

G4S plc

Nick Buckles
CEO

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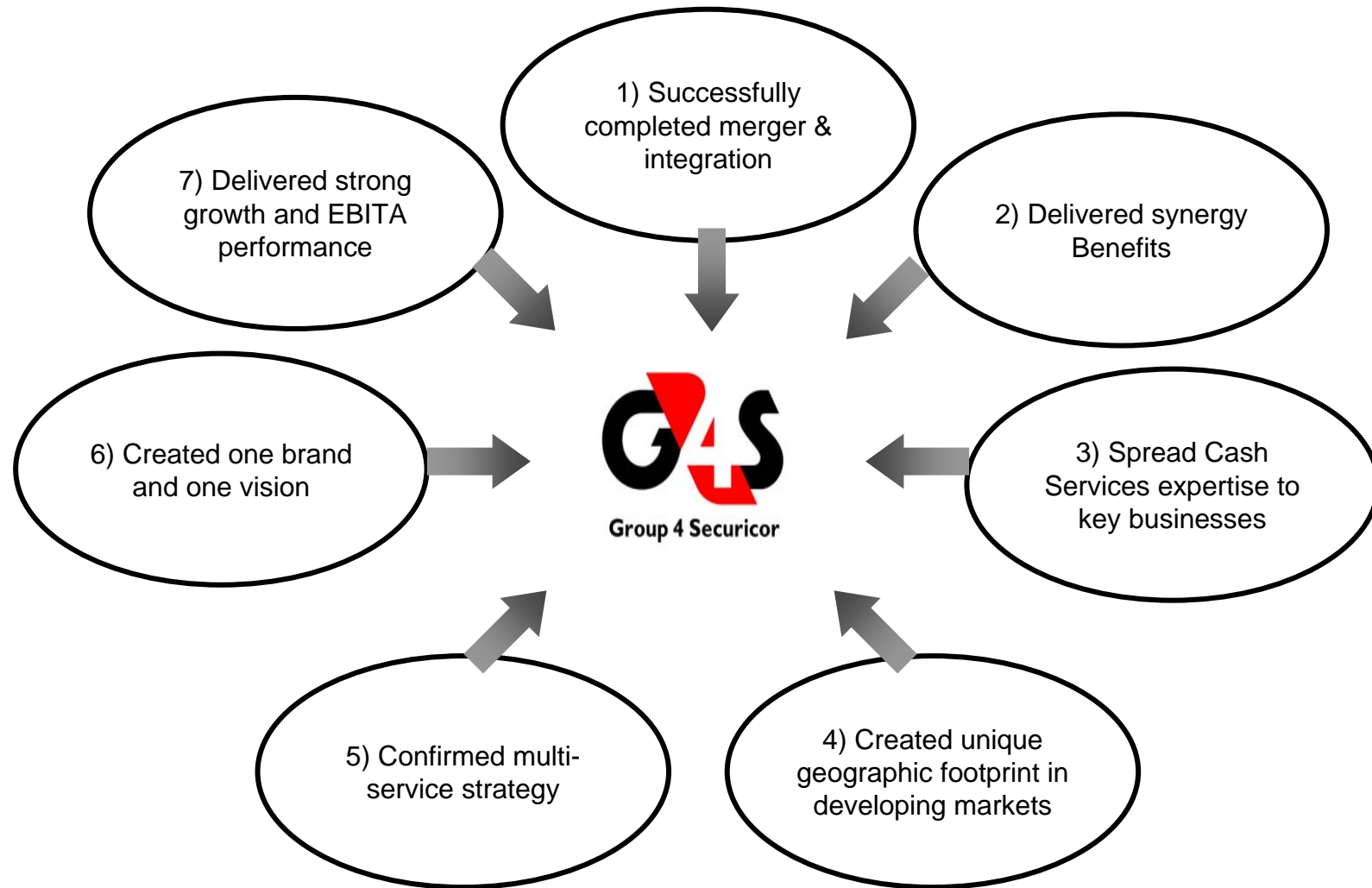


2004 – 2007
Strategy Delivery

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Review - Merger & Integration Delivery



