G4S plc
Preliminary Results Announcement
January – December 2009

G4S, the international security solutions group, today announces its preliminary results for the twelve months to 31 December 2009.

RESULTS HIGHLIGHTS

- Robust organic turnover growth* of 3.7% (2008: 9.5%)
- Group turnover* up 7.4% to £ 7,008.6 million (2008: £6,524.7m)
- PBITA* up 10.0% to £ 500.3 million (2008: £454.8m)
- Margin* increased to 7.1% (2008: 7.0%) through strong cost control and improved business mix
- Strong cash flow generation up 27% to £449.9 million, 90% of PBITA (2008: 85%)
- Adjusted earnings per share increased by 22% to 20.2p (2008:16.6p) and by 12% at constant exchange rates
- Recommended final dividend up 13.0% to 4.16 pence per share DKK 0.3408 (2008: 3.68p/DKK 0.3052)
- Recommended total dividend up 11.7% to 7.18 pence per share DKK 0.6007 (2008: 6.43p/DKK 0.5624)
- Invested £153.2million in a number of acquisitions to increase our capability in the government, financial institution, port and nuclear power outsourcing sectors

**at constant (2009) exchange rates*

Nick Buckles, Chief Executive Officer, commented:

"The group achieved an excellent performance in 2009, with businesses performing well across all markets, service lines and customer segments. The global economic downturn was a major challenge for the business community as a whole in 2009, with rapid declines in GDP and inflation rates across the world. That G4S was able to report a further improved performance for the year demonstrates both the breadth and international diversity of our business mix. It also demonstrates our increasing ability to deliver innovative, outsourced solutions to our customers, helping them drive efficiency and reduce costs in their businesses.

Although low inflation has limited the ability to increase prices which has affected organic revenue growth, sales volumes have held up well. This, combined with continued focus on cost control, and debtor and cash control, has helped to increase margins and substantially exceed our cash conversion target.

We expect organic growth in 2010 to be broadly similar to 2009 whilst continuing to maintain our discipline on margins and cash generation.

We are confident that our strategic plan, which is enhancing our ability to meet increasingly sophisticated customer needs by adding new capabilities and technologies to our offer, has put the group in a strong position to maintain our longer term growth momentum as we pursue attractive global opportunities in our key target sectors."

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High resolution images are available for the media to view and download free of charge from www.vismedia.co.uk.

Notes to Editors:
G4S is the world's leading international security solutions group, which specialises in outsourced business processes in sectors where security and safety risks are considered a strategic threat.

G4S is the largest employer quoted on the London Stock Exchange and has a secondary stock exchange listing in Copenhagen. G4S has operations in more than 110 countries and over 595,000 employees. For more information on G4S, visit **www.g4s.com**.

Presentation of Results:
A presentation to investors and analysts is taking place today at 0900hrs at the London Stock Exchange.

Webcast:
http://streamstudio.world-television.com/CCUIv3/frameset.aspx?ticket=707-803-8223&target=en-default-&status=preview&browser=ie-10-8-0-0-0&stream=wm-audio-32

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Conference Reference 261023#
Participant PIN Code 933947#

Capital Markets Day:
G4S will hold a Capital Markets Day in London on 18 May 2010

Annual General Meeting:
The company's annual general meeting will be held in London on 28 May 2010

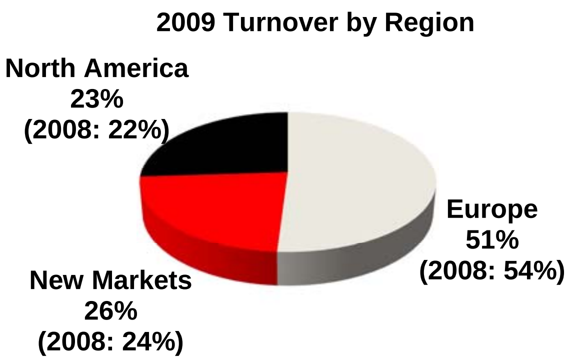
Results

The results which follow have been prepared under International Financial Reporting Standards, as adopted by the European Union (adopted IFRSs).

Group Turnover

Turnover of Continuing Businesses	**2009 £m**	**2008 £m**
Turnover at constant exchange rates	7,008.6	6,524.7
Exchange difference	-	(596.2)
Total continuing business turnover	7,008.6	5,928.5

Turnover increased by 18% to £ 7,008.6 million or by 7.4% at constant exchange rates. Organic turnover growth was 3.7%.



Organic Turnover Growth *	**Europe**	**North America**	**Developed Markets**	**New Markets**	**Total**
Secure solutions	2.7%	0.0%	1.7%	8.6%	3.5%
Cash solutions	2.5%	3.3%	2.6%	12.0%	4.7%
Total	2.7%	0.2%	1.9%	9.2%	3.7%

Excluding North America commercial nuclear security, which lost a large contract during 2008, the organic growth rate for the group was 4.4%.

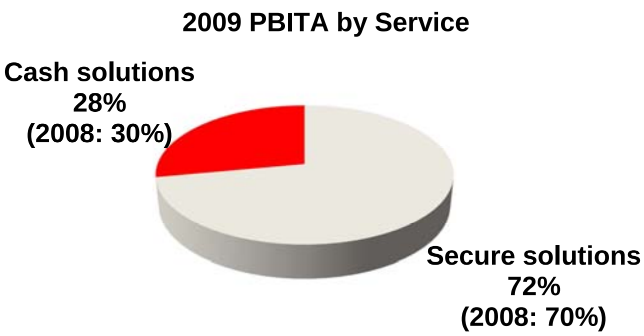
** Calculated to exclude acquisitions and disposals, and at constant exchange rates*

