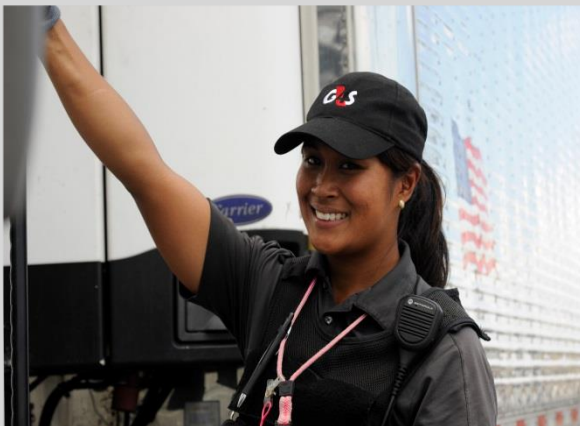




2014 Preliminary Results

10 March 2015

Securing Your World



Ashley Almanza Group CEO

Securing Your World

Legal Disclaimer

Certain statements in this document are forward-looking statements. These forward-looking statements speak only as at the date of this document. These statements concern, or may affect, future matters and include matters that are not facts. Such statements are based on current expectations and beliefs and, by their nature, are subject to a number of known and unknown risks and uncertainties that could cause actual results and outcomes to differ materially from any expected future results or performance expressed or implied by the forward-looking statements. You are cautioned not to place undue reliance on these forward-looking statements. The information and opinions expressed in this document are subject to change without notice and neither the Company nor any other person assumes any responsibility or obligation to update publicly or review any of the forward-looking statements contained within this document, regardless of whether those statements are affected as a result of new information, future events or otherwise.

Agenda

- 2014 Results Highlights
- Business Review
- Strategy and Plan Update
- Financial Review
- Conclusion
- Q&A

Results Highlights

Growth

- Revenue:
 - Emerging Markets +8.9% (Manus: Q1)
 - North America +6.9%
 - UKI -0.6% (Electronic Monitoring: Q1)
 - Europe -1.3% (Dutch Prisons: Q1)
 - Group +3.9%
- Sales and Pipeline
 - New contract sales: £2.1bn TCV, £1.14bn ACV
 - Restocking pipeline: £5.5bn ACV

Globally diverse revenues and pipeline

Results Highlights

Growth and Productivity

- Productivity: Accelerated Best Practice programmes
 - Operations: Safe, reliable, effective and efficient
 - Organisational efficiency
 - Procurement, IT, Property
- PBITA: £424m +7.9%
- Cash flow: Operating businesses £526m +25.2%
- Earnings: +11.7%
- EPS: +5.4%
- Final dividend: +5%

Good progress – much more to do

Business Review

Africa

£m Underlying performance at constant exchange rates	Revenue	Growth	PBITA		
	2014	2014	2014	2013	% chge
	485	+10.2%	46	36	+27.8%

- Growth and productivity: PBITA +27.8%
- Accelerated Best Practice (ABP) rollout: direct labour efficiency, route planning & organisational efficiency
- Strengthened sales & BD capability in mining, oil & gas, risk services and security technology

Investing in profitable growth

Business Review

Asia Middle East

£m Underlying performance at constant exchange rates	Revenue	Growth	PBITA		
	2014	2014	2014	2013	% chge
	1,260	+5.7%	107	103	+3.9%

- Revenue +5.7% (Manus contract Q1)
- ABP: customer service, direct labour efficiency, route planning & organisational efficiency
- Sales & BD investment: systems, technology, risk services, FM and Care & Justice Services
- PBITA +3.9%

Investing in profitable growth

Business Review

Latin America

£m Underlying performance at constant exchange rates	Revenue	Growth	PBITA		
	2014	2014	2014	2013	% chge
	653	+14.6%	39	35	+11.4%

- Revenue +14.6%, growth across markets and sectors
- Strengthening leadership team
- Investing in Sales & BD to strengthen pipeline
- Starting roll-out of ABP programme
- PBITA +11.4%, after statutory pay increase in Brazil

