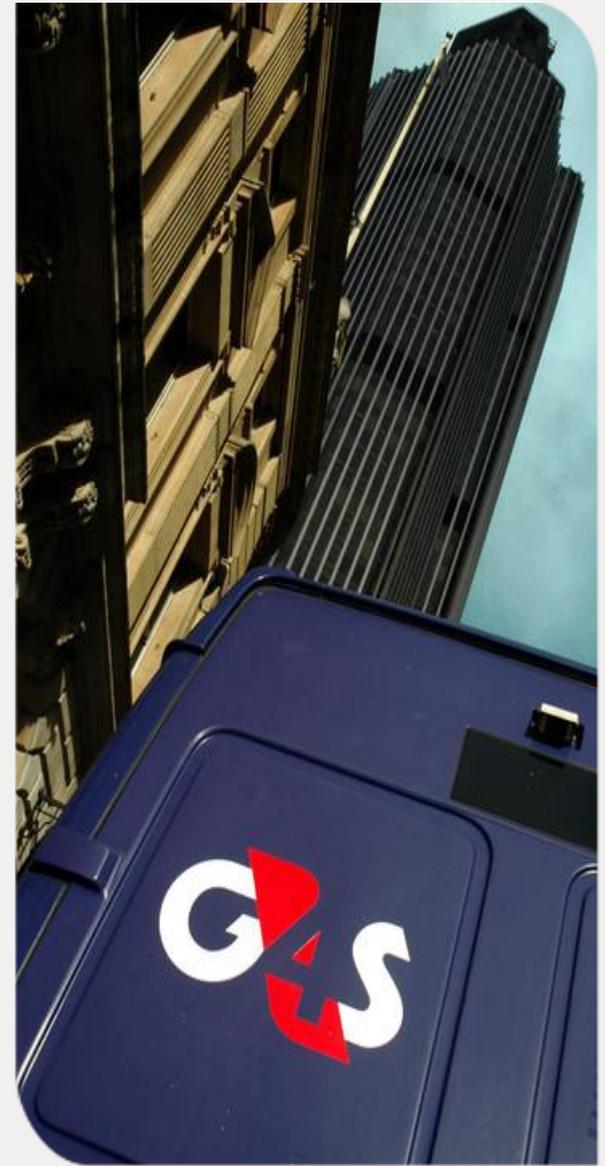




Ashley Almanza
Chief Executive

AGM 2013



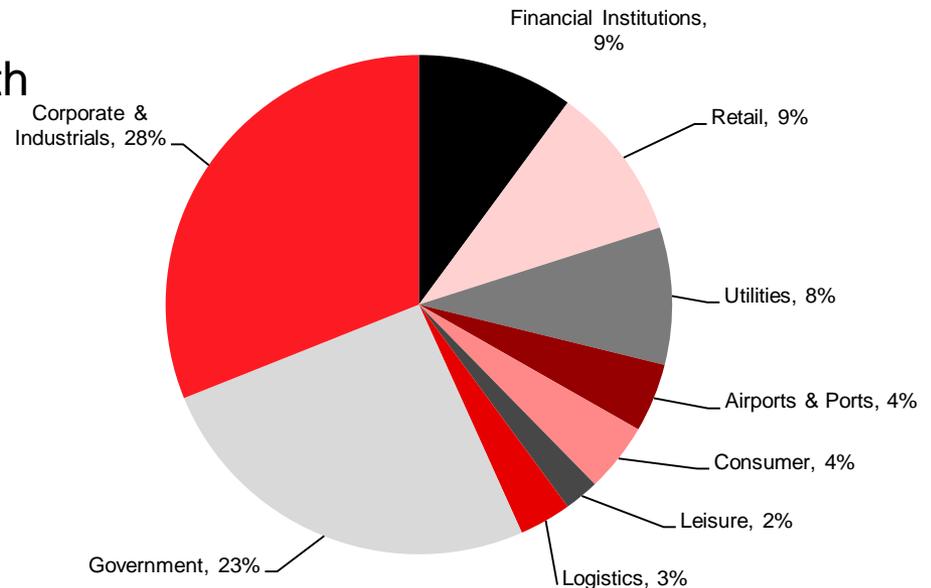
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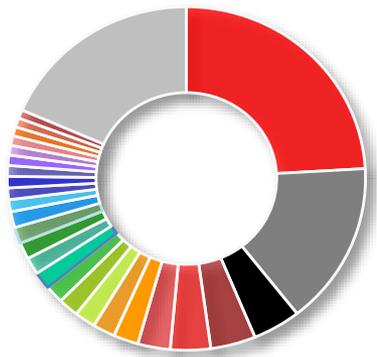
Strategic Position