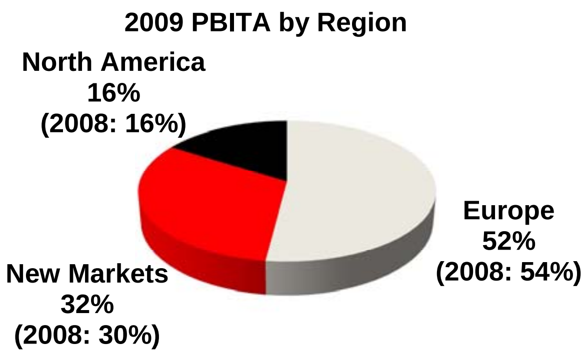
Group Profit

PBITA * of Continuing Businesses	2009 £m	2008 £m
PBITA at constant exchange rates	500.3	454.8
Exchange difference	-	(39.8)
Total continuing business PBITA	500.3	415.0
PBITA margin at constant exchange rates	7.1%	7.0%

** PBITA is defined as profit before interest, taxation and amortisation of acquisition-related intangible assets*

PBITA increased by 21% to £500.3 million or by 10.0% at constant exchange rates. The PBITA margin was 7.1%.





Cash Flow and Financing

Cash Flow	2009 £m	2008 £m
Operating cash flow	449.9	353.2
Operating cash flow / PBITA	90%	85%

Operating cash flow, as analysed on page 21, was up 27% to £449.9 million in the period, representing 90% of PBITA. Net cash invested in acquistions was £153.2 million. Net debt at the end of the period, as analysed on page 20, was £1,433.4 million (December 2008: £1,347.7 million).

Adjusted earnings per share

Adjusted earnings per share	2009 £m	2008 at constant exchange rates £m	2008 £m
PBITA from continuing operations	500.3	454.8	415.0
Interest (before pensions)	(95.3)	(101.5)	(88.2)
Tax	(105.3)	(94.3)	(88.4)
Minorities	(16.7)	(13.7)	(13.7)
Adjusted profit attributable to shareholders	283.0	245.3	224.7
Average number of shares (m)	1,403.6	1,357.7	1,357.7
Adjusted EPS (p)	20.2p	18.1p	16.6p

Adjusted earnings per share, reconciled to basic earnings per share on page 19, increased by 22%, or by 12% at constant exchange rates.

Secure Solutions

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2009	2008	2009	2008	2009	2008	2009
Europe *	2,637.0	2,449.1	176.6	158.7	6.7%	6.5%	2.7%
North America *	1,495.3	1,449.5	84.8	83.3	5.7%	5.7%	0.0%
New Markets *	1,535.1	1,346.2	126.2	105.8	8.2%	7.9%	8.6%
Total secure solutions *	5,667.4	5,244.8	387.6	347.8	6.8%	6.6%	3.5%
Exchange differences	-	(508.8)	-	(30.9)			
At actual exchange rates	5,667.4	4,736.0	387.6	316.9			

The secure solutions business continued its strong performance with good organic growth of 3.5% and margins improved to 6.8%.

Europe

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2009	2008	2009	2008	2009	2008	2009
UK & Ireland *	1,139.3	942.6	97.3	78.0	8.5%	8.3%	7.4%
Continental Europe *	1,497.7	1,506.5	79.3	80.7	5.3%	5.4%	-0.5%
Total Europe *	2,637.0	2,449.1	176.6	158.7	6.7%	6.5%	2.7%

Organic growth in **Europe** was 2.7% compared to 8.3% in 2008. Margins improved to 6.7% helped by a strong performance in the UK government segment.

There was good organic growth of 7.4% in the **UK & Ireland** and margins strengthened further to 8.5%. This was despite a serious economic downturn in **Ireland** which saw revenues decline more than 14% and margins decline to less than 2%. Key contract wins in 2009 included an extension to HMP Parc prison, the renewal of a national meter-reading contract with a major utility provider, an extension of the Electronic Monitoring contact, a new Electronic Monitoring contract for Northern Ireland and a PFI contract to provide facilities management services at the Dublin Criminal Courts complex which opened in November 2009.

The **Continental Europe** region faced the biggest challenges of the economic downturn as mandatory, above inflation, wage rate increases were implemented in some countries. However strict cost control across the region, including significant cost cutting in the **Baltics** which saw revenues decline by 17%, limited the profit impact. Overall organic growth was -0.5% and margins were slightly below the prior year at 5.3%. The security systems business, which accounts for around 30% of Continental European secure solutions revenues, performed well in a very difficult environment maintaining revenues and margins overall. Strong performers included the **Netherlands** due to good performances in the aviation and justice services sectors, **Norway** as a result of a positive impact from aviation and the Statoil contract and **Romania** as a result of a new contract win with Petrom.

Contract retention in the region was high at more than 95% and we believe we have gained market share with our solutions strategy outperforming single service providers.

North America

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2009	2008	2009	2008	2009	2008	2009
North America *	1,495.3	1,449.5	84.8	83.3	5.7%	5.7%	0.0%

Organic growth in **North America** was flat. If the loss of a large contract in the commercial nuclear sector is excluded, organic growth was 2.8%. Margins were unchanged at 5.7%.

In the **United States** there was no growth in the commercial sector due to contract wins and renewals being offset by service reductions for some customers. Customer retention was excellent at more than 90%.

New contract awards in 2009 included electronic monitoring of offenders in Cook County and secure solutions contracts with City of Houston, City of Chicago and TD Ameritrade. Contract renewals and extensions included a secure solutions contract for Bank of America locations nationwide, Merrill Lynch worldwide, an extension to the protective services contract at the Savannah River nuclear site for a minimum of five years and protective and emergency services for NASA at 14 locations across the US.

In 2009, the US business made three important strategic acquisitions - Adesta, which will significantly enhance capability in seaport security and the chemical and petrochemical industries in North America and internationally; All Star, which broadens G4S North America's US government outsourcing capability and share of the government sector; and lastly NSSC, which has risk consulting and security solutions expertise focused on the chemical and nuclear power sectors.

