

Market Characteristics

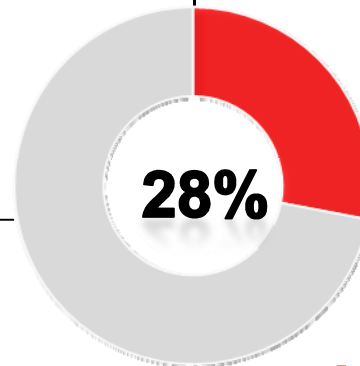
Government

Key Characteristics

- Above group average margins
- Significant G4S expertise - differentiation
- Consolidated markets
- Flexible cost base

Long Term Growth Drivers

- Focus on security
- Propensity to outsource
- Opportunities for variation/extensions
- Contracts for multiple Government agencies
 - Military security outsourcing
 - Care and justice outsourcing
 - Additional services/cross selling
- Double digit market growth



Market Participants

- | | |
|--------------|--------------------------|
| ▪ Serco | ▪ CRG |
| ▪ Capita | ▪ XE |
| ▪ VT/Babcock | ▪ Triple Canopy |
| ▪ Kalyx | ▪ Dyncorp |
| ▪ GEO | ▪ Olive |
| ▪ Reliance | ▪ Aegis |
| ▪ AKAL | ▪ IAP Worldwide Services |

Defensive Qualities

- Long term contracts
- Price and cost indexation

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Government

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G4S Secure Solutions UK and Ireland

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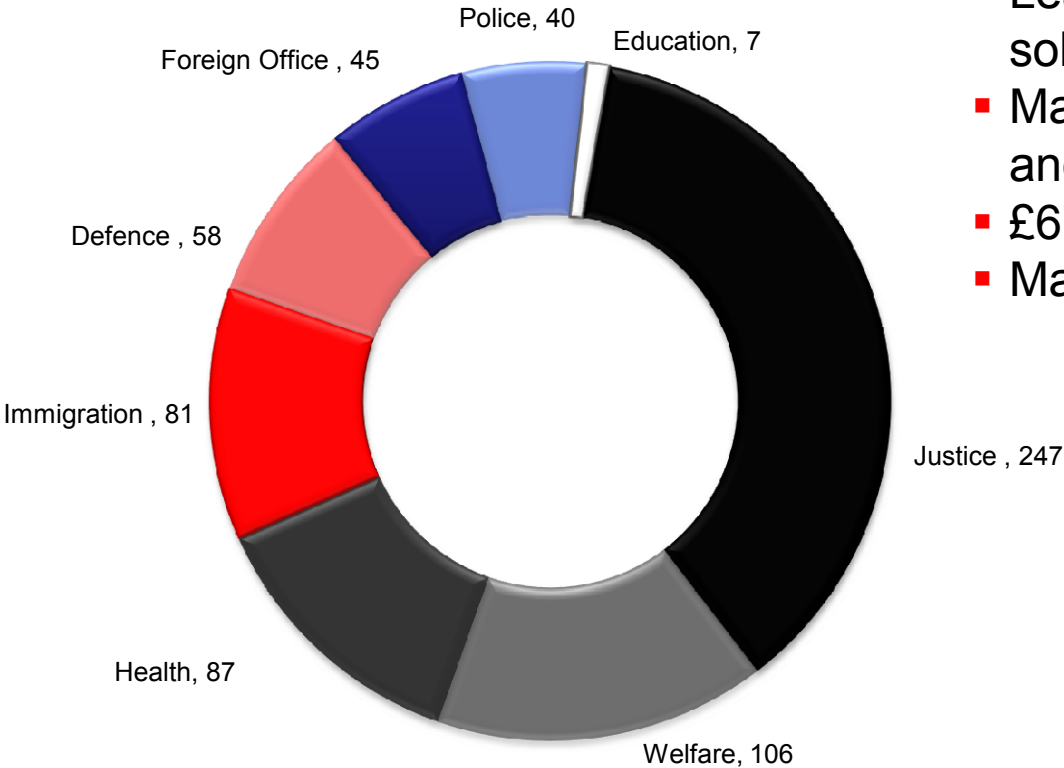


