

G4S plc

2007 Preliminary Results

A World of Security Solutions



# Nick Buckles

## Chief Executive Officer

A World of Security Solutions



# Results Highlights

\* At constant (2007) exchange rates

- Very strong organic turnover growth\* of 9.1%
- Group turnover\* up 14.5% to £4,490.4 million
- PBITA\* up 16.8% to £312.1 million
- Margin\* improved to 7.0%
- Cash flow generation of £276.4 million, 89% of PBITA
- Adjusted earnings per share increased by 10.7% to 13.4p
- Recommended final dividend up 13.1% to 2.85 pence per share (DKK0.2786)
- Recommended total dividend up 17.8% to 4.96 pence per share (DKK0.5105)

A World of Security Solutions



# Results Highlights (cont'd)

---

- Process commenced for divestment of security services businesses in France and Germany
- Announced acquisition of Global Solutions Limited in December 2007
- Launched new strategy to drive accelerated growth and development
- Excellent all-round performance, particularly in developing markets

# Financials

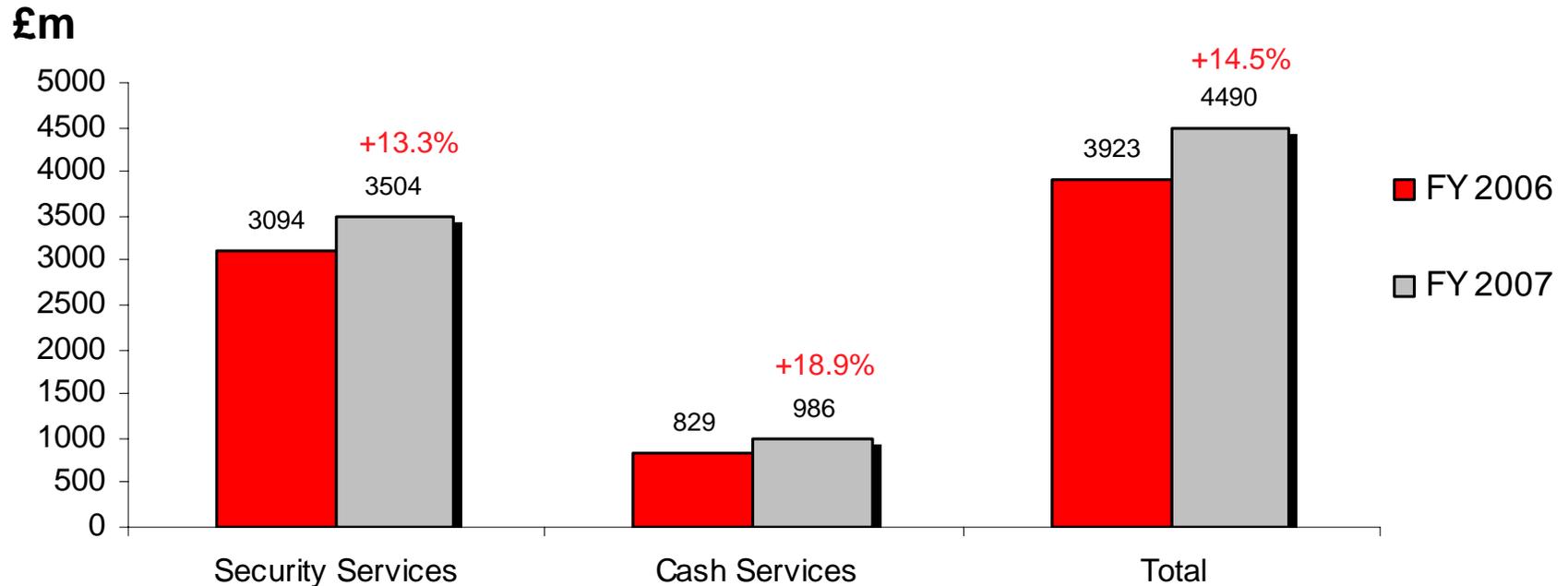
Trevor Dighton  
Chief Financial Officer

