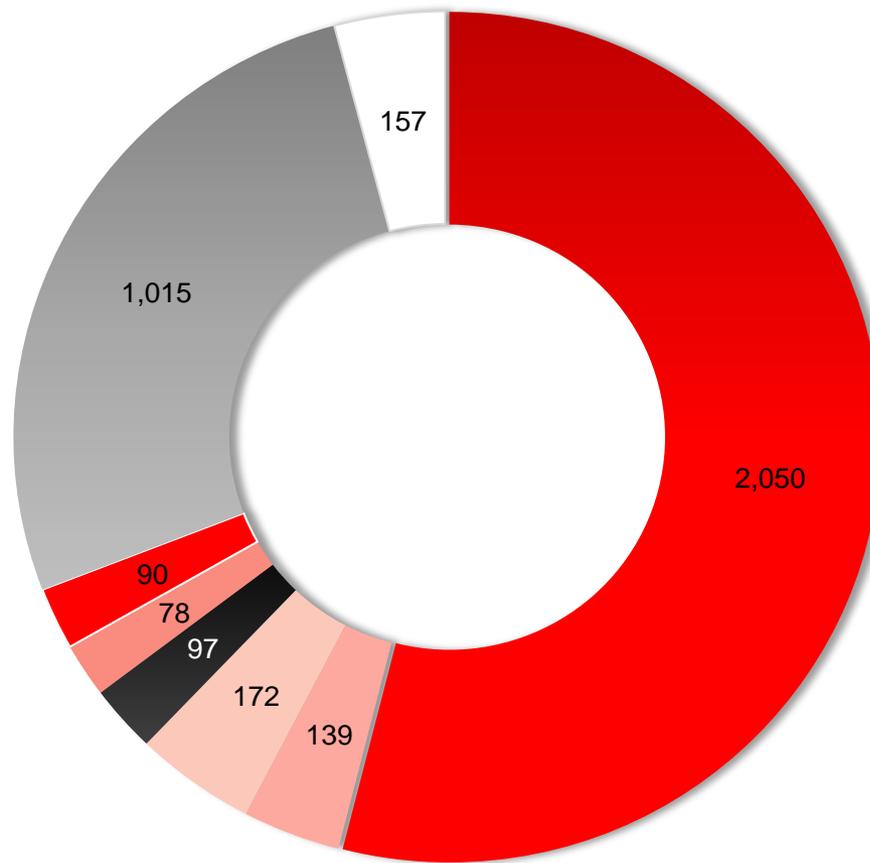
Market Overview

	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%



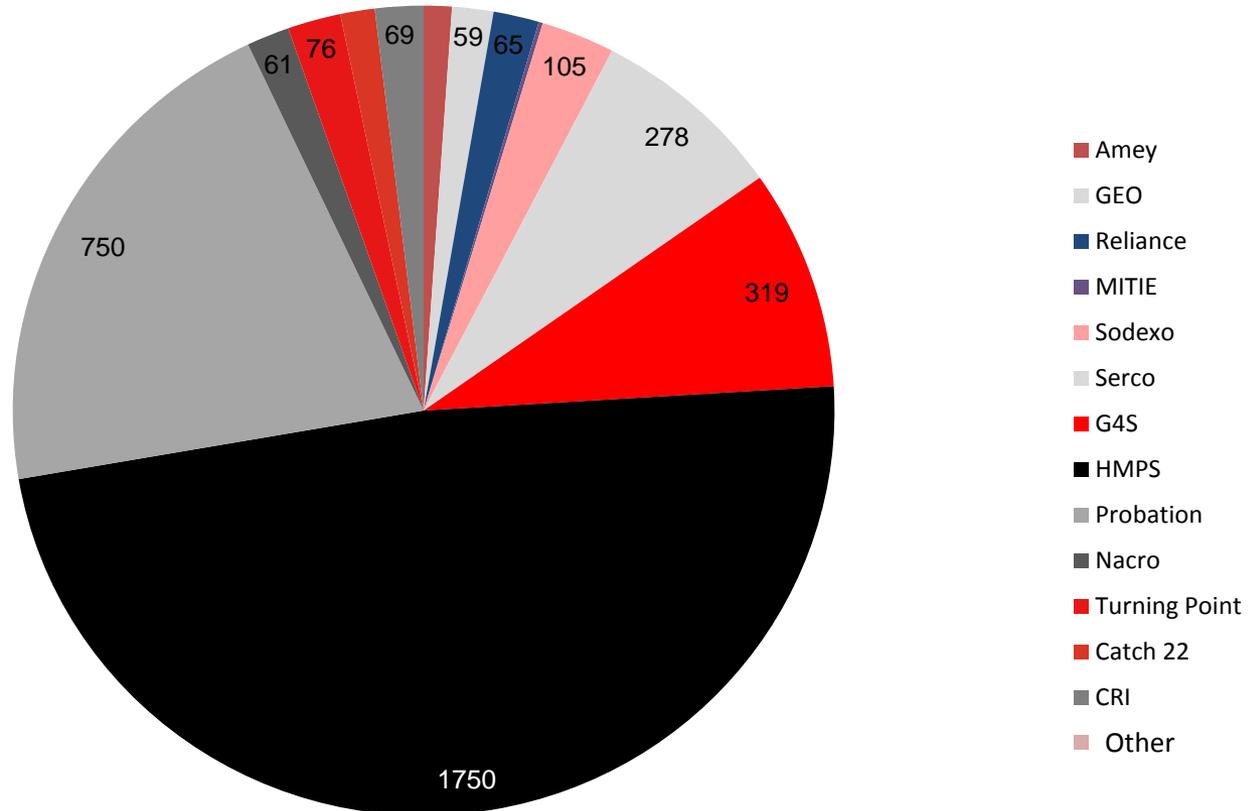
- Adult Prisons
- Youth Custody
- Secure Escorting and Court Custody
- Electronic Monitoring
- Immigration Detention
- Immigration Community / Casework
- Community Offender Services / Probation
- Global EM