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2005 Strategic Targets

Organic Growth

Organic Growth Targets	
Manned Security Developed Markets	5%+
Manned Security Developing Markets	10%+
Security Systems	8%+
Cash Services	8%+
Justice Services	15%+

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2005 Strategic Targets

Margin Targets

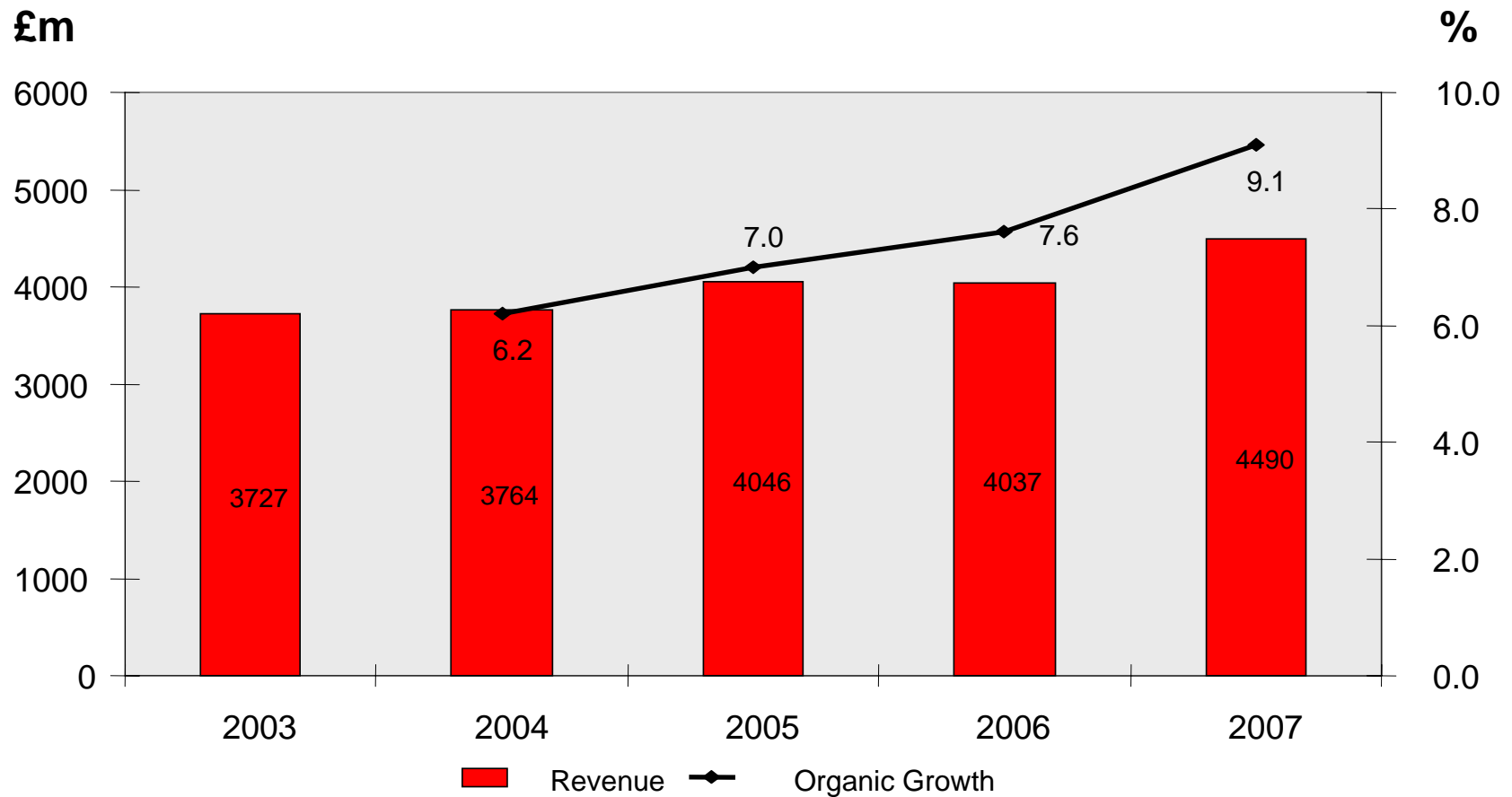
Margin Targets	
Manned Security Developed Markets	6%+
Manned Security Developing Markets	
Security Systems	10%+
Cash Services	10%+
Justice Services	10%+