In **Canada,** the organic growth rate of 2.1% was in line with the prior year and continued cost focus meant that margins improved. In February 2010, G4S was awarded a contract by the Canada Border Services Agency to help secure the Canada border.

New Markets

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2009	2008	2009	2008	2009	2008	2009
Asia *	522.0	455.9	41.1	36.0	7.9%	7.9%	5.6%
Middle East *	424.5	374.1	38.5	31.1	9.1%	8.3%	13.4%
Africa *	305.6	265.9	29.0	23.8	9.5%	9.0%	6.8%
Latin America & Caribbean *	283.0	250.3	17.6	14.9	6.2%	6.0%	9.4%
Total New Markets *	1,535.1	1,346.2	126.2	105.8	8.2%	7.9%	8.6%

In **New Markets**, organic growth was excellent at 8.6% and margins were higher than the prior year due to improved performance, particularly in Africa and the Middle East. The New Markets businesses have also benefited from the implementation of the group's key sector strategy – focusing on areas such as oil and gas, events and aviation. New contracts won during 2009 include Baghdad International and Qatar airports, the FIFA Club World Cup tournament in UAE, the Abu Dhabi and Macau Grands Prix and we are currently mobilising several large contracts in **Papua New Guinea** for the oil and gas industry.

Organic growth in **Asia** was 5.6% and margins were maintained at 7.9%. **India**, the largest market in the region achieved double-digit revenue growth and improved margins. The outlook for the Asia region looks encouraging in 2010, despite the loss of the DIAC (immigration management) contract in **Australia**. **Macau** declined 13% in 2009 but is expected to improve in 2010 as investment is returning to the casino industry.

Towards the end of the year, new security rules were introduced which will allow foreign ownership of manned security companies in **China**. Licenses are expected to be issued during the second half of 2010 which is a positive development for the medium term. G4S also acquired Hill & Associates, Asia's leading risk consultancy firm which will provide additional risk consultancy and risk management capability across the region.

In the **Middle East**, growth continued to be excellent across the region with improved margins of 9.1%. **Qatar** and **UAE** performed particularly strongly, mainly as a result of the new airport contract in Qatar and federal wage legislation in UAE.

Africa performed strongly with organic growth of 6.8% and margins of 9.5%, helped by strong organic growth in **Nigeria, Morocco, Kenya** and the care and justice services business in **South Africa** and a continued focus on higher margin work in South Africa secure solutions which has reduced its contract portfolio by 20%.

The **Latin America & Caribbean** region has performed well as a result of a number of large contract wins in **Argentina, Ecuador** and **Peru**, giving organic growth of 20.7%, 38.9% and 14.3% respectively. Overall for the region, organic growth was 9.4% and margins were 6.2%.

Cash Solutions

* At constant exchange rates	Turnover £m		PBITA £m		Margins		Organic Growth
	2009	2008	2009	2008	2009	2008	2009
Europe *	929.2	904.8	102.0	98.9	11.0%	10.9%	2.5%
North America *	98.8	95.9	4.1	0.9	4.1%	0.9%	3.3%
New Markets *	313.2	279.2	46.3	44.2	14.8%	15.8%	12.0%
Total Cash solutions *	1,341.2	1,279.9	152.4	144.0	11.4%	11.3%	4.7%
Exchange differences	-	(87.4)	-	(10.4)			
At actual exchange rates	1,341.2	1,192.5	152.4	133.6			

The cash solutions business performed well with organic growth of 4.7% and margins of 11.4%.

Organic growth in **Europe** was 2.5% and was impacted by lower interest rates, lower inflation and a reduction in some services by customers, but cost control measures ensured margins improved to 11.0%.

In the **UK & Ireland**, the cash solutions business performed well with good organic growth and margins holding firm. The fifth "super branch" cash management centre in the UK was opened in London in January 2009. SMI, a leading international cash management consultancy business, was acquired early in 2009 to add to the group's existing cash management and consultancy capability. SMI acts as a consultant to central banks on bank note security and central bank processes. The first CASH360 sales have been achieved in the UK, with a strong pipeline of pilots.

Elsewhere in Europe**,** organic growth was affected by a reduction in transportation and ATM services but continued strong growth was achieved in **Greece, Romania** and **Latvia**.

In **North America**, the business in **Canada** stabilised under the new management improving profit margins from 0.9% in 2008 to 4.1% in 2009. The Canadian cash solutions business also achieved positive turnover growth for the first time since 2006.

Organic growth in **New Markets** was excellent at 12.0% with margins lower at 14.8% due to the re-negotiated tolls contract in **Colombia** and the impact of some significant robberies in **Saudi Arabia**. **South Africa**, one of the largest new markets for cash solutions, performed very well amidst challenging market conditions. Excellent growth and strong margins were achieved in **UAE** and **Malaysia**. New cashflow forecasting software has been introduced in Malaysia which will help customers reduce the cost of cash.

