

G4S plc

2007 Preliminary Results

A World of Security Solutions



Nick Buckles

Chief Executive Officer

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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)

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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

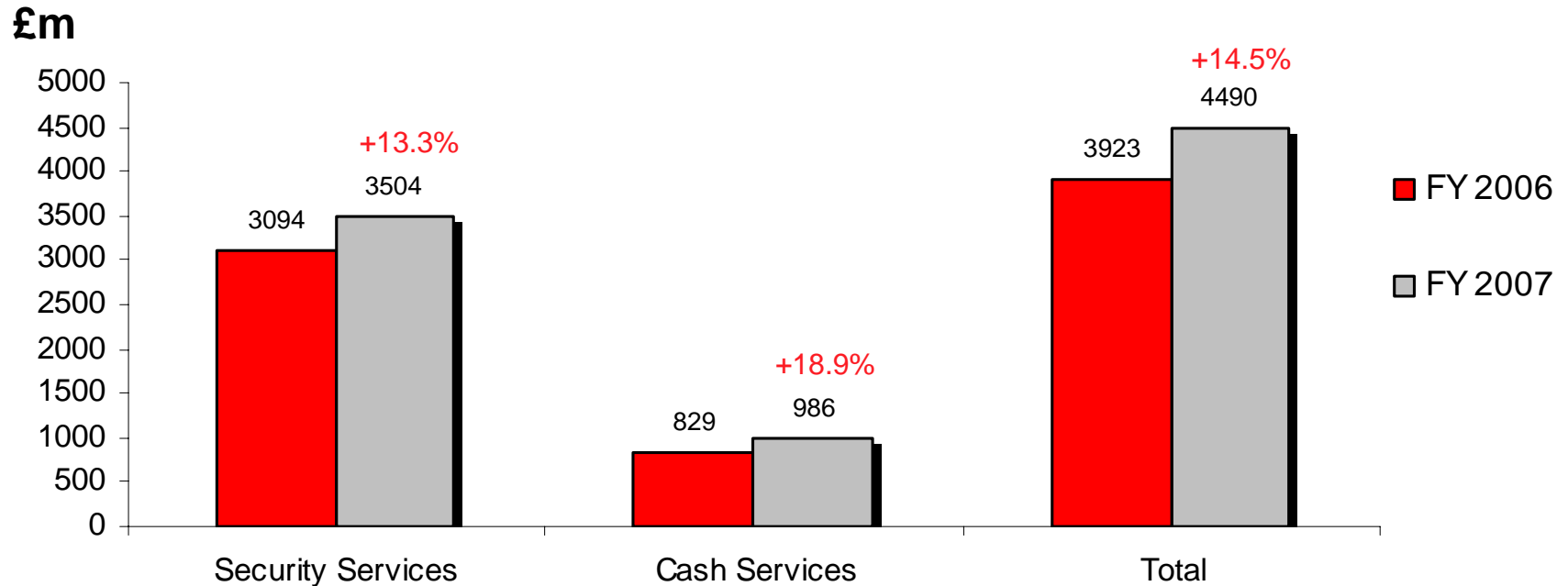
Trevor Dighton
Chief Financial Officer

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Continuing Turnover by Business Line