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Creating a Global Leader

Revenue & Organic Growth development

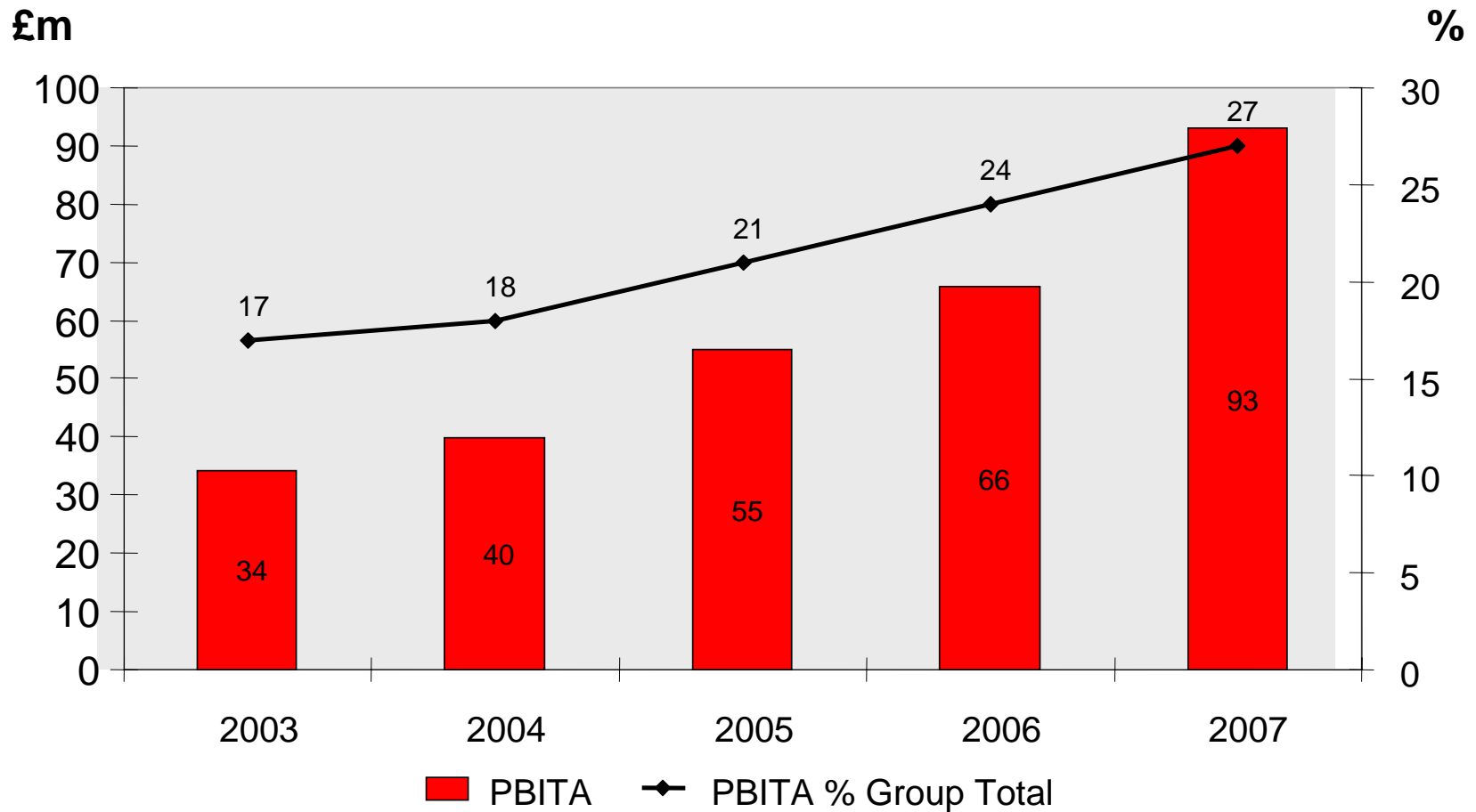


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Enhanced Developing Markets Platform