Investing in profitable growth

Business Review

Europe

<i>£m</i> <i>Underlying performance at constant exchange rates</i>	Revenue	Growth	PBITA		
	2014	2014	2014	2013	% chge
	1,400	-0.6%	85	82	+3.7%

- Revenue -0.6% (Dutch prisons: Q1)
- ABP: labour and organisational efficiency; procurement
- Restructuring Netherlands, Belgium & Finland
- Investing in leadership team, sales & BD; ports, airports, cash outsourcing and security systems
- PBITA +3.7%

Restructure and invest

Business Review

North America

£m Underlying performance at constant exchange rates	Revenue	Growth	PBITA		
	2014	2014	2014	2013	% chge
	1,365	+6.9%	75	56	+33.9%

- Revenue +6.9%, broad based across services and sectors
- Productivity: labour & overhead efficiency
- PBITA +33.9%
- ACA implemented
- Regional leadership
- Strong pipeline

Strong position & growth in world's largest security market

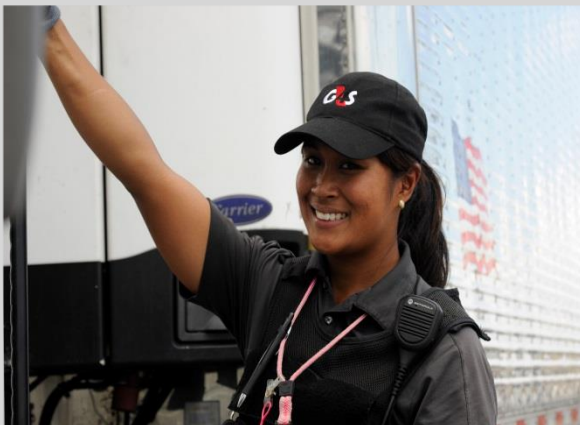
Business Review

UK & Ireland

£m Underlying performance at constant exchange rates	Revenue	Growth	PBITA		
	2014	2014	2014	2013	% chge
	1,587	-1.3%	132	122	+8.2%

- Revenue -1.3%, EM contract ended Q1 14
- Restructuring & Shared Services delivering benefits
- PBITA +8.2%
- Regional leadership
- Re-building pipeline