12 months ended 31 December 2007

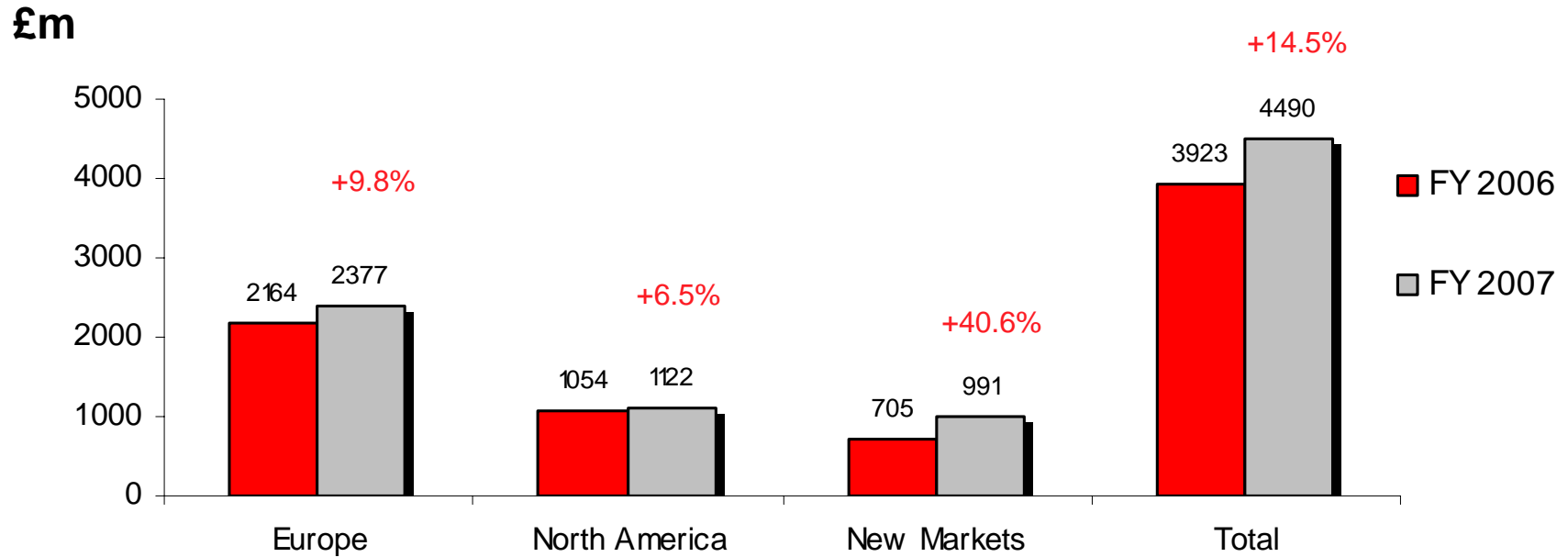


Note : At 2007 exchange rates

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Continuing Turnover by Geography

12 months ended 31 December 2007



Note : At 2007 exchange rates

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Organic Turnover Growth

12 months ended 31 December 2007

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

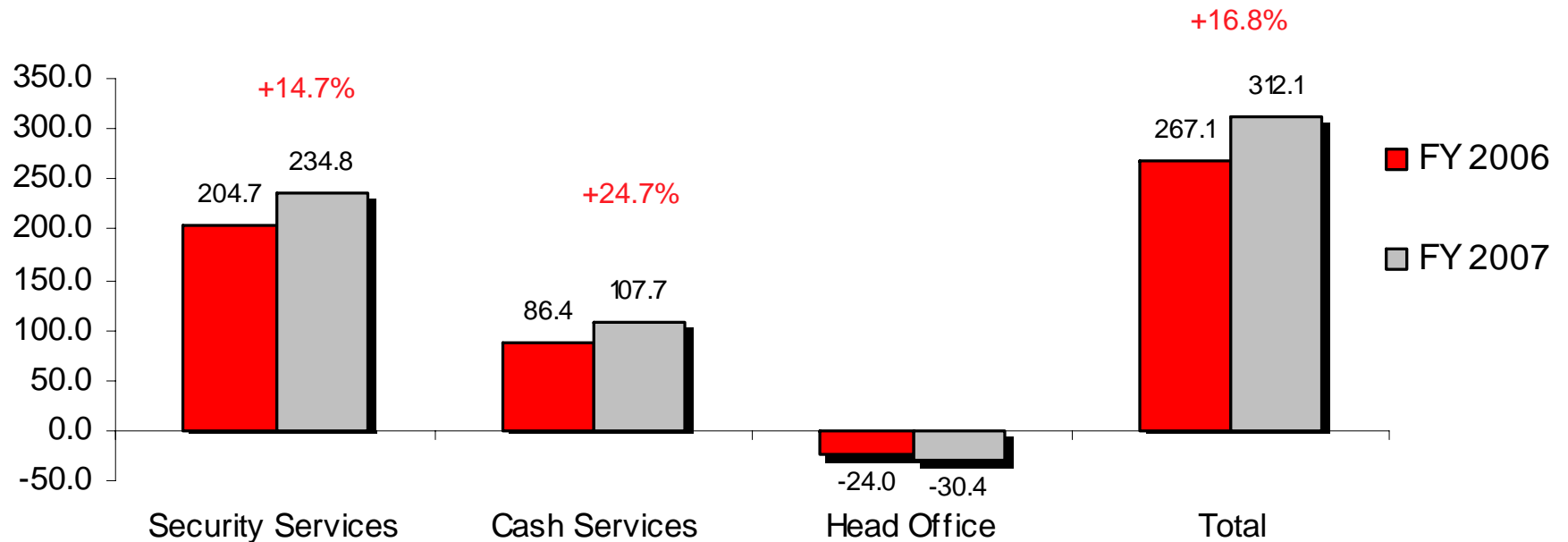
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Continuing PBITA by Business Line