A World of Security Solutions



# Continuing Turnover by Business Line

## 12 months ended 31 December 2007

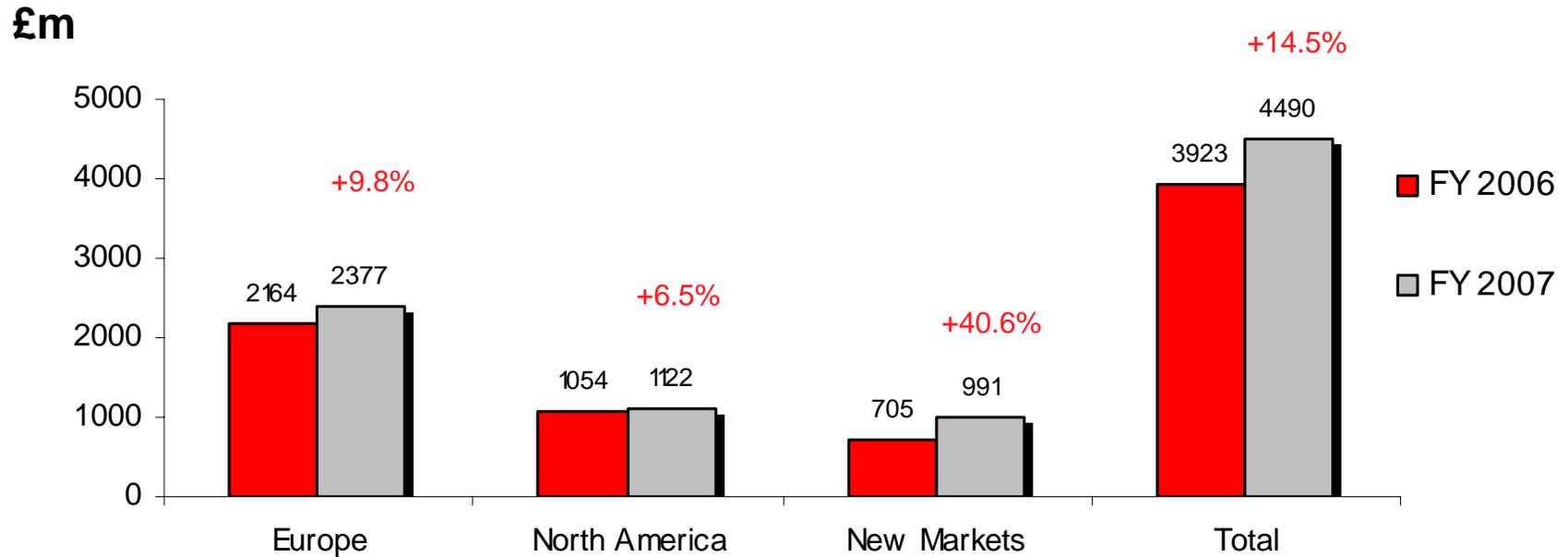


Note : At 2007 exchange rates

A World of Security Solutions

# Continuing Turnover by Geography

## 12 months ended 31 December 2007



Note : At 2007 exchange rates

A World of Security Solutions

# Organic Turnover Growth

12 months ended 31 December 2007

---

	Europe	North America	Developed Markets	New Markets	Total
<b>Security Services</b>	<b>6.3%</b>	<b>7.3%</b>	<b>6.7%</b>	<b>17.0%</b>	<b>8.7%</b>
<b>Cash Services</b>	<b>11.6%</b>	<b>(6.0)%</b>	<b>9.5%</b>	<b>17.0%</b>	<b>10.6%</b>
<b>Total</b>	<b>7.8%</b>	<b>6.3%</b>	<b>7.3%</b>	<b>17.0%</b>	<b>9.1%</b>