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G4S UK Government overview

2009 Revenue £m



- Leading supplier of secure solutions to UK Government
- Market leaders in justice, police and immigration
- £670m revenues in 2009
- Margins above group average

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G4S UK Government overview

Profile

Justice 4 Prisons Electronic Monitoring Prisoner Escorts 3 Secure Training Centres Technology Security Manchester Courts PFI # 1 - 45% Share	Immigration 4 IRCs Escorting Repatriation Security Technology #1 - 70% Share	Police 30 Custody suites 675 police/court cells Interim Staff Forensic medical Technology Training overseas #1	Welfare Security services Technology
Foreign Office GCHQ PFI FCO UK security Embassy protection in 24 countries SOCA / DFID in Afghanistan	Defence Met Office PPP Pre-deployment & SF training Technology Temp security staff ELCAS	Health 6 major hospitals 175+ health centres Patient transport Technology	Other Cabinet Office HMRC Olympic Build Site

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G4S UK Government Overview

Ireland, N. Ireland and hostile environments

Ireland

Dublin Criminal Courts

Failte Ireland assessments

Northern Ireland

Electronic Monitoring

CPD security

Hostile Environments

Iraq

Baghdad Airport
US military convoys

Afghanistan

FCO
Static & mobile security

Norway, Canada & UN
Static security

Sudan/Mozambique

UN
Ordnance management

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G4S UK Government overview

Products and sectors – UK Government

	Justice	Police	Borders	FCO	Health	Education	Defence	DWP	Courts
Secure outsourcing	█	█	█	█	□	□	█	□	□
Custody/detention	█	█	█	□	□	□	□	□	█
Consulting	█	█	□	□	□	□	█	□	□
Technology	█	█	█	□	█	█	█	█	□
Integrated FM	█	█	█	█	█	█	█	□	█
Secure logistics	█	█	█	█	█	█	█	□	□
Medical services	█	█	█	█	□	□	□	□	□
Training	█	█	█	█	□	□	█	□	□
Manned security	█	█	█	█	█	█	█	█	█

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UK Government market dynamics

- History of successful outsourcing in UK public sector
- Belief in competition and the role of the private sector
- Increasingly decisions oriented to value for money = lowest price
- Timing may have an impact
 - Sizeable budget deficit
 - PFI/capital programmes may be postponed or scrapped
 - Limits on discretionary and variation spend
 - Drives need for reconfiguration of public services - expanded outsourcing & new outsourcing
 - Likely to change mix - greater focus on BPO / Asset sales
- Complex bidding processes requiring major bid expertise & skills
- Anticipate union opposition
- Impact of the General Election

G4S UK Government strategy

Vision: To become the market leader in securing and managing critical services and facilities for Governments in the UK and in selected hostile environments

Deliver the basics

1. Growth, profit and service

Consolidate, build and acquire

2. Use existing Government positions as a platform to implement strategy
3. Enter new areas of Government in the UK and support group strategy globally

Effective organisation

4. Put in place effective organisational structures, processes and values
5. Acquire and develop people to deliver the strategy
6. Be a brand / thought leader

G4S UK Government strategy

Focus - Use existing Government positions

- Build presence in existing Government departments for existing and new services
 - Justice – Prison market testing
 - Police – Custody, PFI, health services, BPO
 - UKBA - Borders
 - FCO – Embassy and personnel protection