STRATEGIC DEVELOPMENT

Our strategy is to differentiate ourselves in our markets by using our expertise to drive outsourcing and to minimise commoditisation of traditional security services. We are stepping this out sequentially across our broad geographic footprint. We see strong evidence of this strategy delivering enhanced growth opportunities for the group by:

- Capitalising on the structural growth opportunity of increased demand for outsourcing by delivering innovative, cost reducing, solutions to customers as they re-shape their businesses in response to economic pressures
- Focusing the group on attractive global markets and sectors and enhancing its ability to meet increasingly sophisticated customer needs through capability-building acquisitions, new technology and creating new markets
- Increasing global diversification – G4S has a broad international presence and unique developing markets exposure. We can export our government expertise into other countries, drive development of cash solutions in New Markets and develop secure solutions for multi-national customers across numerous countries

OTHER FINANCIAL ISSUES

Acquisitions and divestments

The group invested a total of £153.2m in 2009 on acquisitions which have added new capabilities to the group and will support the implementation of the group's strategy. Acquisitions included:

- **SMI -** a worldwide cash consultancy business based in the UK acquired on 24 February
- **Adesta -** a US-based risk consulting and systems integration business specialising in the ports and chemical security sectors acquired for $66m on 31 December
- **All Star -** one of the premier secure facilities management companies servicing the US Government acquired for $59.9m on 23 November
- **Hill & Associates -** Asia's leading risk mitigation consultancy acquired for $8m on 30 November
- **NSSC -** a US based risk consultancy specialising in the nuclear power sector in the US and internationally, acquired for $22m on 31 December

The group's acquisition strategy will continue to focus on niche opportunities which will both help to deliver its strategic objectives and meet its financial performance criteria. Areas of particular interest include risk consulting, systems integration and sector specialists and G4S expects to invest around £100m in further capability-building acquisitions in 2010.

At the end of 2007, we signalled our intention to divest our remaining businesses in France and Germany. The majority of these businesses were divested during 2008 with the final divestment taking place in February 2009.

Financing & Interest

The group has a prudent approach to its balance sheet whilst maintaining the flexibility to pursue acquisitions when appropriate. It has a long term stable credit rating of BBB granted by Standard & Poor's in March 2009 and has a diverse range of finance providers. The group is currently well capitalised with no significant maturities until 2012. Borrowings are at attractive rates and liabilities broadly match the business mix by currency.

The group's primary sources of finance are:

(i) A £1.087bn multicurrency revolving credit facility provided by a consortium of lending banks at a margin of 0.225% over LIBOR and maturing on 28 June 2012.

(ii) A $550m private placement of notes on 1 March 2007, which mature at various dates between 2014 and 2022 and bear interest at rates between 5.77% and 6.06%.

(iii) A $514m and £69m private placement of notes on 15 July 2008, which mature at various dates between 2013 and 2020 and bear interest at rates between 6.09% and 7.56%.

(iv) A £350m Public Note issued on 13 May 2009 bearing an interest rate of 7.75%, maturing 13 May 2019.

At 31 December 2009 the group had other short-term committed facilities of £45m and uncommitted facilities of £515m.

As of 31 December 2009, net debt was £1,433.4m representing a gearing of 99%. The group headroom was £614.7m at the year end. The group has sufficient borrowing capacity to finance its current investment plans.

Net interest payable on net debt was £89.1m. This is a net increase of 10% over the 2008 cost of £81.0m, due principally to the impact of exchange differences.

The group's average cost of gross borrowings during 2009 was 4.7% compared to 5.5% in 2008.

Also included within financing is other interest costs of £6.2m (2008: £6.0m) and net expense of £19.0m (2008: net income £3.7m) in respect of movements in the group's retirement benefit obligations.

Taxation

The effective tax rate for the year on adjusted earnings was 26.0%, compared to 26.9% for 2008. The group believes that the rate is sustainable going forward as a result of the ongoing rationalisation of the post-merger group legal structure and the elimination of fiscal inefficiencies.

Retirement benefit obligations

The group's funding shortfall on funded defined retirement benefit schemes, on the valuation basis specified in IAS19 Employee Benefits, was £328m before tax or £236m after tax (31 December 2008: £286m and £206m respectively). The main schemes are in the UK. The latest full actuarial valuations were undertaken at 5 April 2006 in respect of the Securicor scheme, 31 March 2007 in respect of the Group 4 scheme and 31 March 2005 in respect of the GSL scheme acquired in May 2008. However, all actuarial assumptions were reviewed as at 31 December 2009.

The valuation of gross liabilities has increased since 31 December 2008 due to a decrease in the appropriate AA corporate bond rate from 6.3% to 5.7%, compounded by an increase in inflation from 3.1% to 3.6% in the UK. However, the value of the assets held in the funds increased by £143m during the period which helped to partly offset the increase in liabilities during 2009. Additional company contributions were £30m.

The group believes that, over the very long term in which retirement benefits become payable, investment returns should eliminate the deficit reported in the schemes in respect of past service liabilities. However, in recognition of the regulatory obligations upon pension fund trustees to address reported deficits, the group anticipates that, in the medium term, additional cash contributions will continue to be made at least at a level similar to that in 2009.

Dividend

The board recommends a final dividend of 4.16p per share (DKK 0.3408). This represents an increase of 13.0% on the final dividend for 2008. The interim dividend was 3.02p per share (DKK 0.2599) and the total dividend, if approved, will be 7.18p per share (DKK 0.6007), representing an increase of 11.7% on the total dividend for 2008.

The group expects to continue to increase dividends broadly in line with normalised adjusted earnings.

The group achieved an excellent performance in 2009, with businesses performing well across all markets, service lines and customer segments.

Whilst G4S and its customers are not immune to the severe economic slowdown, the business has shown its resilience to economic pressure due to the following qualities:-

- large proportion of complex long term outsourcing contracts, particularly in the government sector and cash management
- increased need for outsourced solutions to enable customers to improve efficiencies and manage costs in difficult times
- expertise in the cash management cycle and the efficient management of cash for financial institutions
- broad geographic and market sector exposure with no over-reliance on a single economy or particular industry group and a good proportion of revenue in developing markets which have inherent structural growth
- customer demand for continuity and sustainability of the supply chain and the backing of a global organisation with strong track record of delivery
- easing of global employment markets enabling recruitment of good quality staff and increased retention rates of existing employees
- strong, very experienced senior management across the group

We expect to deliver another strong performance in 2010 with organic growth to be broadly similar to 2009 whilst continuing to maintain our discipline on margins and cash generation.