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Market Overview by Provider

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



Case Study – HMP Birmingham

Overview

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

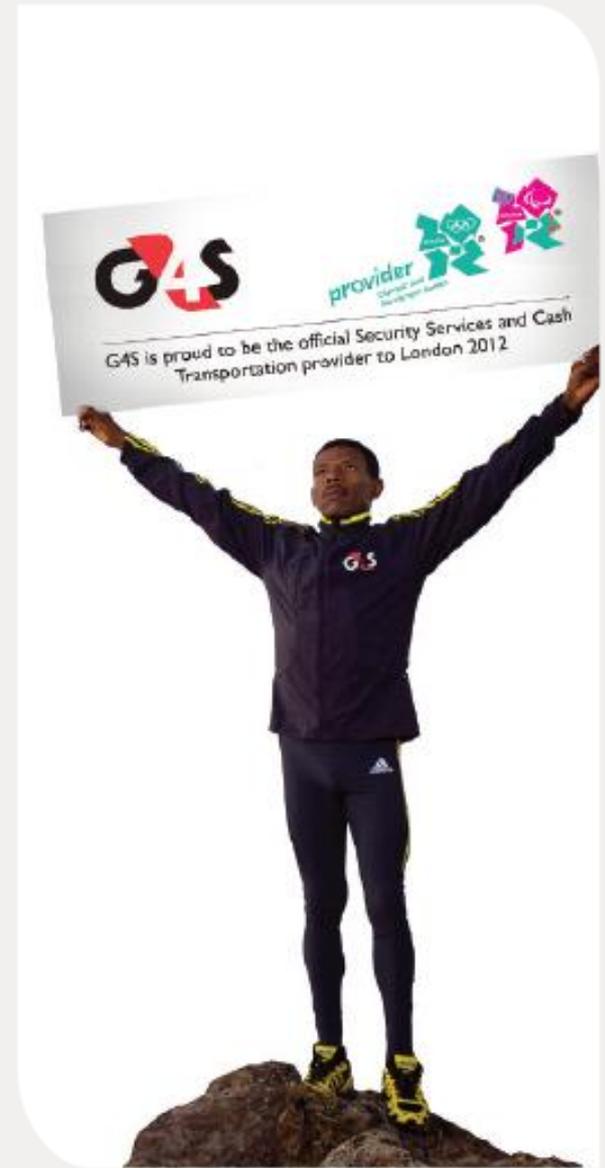
- Excellent pipeline conversion over last 12 months:
 - HMP Birmingham
 - HMP Oakwood
 - COMPASS
 - Scottish Prison Service
- Prospect of further outsourcing in key areas of Government remains strong :
 - Prisons
 - Probation
 - Courts
 - Immigration and Borders
- G4S well positioned with a strong track 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

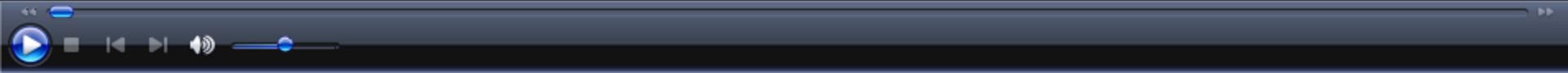
Managing Director
G4S Global Events



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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

Securing London 2012

G4S

JOBS

We'll even help you get up and running.