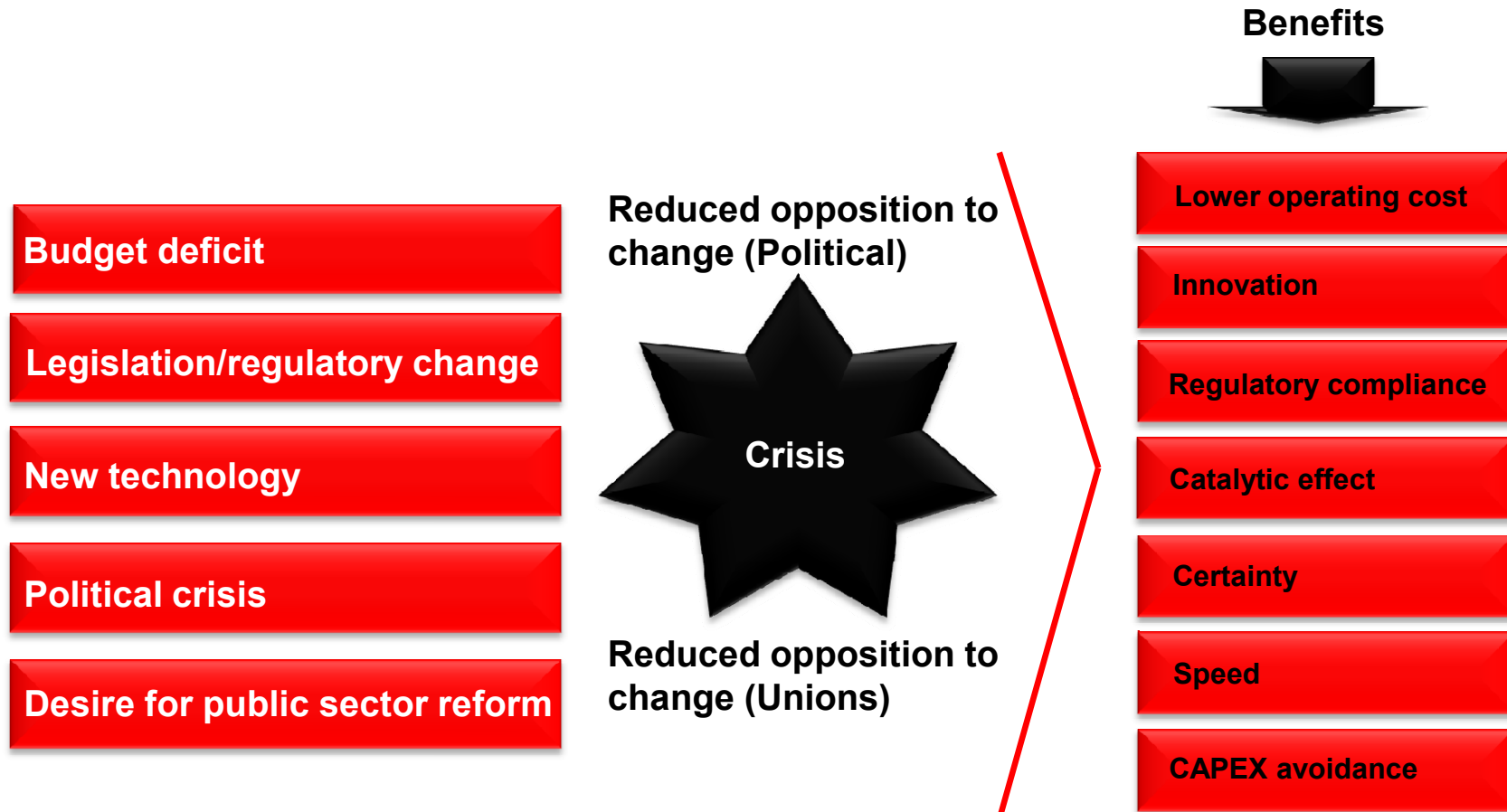
G4S UK Government Strategy

New UK Government areas and support group globally

- New Government Areas
 - Dept for Work and Pensions – Welfare to Work
 - Defence – Training support
 - Health – Decontamination
 - Northern Ireland
- Selective approach to other departments where:
 - Our brand is relevant
 - We have capability and are credible
 - Attractive secure outsourcing opportunities exist
- Support group strategy globally