Restructure and grow

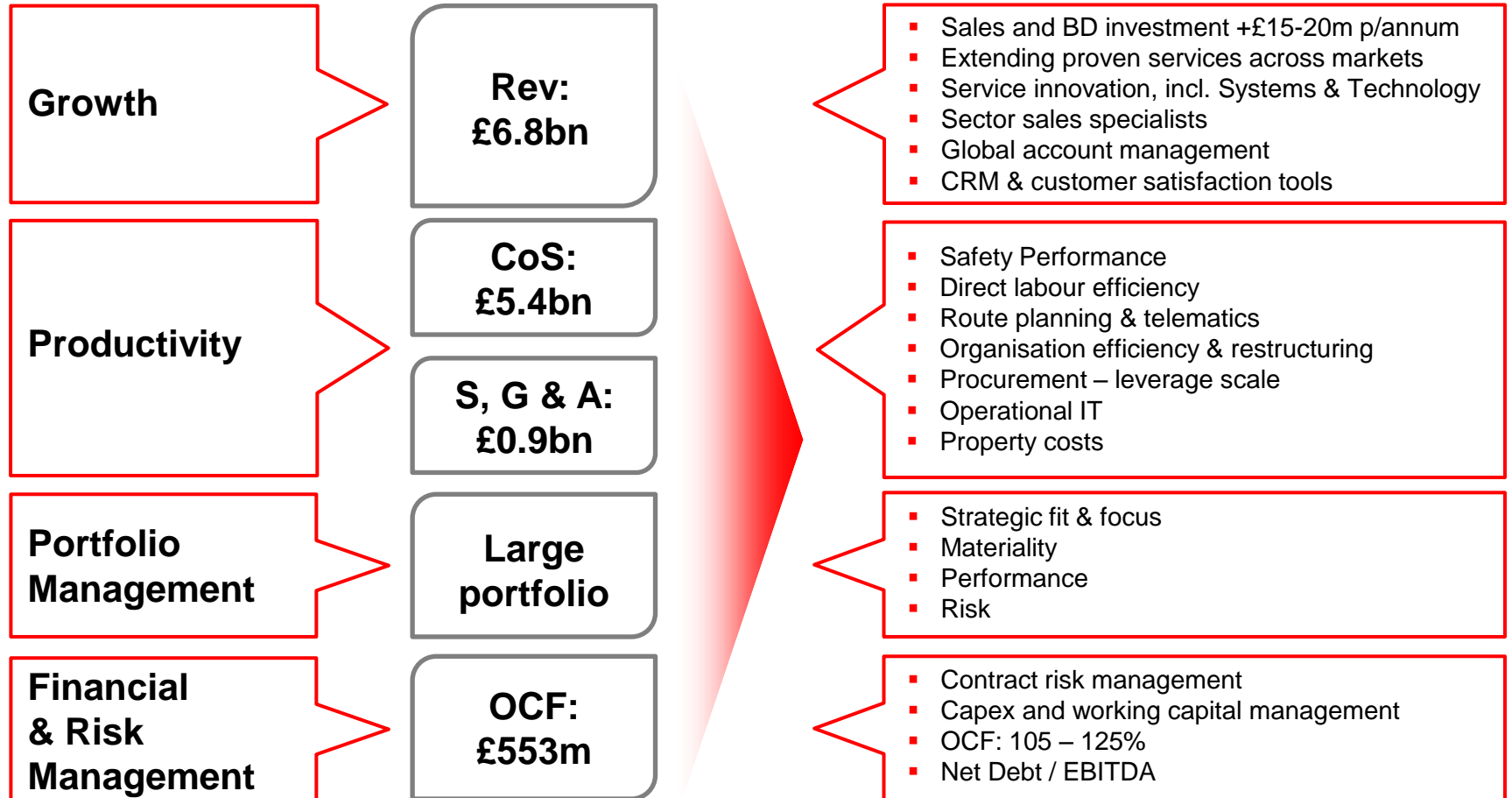


Strategy & Plan

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Strategy

Multiple Sources of Value



Markets, Customers, People & Values

Strategy: Execution

People

Significant management change since June 2013

- 8 new members of 12 strong Group Executive Committee by June 2015
- Strengthened Regional leadership teams
- 64 new hires & 50 promotions in top 220
 - Sales and BD
 - GM, Ops, Finance, Risk
- Additional hires beyond Global Leadership Team

Significantly strengthened GLT

Strategy: Execution

Values

- Group Values updated and reinforced through communication, training and compliance
- Health & Safety – Goal is zero harm
 - Growing importance to customers
 - Leadership training & performance contracts
 - Reporting, safety critical reviews & follow up
 - Performance remains unsatisfactory
 - Fatalities: 41 (2013: 49)
 - Attack 19 (2013: 21), non-Attack 22 (2013: 28)

Strategy: Execution

Growth

Initiatives	Status	Progress Update
Sales and BD investment +£15-20m p/annum	✓	<ul style="list-style-type: none">391 New HiresInvestment of c.£20m annualised
Extending proven services across markets	✓	<ul style="list-style-type: none">Technology & Risk Services
Service innovation, incl. Systems & Technology	✓	<ul style="list-style-type: none">New products moving from pilot to commercial phase
Sector sales specialists	✓	<ul style="list-style-type: none">Extractives sector specialist hired at Group and Regions
Global account management	✓	<ul style="list-style-type: none">Senior account managersGlobal co-ordination via Group Commercial
CRM & customer satisfaction tools	✓	<ul style="list-style-type: none">Standard customer satisfaction tools rolled outMeasurement and management 2015