12 months ended 31 December 2007

£m



Note : At 2007 exchange rates

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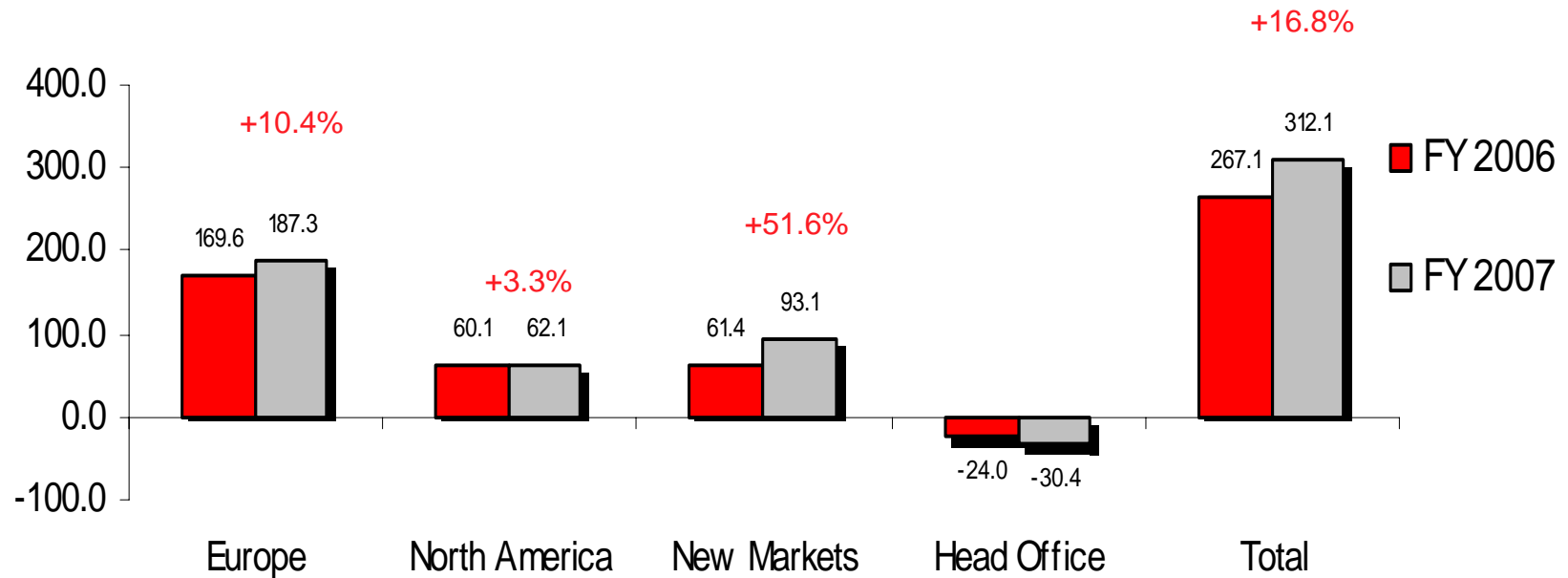


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Continuing PBITA by Geography

12 months ended 31 December 2007

£m



Note : At 2007 exchange rates

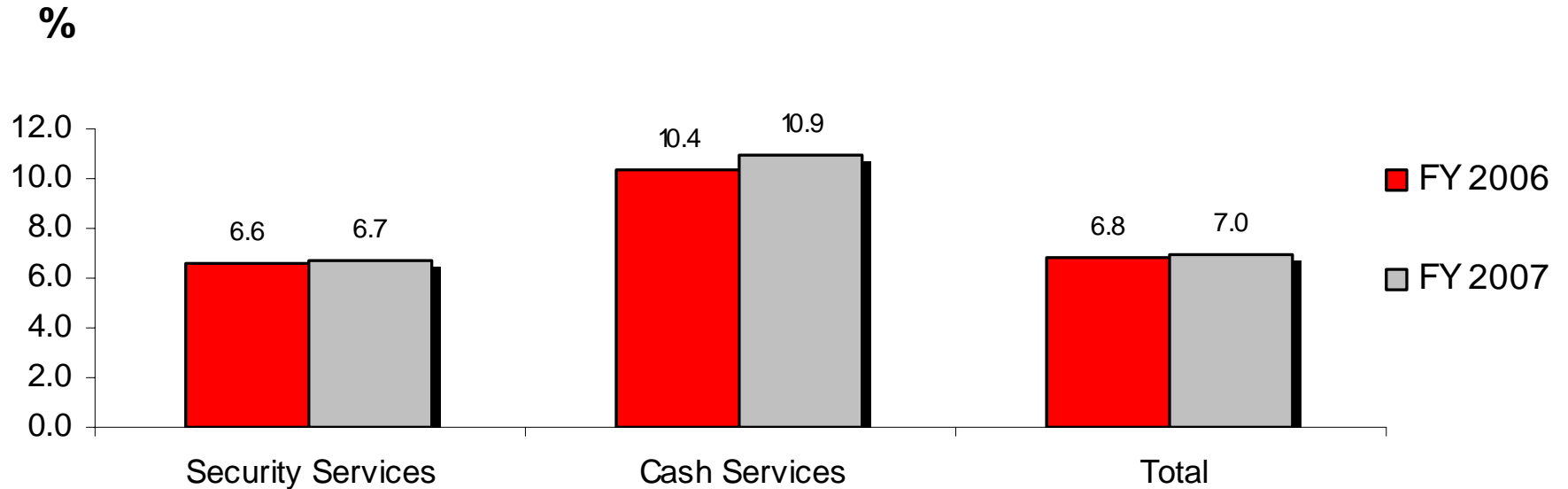
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Continuing PBITA Margin by Business Line

