

G4S North America

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A Global Company

- World's leading security solutions provider
- Listed on London & Copenhagen Stock Exchanges
- In over 110 countries, with more than 530,000 employees
- Turnover of £4,490.4m* and PBITA of £312.1m* in 2007
- Created by merger of Securicor and Group 4 Falck's security business in July 2004

* From continuing operations



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Recent Group Highlights

2007 results:

- 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 total dividend up 17.8% to 4.96 pence per share (DKK0.5105)

* At constant (2007) exchange rates and continuing activities

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Group 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

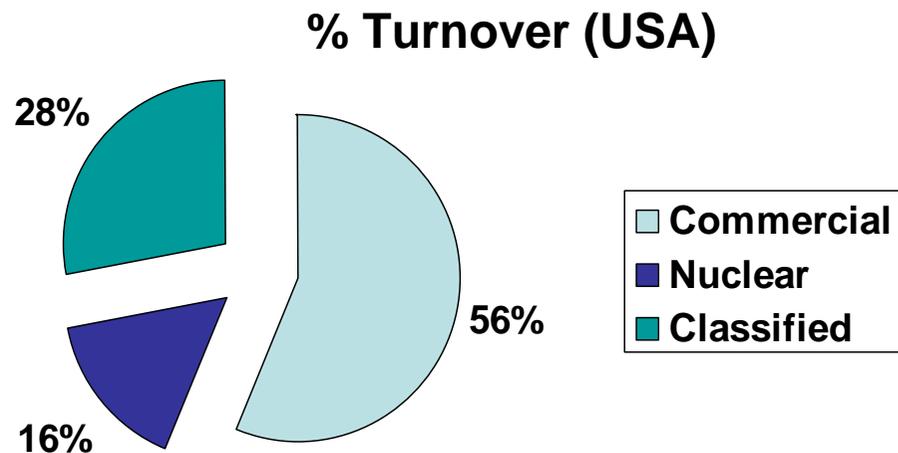
Q1 2008

- Strong start to the year –11% organic growth; 9% in Developed markets and 17% in New Markets

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North America Security Services



2007 (£m)

Turnover 1043.8m

PBITA 61.5m

c 50,000 employees

Organic growth + 7.3%

Margin c6%

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North America Security Services Commercial (incl non-classified Govt)

- #2 in manned security in US
- Safety Act Designation and Certification
- 110 Area Offices
- Organic growth c 9% in 2007
 - 2007 - Customs and Border Protection Contract – Detainee Transportation
- Strong customer retention – 95% in 2007
- 30% of security personnel are Customer Protection Officers
- Justice services
 - 7 youth custody centres
 - Electronic monitoring
 - ICE contract

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North America Security Services

WSI - Classified

- #1 position
- FOCl abated
- 100 projects – covering major classified service contracts with various US government agencies
- WSI niche:
 - Security/law enforcement
 - Fire/EM Protection Services
 - Facilities/Base Operations
 - Aviation/Part 135
 - Demining and environmental remediation (Ronco)
- Significant contract wins towards end of 2007
 - e.g. Savannah River, Army bases