We are confident that our strategic plan, which is enhancing our ability to meet increasingly sophisticated customer needs by adding new capabilities and technologies to our offer, has put the group in a strong position to maintain our longer term growth momentum as we pursue attractive global opportunities in our key target sectors.

16 March 2010

Consolidated income statement
For the year ended 31 December 2009

	Notes	2009 £m	2008 £m
Continuing operations			
Revenue	1, 2	**7,008.6**	5,928.5
Profit from operations before amortisation of acquisition-related intangible assets and share of profit from associates		**499.1**	411.6
Share of profit from associates		**1.2**	3.4
Profit from operations before amortisation of acquisition-related intangible assets (PBITA)	2	**500.3**	415.0
Amortisation of acquisition-related intangible assets		**(83.2)**	(67.8)
Profit from operations before interest and taxation (PBIT)	1, 2, 3	**417.1**	347.2
Finance income	6	**81.7**	104.9
Finance costs	7	**(196.0)**	(189.4)
Profit before taxation (PBT)	1	**302.8**	262.7
Taxation:			
- Before amortisation of acquisition-related intangible assets		**(100.0)**	(89.4)
- On amortisation of acquisition-related intangible assets		**23.3**	19.1
	8	**(76.7)**	(70.3)
Profit after taxation		**226.1**	192.4
Loss from discontinued operations	4	**(6.9)**	(27.5)
Profit for the year		**219.2**	164.9
Attributable to:			
Equity holders of the parent		**202.5**	151.2
Minority interests		**16.7**	13.7
Profit for the year		**219.2**	164.9
Earnings per share attributable to equity shareholders of the parent	10		
For profit from continuing operations:			
Basic		**14.9p**	13.2p
Diluted		**14.9p**	13.2p
For profit from continuing and discontinued operations:			
Basic		**14.4p**	11.1p
Diluted		**14.4p**	11.1p
Dividends declared and proposed in respect of the year	9		
Interim dividend of 3.02p per share (2008:2.75p)		**42.5**	38.6
Final dividend of 4.16p per share (2008: 3.68p)		**51.7**	36.4
Total dividend of 7.18p per share (2008: 6.43p)		**94.2**	75.0

Consolidated statement of financial position
At 31 December 2009

	Notes	2009 £m	2008 £m
ASSETS			
Non-current assets			
Goodwill		**2,043.9**	2,079.5
Other acquisition-related intangible assets		**361.2**	403.1
Other intangible assets		**68.7**	61.0
Property, plant and equipment		**546.0**	528.5
Investment in associates		**7.2**	7.4
Trade and other receivables		**111.4**	198.0
Deferred tax assets		**178.1**	155.0
		3,316.5	3,432.5
Current assets			
Inventories		**77.8**	85.0
Investments		**84.4**	92.7
Trade and other receivables		**1,348.5**	1,375.3
Cash and cash equivalents		**307.6**	562.1
Assets classified as held for sale	*11*	**29.1**	71.0
		1,847.4	2,186.1
Total assets		**5,163.9**	5,618.6
LIABILITIES			
Current liabilities			
Bank overdrafts		**(37.5)**	(195.1)
Bank loans		**(145.6)**	(87.9)
Obligations under finance leases		**(23.1)**	(22.1)
Trade and other payables		**(1,105.5)**	(1,216.6)
Current tax liabilities		**(55.2)**	(28.9)
Retirement benefit obligations		**(54.6)**	(48.9)
Provisions		**(29.8)**	(33.9)
Liabilities associated with assets classified as held for sale	*11*	**(30.9)**	(74.1)
		(1,482.2)	(1,707.5)
Non-current liabilities			
Bank loans		**(516.3)**	(877.8)
Loan notes		**(1,116.7)**	(901.9)
Obligations under finance leases		**(62.6)**	(63.6)
Trade and other payables		**(42.5)**	(63.5)
Retirement benefit obligations		**(313.0)**	(278.6)
Provisions		**(68.3)**	(116.7)
Deferred tax liabilities		**(123.1)**	(138.1)
		(2,242.5)	(2,440.2)
Total liabilities		**(3,724.7)**	(4,147.7)
Net assets		**1,439.2**	1,470.9
EQUITY			
Share capital		**352.6**	352.1
Share premium and reserves		**1,054.1**	1,074.9
Equity attributable to equity holders of the parent		**1,406.7**	1,427.0
Minority interests		**32.5**	43.9
Total equity		**1,439.2**	1,470.9