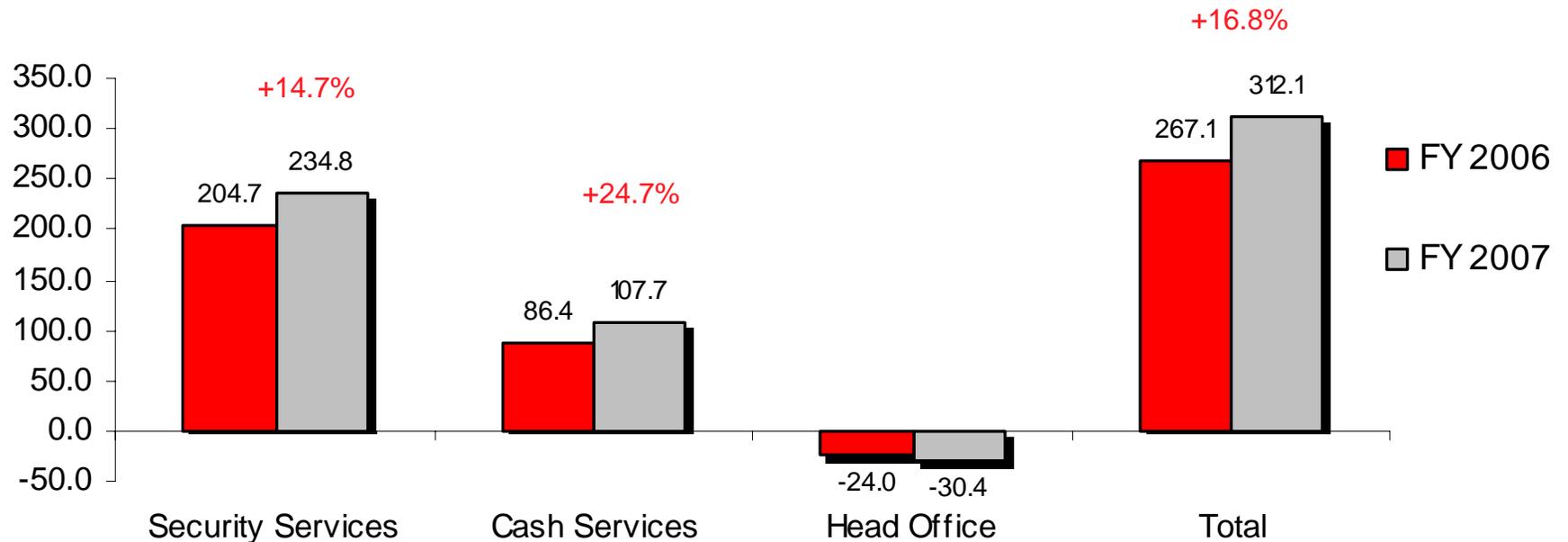
A World of Security Solutions



# Continuing PBITA by Business Line

## 12 months ended 31 December 2007

£m



Note : At 2007 exchange rates

A World of Security Solutions

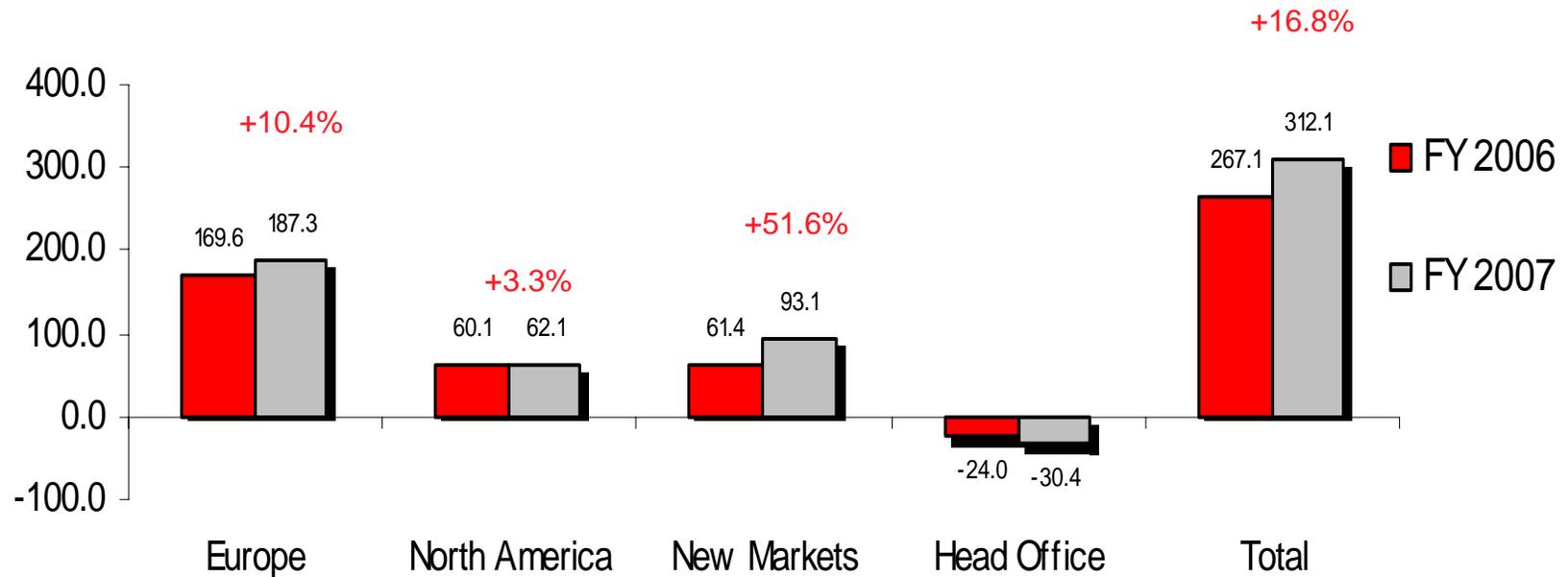


Group 4 Securicor

# Continuing PBITA by Geography

## 12 months ended 31 December 2007

£m



Note : At 2007 exchange rates

A World of Security Solutions

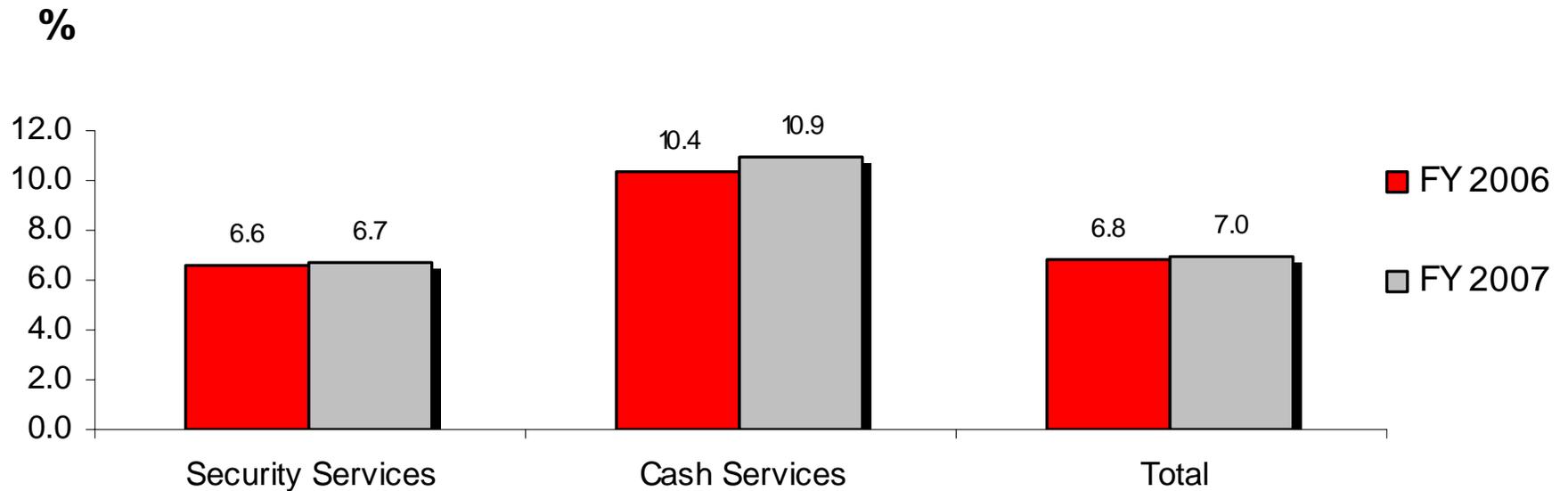


Group 4 Securicor

# Continuing PBITA Margin by Business Line

## 12 months ended 31 December 2007

---



Note : At 2007 exchange rates

A World of Security Solutions

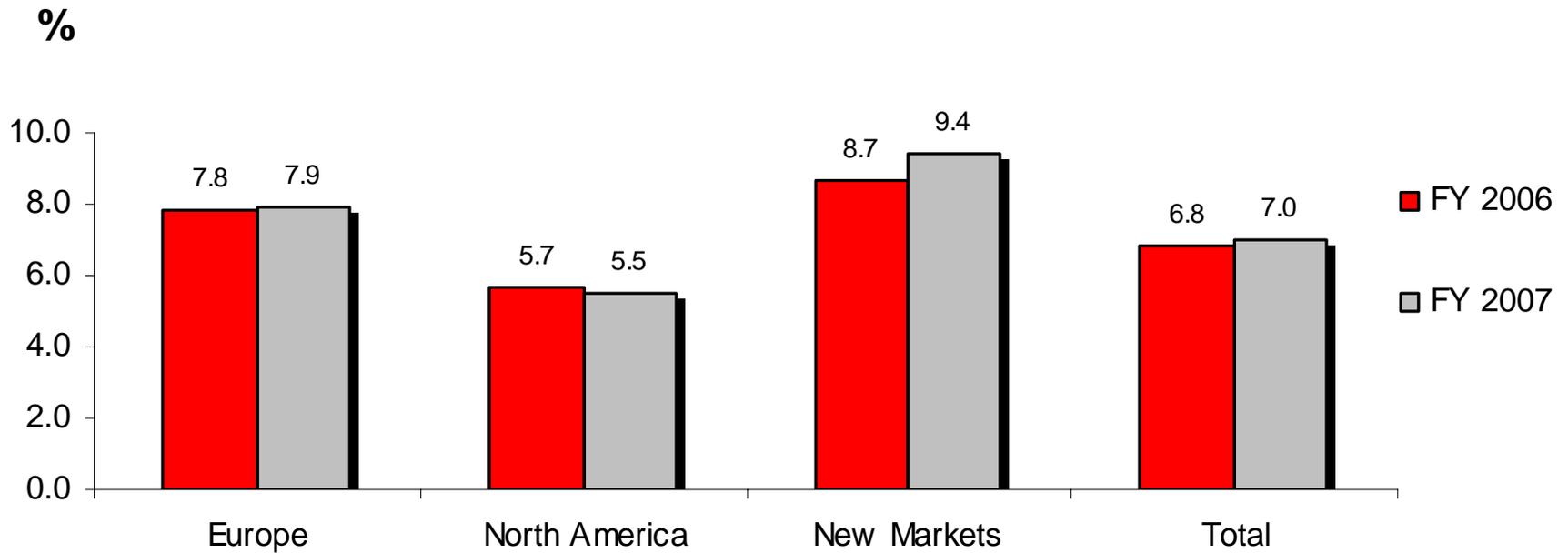


Group 4 Securicor

# Continuing PBITA Margin by Geography

## 12 months ended 31 December 2007

---



Note : At 2007 exchange rates

A World of Security Solutions



Group 4 Securicor