G4S Government strategy

Drivers for Government outsourcing globally

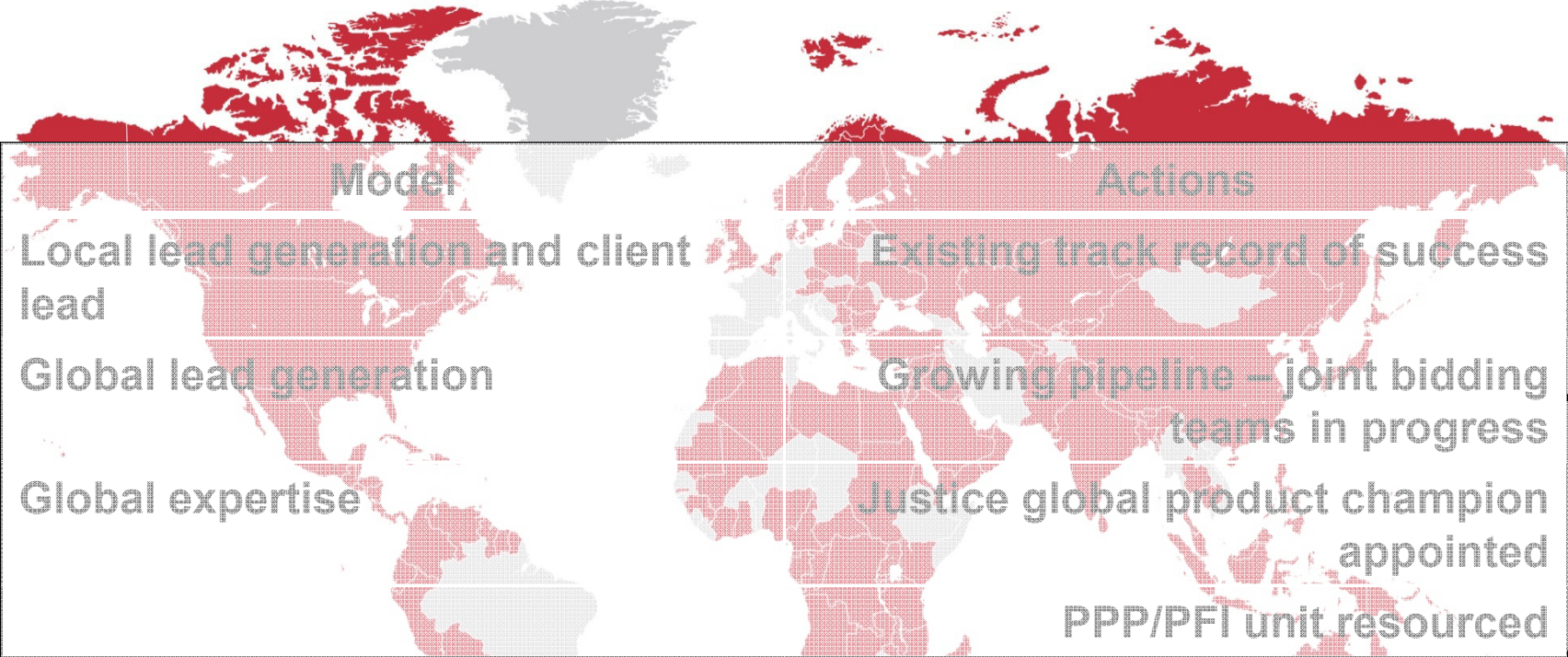


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G4S Government Strategy

Exporting the Government model



Model	Actions
Local lead generation and client lead	Existing track record of success
Global lead generation	Growing pipeline – joint bidding teams in progress
Global expertise	Justice global product champion appointed PPP/PFI unit resourced

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Exporting the Government model

Justice

Prisons	<ul style="list-style-type: none">▪ UK – manage four prisons▪ South Africa – manage one prison▪ Abu Dhabi – Education provision in one prison▪ Australia – manage two prisons
Immigration Services	<ul style="list-style-type: none">▪ UK - manage four removal centres; undertake > 78,000 escorted journeys pa▪ USA - transportation & security services for 7 Southwest Border Patrol Sectors▪ Netherlands - manage six removal centres, with > 3,500 detainees
Electronic Monitoring	<ul style="list-style-type: none">▪ UK - > 40,000 subjects▪ USA - 26,000 subjects▪ Israel - 1,000 subjects▪ New Zealand - > 3,000 subjects▪ Australia - 331 subjects▪ Northern Ireland - 190 subjects▪ Netherlands - 194 subjects▪ Austria - Tagging pilot completed for Ministry of Justice
Secure Training Centres	<ul style="list-style-type: none">▪ UK - manage three facilities▪ USA - manage 18 facilities across Florida and Arkansas▪ Abu Dhabi - manage one facility