Consolidated statement of cash flow

For the year ended 31 December 2009

	Notes	2009 £m	2008 £m
Profit before taxation		**302.8**	262.7
Adjustments for:			
Finance income		**(81.7)**	(104.9)
Finance costs		**196.0**	189.4
Depreciation of property, plant and equipment		**121.1**	105.0
Amortisation of acquisition-related intangible assets		**83.2**	67.8
Amortisation of other intangible assets		**15.1**	11.1
(Profit)/loss on disposal of property, plant and equipment and intangible assets other than acquisition related		**(0.3)**	2.1
Share of profit from associates		**(1.2)**	(3.4)
Equity-settled transactions		**7.1**	5.0
Operating cash flow before movements in working capital		**642.1**	534.8
Decrease/(increase) in inventories		**2.0**	(7.4)
Decrease/(increase) in receivables		**1.0**	(44.4)
Increase in payables		**4.6**	43.6
Decrease in provisions		**(25.7)**	(14.2)
Decrease in retirement benefit obligations		**(32.9)**	(32.3)
Net cash flow from operating activities of continuing operations		**591.1**	480.1
Net cash used by operating activities of discontinued operations		**(14.1)**	(25.1)
Cash generated by operations		**577.0**	455.0
Tax paid		**(67.8)**	(82.0)
Net cash flow from operating activities		**509.2**	373.0
Investing activities			
Interest received		**11.8**	17.2
Cash flow from associates		**2.4**	12.2
Purchases of property, plant and equipment and intangible assets other than acquisition-related		**(187.1)**	(174.5)
Proceeds on disposal of property, plant and equipment and intangible assets other than acquisition-related		**17.4**	13.2
Acquisition of subsidiaries		**(157.5)**	(419.4)
Net cash balances acquired/disposed of		**(12.2)**	19.7
Disposal of subsidiaries		**7.6**	31.1
(Purchase)/sale of investments		**(0.9)**	5.6
Own shares purchased		**(9.9)**	(8.8)
Net cash used in investing activities		**(328.4)**	(503.7)
Financing activities			
Share issues		**2.7**	276.8
Dividends paid to minority interests		**(18.0)**	(11.9)
Dividends paid to equity shareholders of the parent		**(94.2)**	(75.0)
Proceeds on issue of loan notes		**346.8**	327.0
Repayment of revolving credit facilities with proceeds from issue of loan notes		**(346.8)**	(327.0)
Other net movement in borrowings		**23.7**	173.7
Interest paid		**(98.5)**	(97.2)
Net cash flow from hedging financial instruments		**(10.2)**	(65.9)
Repayment of obligations under finance leases		**(24.2)**	(13.5)
Net cash flow from financing activities		**(218.7)**	187.0
Net (decrease)/increase in cash, cash equivalents and bank overdrafts	*12*	**(37.9)**	56.3
Cash, cash equivalents and bank overdrafts at the beginning of the year		**360.7**	270.7
Effect of foreign exchange rate fluctuations on cash held		**(32.3)**	33.7
Cash, cash equivalents and bank overdrafts at the end of the year		**290.5**	360.7

Consolidated statement of comprehensive income
For the year ended 31 December 2009

	2009 £m	2008 £m
Profit for the year	**219.2**	164.9
Other comprehensive income		
Exchange differences on translation of foreign operations	**(93.3)**	182.0
Change in fair value of net investment hedging financial instruments	**28.6**	(81.1)
Change in fair value of cash flow hedging financial instruments	**(22.6)**	36.4
Actuarial losses on defined retirement benefit schemes	**(63.1)**	(196.9)
Tax on items taken directly to equity	**21.9**	50.3
Other comprehensive income, net of tax	**(128.5)**	(9.3)
Total comprehensive income for the year	**90.7**	155.6
Attributable to:		
Equity holders of the parent	**74.0**	141.9
Minority interests	**16.7**	13.7
Total comprehensive income for the year	**90.7**	155.6

Consolidated statement of changes in equity
For the year ended 31 December 2009

	Share Capital 2009 £m	Reserves 2009 £m	Total 2009 £m	Share capital 2008 £m	Reserves 2008 £m	Total 2008 £m
At beginning of year	**352.1**	**1,074.9**	**1,427.0**	320.2	766.9	1,087.1
Net recognised income attributable to equity shareholders of the parent	**-**	**74.0**	**74.0**	-	141.9	141.9
Shares issued	**0.5**	**2.2**	**2.7**	31.9	244.9	276.8
Dividends declared	**-**	**(94.2)**	**(94.2)**	-	(75.0)	(75.0)
Own shares purchased	**-**	**(9.9)**	**(9.9)**	-	(8.8)	(8.8)
Equity-settled transactions	**-**	**7.1**	**7.1**	-	5.0	5.0
At end of year	**352.6**	**1,054.1**	**1,406.7**	352.1	1,074.9	1,427.0

1) Basis of preparation and accounting policies

The financial information set out above does not constitute the company's statutory accounts for the years ended 31 December 2009 or 2008. Statutory accounts for 2008 have been delivered to the registrar of companies, and those for 2009 will be delivered in due course. The auditors have reported on those accounts; their reports were (i) unqualified, (ii) did not include references to any matters to which the auditors drew attention by way of emphasis without qualifying their reports and (iii) did not contain a statement under section 237(2) or (3) of the Companies Act 1985 in respect of the accounts for 2008, nor a statement under section 498(2) or (3) of the Companies Act 2006 in respect of the accounts for 2009.

The comparative income statement for the year ended 31 December 2008 has been re-presented for operations qualifying as discontinued during the current year. Revenue from continuing operations has been reduced by £14.4m and PBT has been reduced by £1.5m compared to the figures published previously. In addition, the comparative balance sheet as at 31 December 2008 has been restated to reflect the completion during 2009 of the initial accounting in respect of acquisitions made during 2008. Adjustments made to the provisional calculation of the fair values of assets and liabilities acquired amount to £19.1m, with an equivalent increase in the reported value of goodwill.

2) Segmental analysis

The group operates in two core product areas: secure solutions and cash solutions. The group operates on a worldwide basis and derives a substantial proportion of its revenue and PBIT from each of the following geographical regions: Europe (comprising the United Kingdom and Ireland, and Continental Europe), North America, and New Markets (comprising the Middle East and Gulf States, Latin America and the Caribbean, Africa, and Asia Pacific).

The segment disclosures are based on the components that the Board monitors in making decisions about operating matters. Such components are identified on the basis of internal reports that the Board reviews regularly in allocating resources to segments and in assessing their performance.