New Markets PBITA development

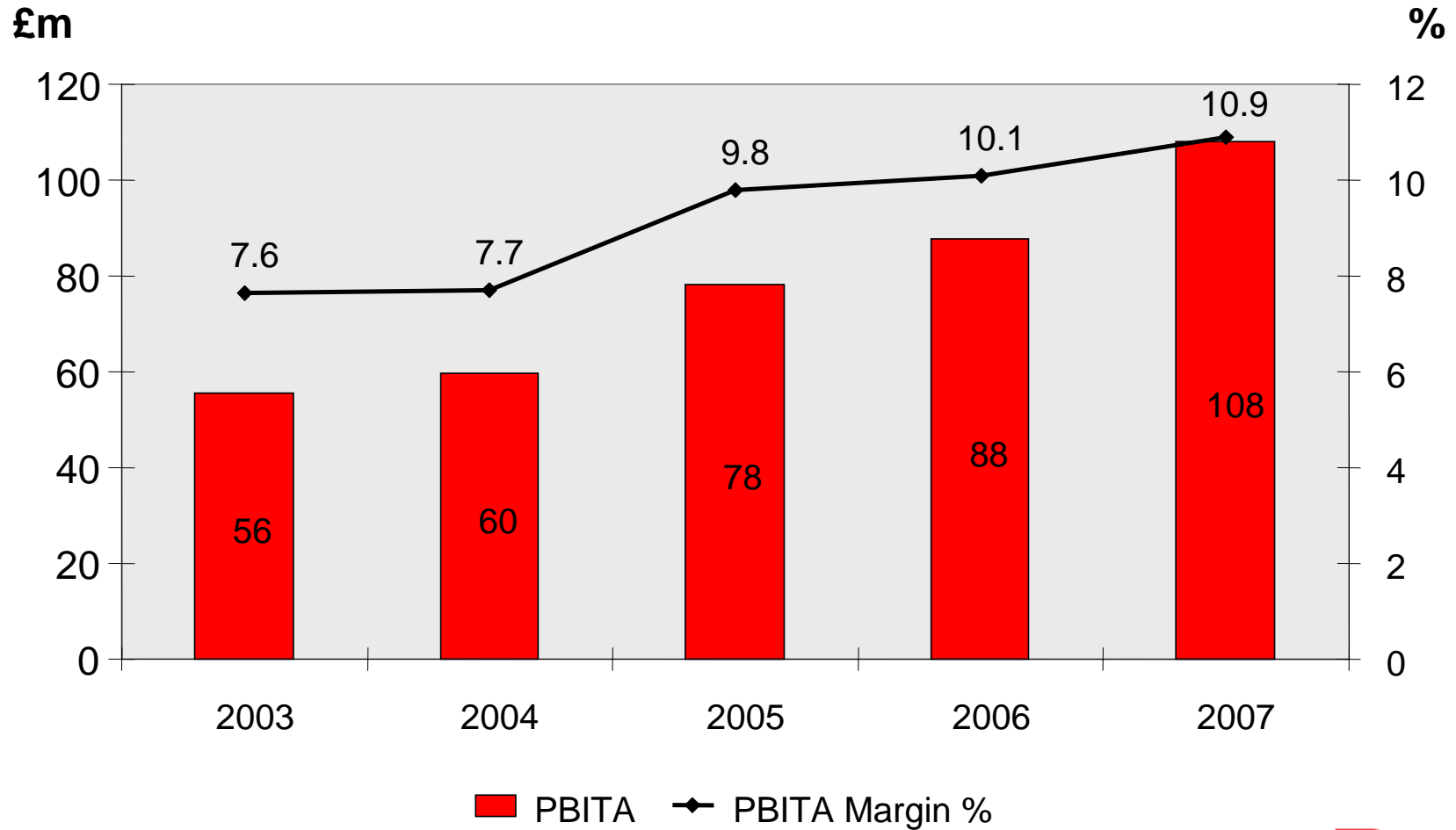


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Leveraging Cash Services Expertise

