

*Growth opportunities in Asia
Pacific and the Middle East*

January 2009

Securing Your World



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Agenda

- G4S overview
- Asia Pacific and Middle East security markets overview
- G4S in Asia Pacific and Middle East
- Key financial metrics and market shares
- Asia Pacific and Middle East key markets and opportunities
- G4S Strategy for growth

G4S

World's leading security solutions group

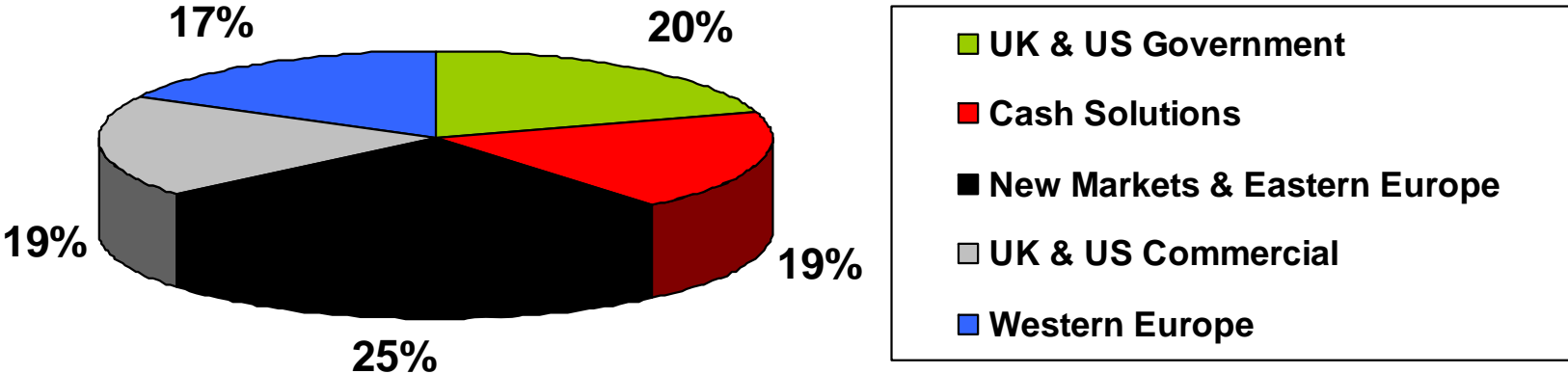
- Specialises in outsourced business processes and facilities where security and safety risks are considered a strategic threat
- Listed on London and Copenhagen Stock Exchanges
- Active in more than 110 countries with over 570,000 employees
- Turnover of £4.5bn* and PBITA of £312.1m* in 2007

* From continuing operations

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Group Turnover by customer

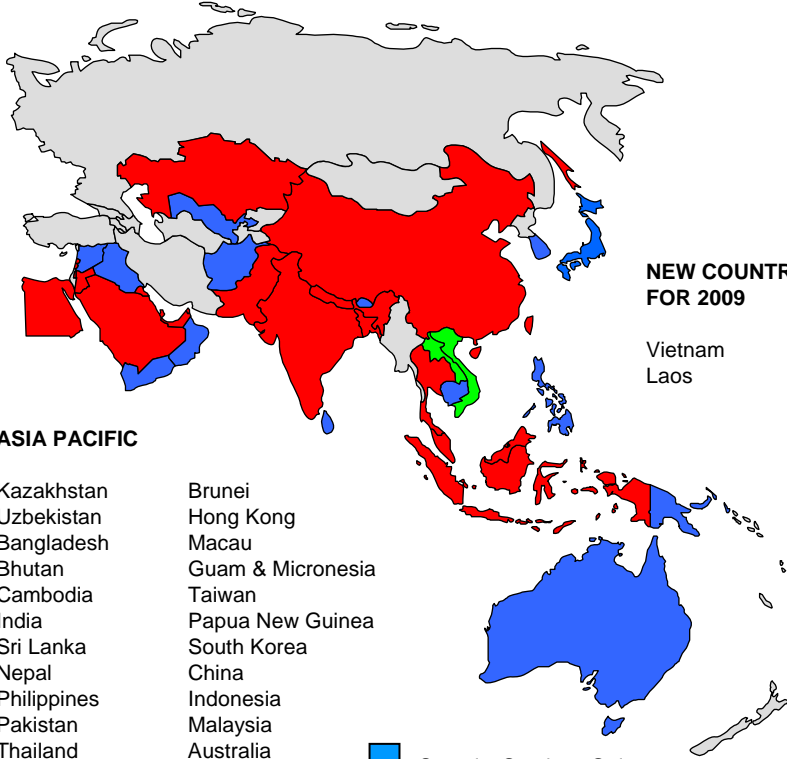


G4S in Asia Pacific & Middle East

- Unique geographic footprint
- Market leading positions
- Experienced management teams