# Profit and Loss Account

12 months ended 31 December 2007

---

£m	2007	2006
<b>PBITA</b>	<b>312.1</b>	<b>274.4</b>
<b>Interest</b> (before pensions)	<b>(58.7)</b>	<b>(39.9)</b>
<b>PBT</b> (before amortisation and pensions interest)	<b>253.4</b>	<b>234.5</b>
<b>Amortisation</b>	<b>(41.6)</b>	<b>(36.0)</b>
<b>Pensions interest</b>	<b>5.0</b>	<b>1.0</b>
<b>PBT</b>	<b>216.8</b>	<b>199.5</b>
<b>Tax</b>	<b>(56.2)</b>	<b>(56.6)</b>
<b>Discontinued operations</b>	<b>-</b>	<b>(33.0)</b>
<b>PAT</b>	<b>160.6</b>	<b>109.9</b>

A World of Security Solutions



# Taxation

12 months ended 31 December 2007

---

<b>£m</b>	<b>Pre amortisation and pensions interest</b>	<b>Amortisation and pensions interest</b>	<b>Total</b>
<b>Profit / (loss) before tax</b>	<b>253.4</b>	<b>(36.6)</b>	<b>216.8</b>
<b>Tax (charge) / credit</b>	<b>(69.7)</b>	<b>13.5</b>	<b>(56.2)</b>
<b>Tax rate</b>	<b>27.5%</b>		