- World's leading security and outsourcing group
- Active in more than 125 countries with over 620,000 employees
- Strength in diversity of services, customers and geographic markets
- Leading positions in markets with structural growth
- Positioned for long term growth

Customer Segment Sales 2012



Diversified Markets



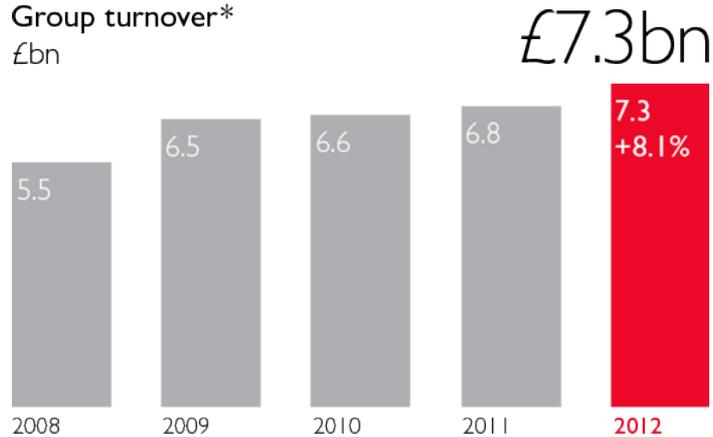
2012 Turnover by country (%)