Strategy: Execution

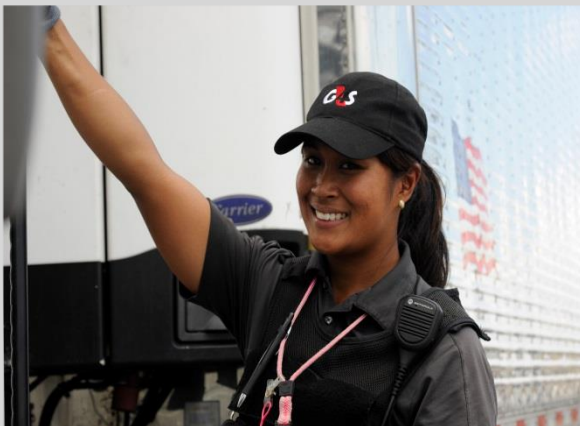
Productivity

Initiatives	Status	Progress Update
Safety Performance	✓	<ul style="list-style-type: none">▪ New head of H&S hired▪ Comms, training, safety critical reviews, incentives
Direct labour efficiency	✓	<ul style="list-style-type: none">▪ Subject matter experts hired and deployed in regions▪ Significant opportunity
Route planning & telematics	✓	<ul style="list-style-type: none">▪ Both programmes on track▪ Telematics in 2014: 4.5K vehicles▪ Route scheduling 2014: 4K vehicles; 2015: 7K vehicles
Organisation efficiency & restructuring	✓	<ul style="list-style-type: none">▪ De-layering: line and functions▪ Restructuring in Group, UK & Europe
Procurement – leverage scale	✓	<ul style="list-style-type: none">▪ CPO and category managers hired▪ Targets identified across the business▪ Early stage – significant prize
Operational IT	✓	<ul style="list-style-type: none">▪ Global CIO and leadership team in place▪ Visibility of Total Cost of Ownership▪ Procurement delivering benefits: Google & HP + ...
Property costs	✓	<ul style="list-style-type: none">▪ Rationalising our property estate: UK / others

Strategy: Execution

Portfolio Management & Financial & Risk Mgmt

Initiatives	Status	Progress Update
Portfolio management	✓	<ul style="list-style-type: none">On going discipline8 businesses sold for gross proceeds of c.£248mFurther 20 businesses discontinued
Global capex rationing	✓	<ul style="list-style-type: none">Single capital pool, ranked by returnAll investment a minimum of 10% post tax IRRPayback of 12-36 monthsRe-balancing to organic capital investment from acquisitions
Working capital management	✓	<ul style="list-style-type: none">Weekly monitoring of cash collectionsRenewed business engagement on collectionsBetter demand and supply side commercial terms
OCF: 105 – 125%	✓	<ul style="list-style-type: none">Sustainable free cash flow a key target“Cash matters” culture being driven through group
Net Debt / EBITDA	✓	<ul style="list-style-type: none">Committed to investment grade credit rating and long term Net Debt/EBITDA <2.5x



Himanshu Raja Chief Financial Officer

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2014 Financial Performance

Underlying Results

	12 months ended 31 Dec		Change
	2014	2013	YoY%
Revenue	£6,750m	£6,496m	3.9%
PBITA (before Corporate costs)	£484m	£434m	11.5%
Corporate Costs*	£60m	£41m	46.3%
PBITA	£424m	£393m	7.9%
PBITA margin	6.3%	6.0%	+30 bps
Earnings	£210m	£188m	11.7%
EPS	13.6p	12.9p	5.4%
Cash flow from continuing operations	£553m	£496m	11.5%
Cash from operating businesses**	£526m	£420m	25.2%

* Corporate costs £60m (2013:£41m) increase mainly due to £12m non-cash items

** Excludes corporate items of £27m EM receivable in 2014 and £76m Olympic receivable in 2013



Specific Items

Include:

12 months ended 31 Dec (£m)