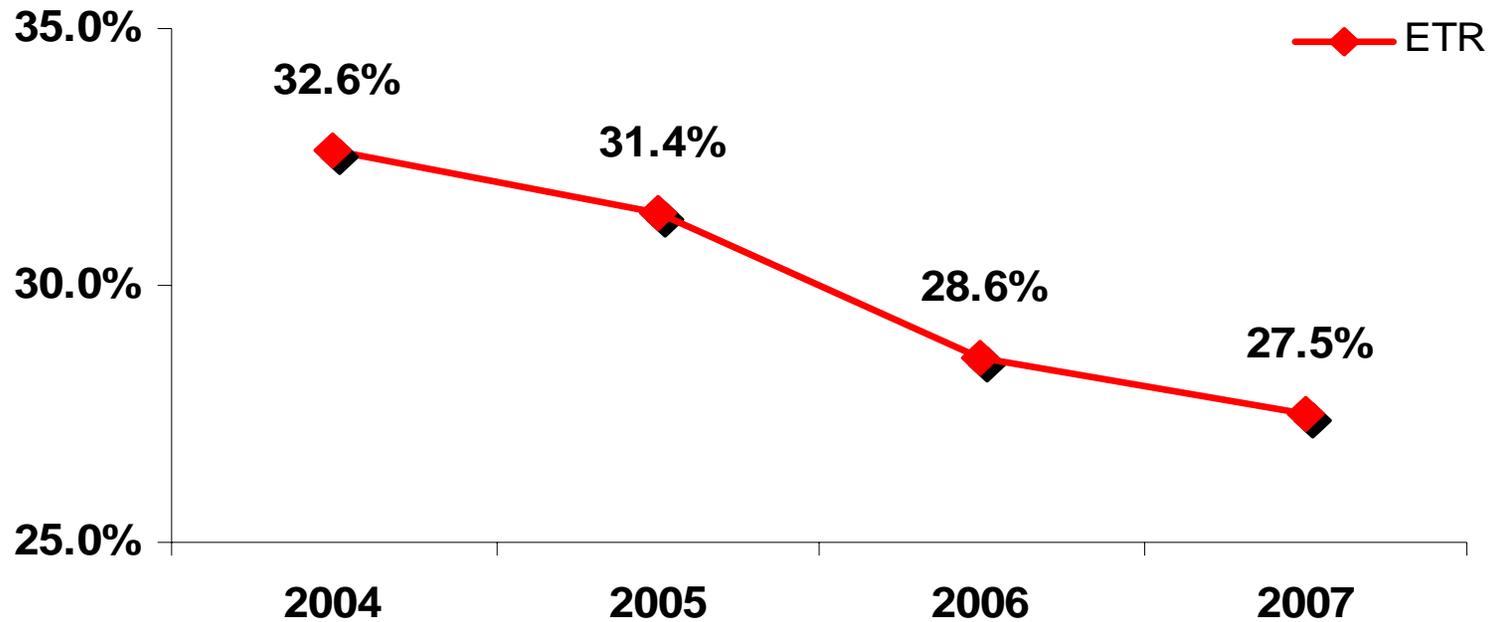
A World of Security Solutions



# Effective Tax Rate

2004 to 2007

---



A World of Security Solutions



# Earnings per Share

12 months ended 31 December 2007

£m	2007	2006 at constant FX	2006 at actual FX
<b>PBITA from continuing operations</b>	<b>312.1</b>	<b>267.1</b>	<b>274.4</b>
<b>Interest (before pensions)</b>	<b>(58.7)</b>	<b>(37.0)</b>	<b>(39.9)</b>
	<b>253.4</b>	<b>230.1</b>	<b>234.5</b>
<b>Tax</b>	<b>(69.7)</b>	<b>(65.8)</b>	<b>(67.1)</b>
<b>Adjusted PAT</b>	<b>183.7</b>	<b>164.3</b>	<b>167.4</b>
<b>Minorities</b>	<b>(13.4)</b>	<b>(13.4)</b>	<b>(13.4)</b>
<b>Adjusted profit attributable to shareholders</b>	<b>170.3</b>	<b>150.9</b>	<b>154.0</b>
<b>Average number of shares (m)</b>	<b>1,275.2</b>	<b>1,268.3</b>	<b>1,268.3</b>
<b>Adjusted EPS (p)</b>	<b>13.4p</b>	<b>11.9p</b>	<b>12.1p</b>

A World of Security Solutions



# Balance Sheet

## 31 December 2007

---

£m	December 2007	December 2006
<b>Goodwill and other intangibles</b>	<b>1,583</b>	<b>1,418</b>
<b>Tangible fixed assets</b>	<b>401</b>	<b>355</b>
<b>Other non-current assets</b>	<b>164</b>	<b>173</b>
<b>Current assets (excl cash)</b>	<b>1,059</b>	<b>849</b>
<b>Current liabilities (excl debt)</b>	<b>(1,011)</b>	<b>(820)</b>
<b>Non-current liabilities (excl debt)</b>	<b>(268)</b>	<b>(330)</b>
<b>Net debt</b>	<b>(805)</b>	<b>(673)</b>
<b>Net assets</b>	<b>1,123</b>	<b>972</b>

A World of Security Solutions

# Operating Cash Flow

12 months ended 31 December 2007

---

£m	2007	2006
<b>Group PBITA</b>	<b>309.1</b>	<b>271.6</b>
<b>Depreciation</b>	<b>99.6</b>	<b>92.7</b>
<b>Profit on disposal of fixed assets</b>	<b>(14.4)</b>	<b>(1.6)</b>
<b>Working capital movement</b>	<b>(8.9)</b>	<b>(45.8)</b>
<b>Cash generated from operations</b>	<b>385.4</b>	<b>316.9</b>
<b>Capital expenditure</b>	<b>(109.0)</b>	<b>(82.5)</b>
<b>Operating cash flow</b>	<b>276.4</b>	<b>234.4</b>
<b>Operating cash flow as % of PBITA</b>	<b>89%</b>	<b>86%</b>

A World of Security Solutions



## Reconciliation of cash generated by operations 12 months ended 31 December 2007

---

<b>£m</b>	<b>2007</b>	<b>2006</b>
<b>Operating cash flow (G4S definition)</b>	<b>276.4</b>	<b>234.4</b>
<b>Add back capital expenditure</b>	<b>109.0</b>	<b>82.5</b>
<b>Cash outflow on exceptional items and discontinued operations</b>	<b>(1.8)</b>	<b>(25.3)</b>
<b>Additional pension contributions</b>	<b>(26.1)</b>	<b>(24.2)</b>
<b>Tax paid</b>	<b>(66.2)</b>	<b>(70.3)</b>
<b>Cash from operating activities (statutory definition)</b>	<b>291.3</b>	<b>197.1</b>