MIDDLE EAST

- United Arab Emirates
- Bahrain
- Egypt
- Jordan
- Kuwait
- Lebanon
- Oman
- Qatar
- Saudi Arabia
- Syria
- Yemen
- Iraq (WSI & Armor)
- Afghanistan (Armor)



NEW COUNTRIES FOR 2009

- Vietnam
- Laos

ASIA PACIFIC

- | | |
|-------------|-------------------|
| Kazakhstan | Brunei |
| Uzbekistan | Hong Kong |
| Bangladesh | Macau |
| Bhutan | Guam & Micronesia |
| Cambodia | Taiwan |
| India | Papua New Guinea |
| Sri Lanka | South Korea |
| Nepal | China |
| Philippines | Indonesia |
| Pakistan | Malaysia |
| Thailand | Australia |
| Singapore | Japan |

- Security Services Only
- Security Services & Cash Solutions
- New Countries for 2009

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G4S in Asia Pacific and Middle East

Market background

- A number of countries at varying stages of economic development – requires country focus and strategy
- Total private security utilisation far below Western market levels
- Selective opportunities in Government out-sourcing
- G4S is the only multinational security company with activities across these regions – competition tends to be local players
- Asia Pacific is 10% of world security market ex China/Japan*; Middle East/Africa is 3.7%*
- Asia Pacific total security market forecast to grow 12.3%* from 2007 to 2012; Africa/Middle East by 11.2%*

* Freedonia research September 2008

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G4S in Asia Pacific and Middle East

Key financial metrics

- Asia Pacific
 - Turnover c £505m*
 - PBITA £40m*
 - Margin 8%*
 - 4 year average organic growth 17.7%
- Middle East
 - Turnover c £340m*
 - PBITA £25m*
 - Margin 7.4%*
 - 4 year average organic growth 38.3%

* Six months to June 2008 annualised

G4S in Asia Pacific and Middle East

Market leading positions

- India - market leader (c 35% market share) in organised market for security services
- Other Asia
 - Cash – number 1 in Malaysia, Indonesia, Macau and Brunei
 - Secure solutions – number 1 in Hong Kong, Macau, Marianas, PNG and Thailand
- Inner Gulf (UAE, Bahrain, Oman, Qatar & Yemen and Kuwait)
 - Market leaders with c 50-60% shares
- Outer Gulf: Saudi Arabia and Kuwait - 20-35% market share in security solutions; c 70% market share in cash services
- Egypt & Levant: Jordan, Lebanon and Egypt - 10%-20% market share overall

Key activities in Asia Pacific

India

- Active since 1989; 130,000 employees and 180 branch offices – cover all regions and multi-service
- Turnover in 2008 c £130m; Grown average of c 27% p.a. in last 5 years
- Largest customers are Tata, Airtel, IBM, James Laing

Activities split:

- | | |
|-------------------------|-----|
| ▪ Manned security | 85% |
| ▪ Facilities management | 10% |
| ▪ Security systems | 2% |
| ▪ Cash solutions | 3% |



- Opportunities – Indian government investment in updating 25 airports, aviation, shipping ports, infrastructure, tourism and hospitality, retail, 2010 Commonwealth Games

Key activities in Asia Pacific

Malaysia

- Active since 1963; one of the market leaders for cash and security services
- Turnover in 2008 c £45m; 4 year organic growth over 12% per annum
- Regulated market
- Largest customers are financial institutions –
 - Financial services industry has undergone a period of mergers and consolidation
 - Larger and stronger banks requiring more sophisticated cash handling and security solutions

Activities split:

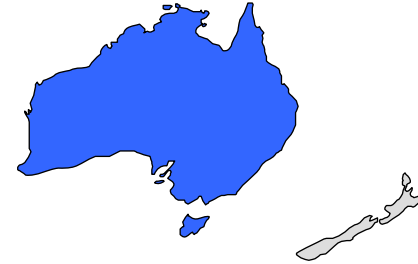
- Cash solutions 72%
- Manned security 25%
- Security systems 3%



- Opportunities – significantly increased interest from banks to outsource more to save costs – Malaysia, Hong Kong and Indonesia