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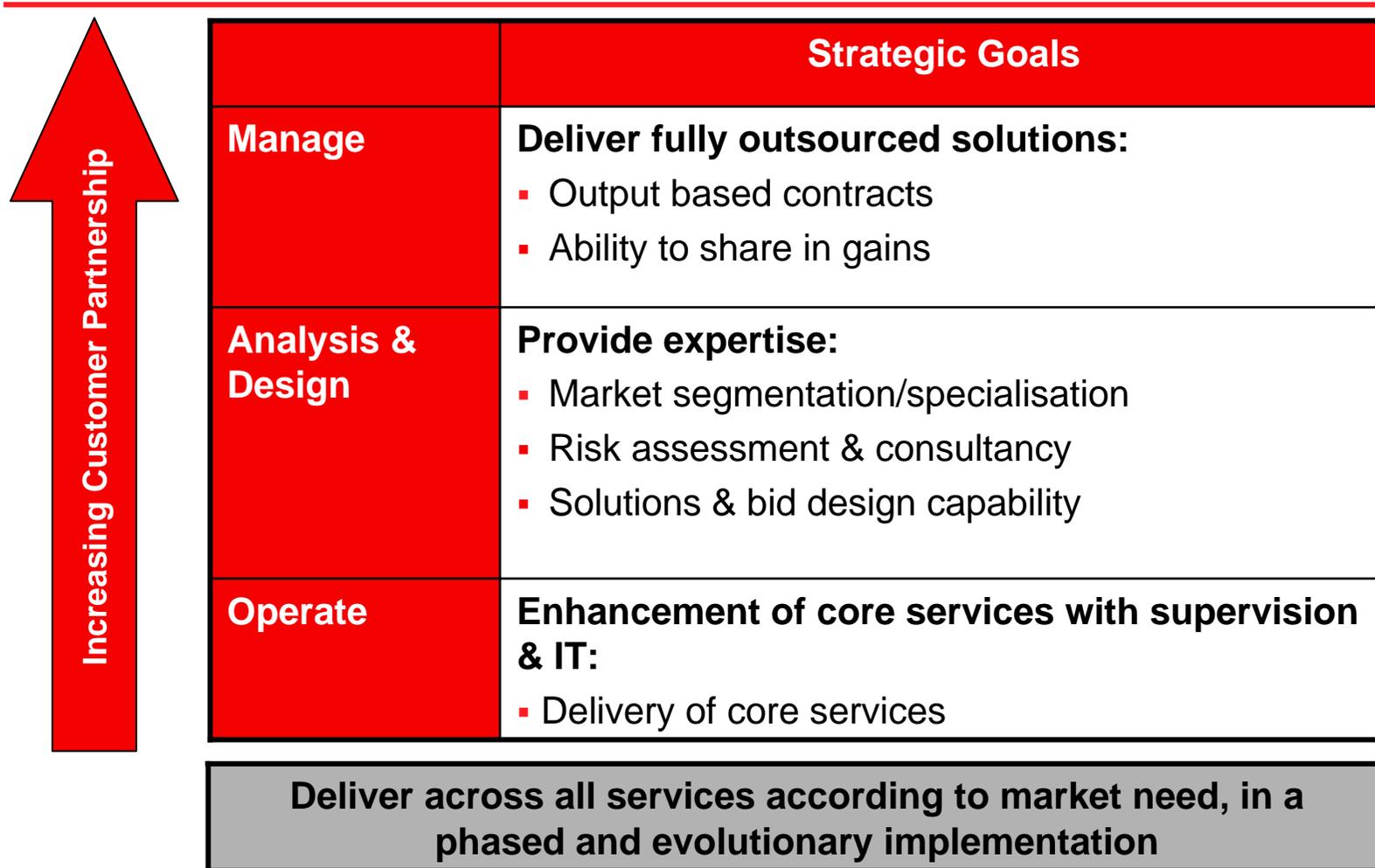
North America Security Services Nuclear

- #1 position in commercial nuclear generating industry
- Major Contracts include:
 - Entergy – 6 operating facilities
 - Florida Power and Light – 4 operating facilities
- Transition to RSS Contract Model is essential for future development:
 - South Texas Project is the 1st to transition - January 2008
 - Entergy and FPL targeted for 2009
- Expansion into other regulated markets (petro-chemical, maritime) will increase market potential
- Partnering with technology firms will further strengthen market position
- Exelon contract loss in 2008 represents 30% of business – RSS Contract Model is the future foundation

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Strategic Goals



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Recent US acquisitions

- RONCO (2007 Turnover \$70m, Paid \$60 m)
 - Humanitarian and commercial mine action, ordnance disposal and security
- MJM (2007 Turnover \$45m, Paid \$30m incl contingency)
 - Market leader in insurance fraud mitigation and claims services
- ArmorGroup (2007 Turnover \$295m, Paid £48.3m)
 - Defensive protective security services
 - Strong developing markets exposure

Outlook

- 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
- Not expecting the recent economic uncertainties to impact delivery of strong results in the future
- Very confident about the further development of the group

Appendix

G4S North America

Case studies

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Government – Defence

RBOS Washington

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RBOS Navy Yard

Marine Corp Barracks and NMIC



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Government Naval Defence

RBOS Washington, D.C.



The National Maritime Intelligence Center

Background

- The Department of Defense (DOD) adopted a regional approach where 1 government agency supports many.
- 2002 RFP for various centers and complexes under a Regional Base Operations Support (RBOS) contract in D.C., to various agencies
 - 3 sites & \$8M upon award
 - 14 sites & \$30M today

Key Customers

- Department of Navy
- Defense Intelligence Agency (DIA)
- USMC including the National Museum of the Marine Corp.
- Vice President Cheney's Living Quarters

Key "Cleared" Functions

- HVAC, Plumbing, Grounds Maintenance, Electrical, Construction, and Bodily Fluid Cleanup!

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Government Naval Defence

RBOS Washington, D.C.