Segment information for continuing operations is presented below:

Segment revenue

Revenue by business segment	2009 £m	2008 £m
Secure Solutions		
UK and Ireland	**1,139.3**	929.9
Continental Europe	**1,497.7**	1,378.6
Europe	**2,637.0**	2,308.5
North America	**1,495.3**	1,222.3
Middle East and Gulf States	**424.5**	315.6
Latin America and the Caribbean	**283.0**	229.0
Africa	**305.6**	248.6
Asia Pacific	**522.0**	412.0
New Markets	**1,535.1**	1,205.2
Total Secure Solutions	**5,667.4**	4,736.0
Cash Solutions		
Europe	**929.2**	859.1
North America	**98.8**	87.0
New Markets	**313.2**	246.4
Total Cash Solutions	**1,341.2**	1,192.5
Total revenue	**7,008.6**	5,928.5

2) Segmental analysis (continued)

Revenue by geographical market	**2009**	2008
	£m	£m
Europe	**3,566.2**	3,167.6
North America	**1,594.1**	1,309.3
New Markets	**1,848.3**	1,451.6
Total revenue	**7,008.6**	5,928.5

PBITA by business segment	**2009**	2008
	£m	£m
Secure Solutions		
UK and Ireland	**97.3**	76.8
Continental Europe	**79.3**	74.3
Europe	**176.6**	151.1
North America	**84.8**	70.6
Middle East and Gulf States	**38.5**	26.4
Latin America and the Caribbean	**17.6**	13.8
Africa	**29.0**	22.4
Asia Pacific	**41.1**	32.6
New Markets	**126.2**	95.2
Total Secure Solutions	**387.6**	316.9
Cash Solutions		
Europe	**102.0**	94.0
North America	**4.1**	0.8
New Markets	**46.3**	38.8
Total Cash Solutions	**152.4**	133.6
Total PBITA before head office costs	**540.0**	450.5
Head office costs	**(39.7)**	(35.5)
Total PBITA	**500.3**	415.0

PBITA by geographical market		
Europe	**278.6**	245.1
North America	**88.9**	71.4
New Markets	**172.5**	134.0
Total PBITA before head office costs	**540.0**	450.5
Head office costs	**(39.7)**	(35.5)
Total PBITA	**500.3**	415.0

Result by business segment	2009 £m	2008 £m
Total PBITA	**500.3**	415.0
Amortisation of acquisition-related intangible assets	**(83.2)**	(67.8)
Total PBIT	**417.1**	347.2
Secure Solutions	**330.1**	271.3
Cash Solutions	**126.7**	111.4
Head office costs	**(39.7)**	(35.5)
Total PBIT	**417.1**	347.2

3) Profit from operations before interest and taxation (PBIT)

The income statement can be analysed as follows:

Continuing operations	2009 £m	2008 £m
Revenue	**7,008.6**	5,928.5
Cost of sales	**(5,472.8)**	(4,615.7)
Gross profit	**1,535.8**	1,312.8
Administration expenses	**(1,119.9)**	(969.0)
Share of profit from associates	**1.2**	3.4
PBIT	**417.1**	347.2

Included within administration expenses is the amortisation charge for acquisition-related intangible assets.

4) Discontinued operations

Operations qualifying as discontinued in the current period primarily comprise the security services business in France, which principally comprised Group 4 Securicor SAS, disposed of on 28 February 2009, Group 4 Falck Reinsurance S.A, the captive insurance business in Luxembourg, disposed of on 23 December 2009 and the systems installation business in Slovakia. Further operations qualifying as discontinued in the prior year also comprised the security services business in Germany, which principally comprised G4S Sicherheitsdienste GmbH and G4S Sicherheitssysteme GmbH, disposed of on 15 May 2008. A deferred tax credit in relation to the discontinued US Aviation business was recognised in the current period.

5) Acquisitions

The group undertook a number of acquisitions in the year. The total fair value of net liabilities acquired amounted to £61.4m which included the recognition of £50.5m of acquisition-related intangible assets, generating goodwill of £84.8m, satisfied by a total consideration of £153.2m, of which £152.6m has been paid in the year.

Principal acquisitions in subsidiary undertakings include the purchase of controlling interests in SecPoint Security Limited, a security solutions business in Ghana; Sunshine Youth Services, a juvenile justice business in the US; CL Systems Limited, a cash solutions business in Greater China; SecuraMonde, a cash solutions business in the UK; Adesta LLC, a leading US systems integrator in the design and operation of security systems and command and control centres for government and regulated services; All Star International, one of the premier facilities management and base operations support companies providing services to the US Government; NSSC, a US risk consulting business in the nuclear power industry and the public sector and Hill & Associates, Asia's leading provider of specialist risk mitigation consulting services.

In addition, the group completed the minority buy-outs of certain businesses in New Markets during the year.

6) Finance income

	2009 £m	2008 £m
Interest income on cash, cash equivalents and investments	**11.9**	17.8
Other interest income	**1.8**	0.6
Expected return on defined retirement benefit scheme assets	**68.0**	86.5
Total finance income	**81.7**	104.9

7) Finance costs

	2009 £m	2008 £m
Interest on bank overdrafts, loans and loan notes	**94.0**	94.9
Interest on obligations under finance leases	**7.0**	3.9
Other interest charges	**8.0**	7.8
Total group borrowing costs	**109.0**	106.6
Finance costs on defined retirement benefit obligations	**87.0**	82.8
Total finance costs	**196.0**	189.4

8) Taxation

	2009 £m	2008 £m
Current taxation expense	**(97.9)**	(75.7)
Deferred taxation credit	**21.2**	5.4
Total income tax expense for the year	**(76.7)**	(70.3)

The total income tax expense for the year includes amounts attributable to the UK of £0.1m (2008: £7.6m).

9) Dividends

	Pence per share	DKK per share	2009 £m	2008 £m
Amounts recognised as distributions to equity holders of the parent in the year				
Final dividend for the year ended 31 December 2007	2.85	0.2786	**-**	36.4
Interim dividend for the six months ended 30 June 2008	2.75	0.2572	**-**	38.6
Final dividend for the year ended 31 December 2008	3.68	0.3052	**51.7**	-
Interim dividend for the six months ended 30 June 2009	3.02	0.2599	**42.5**	-
			94.2	75.0
Proposed final dividend for the year ended 31 December 2009	4.16	0.3408	**58.4**	

The proposed final dividend is subject to approval by shareholders at the Annual General Meeting. If so approved, it will be paid on 4 June 2010 to shareholders who are on the register on 30 April 2010. The exchange rate used to translate it into Danish kroner is that at 15 March 2010.