A World of Security Solutions

# Cash Flow

12 months ended 31 December 2007

---

<b>£m</b>	<b>2007</b>	<b>2006</b>
<b>Cash from operating activities (statutory definition)</b>	<b>291.3</b>	<b>197.1</b>
<b>Interest</b>	<b>(55.0)</b>	<b>(47.8)</b>
<b>Net capital expenditure</b>	<b>(109.0)</b>	<b>(82.5)</b>
<b>Group dividend</b>	<b>(59.3)</b>	<b>(49.8)</b>
<b>Acquisitions and disposals</b>	<b>(155.0)</b>	<b>(85.8)</b>
<b>Other</b>	<b>(32.9)</b>	<b>(2.1)</b>
<b>Movement in net debt</b>	<b>(119.9)</b>	<b>(70.9)</b>
<b>Exchange movement</b>	<b>(12.2)</b>	<b>55.4</b>
<b>Opening net debt</b>	<b>(672.8)</b>	<b>(657.3)</b>
<b>Closing net debt</b>	<b>(804.9)</b>	<b>(672.8)</b>

A World of Security Solutions



# Acquisitions and disposals

12 months ended 31 December 2007

---

<b>£m</b>	<b>2007</b>
<b>Fidelity Cash Services</b>	<b>24.1</b>
<b>Saudi FM</b>	<b>15.5</b>
<b>RIG Police Recruit</b>	<b>15.8</b>
<b>21 deals over £1m</b>	<b>78.3</b>
<b>Other deals</b>	<b>3.9</b>
<b>Minority Buy-outs</b>	<b>14.0</b>
<b>Acquired cash</b>	<b>(11.6)</b>
<b>Disposals</b>	<b>(7.9)</b>
<b>Acquired debt</b>	<b>22.9</b>
<b>Total</b>	<b>155.0</b>

A World of Security Solutions



# Pensions

12 months ended 31 December 2007

---

- Financial assumptions updated as at December
- Both UK schemes have been actuarially reassessed (Securicor in 2006, Group 4 in 2007)
- Calculations subject to short-term volatility
- Discount rate of 5.8% used for the UK
- Deficit reduced to £138m from £226m at December 2006
- Increase in both asset values and bond yields
- Additional cash contributions of £26.2m paid (no P&L implication)
- Hold 70% of assets in equities and believe in long-term equity out-performance over bonds

# Dividend

12 months ended 31 December 2007

---

- Final dividend of 2.85p per share
- Total dividend for 2007 of 4.96p
- 17.8% increase on 2006
- Dividend cover on adjusted EPS of 2.7 times
- Reaffirm intention to reduce to 2.5 times cover in 2008

# Business Review

Nick Buckles  
Chief Executive Officer

A World of Security Solutions



# Security Services

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Europe *	1,671.3	1,534.1	109.9	101.2	6.6%	6.6%	6.3%
North America *	1,043.8	970.8	61.5	58.2	5.9%	6.0%	7.3%
New Markets *	788.7	589.2	63.4	45.3	8.0%	7.7%	17.0%
Total Security Services *	3,503.8	3,094.1	234.8	204.7	6.7%	6.6%	8.7%
Exchange differences	-	106.7	-	6.8			
At actual exchange rates	3,503.8	3,200.8	234.8	211.5			

A World of Security Solutions

\*Includes share of associates



# Security Services

## Europe

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
UK & Ireland*	593.0	539.7	48.4	44.1	8.2%	8.2%	6.0%
Continental Europe *	1,078.3	994.4	61.5	57.1	5.7%	5.7%	6.5%
Total Europe *	1,671.3	1,534.1	109.9	101.2	6.6%	6.6%	6.3%

### UK & Ireland

- Good organic growth of 6.0%
- Margins remained strong at 8.2%
- Customer retention in the security business around 95%
- A number of significant contract wins in the year
- Good growth continues in the electronic monitoring contract and Parc prison continues to expand
- A number of acquisitions made to increase the expertise of the group
- GSL acquisition should complete in the first half of 2008

A World of Security Solutions



Group 4 Securicor

# Security Services

## Europe

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
UK & Ireland*	593.0	539.7	48.4	44.1	8.2%	8.2%	6.0%
Continental Europe *	1,078.3	994.4	61.5	57.1	5.7%	5.7%	6.5%
Total Europe *	1,671.3	1,534.1	109.9	101.2	6.6%	6.6%	6.3%

### France & Germany

- Process commenced to divest of businesses

### Netherlands

- Increasing revenue and very strong margins
- Successfully retained the Schiphol airport contract for a further 5 years
- Capability-building acquisitions were made in the fire and safety training sector
- Market leader in safety and security solutions

A World of Security Solutions



# Security Services

## Europe

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
UK & Ireland*	593.0	539.7	48.4	44.1	8.2%	8.2%	6.0%
Continental Europe *	1,078.3	994.4	61.5	57.1	5.7%	5.7%	6.5%
Total Europe *	1,671.3	1,534.1	109.9	101.2	6.6%	6.6%	6.3%

- Over 20% growth in the **Baltics** and margins improved significantly
- Good growth and strong margins in **Denmark**
- Slow growth in **Belgium** but significant margin improvement
- In **Sweden**, margins were negatively impacted by the loss of the Arlanda airport contract in February
- Excellent growth in **Romania** -Romanian Post Office outsourcing contract
- In **Greece** improved performance compared to the prior year

A World of Security Solutions



Group 4 Securicor

# Security Services

## North America

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
North America *	1,043.8	970.8	61.5	58.2	5.9%	6.0%	7.3%

### United States

- Solid overall organic growth of around 6%
- 9% growth in the commercial business
- Significant bidding and start up costs in the government sector in the last quarter of 2007 impacting margins
- Significant contract wins in government business to flow through in 2008

### Canada

- Organic growth was strong and margins were maintained at prior year levels despite a difficult pricing environment and tight labour markets