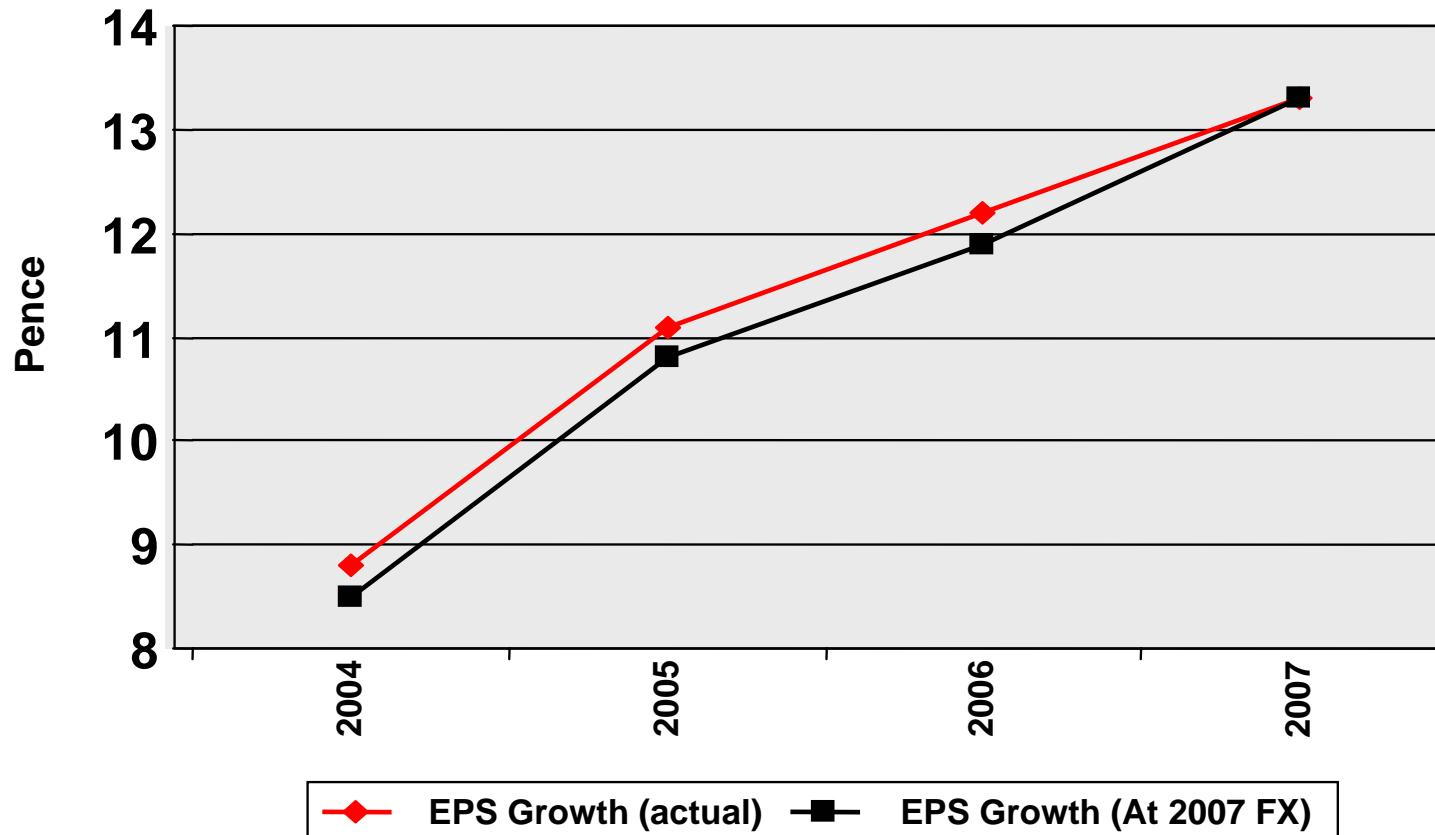
PBITA development



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EPS Development



Note: 2004 = pro-forma estimate
2007 = market expectations

Actual EPS CAGR 14.8%