Key activities in Asia Pacific

Australia



- Market entry via GSL acquisition in 2008
- Turnover in 2008 c£100m (annualised)
- Operate two prisons in Australia and 1 in RSA; three prisoner transport contracts; all the immigration detention centres in 7 locations; two residential housing centres, EMS
- Highest % of adult criminals under private management in the world (c17%)
- Other government secure facilities work limited by competition from public safety forces
- Opportunities from large investment in aviation, upgrading ports and overseas missions + further care and justice opportunities in Australia and New Zealand.
- Care and justice case studies and expertise will drive opportunities through the Asia Pacific region

Key activities in Asia Pacific

China

- Active since 2004
- Turnover in 2008 c £3m
- New rules to allow foreign ownership of security companies
- New labour laws - focus will be on technical activities
- Second line maintenance business for 11,000 multi-vendor ATMs in eastern and central China
- Large government investment in new infrastructure
- Opportunities – security systems; maintenance of other banking equipment and facilities management



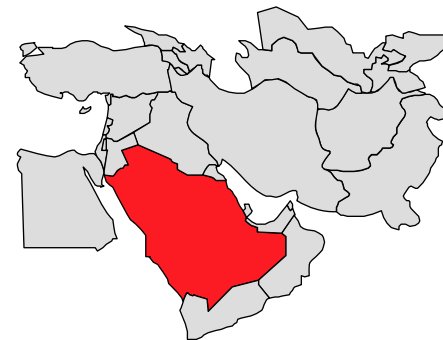
Key activities in the Middle East

Saudi Arabia

- Market leader (2nd in manned guarding but competitor has just one main contract; 1st in cash solutions)
- Turnover in 2008 c£80m; 4 year organic growth over 18% p.a
- Regulated market – all guards have to be nationals
- Main customers are currently financial institutions; being selected to bid for government contracts
- About 1/3 activities are government or semi-government related

Activities split:

- | | |
|-------------------------|-----|
| ▪ Manned security | 15% |
| ▪ Cash solutions | 25% |
| ▪ Security systems | 5% |
| ▪ Facilities management | 55% |



- Opportunities – Government investment in cities and airports, cash services

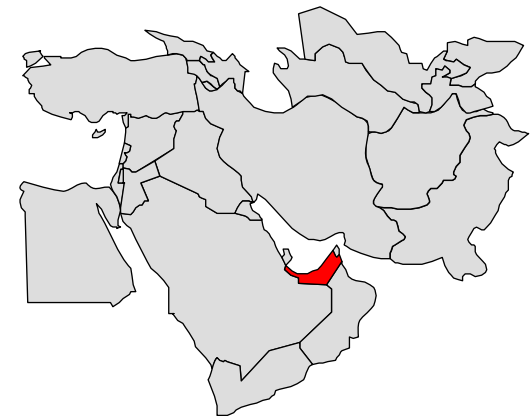
Key activities in the Middle East

UAE

- Active since 1994
- Turnover in 2008 c£40m; 5 year organic growth over 25% p.a
- c 50% market share in security services
 - Only company licensed across the whole (regulated) country; ability to obtain visas for expatriate staff and high staff retention helped growth
- c 75% market share in cash services
 - Significant growth in ATMs and business processing
- Significant growth in facilities services - c40%

Activities split:

▪ Manned security	42%
▪ Cash solutions	18%
▪ Security systems	13%
▪ Facilities	12%
▪ Recruitment	15%

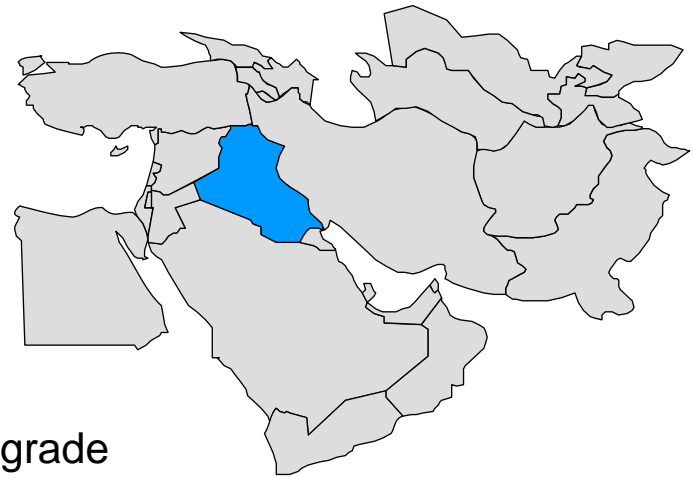


- Main customer base is embassies; hotels; retailers; shopping malls; government agencies; airports; schools and hospitals
- Opportunities – Prison Services, Consultancy Services, Security for Island Management Projects, Escorting of Petrochemicals, etc.