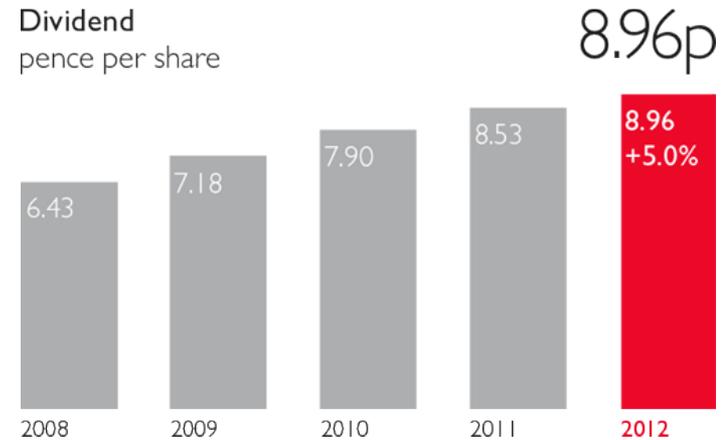
NOTE
Other includes
80+ countries

Growth and Returns: 2008 - 2012

Group turnover*
£bn



Dividend
pence per share



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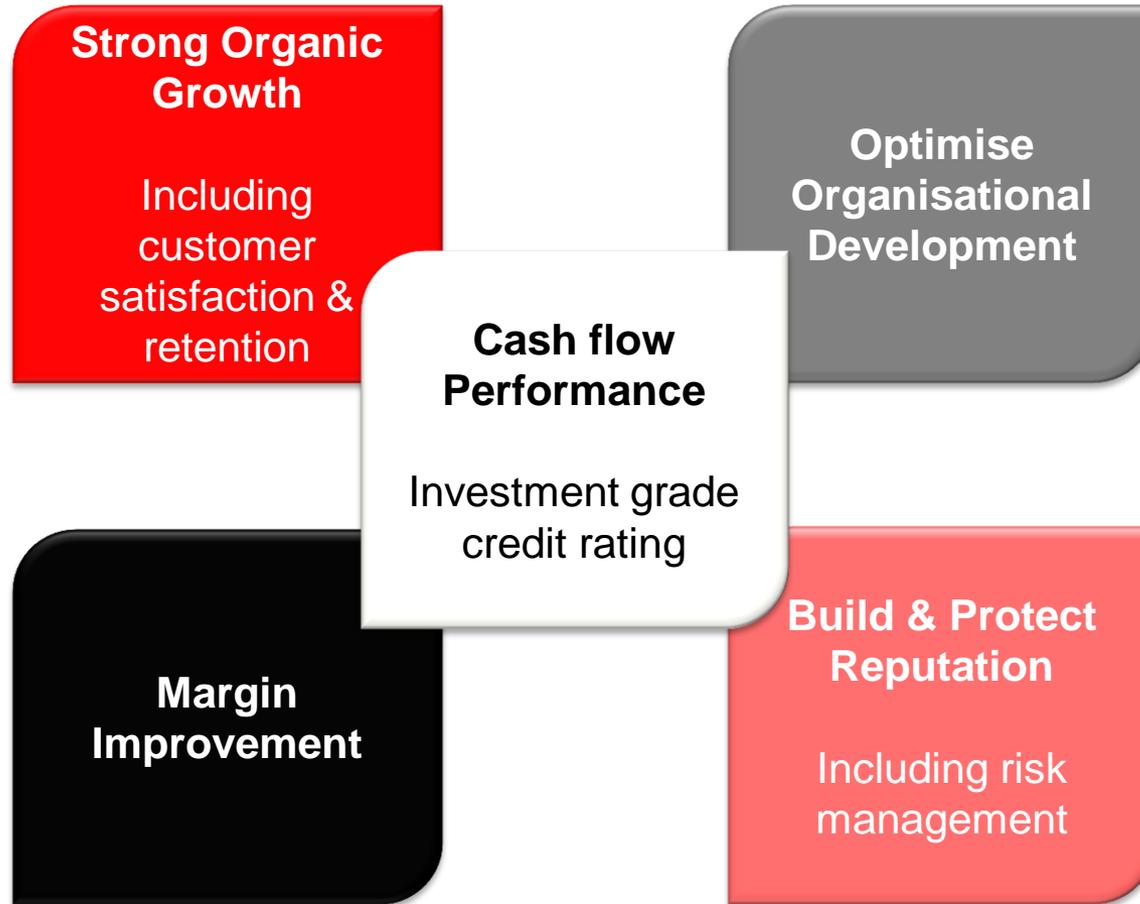
* 2011/2012 at constant exchange rates. Ex Olympics, disposals and discontinued businesses



Results - Q1 2013 and Outlook

- Strong organic growth; 6% overall; 12% in developing markets
- Business facing margin pressure in UK and Europe
- Q1 trading issues will have full impact in Q2
- Focus on operational efficiency and cash flow generation (restoring margins and strengthening balance sheet)
- US disposals: contribute to cash resources
- Underlying business and medium to long term outlook remains strong

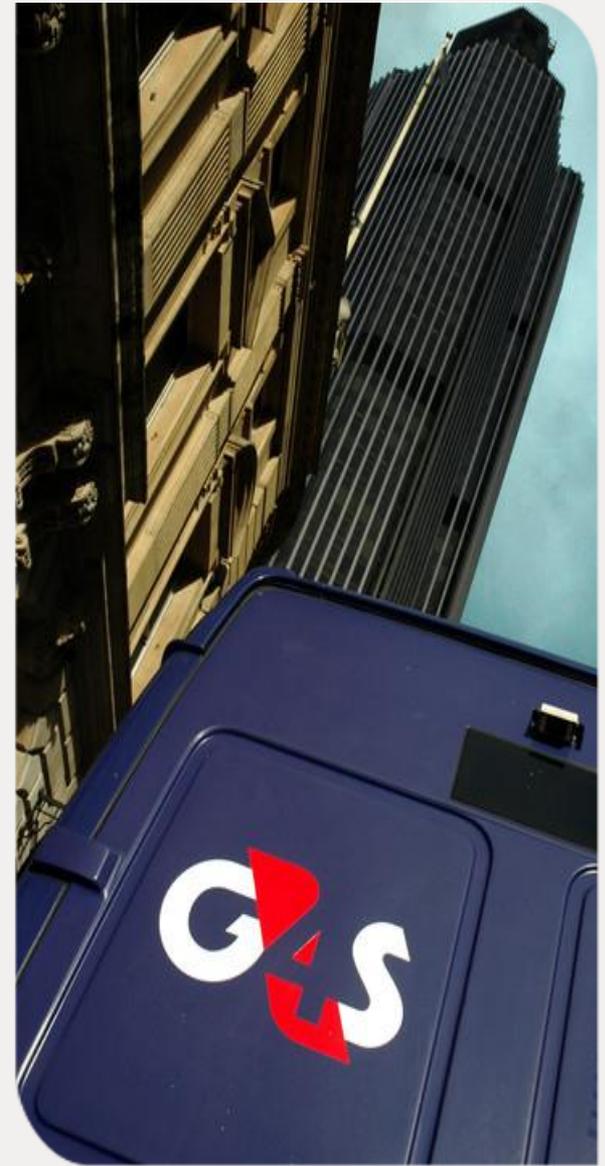
Key Business Objectives





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