Exporting the Government model

Justice

Court Services

- **UK** - run contract for two of the four contracted areas: North & East of England, escorting > 530,000 offenders a year
- manage Manchester Magistrates Court
- **Ireland** - manage Dublin Criminal Court
- **Australia** - manage courts for South & Western Australia and Victoria
- manage Victorian County Court

Police Services

- **UK** - manage/operate 30 custody suites and 500 police cells: Lancs, South Wales & Staffs
- provide temporary police staffing through 17,000 former police officers on our Policing Solutions database
- Forensic medical services to four police forces
- **Iraq** - police mentoring
- **Afghanistan** - police mentoring
- **Bermuda** - police training
- **Guernsey** - policing solutions

Exporting the Government model

Case Study – United Arab Emirates

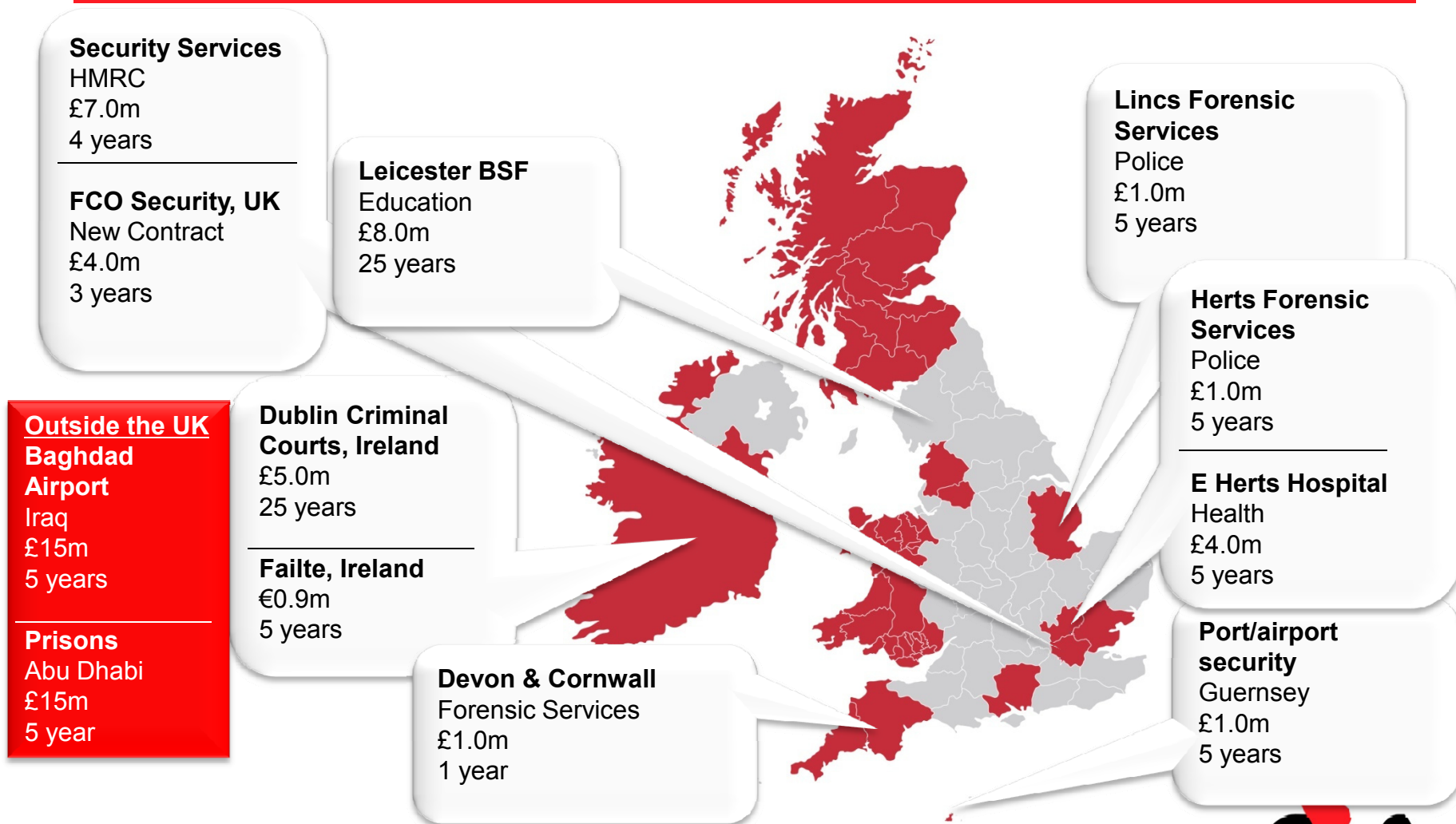
- UK Justice works closely with G4S UAE team
- G4S providing input to the Ministry of Interior Committee recommending changes in law necessary to outsource Justice services in the region
- No current justice services competitors in the region
- Recent contract wins
 - Al Wathba prison
 - Education and rehabilitation services for 250 UAE offenders
 - Mobilised Sept 2009 / £2.4m annual operating contract value
 - Al Mafrq
 - Operation of a juvenile detention facility for 60 boys
 - Mobilised Oct 2009 / £3.1m annual operating contract value