Key activities in the Middle East

Iraq

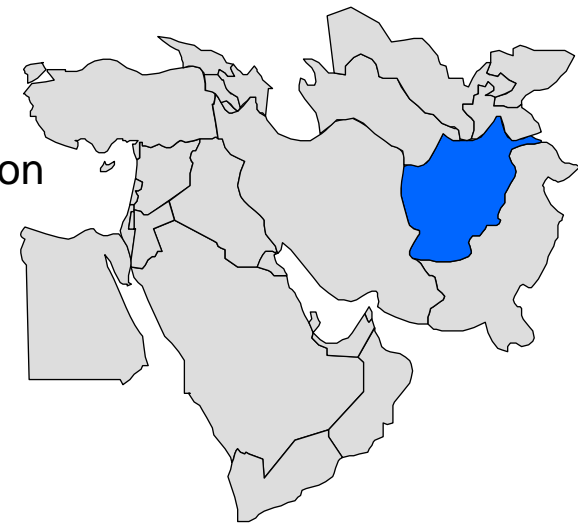
- Active since 2003
- Turnover in 2008 c£100m
- ArmorGroup acquisition brought new operating capabilities and credibility
- Existing services
 - Close Protection
 - Fire services
 - Supply chain protection - convoys
- Customers:
 - Government agencies
- Growth potential
 - Risk consultancy
 - Premium guarding
 - Mine action
 - Emerging oil and gas market
 - Cash services
 - Supply chain protection - coalition forces retrograde



Key activities in the Middle East

Afghanistan

- Active since 2003
- Turnover in 2008 c£50m
- ArmorGroup acquisition brought new operating capabilities and credibility
- Existing services
 - Static guarding of critical facilities
 - Close protection of diplomats
 - Mine action
 - Life support services – catering/secure accommodation
- Growth potential
 - Supply chain protection
 - International donor funded reconstruction
 - Stabilisation consultancy
 - Cash services
- Major contracts:
 - US Embassy
 - UK FCO & agencies
 - Mine Action support to airfield reconstruction



G4S Strategy for Accelerated Growth & Development

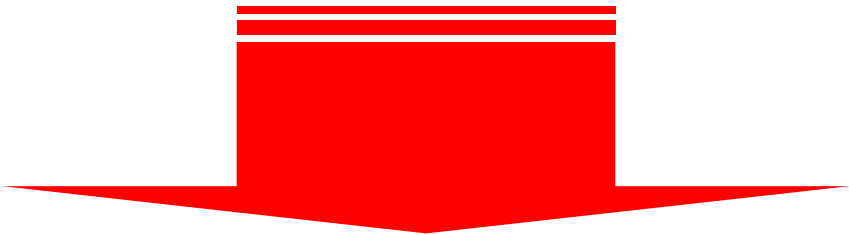


	Strategic Goals
Manage	Deliver fully outsourced solutions: <ul style="list-style-type: none">• Output based contracts• Ability to share in gains
Analysis & Design	Provide expertise: <ul style="list-style-type: none">• Market segmentation/specialisation• Risk assessment & consultancy• Solutions & bid design capability
Operate	Enhancement of core services with supervision & IT: <ul style="list-style-type: none">• Delivery of core services
Deliver across all services according to market need, in a phased and evolutionary implementation	

Security Solutions Definition

Outsourcing business processes in sectors where risk is considered as a strategic threat involving :-

“the assessment and management of risk to ensure the safety and security of buildings, infrastructure, materials, valuables, people and society”



Long Term (5+ years) Contracts must be output based around delivery of the one or more of the following Customer's Business Objectives :-

- Revenue Growth
- Cost Management
- Asset or Risk Management
- Customer Service (end customer)

Strategy Implementation

Priority Sectors

UK	Police, Defence, Events, Borders, Overseas Government
US	Borders, Chemicals & Petrochemicals, Ports, Overseas Government
Benelux	Health, Local Government, Airports/Ports
Others	Oil & Chemicals, Mining, Ports, Central Government

Key activities in Major Markets

Other opportunities

- New country entry – Vietnam, Laos
- Risk consulting – Indonesia, Papua New Guinea, Philippines
- Records management/Business processing
- Military outsourcing opportunities

Conclusions

- Unique geographic footprint in both Asia Pacific and Middle East regions
- Growth driven by economic development and infrastructure investment
- Security and safety remain key concerns in the regions for commercial customers and governments
- Experienced management team
- Broad spread of countries, customers and business segments
- Strong market positions will help strategy for growth opportunities
- Integrated solutions offering