Security Staff
2012 Olympic and Paralympic Games.
Take your place in history securing London 2012 with Team G4S.

This opportunity is open to anyone, as we provide all the training you'll need to succeed. Experience is beneficial, but as long as you can remain calm under pressure, think quickly on your feet, and are good with people, we'd like to hear from you.

To secure your place, visit:
securinglondon2012.com

Official Security Services Provider to the 2012 Olympic and Paralympic Games.

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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

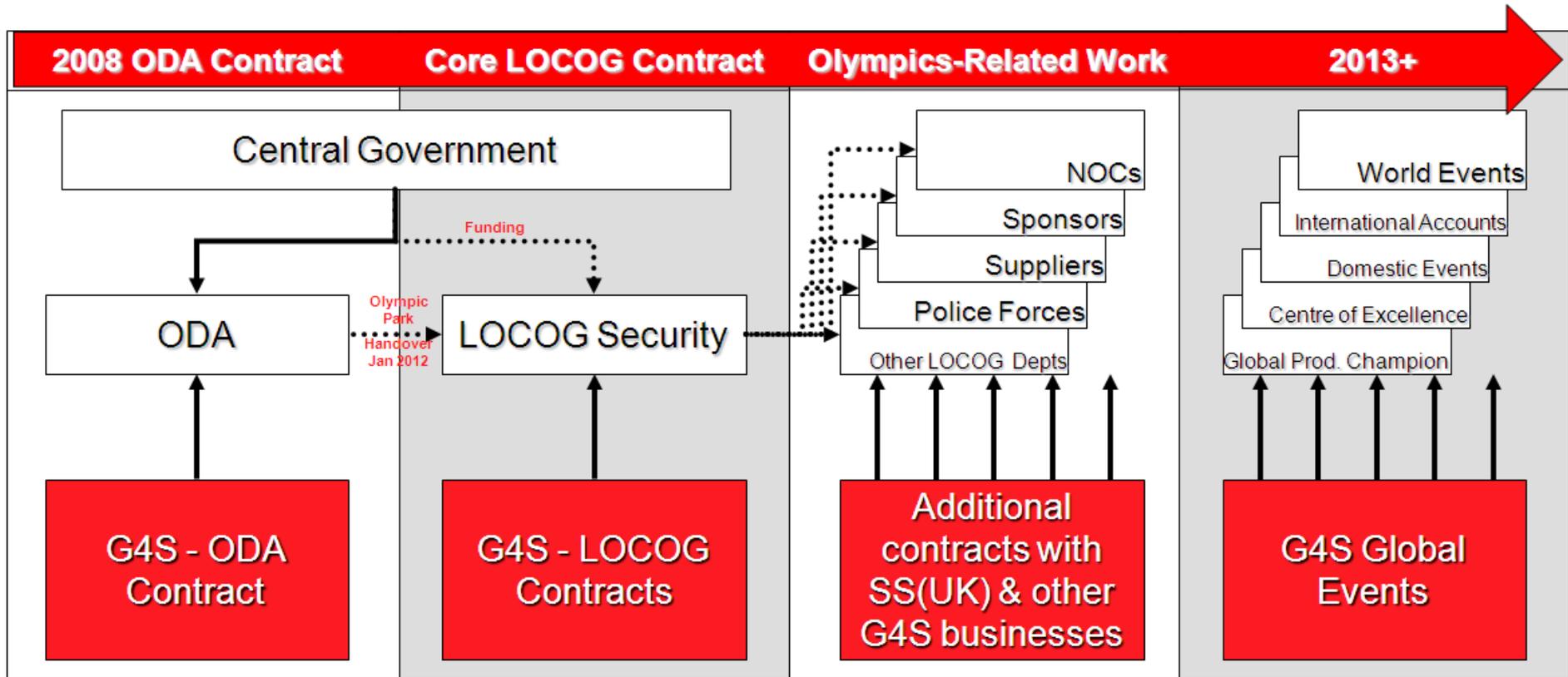
Games-time Role

- 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

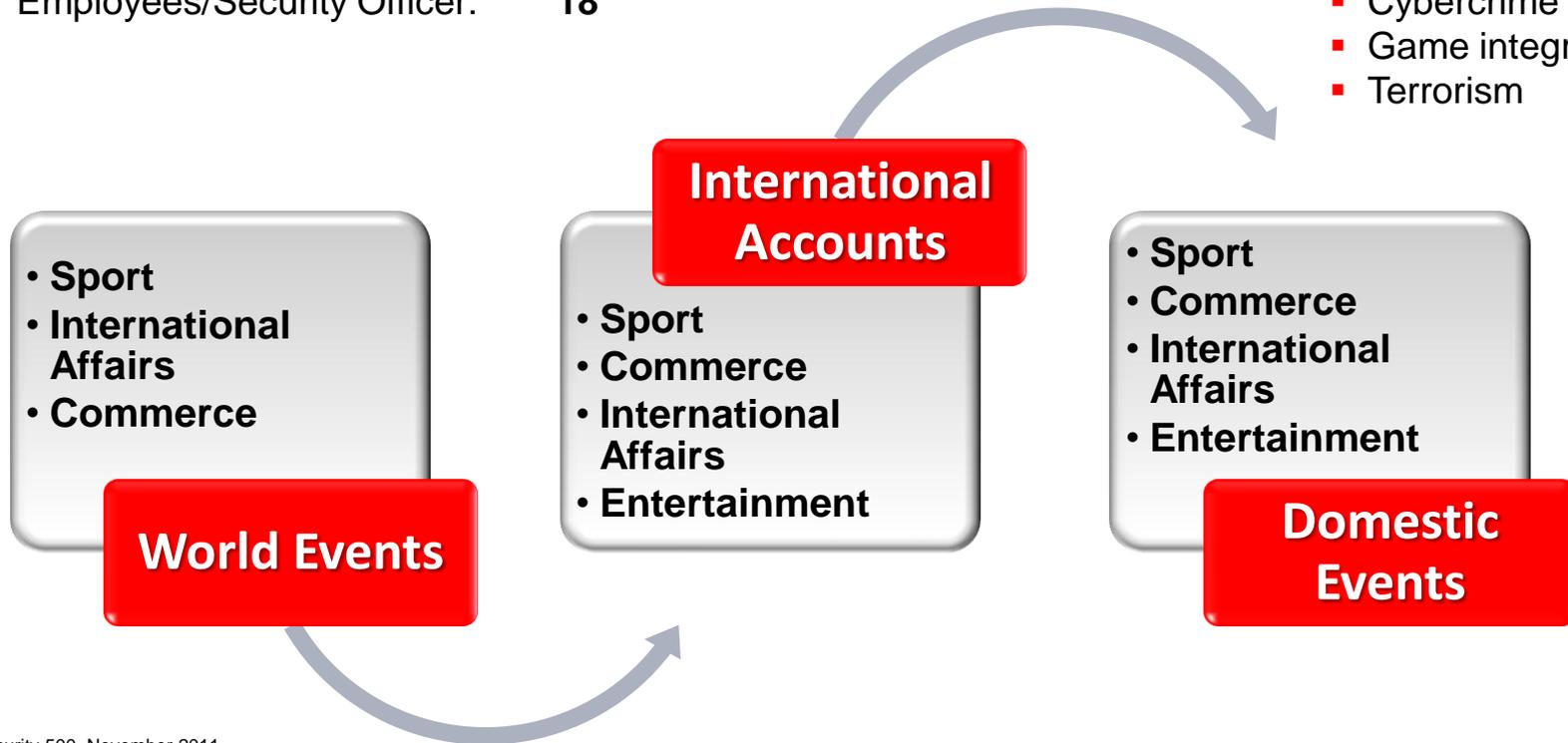


Security expenditure metrics for global events

- 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



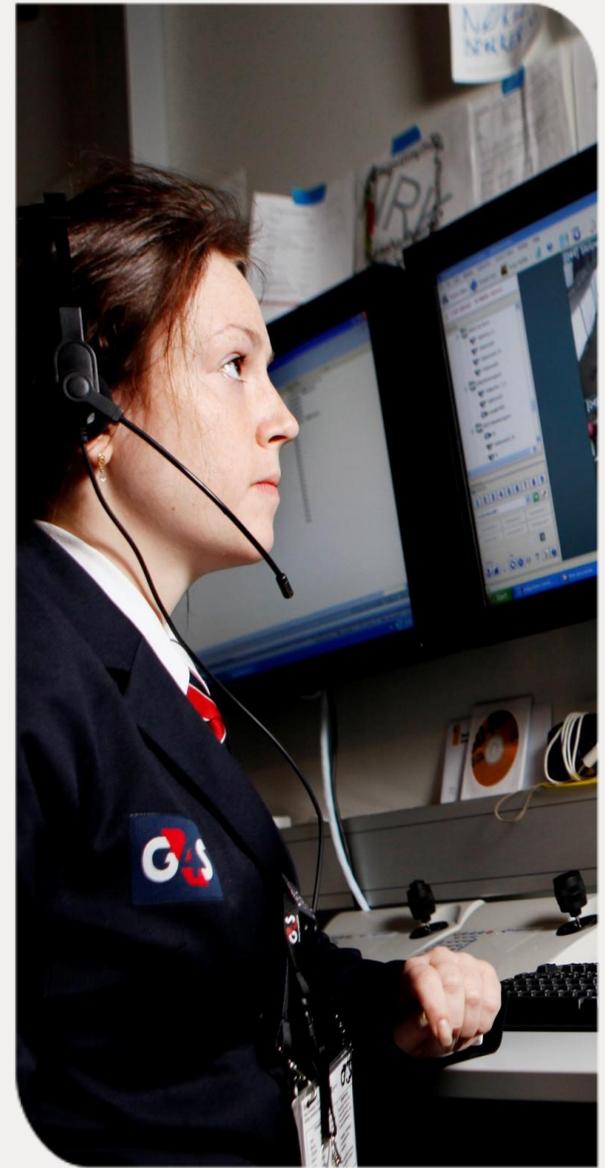
	Security Budget (\$m)	Security Personnel (Public & Private)
Sydney 2000 Summer Olympics	400	35,000