The National Maritime Intelligence Center

Client Problem

- US Government is spending deficit dollars
- Naval Facilities Engineering Command is also experiencing shrinking agency-wide budget dollars during a time when increased pressure for critical key infrastructure support is heightened.
- Exacerbating the situation is building age and conditions, therefore requiring increased preventive maintenance.

Client Requirements

- Solutions that do more with less through:
 - Efficiency (input)
 - Effectiveness (output)
 - Innovation mandates
 - Competing work
 - Bundling work
- And also by:
 - Deferring non-critical work

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Government Naval Defence

RBOS Washington, D.C.



The National Maritime Intelligence Center

WSI Solution

- Immediately be identified as the “go to” contractor.
 - Current scope
 - New scope
 - Aim for 100% solution
 - Aim for 100% award fee score (we budget at 90%)
 - Meet and exceed each client requirement with right mix of people and technology



Examples

- Analyse each job to maximize client value
- Coordinate with organized labor for job flexibility for partnership-like results
- Manage 30 subcontractor specialists to reduce cost and attain SBA goals
- Emphasize responsiveness and cooperation on each task
- Redesign work control systems with safety, quality, subcontracting and customer reporting deliverables
- Provide back log support to client contracting office – helps us!



Government Naval Defence

RBOS Washington, D.C.



The National Maritime Intelligence Center

Conclusion

- 97% average award fee score
- Project scope tripled in size by taking work away from other providers in the region
- Profit margins on all IDIQ work continue to slowly rise as we continually balance fixed price workers on cost plus scope increases
- Five Star performance evaluations
- Client pushing us to market more and consistently encouraging us to expand

Future Outlook

- Favorable
- Customers selecting WSI
- IDIQ work continues to organically grow
- Hired new VP of Facilities Management

