

G4S Security Services UK & Ireland

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Agenda

- The UK & Ireland Region
 - Overview
 - Growth strategy
- ArmorGroup
- GSL
- Integration



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G4S UK & Ireland

Key Facts

- £1.2bn turnover, @ £100m EBIT
- Over 40,000 employees
- 6,000 customers, including 41 of the FTSE 100
- Market leadership
 - World leader - Electronic monitoring
 - World leader – Mine clearance
 - World leader – Care & Justice
 - European leader - Event security
 - UK - Largest security services company
 - UK - Largest aviation security company
 - UK - Largest meter reader
 - Ireland - Largest security services company
 - Market leader -Isle of Man, Jersey & Guernsey



UK & Ireland Strategy

Deliver the basics

- Growth, profit and service

Use businesses as a platform to grow

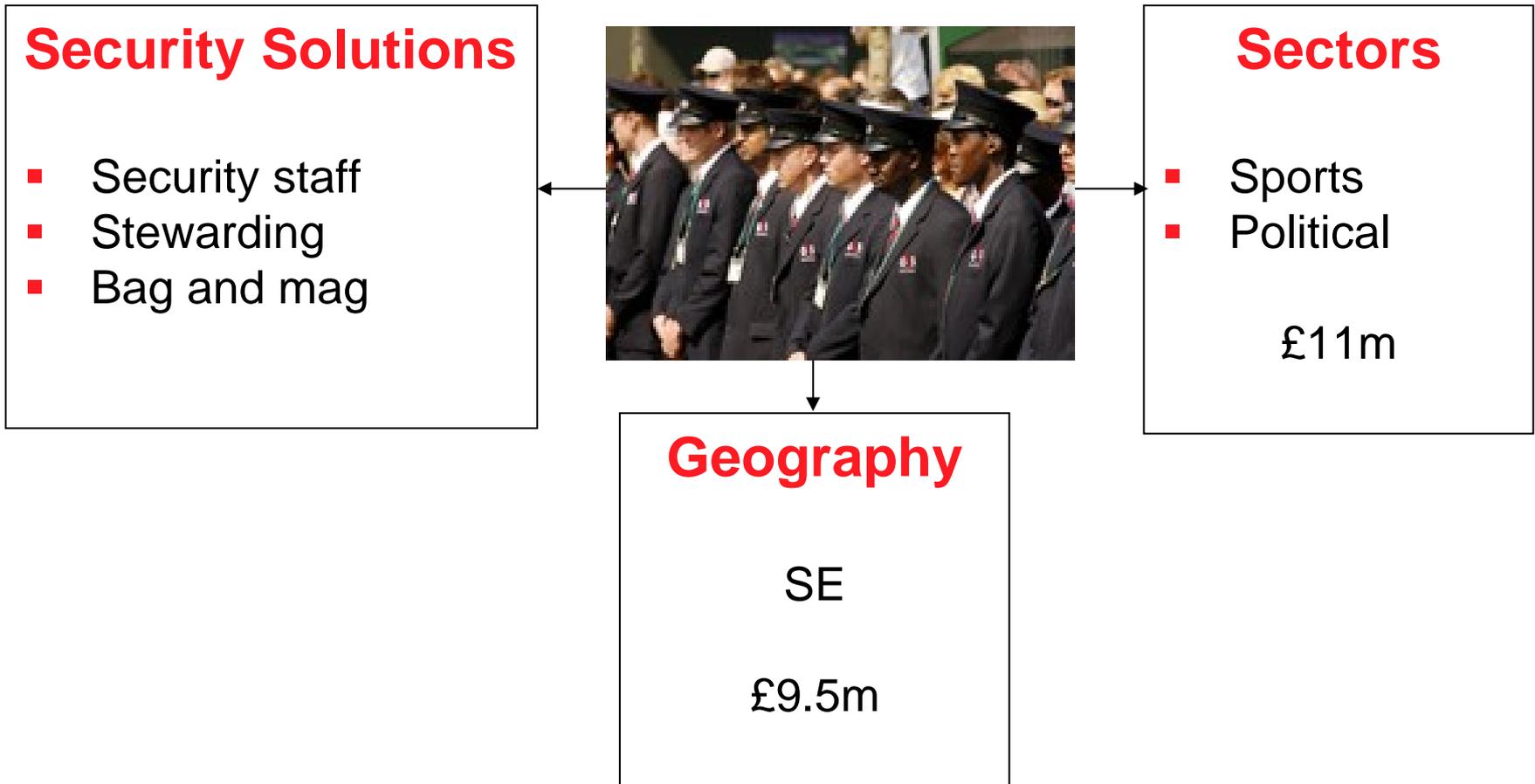
- Focus on selected markets and win more large contracts
- Grow existing customers
- Concentrate activity in specific geographic areas
- Acquire new capabilities and develop new services