12 months ended 31 December 2007



Note : At 2007 exchange rates

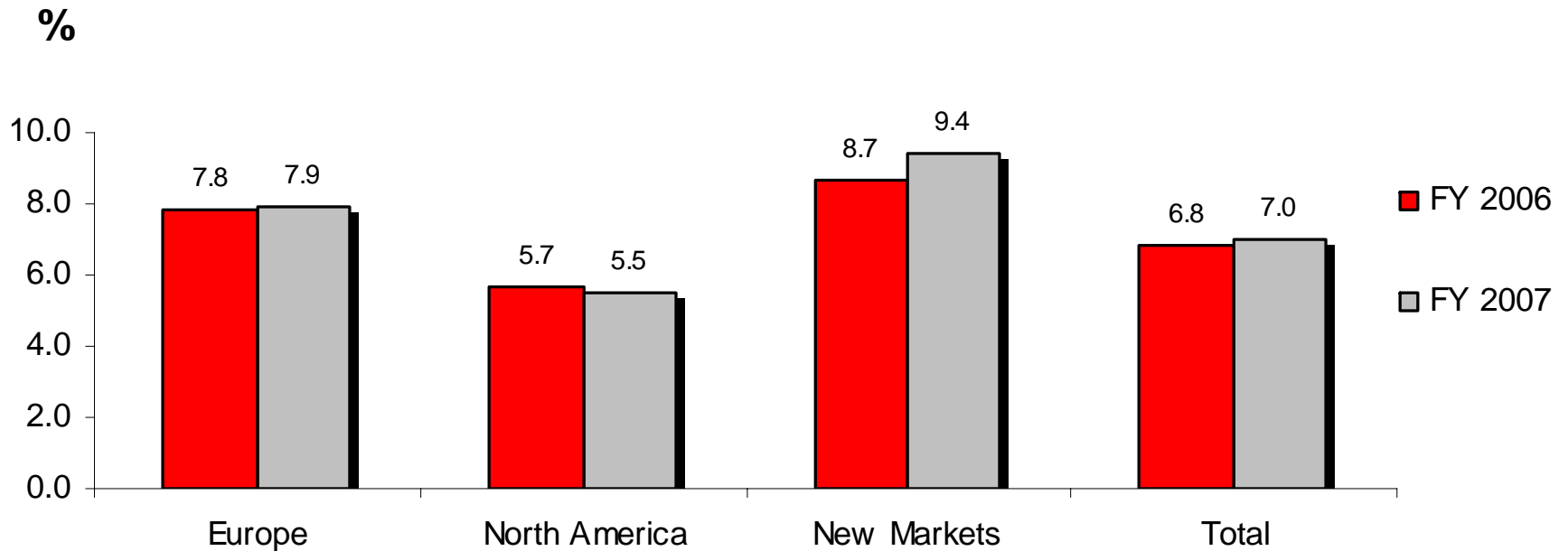
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Continuing PBITA Margin by Geography