A World of Security Solutions



Group 4 Securicor

# Security Services

## New Markets

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Asia *	268.9	221.9	22.9	17.6	8.5%	7.9%	17.0%
Middle East *	177.9	115.9	14.2	10.1	8.0%	8.7%	19.7%
Africa *	183.9	139.7	16.0	11.3	8.7%	8.1%	15.2%
Latin America & Caribbean *	158.0	111.7	10.3	6.3	6.5%	5.6%	16.6%
Total New Markets *	788.7	589.2	63.4	45.3	8.0%	7.7%	17.0%

### Asia

- Organic growth of 17% and margins improved to 8.5%
- In **Hong Kong** the business performed strongly - focusing on key market segments and integrated security offer
- **Macau** continued to grow very strongly
- **India** continued to perform well with excellent growth of around 28% and strong margins

A World of Security Solutions



# Security Services

## New Markets

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Asia *	268.9	221.9	22.9	17.6	8.5%	7.9%	17.0%
Middle East *	177.9	115.9	14.2	10.1	8.0%	8.7%	19.7%
Africa *	183.9	139.7	16.0	11.3	8.7%	8.1%	15.2%
Latin America & Caribbean *	158.0	111.7	10.3	6.3	6.5%	5.6%	16.6%
Total New Markets *	788.7	589.2	63.4	45.3	8.0%	7.7%	17.0%

### Middle East

- Organic growth was very strong at 19.7%
- Margins were at 8.0%, driven by the continuing economic boom in the region
- In **Saudi Arabia** G4S became the market leader through the acquisition of Majal

A World of Security Solutions



# Security Services

## New Markets

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Asia *	268.9	221.9	22.9	17.6	8.5%	7.9%	17.0%
Middle East *	177.9	115.9	14.2	10.1	8.0%	8.7%	19.7%
Africa *	183.9	139.7	16.0	11.3	8.7%	8.1%	15.2%
Latin America & Caribbean *	158.0	111.7	10.3	6.3	6.5%	5.6%	16.6%
Total New Markets *	788.7	589.2	63.4	45.3	8.0%	7.7%	17.0%

### Africa

- Organic growth was 15.2%
- Margins improved strongly to 8.7%
- In **South Africa** the business is improving largely as a result of increasing efficiency in the operations
- The business in **Kenya** performed very well this year with good growth and a strong profit performance
- Elsewhere in Africa, **Botswana, DRC, Malawi, Mozambique** and **Namibia** all performed well as a result of strong organic growth

A World of Security Solutions



Group 4 Securicor

# Security Services

## New Markets

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Asia *	268.9	221.9	22.9	17.6	8.5%	7.9%	17.0%
Middle East *	177.9	115.9	14.2	10.1	8.0%	8.7%	19.7%
Africa *	183.9	139.7	16.0	11.3	8.7%	8.1%	15.2%
Latin America & Caribbean *	158.0	111.7	10.3	6.3	6.5%	5.6%	16.6%
Total New Markets *	788.7	589.2	63.4	45.3	8.0%	7.7%	17.0%

### Latin America & Caribbean

- Organic growth was strong at 16.6%
- Margins improved to 6.5%.
- **Argentina** improved significantly from 2006
- In **Chile** we reported our first full year of results from the acquisition made in late 2006
- **Guatemala** continues to post strong margins
- The **Colombian** business performed extremely well

A World of Security Solutions



Group 4 Securicor

# Cash Services

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Europe *	706.3	629.7	77.4	68.4	11.0%	10.9%	11.6%
North America *	78.0	83.0	0.6	1.9	0.8%	2.3%	(6.0)%
New Markets *	202.3	116.4	29.7	16.1	14.7%	13.8%	17.0%
Total Cash Services *	986.6	829.1	107.7	86.4	10.9%	10.4%	10.6%
Exchange differences	-	6.9	-	0.6			
At actual exchange rates	986.6	836.0	107.7	87.0			

\* Includes share of associates

A World of Security Solutions



# Cash Services

## Europe

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Europe *	706.3	629.7	77.4	68.4	11.0%	10.9%	11.6%
North America *	78.0	83.0	0.6	1.9	0.8%	2.3%	(6.0)%
New Markets *	202.3	116.4	29.7	16.1	14.7%	13.8%	17.0%
Total Cash Services *	986.6	829.1	107.7	86.4	10.9%	10.4%	10.6%

### UK & Ireland

- Solid revenue growth and positive margin enhancement in the UK
- Strong performances in the ATM and cash management businesses
- In Q407 - won a substantial contract with HBOS for out of hours bank branch servicing
- Good growth in Ireland and margins should improve in 2008

A World of Security Solutions



Group 4 Securicor

# Cash Services

## Europe

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Europe *	706.3	629.7	77.4	68.4	11.0%	10.9%	11.6%
North America *	78.0	83.0	0.6	1.9	0.8%	2.3%	(6.0)%
New Markets *	202.3	116.4	29.7	16.1	14.7%	13.8%	17.0%
Total Cash Services *	986.6	829.1	107.7	86.4	10.9%	10.4%	10.6%

- There was slow growth but strong margins in the **Netherlands**
- Implementation of the Swedbank ATM management contract contributed to substantial revenue growth and strong margins in **Sweden**
- In **Belgium** there was good growth in ATMs and cash management
- Solid revenue growth and improving margins In the **Czech Republic** and **Hungary**
- Implementation of the post office outsourcing contract in **Romania** has driven extremely strong growth and margin improvements
- Successful introduction of the euro in **Cyprus** and **Malta** contributed to strong growth and margin development

A World of Security Solutions



Group 4 Securicor

# Cash Services

## North America

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Europe *	706.3	629.7	77.4	68.4	11.0%	10.9%	11.6%
North America *	78.0	83.0	0.6	1.9	0.8%	2.3%	(6.0)%
New Markets *	202.3	116.4	29.8	16.1	14.7%	13.8%	17.0%
Total Cash Services *	986.6	829.1	107.8	86.4	10.9%	10.4%	10.6%