Wins, Extensions, Rebids & Pipeline

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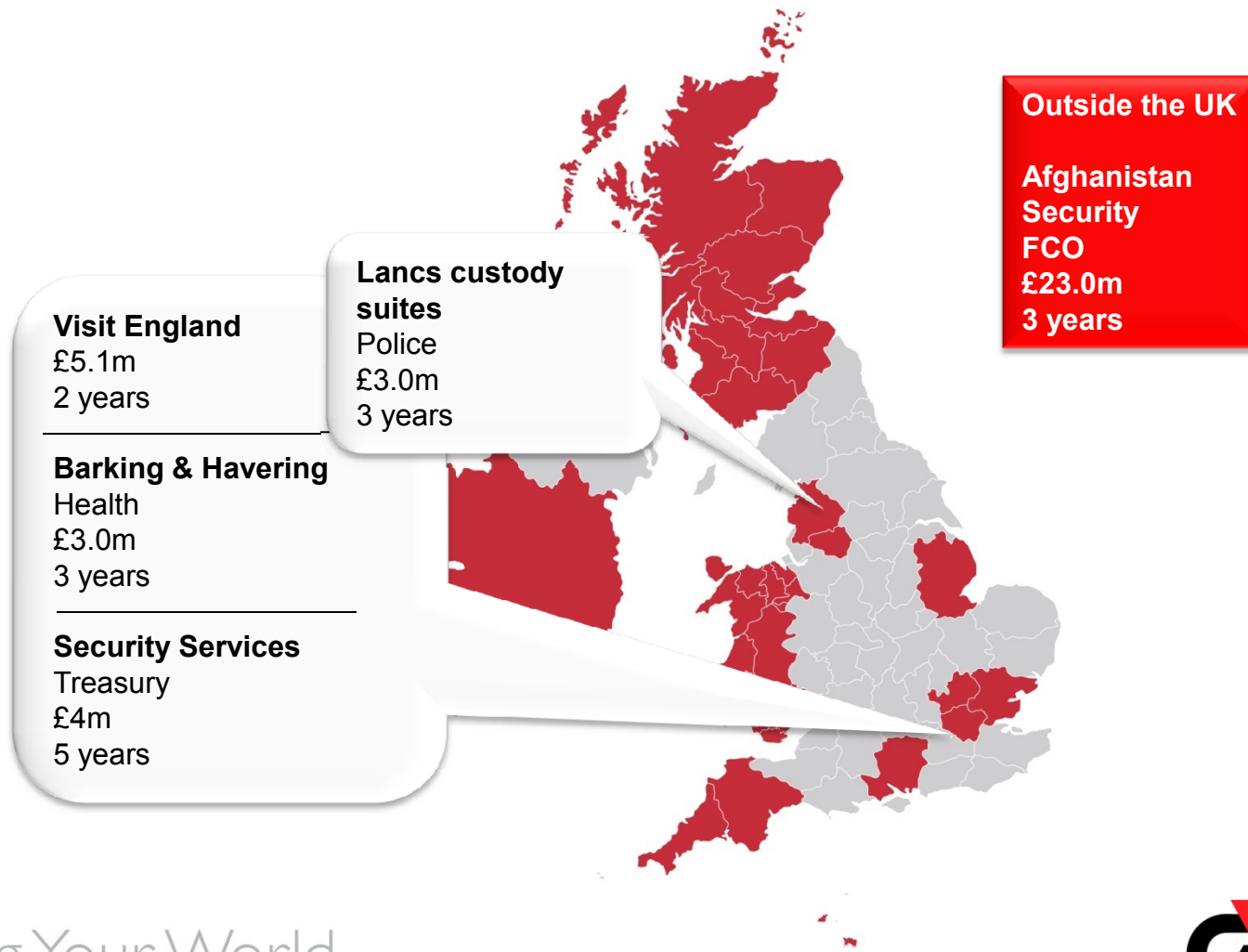
Recent UK Government new wins