Effective organisation

- Put in place effective organisational structures, processes and values
- Acquire and develop people to deliver the strategy
- Be a brand leader



Example of Platform Growth – Events



Example of Platform Growth – Events

Security Solutions

- Stadium design
- Security systems
- Crowd management
- Ticketing/fraud
- Car parking
- Security staff
- Stewarding
- Bag and mag



Sectors

- Sports
- Political
- Music
- Film
- Entertainment
- Conferences

Geography

National

£25m

£25m

Major Wins

- O2 Arena security
- Shell
- Olympic Site Security
- Tinsley House and Brook House IRCs
- Pre-deployment training to the British Army
- PRM at Gatwick
- Transport Plus asylum transport
- Transitional Support Services in Wales
- EM in Austria and New Zealand
- HP global contract
- Forensic Medical Services - Hampshire



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Acquisitions

- GSL
- ArmorGroup
- Omada Fire and Security Group
- Rock Steady
- AC Controls
- Direct Handling, Cargo Distribution Limited and MM Fire Alarms
- RIG Police Recruit



ARMORGROUP



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ArmorGroup

- Defensive protective security services
- Listed on London Stock Exchange
- 2007 annual turnover of US\$295 million - \$9.25m EBIT
- 8,500+ employees
- 38 operating offices in 27 countries
- Clients are blue chip companies, sovereign governments and NGOs operating in hostile environments



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ArmorGroup - Acquisition Rationale

- Additional synergies, scale and expertise in 25 countries
- New capabilities
 - Convoy security
 - Mine action
 - Specialist training
 - Kidnap for ransom consultancy
- New markets
- New Government sectors – FCO
- Strengthens defence and consultancy
- Financial case



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Protective Security Services

- Convoy protection
- Premium guarding
- Close Protection



Training



West Point, USA



San Antonio, USA



Al Hillah, Iraq



Kabul, Afghanistan



Pershore, UK



Hereford, UK

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Mine Action

- Experience in 25 countries
- 400 employees
- Destroyed over 20 million items of unexploded ordnance
- Use manual, mechanical and mine detecting dog techniques
- Services include:
 - General, technical and impact surveys
 - Landmine clearance and explosive ordnance disposal
 - Quality Assurance/Quality Control
 - Mine risk education and community relations support



Risk Management Consultancy

- Abduction, kidnap for ransom and extortion prevention, training and response services
 - Over 200 successful kidnap/extortion cases
 - 24/7 global response service
- Regional/local security pre-investment reports
- Comprehensive security surveys/assessments/policies
- Hostile environment start-up support
- Contingency and business continuity planning
- Executive level crisis planning exercises
- Governments and commercial clients:
 - US/UK Governments
 - Kuwait Oil Company, Shell, Dell



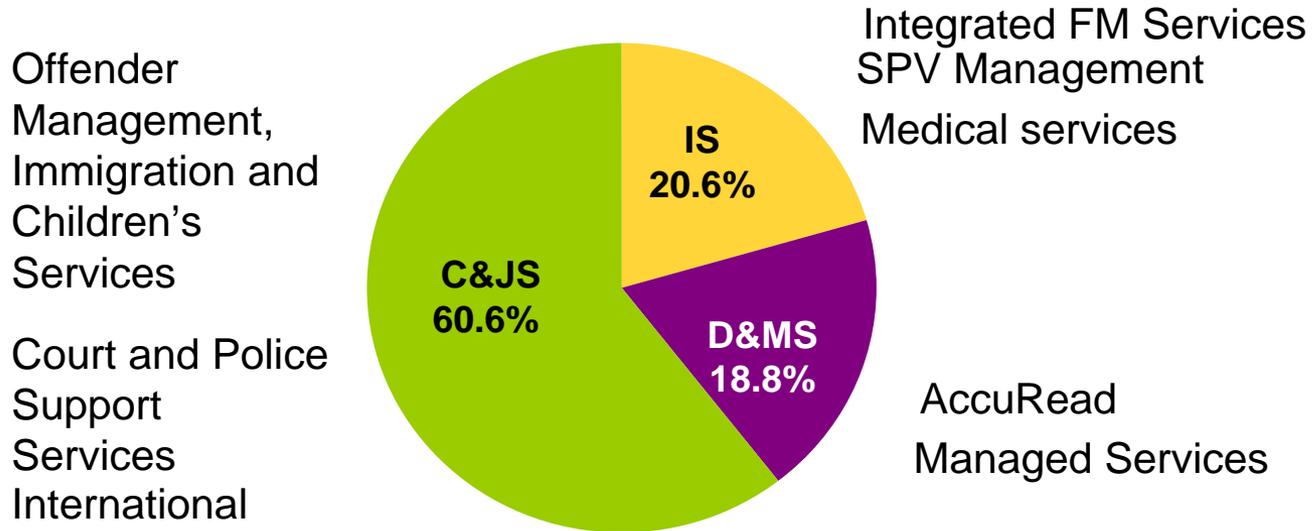
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GSL - Acquisition rationale