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Government – Energy

Oak Ridge

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Oak Ridge

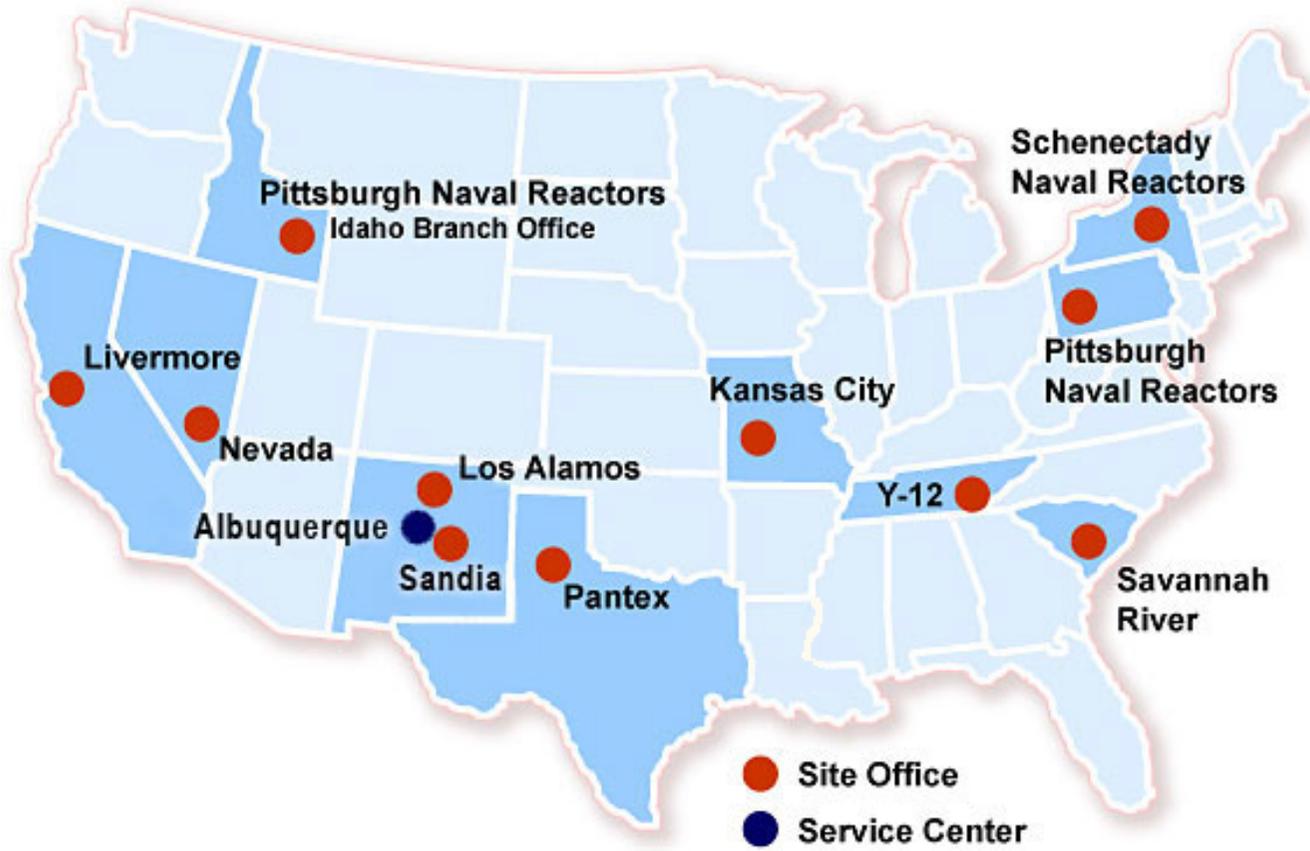


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National Nuclear Security Administration Sites

Highly Enriched Uranium Disposition Program



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Government Energy Defence

Oak Ridge, Tennessee



OAK RIDGE NATIONAL LABORATORY

Managed by UT Battelle for the Department of Energy

Background

- The Oak Ridge National Laboratory, East Tennessee Technology Park and the Y-12 National Security Complex are respectively the largest multi-function science research lab's, uranium enrichment plants, storage facilities, and special nuclear weapons production facilities for highly enriched weapons-grade uranium in the nation.

Key Customers

- Department of Energy (DOE)
- National Nuclear Security Administration (NNSA)

Key Functions

- Paramilitary protective forces

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Government Energy Defence

Oak Ridge, Tennessee



United States Department of Energy
OAK RIDGE OFFICE



Client Problems

- Prior to 2000, Protective Force was “proprietary”
- Prime contractor used security force funds for operations.
- Results:
 - Inadequate Protective Force
 - Poorly Trained
 - Ill-equipped
 - Woefully understaffed
 - Greatly overworked

Client Requirements

- Break-away the proprietary force
- Split the complex into three sites based on mission with one prime contractor
- Increase security posture
- Review budget
- Go fixed priced

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Government Energy Defence

Oak Ridge, Tennessee



OAK RIDGE NATIONAL LABORATORY

Managed by UT Battelle for the Department of Energy

WSI Solution

- TRANSFORM the Protective Force for denial and recovery operations
- Enhance all aspects of the security program to protect this key national complex
- Perform such operations as a prime contractor on a fixed price arrangement
- Continually adapt to changing requirements

Examples

- Increased qualified officers from 65% on take over to 100% IAW federal law
- Increased requirements from industrial security guards to para-military, elite force operations
- Reduced overtime rates from 50% to 25%
- Upgraded all weapons and equipment 100%
- Increased morale with reduced grievances and absenteeism by organized labor by proving security dollars would go to security staff
- Upgraded an inadequate Central Training Facility
- Implemented procedures for inspection, audit and survey success and created the first ever “buffer zone” with local law enforcement for drills and intel.

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Government Energy Defence

Oak Ridge, Tennessee



OAK RIDGE NATIONAL LABORATORY

Managed by UT Battelle for the Department of Energy

Conclusion

- 97% average award fee score
 - Higher than any other one time score of any other contractor in 60 year history of the Oak Ridge complex.
- 35% scope increase since original contract award in 10/99
- 2 annual contract extensions turning original 5 year contract into 7.5 years representing a 50% increase in performance time at favorable firm fixed priced rates.
- New competitive award in June 2007 of another 5 year contract that will be re-competed in 2012 unless delayed again.
- Stellar past performance ratings

Future

- Favorable at Oak Ridge and within DOE and NNSA.
- Security posture continues to increase as special nuclear material consolidates
- WSI well positioned as the US government's most sophisticated security provider in the US government's most complex agency.
 - Re-won DOE Nevada in 2006
 - Held contract since 1964
 - Re-won DOE Oak Ridge in 2007
 - Re-competing DOE Savannah River Site in 2008 which WSI has operated successfully since 1983.