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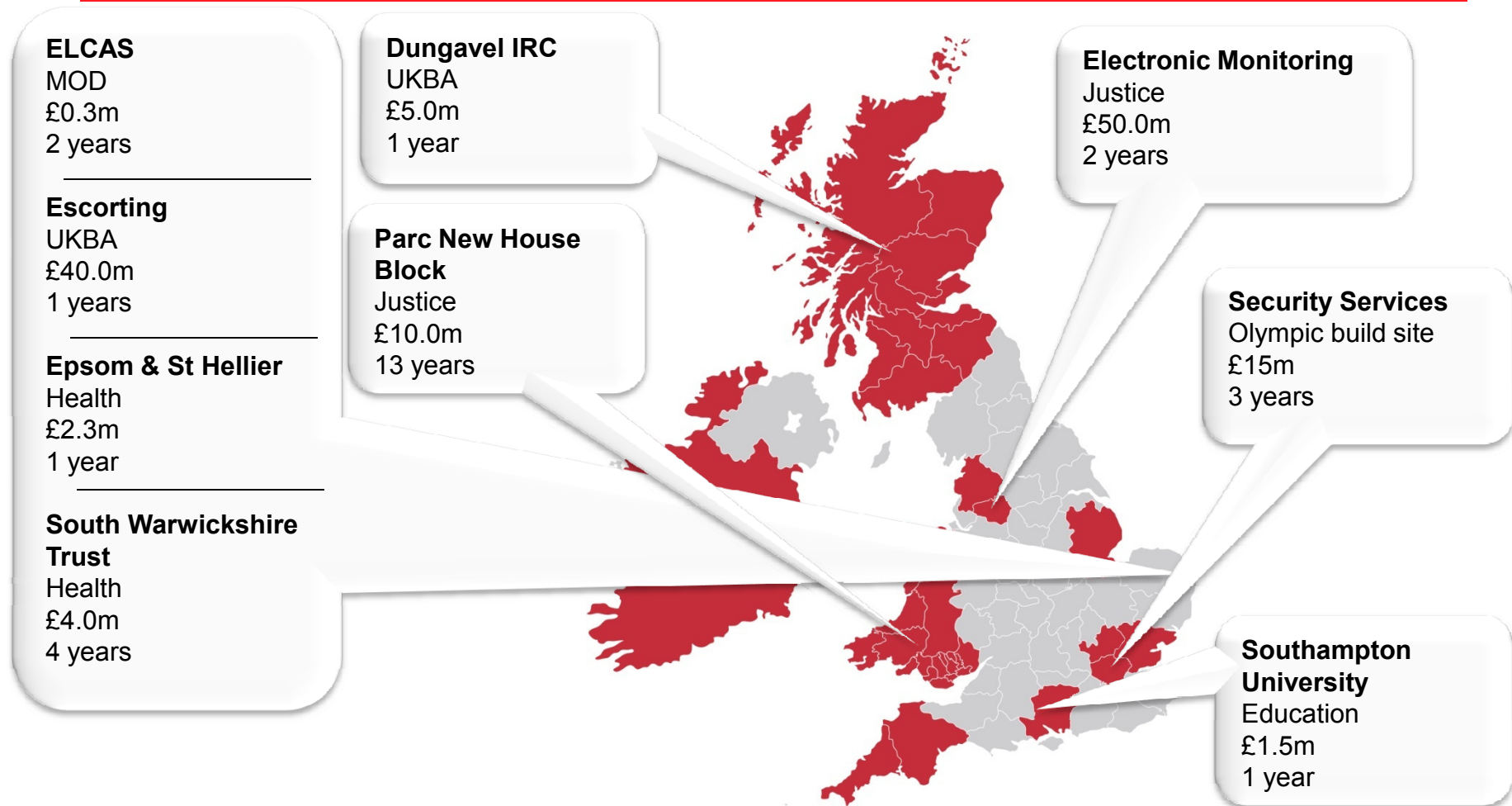
Recent Government rebid wins