12 months ended 31 December 2007



Note : At 2007 exchange rates

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Profit and Loss Account

12 months ended 31 December 2007

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

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Taxation

12 months ended 31 December 2007

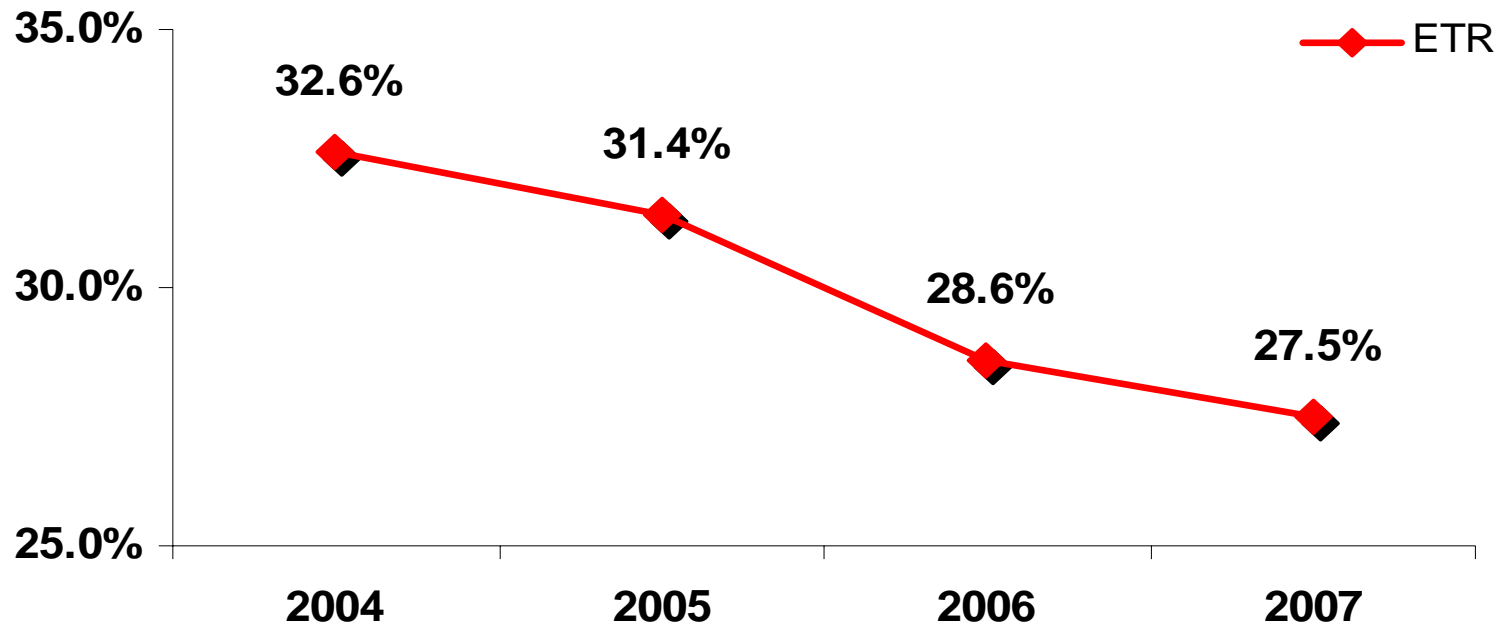
| £m | Pre amortisation and pensions interest | Amortisation and pensions interest | Total |
|---------------------------------------|---|---|---------------|
| Profit / (loss) before tax | 253.4 | (36.6) | 216.8 |
| Tax (charge) / credit | (69.7) | 13.5 | (56.2) |
| Tax rate | 27.5% | | |

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Effective Tax Rate

2004 to 2007



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Earnings per Share

12 months ended 31 December 2007

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

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Balance Sheet

31 December 2007

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

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Operating Cash Flow

12 months ended 31 December 2007

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

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

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

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Cash Flow

12 months ended 31 December 2007

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

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Acquisitions and disposals

12 months ended 31 December 2007

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

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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

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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 | | | |

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*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

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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

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Security Services

Europe

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|------------------------------|----------------|---------|-------------|-------|---------|------|----------------|
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| 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

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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

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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

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Security Services

New Markets

| * At constant exchange rates | Turnover £m | | PBITA £m | | Margins | | Organic Growth |
|------------------------------|----------------|-------|-------------|------|---------|------|----------------|
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| 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

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Security Services

New Markets

| * At constant exchange rates | Turnover £m | | PBITA £m | | Margins | | Organic Growth |
|------------------------------|----------------|-------|-------------|------|---------|------|----------------|
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| 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

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Security Services

New Markets

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| 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

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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

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Cash Services

Europe

| * At constant exchange rates | Turnover £m | | PBITA £m | | Margins | | Organic Growth |
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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

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Cash Services

Europe

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| 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

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Cash Services

North America

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| 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

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- 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**

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Cash Services

New Markets

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| 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

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Strategy Recap

Nick Buckles
Chief Executive Officer

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Strategic Goals



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

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

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

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Summary & Outlook

Nick Buckles
Chief Executive Officer

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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

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G4S plc

2007 Preliminary Results

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