Athens 2004 Summer Olympics	1,500	70,000
Beijing 2008 Summer Olympics	6,500	Unknown
Vancouver 2010 Winter Olympics	826	15,000
London 2012 Summer Olympics	1,700	42,000
Brazil 2014 FIFA World Cup	2,800	tbc

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UK Summary



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G4S UK

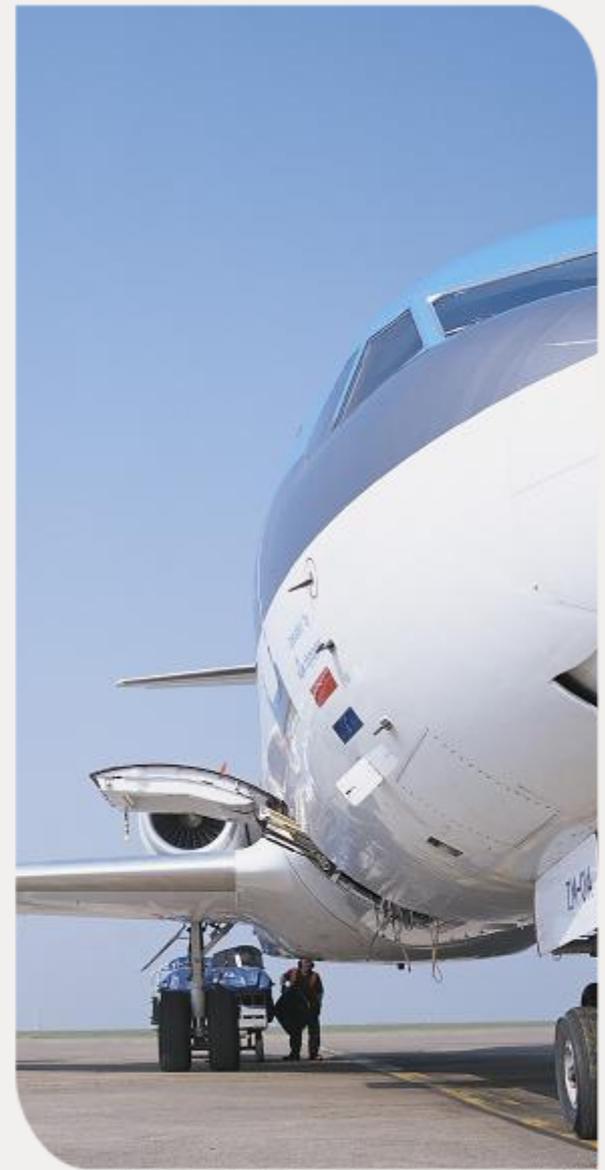
Summary

- 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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