- Negative organic growth in **Canada**
- Margin performance affected by the loss of two contracts
- New CEO joined the business in 2007 and is beginning to have a positive impact on the business

# Cash Services

## New Markets

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Europe *	706.3	629.7	77.4	68.4	11.0%	10.9%	11.6%
North America *	78.0	83.0	0.6	1.9	0.8%	2.3%	(6.0)%
New Markets *	202.3	116.4	29.8	16.1	14.7%	13.8%	17.0%
Total Cash Services *	986.6	829.1	107.8	86.4	10.9%	10.4%	10.6%

- Cash outsourcing opportunities developing in **Malaysia** and **Indonesia**
- In **Hong Kong** pricing pressure remains in the market
- Opportunities for growth from the deployment of self service terminals in the banking sector
- In the **UAE** – extension into credit card management and distribution services
- Awarded new national ID card distribution contract in **India**

A World of Security Solutions



Group 4 Securicor

# Cash Services

## New Markets

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2007	2006	2007	2006	2007	2006	2007
Europe *	706.3	629.7	77.4	68.4	11.0%	10.9%	11.6%
North America *	78.0	83.0	0.6	1.9	0.8%	2.3%	(6.0)%
New Markets *	202.3	116.4	29.8	16.1	14.7%	13.8%	17.0%
Total Cash Services *	986.6	829.1	107.8	86.4	10.9%	10.4%	10.6%

- Rapid expansion in **Thailand** – new state-of-the-art cash centre
- Entered **South African** cash services market in the first quarter of 2007
  - acquisition of Fidelity Cash Management
  - performing well with good growth and strong margins
- Very strong organic growth in **Kenya** as a result of FI outsourcing
- Improved security situation in **Colombia** and increased economic activity driving growth

A World of Security Solutions



Group 4 Securicor

# Strategy Recap

Nick Buckles  
Chief Executive Officer

A World of Security Solutions



# Strategic Goals



A World of Security Solutions

# Announced GSL Acquisition

---

- Total consideration of £355 million payable in cash
- Previously owned by Group 4 Falck prior to merger – strong understanding of GSL's activities and strengths
- Acquisition provides additional expertise in key markets and geographies
- Subject to competition clearance in UK and South Africa

# Acquisition rationale

---

- Leading provider of outsourced care and justice services
- Long-term nature of GSL contracts will underpin future revenue and profit streams
- Opportunity to broaden secure outsourcing offering to our customers
- GSL provides additional scale to existing Justice Services activities
  - additional platform for international expansion
  - well placed to secure contract wins from the medium-term pipeline
- Potential to further develop relationships within the public sector
- Opportunity to secure a significant foothold within the secure outsourcing market

# Significant opportunities for the future

	GSL Care and Justice Services	GSL Integrated Services	GSL Data and Managed Services
Current portfolio	<ul style="list-style-type: none"> <li>▪ Offender management</li> <li>▪ Immigration service</li> <li>▪ Court services</li> <li>▪ Police support services</li> <li>▪ Children’s services</li> <li>▪ International</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public sector accommodation</li> <li>▪ Schools</li> <li>▪ PFI Acute &amp; hospitals</li> <li>▪ LIFT</li> <li>▪ Care &amp; Justice</li> <li>▪ Patient transport services</li> <li>▪ Healthcare hotel services</li> <li>▪ SPV management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meter reading</li> <li>▪ Data collection, processing and aggregation</li> <li>▪ Inspection</li> <li>▪ Assessment</li> <li>▪ Process management</li> <li>▪ Training</li> </ul>
Future opportunities	<ul style="list-style-type: none"> <li>▪ International markets</li> <li>▪ Detention Training Centres</li> <li>▪ Extension of police services</li> <li>▪ Community sentences</li> <li>▪ Secure mental health</li> </ul>	<ul style="list-style-type: none"> <li>▪ Helping to transition other countries</li> <li>▪ Addressing the commercial market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vetting of employees</li> <li>▪ Metering and meter fixing</li> <li>▪ Debt management</li> <li>▪ Automated Meter Reading</li> <li>▪ Surveys and mystery shopper work</li> <li>▪ Private sector assessment and inspection services</li> </ul>

A World of Security Solutions



From the world's largest security company to the global leader in security solutions

<b>Repositioning the group</b>	<b>Sustainable growth (above market growth rates)</b>	<b>Improved quality of earnings</b>
<b>Increasing customer relationship</b>	<b>Competitive differentiation</b>	<b>Aligned with world class outsourcing providers</b>
<b>Seen as "critical" service</b>	<b>Appropriate market rating</b>	<b>Increased shareholder return</b>

A World of Security Solutions



# Summary & Outlook

Nick Buckles  
Chief Executive Officer

A World of Security Solutions



# Summary & Outlook

---

- Very strong performance in 2007
- Solid results in developed markets
  - organic growth of 7.3%
  - margins in line with the previous year at 7.1%
- Increased organic growth of 17% and improved margins in developing markets has driven an overall margin improvement of 0.2% across the group

# Summary & Outlook (cont'd)

---

- New strategy to drive accelerated growth and development
- Investing in building capabilities and expertise:
  - continuing to share best practice
  - developing our senior management population
  - acquiring businesses or individuals
- Announced acquisition of Global Solutions Ltd (GSL)
- Not expecting the recent economic uncertainties to impact delivery of strong results in the future
- Confident about the further development of the group

# Q&A

A World of Security Solutions



G4S plc

2007 Preliminary Results

A World of Security Solutions