10) Earnings/(loss) per share attributable to equity shareholders of the parent

	2009 £m	2008 £m
From continuing and discontinued operations		
Earnings		
Profit for the year attributable to equity holders of the parent	**202.5**	151.2
Effect of dilutive potential ordinary shares (net of tax)	**-**	0.2
Profit for the purposes of diluted earnings per share	**202.5**	151.4
Number of shares (m)		
Weighted average number of ordinary shares	**1,403.6**	1,357.7
Effect of dilutive potential ordinary shares	**0.1**	1.3
Weighted average number of ordinary shares for the purposes of diluted earnings per share	**1,403.7**	1,359.0
Earnings per share from continuing and discontinued operations (pence)		
Basic	**14.4p**	11.1p
Diluted	**14.4p**	11.1p
From continuing operations		
Earnings		
Profit for the year attributable to equity holders of the parent	**202.5**	151.2
Adjustment to exclude loss for the year from discontinued operations (net of tax)	**6.9**	27.5
Profit from continuing operations	**209.4**	178.7
Effect of dilutive potential ordinary shares (net of tax)	**-**	0.2
Profit from continuing operations for the purpose of diluted earnings per share	**209.4**	178.9
Earnings per share from continuing operations (pence)		
Basic	**14.9p**	13.2p
Diluted	**14.9p**	13.2p
From discontinued operations		
Loss per share from discontinued operations (pence)		
Basic	**(0.5)p**	(2.1)p
Diluted	**(0.5)p**	(2.1)p
From adjusted earnings		
Earnings		
Profit from continuing operations	**209.4**	178.7
Adjustment to exclude net retirement benefit finance income (net of tax)	**13.7**	(2.7)
Adjustment to exclude amortisation of acquisition-related intangible assets (net of tax)	**59.9**	48.7
Adjusted profit for the year attributable to equity holders of the parent	**283.0**	224.7
Weighted average number of ordinary shares (m)	**1,403.6**	1,357.7
Adjusted earnings per share (pence)	**20.2p**	16.6p

In the opinion of the directors the earnings per share figure of most use to shareholders is that which is adjusted. This figure better allows the assessment of operational performance, the analysis of trends over time, the comparison of different businesses and the projection of future earnings.

11) Disposal groups classified as held for sale

Disposal groups classified as held for sale as at 31 December 2009 primarily comprise the assets and liabilities associated with the cash solutions business in Taiwan. At 31 December 2008 disposal groups classified as held for sale also included the assets and liabilities associated with the manned guarding businesses in France, which principally included Group 4 Securicor SAS. The sale of Group 4 Securicor SAS was completed on 28 February 2009.

12) Analysis of net debt

A reconciliation of net debt to amounts in the consolidated balance sheet is presented below:

	2009 £m	2008 £m
Cash and cash equivalents	**307.6**	562.1
Investments	**84.4**	92.7
Net cash and overdrafts included within disposal groups classified as held for sale	**20.4**	(6.3)
Net debt (excluding cash and overdrafts) included within disposal groups classified as held for sale	**(13.2)**	(1.0)
Bank overdrafts	**(37.5)**	(195.1)
Bank loans	**(661.9)**	(965.7)
Loan notes	**(1,116.7)**	(901.9)
Fair value of loan note derivative financial instruments	**69.2**	153.2
Obligations under finance leases	**(85.7)**	(85.7)
Total net debt	**(1,433.4)**	(1,347.7)

An analysis of movements in net debt in the year is presented below:

	2009 £m	2008 £m
(Decrease)/increase in cash, cash equivalents and bank overdrafts per consolidated cash flow statement	**(37.9)**	56.3
Purchase/(sale) of investments	**0.9**	(5.6)
Increase in debt and lease financing	**0.6**	(160.2)
Change in net debt resulting from cash flows	**(36.4)**	(109.5)
Borrowings acquired with subsidiaries	**(0.4)**	(230.0)
Net additions to finance leases	**(19.7)**	(17.1)
Movement in net debt in the year	**(56.5)**	(356.6)
Translation adjustments	**(29.2)**	(186.2)
Net debt at the beginning of the year	**(1,347.7)**	(804.9)
Net debt at the end of the year	**(1,433.4)**	(1,347.7)

Notes to the preliminary results announcement (continued)

Non GAAP measure – cash flow

The directors consider it is of assistance to shareholders to present an analysis of the group's operating cash flow in accordance with the way in which the group is managed, together with a reconciliation of that cash flow to the net cash flow from operating activities as presented in the consolidated cash flow statement.

Operating cash flow

For the year ended 31 December 2009

	£m	£m
PBITA before share of profit from associates (group PBITA)	**499.1**	411.6
Depreciation and amortisation of intangible assets other than acquisition-related	**136.2**	116.1
(Profit)/loss on disposal of property, plant and equipment and intangible assets other than acquisition-related	**(0.3)**	2.1
Movement in working capital and provisions	**(15.4)**	(15.3)
Net cash flow from capital expenditure	**(169.7)**	(161.3)
Operating cash flow	**449.9**	353.2

Reconciliation of operating cash flows	**2009**	2008
	£m	£m
Net cash flow from operating activities per consolidated cash flow statement	**509.2**	373.0
Net cash flow from capital expenditure	**(169.7)**	(161.3)
Add-back cash flow from exceptional items and discontinued operations	**12.7**	27.2
Add-back additional pension contributions	**29.9**	32.3
Add-back tax paid	**67.8**	82.0
Operating cash flow	**449.9**	353.2