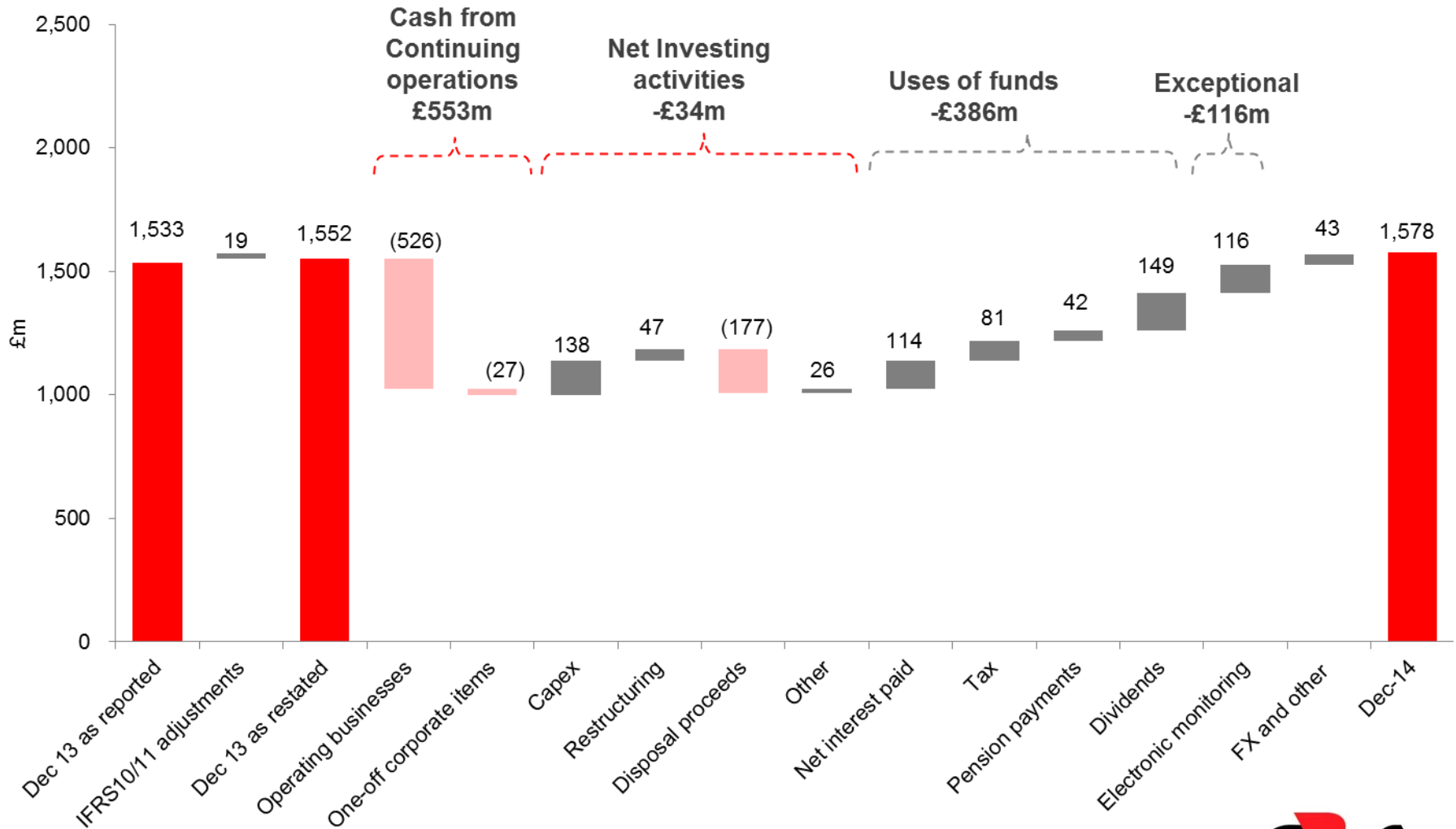
	2014	2013
Contracts & other impairments	(66)	(307)
Discontinued operations & profit on disposal	63	(90)
Restructuring	(29)	(63)
Tax, interest & NCI	20	6
Total	(12)	(454)

- Contracts & other impairments include a £45m increase in provisions for legacy UK Government contracts