- New capabilities help strategy implementation
- New government sectors
 - Healthcare
 - Defence
 - Education
- New geographies
 - Australia
 - South Africa
- Increased UK Justice Services presence
 - Custodial facilities (1 to 4 prisons, 1 to 3 secure training centres, 1 to 3 immigration removal centres)
 - Court services
 - Prisoner escorting



GSL - Diversified revenue streams



Total revenue 2006: £402.4 million

GSL - Acquisition rationale

- Integrated Services - platform for management of critical services facilities to business and Governments
- Data & Managed Services - platform for audit, compliance, and assurance and secure business process outsourcing
- Enhanced career development opportunities
- Synergies and financials



GSL Care & Justice

UK

- Three prisons
 - HMP Altcourse, HMP Rye Hill and HMP Wolds
- Two Secure Training Centres
 - Medway and Rainsbrook
- One residential open children's home
 - Buckby House
- Two Immigration Removal Centres
 - Oakington and Tinsley House
- Operating/maintaining police custody suites for four forces
 - Norfolk, Lancashire, Staffordshire, Gloucestershire
- Prisoner escorting and court custody
 - Process over 750,000 prisoners and detainees a year



rebound.

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GSL Care & Justice

South Africa

- High security 3,000 bed prison in Bloemfontein

Australia

- Over 2,000 staff
- Seven Immigration Detention Centres
- Two prisons
- Prisoner transportation and Court services
- Electronic monitoring
- Ambulance services
- Security Services



GSL Integrated Services

Manages people, premises and equipment to support the efficient delivery of critical front line services for government departments

- Government Communications Head Quarters
- Met Office
- Manchester Magistrates Court
- PFI hospitals
- Non-emergency patient transport services
- Hotel services to Primary Care Trusts
- NHS LIFT services
- Medical recruitment and clinical services
- Schools
- Special Purpose Vehicle Management Services

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Data & Managed Services

Utility Services

- Accuread
 - 2750 staff across the UK, 1700 vehicles
 - The only nationwide independent meter reading company
 - 50 million visits a year to UK properties on behalf of gas, water and electricity companies
 - Utility debt recovery
 - Potential to expand services from current platform



Data & Managed Services

Managed Services

- Managing people, processes and information
 - Inspection & Assessment
 - Visit Britain and Customer Service Excellence
 - Process Management - ELCAS
 - Training & Development
 - For MOD and HMRC



Integration

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Approach to integration

- Fully integrate GSL and Armor into G4S within 12 months
- The businesses will be branded G4S within 12 months
- Merge G4S UK Justice with GSL Care and Justice
- Integrate GSL Integrated Services into UK & Ireland and align strategy
- Integrate GSL Data and Managed Services into UK and Ireland and align strategy
- Integrate 25 Armor and G4S Country operations

Approach to integration

- G4S Risk Management Solutions will merge with the UK elements of ArmorGroup to form G4S Risk Management
 - Kosovo, Afghanistan, Iraq, Mine Action, Training, Consultancy
- Integrate GSL and ArmorGroup corporate functions into G4S Group or UK&I Region
- Deliver budgeted business performance
- Maintain customer satisfaction
- Deliver synergies and financial model

Integration Progress

	GSL	ArmorGroup
Deal complete	✓	✓
Competition approvals	✓	✓ Less Colombia
Customer and employee comms	✓	✓
Top teams announced	✓	✓
Care and Justice combined	✓	-
Strategy alignment commenced	✓	✓
Rebranding commenced	✓	✓
Trading ahead of financials	✓	✓
Corporate end states agreed	✓	✓

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