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Recent Government extensions



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UK bid pipeline – extracts

Major rebids

- Detention & Escorting - £40m pa – submission date end April 2010
- Prisoner Escort and Custody - £35m pa for each region for 10 years
- Dungavel - £5m pa for up to 8 years

Ministry of Justice

- Two 1500 bed PFI prisons each worth £25-30m pa for 25 years.
- Market testing five existing prisons – £10-20m pa for 10+ years.
- NOMS Unpaid Work - £25m pa for 5 years
- Glen Parva STC - £10m pa for 15 years
- Court Escorting (Scotland) - £10m pa for 5 years
- Min of Justice FM - £8m pa for 3 years

Police

- Gloucester Divisional Headquarter and Police Custody - £1.7m pa for 30 years
- Cleveland Police - sub-contractor to Steria - £4m pa for 10 years

UK bid pipeline – extracts

UKBA	<ul style="list-style-type: none">▪ Campsfield Immigration Removal Centre - £5-10m pa for 5 years▪ UKBA assessment outsourcing
Hostile	<ul style="list-style-type: none">▪ USACE security services in Afghanistan and Iraq▪ Basra Airport security
FCO	<ul style="list-style-type: none">▪ Barnwood extension for NAP
Health	<ul style="list-style-type: none">▪ Decontamination Centres in Lincs and Essex - £5m pa for 15 years▪ Bristol PTS services - £5m pa for 3 years▪ Berkshire PTS services - £3m pa for 3 years
Education	<ul style="list-style-type: none">▪ Coventry BSF - £6m pa for 6 years▪ Halton & Warrington BSF - £2m pa for 3 years▪ Luton BSF - £1.2m pa for 5 years
DWP	<ul style="list-style-type: none">▪ Flexible New Deal – 5 x £17.5m pa contracts for 5 years

Exporting the Government model

Justice international pipeline

Prisons	<ul style="list-style-type: none">▪ New Zealand – Potential PPP prison bid and remand centre▪ South Africa - 5 new prisons are to be built by 2012▪ Bulgaria - 2 new prisons in discussions to be built by 2012▪ Cyprus – PPP prison
Electronic Monitoring	<ul style="list-style-type: none">▪ Hungary – 20 subjects to start June 2010▪ Bulgaria – initial small trial underway: tender for > 100 due Q2▪ Austria – tender for 250 units due Q2▪ Nigeria – tender for > 100 units due Q4▪ Saudi Arabia – Q3
Other relevant	<ul style="list-style-type: none">▪ Israel - Bidding for \$150m Police Academy PPP



Conclusions

- G4S is a leading supplier of secure solutions to UK Government
- Market leadership in justice, police and immigration
- Significant capability and scale via GSL and ArmorGroup acquisitions
- UK budget deficit driving significant cost savings imperative
- G4S strategy focused on entering new UK government market areas and hostile environments
- G4S global government market entry strategy leverages the best of UK capability, experience and track record
- Significant recent new and rebid wins
- UK and international bid pipeline reassuring