Group Income Statement

	Underlying results 2014 £m	Specific items		Total 2014 £m
		Other specific items 2014 £m	Acquisition related charges 2014 £m	
Revenue	6,750	98	-	6,848
PBITA before restructuring costs	424	(66)	-	358
Restructuring costs	-	(29)	-	(29)
PBITA	424	(95)	-	329
Amortisation	-	-	(58)	(58)
Acquisition-related expenses	-	-	(1)	(1)
PBIT	424	(95)	(59)	270
Interest	(120)	(2)	-	(122)
PBT	304	(97)	(59)	148
Tax	(76)	21	13	(42)
PAT	228	(76)	(46)	106
Discontinued operations	-	63	-	63
Profit/(loss) for the year	228	(13)	(46)	169
Non-controlling interests	(18)	1	-	(17)
Profit/(loss) retained for the year	210	(12)	(46)	152
Earnings per share: Basic and diluted	13.6p			9.8p

Cash flow and net debt



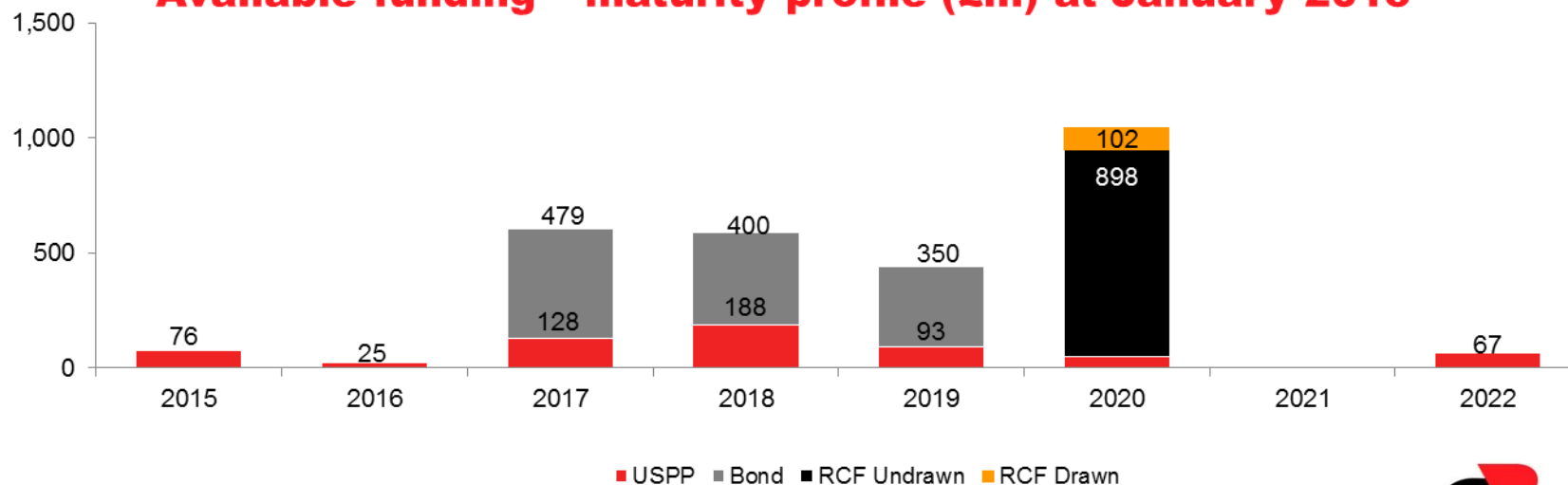
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Soundly Financed

- **Strong liquidity**, unutilised committed facilities of c.£1bn
- Revolving credit facility **successfully refinanced** in January 2015, extending maturity to 2020 with improved pricing, terms and conditions
- **Flexible** access to long-term capital markets
- **Committed** to investment grade credit rating and long term Net Debt/EBITDA <2.5X

Available funding – maturity profile (£m) at January 2015*



Disciplined financial management

- Single pool of capital
- Contracts
- Restructuring
- Cash-flow management
- Strengthened finance and risk management capability

Investing in sustainable, profitable growth



Ashley Almanza Group CEO

Securing Your World

Conclusion

- Leading global integrated security company
- Executing a clear and focused strategy
- Diverse revenue base and growing sales pipeline
- Investing in Growth & Productivity – multiple source of value
- Combination of Growth & Productivity offer a material prize
- Good progress in 2014: commercial, operational, financial
- More to do to realise the full potential of Group's strategy
- Progress and prospects reflected in final dividend +5%