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Commercial Weingarten Realty

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Weingarten Realty

WEINGARTEN REALTY

Background

- Weingarten Realty is one of the largest Real Estate Investment Trust; owner and operator of retail centers throughout the US
- Partnership began with 1 site, awarded in 1994
 - 1 site upon award
 - 75 sites in 11 states today



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Key Customers

- Property Managers
- Facility Maintenance
- Corporate Security

Key Functions

- Armed and Unarmed manned guarding
- Random Patrol Services
- Facility Inspection
- Security Technology
- Alarm Response



Weingarten Realty

WEINGARTEN REALTY

Client Problem

- Previously, multiple Providers were contracted in 11 states
- Inconsistent service
- Challenging communications with multiple providers and layers of management
- Using off-duty police for higher risk sites
- No consistent means of reporting security incidents and facility maintenance / inspection orders

Client Requirements

- Solutions that do more with less through:
 - Consistent customer service across a broad operating environment
 - Single Point of Contact
 - Efficient / timely communications and reporting
 - An alternative to off-duty Police Officers
 - Reduce Cost

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Weingarten Realty

WEINGARTEN REALTY

G4S Wackenhut Solution

- Immediately be identified as the “go to” contractor.
 - Armed Custom Protection Officers to replace Off-Duty Police
 - Secure Trax
 - National Account Manager
 - Efficient communication process
 - National standards around officer vetting and training



Examples

- Secure Trax placed at all 75 sites
- Support from 24 hour call center
- Use of patrol cars or Golf Carts, enabling officers to cover greater area
- Standardized vetting, training and operational procedures
- G4S Wackenhut National Account Manager permanently assigned in Houston, TX.
- Regular risk assessments of each site

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Weingarten Realty

WEINGARTEN REALTY

Conclusion

- Project continues to grow with new sites
- Very high customer service scores
- Continued growth in the retail vertical market
- Excellent case study for Secure Trax and the ROI offered the retail vertical
- Success with replacing Off-Duty Police with CPO - substantial savings
- Efficiencies and productivity gains found through facility inspection and reporting

Future Outlook

- Continued growth
- Greater involvement in Retail Security trade associations
- Increased marketing to Retail industry
- Continued growth of Secure Trax used in combination with CPO manned security
- Sharing of best practices with all 110 Area Officers
- Greater coordination between G4S Wackenhut and G4Tec

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Commercial

U.S Customs and Border Protection

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U.S. Customs and Border Protection



U.S. Customs and Border Protection

Background

- Customs and Border Protection, Department of Homeland Security identified critical need to augment existing southwest border transportation requirements to support 3,200 apprehensions per day
- In early summer 2006, CBP invited parties to tour southwest border sectors/stations
- G4S Wackenhut awarded August 2006
 - 2006 support to 9 Sectors, 318 personnel
 - 2007 support to 9 Sectors, 387 personnel
 - Today, G4S Wackenhut supports 9 Sectors, 441 personnel

Key Customers

- Department of Homeland Security
 - Secure Border Initiative (SBI)
 - Customs and Border Protection
 - Office of Border Patrol (OBP)
 - Office of Field Operations (OFO)

Key Functions

- Transportation using buses/vans
- Short term security at hospitals, courts, Ports of Entry
- Long term security at hospitals

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U.S. Customs and Border Protection



U.S. Customs and Border Protection

Client Problem

- DHS using trained law enforcement agents/officers to perform transportation functions
- Increased emphasis to secure the border requiring uplift in personnel
- Inability to satisfy surge and sustained transportation requirement
- Congressional pressure to return “badges to the border”
- Minimize disruption to services during transition

Client Requirements

- Create sector-specific transportation program
- Develop stand-alone program capable of operating absent day-to-day DHS oversight
- Integrate transportation services into CBP operational requirements
- Ensure quality of personnel mirrors CBP recruitment standards
- Ensure personnel qualify for “Public Trust Positions”
- Take-over all transportation responsibilities in 90-days

U.S. Customs and Border Protection



U.S. Customs and Border Protection

G4S Wackenhut Solution

- Develop dedicated project headquarters
- Create local supervision empowered to support sector requirements
- Technology enabling Government to allocate resources
 - Global Positioning System (GPS)
 - Specialized fleet management software
- Incorporate Key Performance Indicators (KPI) for efficiency
- Promote synergy between DHS elements
 - Demonstrate capability to support OFO at Ports of Entry (POE)
 - Expose Immigration and Customs Enforcement (ICE) to concept

Examples

- KPI identify no cost reallocation of resources
- Emphasize collaboration in development of programs & plans
- Create transportation solutions focused on sector requirements and seasonal adjustments
- Demonstrate flexibility and responsiveness to changing requirements

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U.S. Customs and Border Protection



U.S. Customs and Border Protection

Conclusion

- 100% customer satisfaction rating March 2008 Program Management Review
- Continued increase in value (2006 vs. 2008)
- Transport 70% apprehensions in certain sectors

Future Outlook

- Positive growth; 500+ personnel
- Developing local/state level expansion of transportation capability
- Customer supporting expansion
- Assimilating technology to improve efficiency (tracking, detainee tagging)
- 60%+ revenue growth potential 2006 vs. 2009



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