Investing in sustainable, profitable growth



Q&A

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Appendix

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G4S Strategy

Group values

Performance:

We seek to improve performance year-on-year to create long-term sustainability

Teamwork & Collaboration:

We collaborate for the benefit of our customers and G4S

Best People:

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

Safety First:

We prioritise safety management to protect the health and wellbeing of our colleagues and those around us

Expertise:

We develop and demonstrate our expertise through our innovative approach to creating and delivering the right solutions

Customer Focus:

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

Integrity:

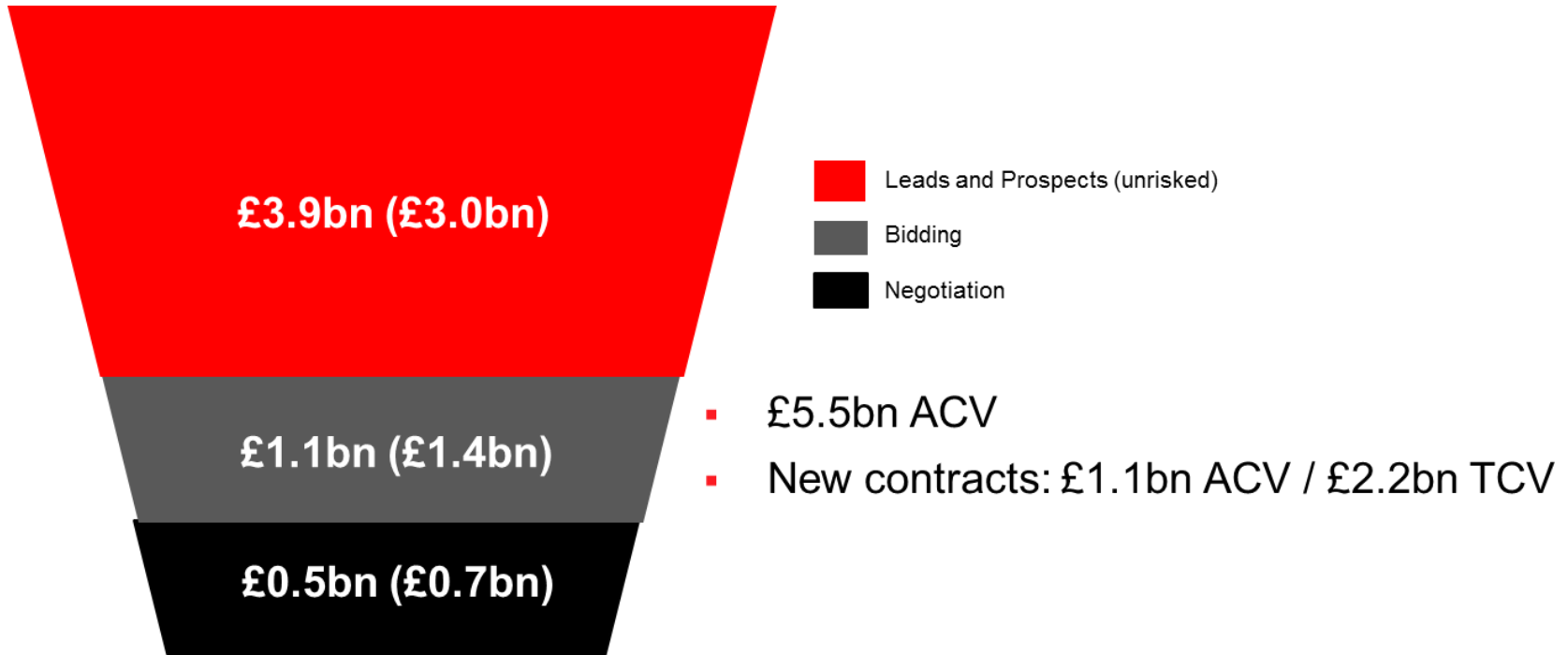
We can always be trusted to do the right thing

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Strategic Priorities

Investment in Organic Growth



Note: As at 1 January 2015 (13 October 2014)