EPS at 2007 FX CAGR 15.1%

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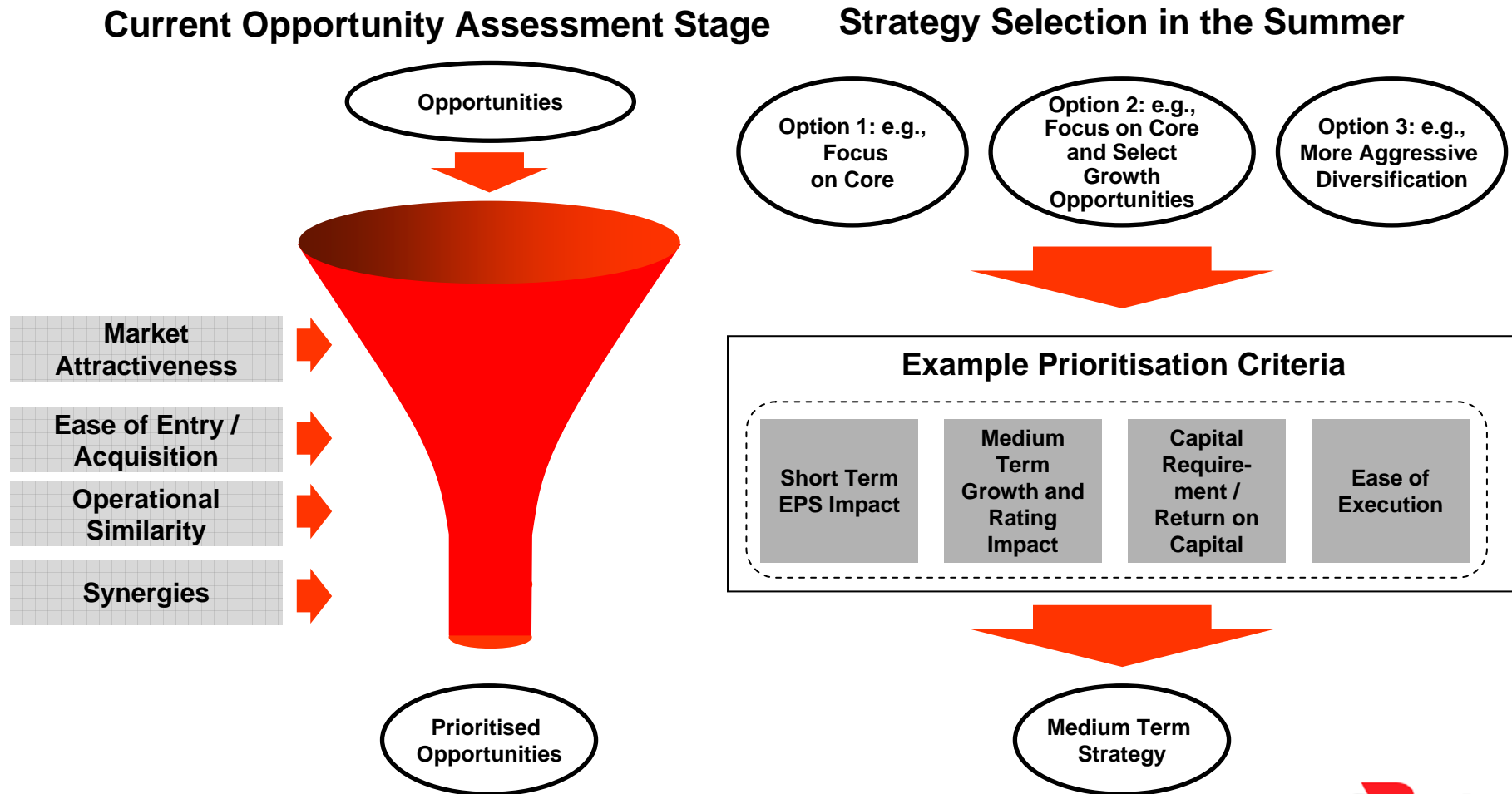


Strategy Development

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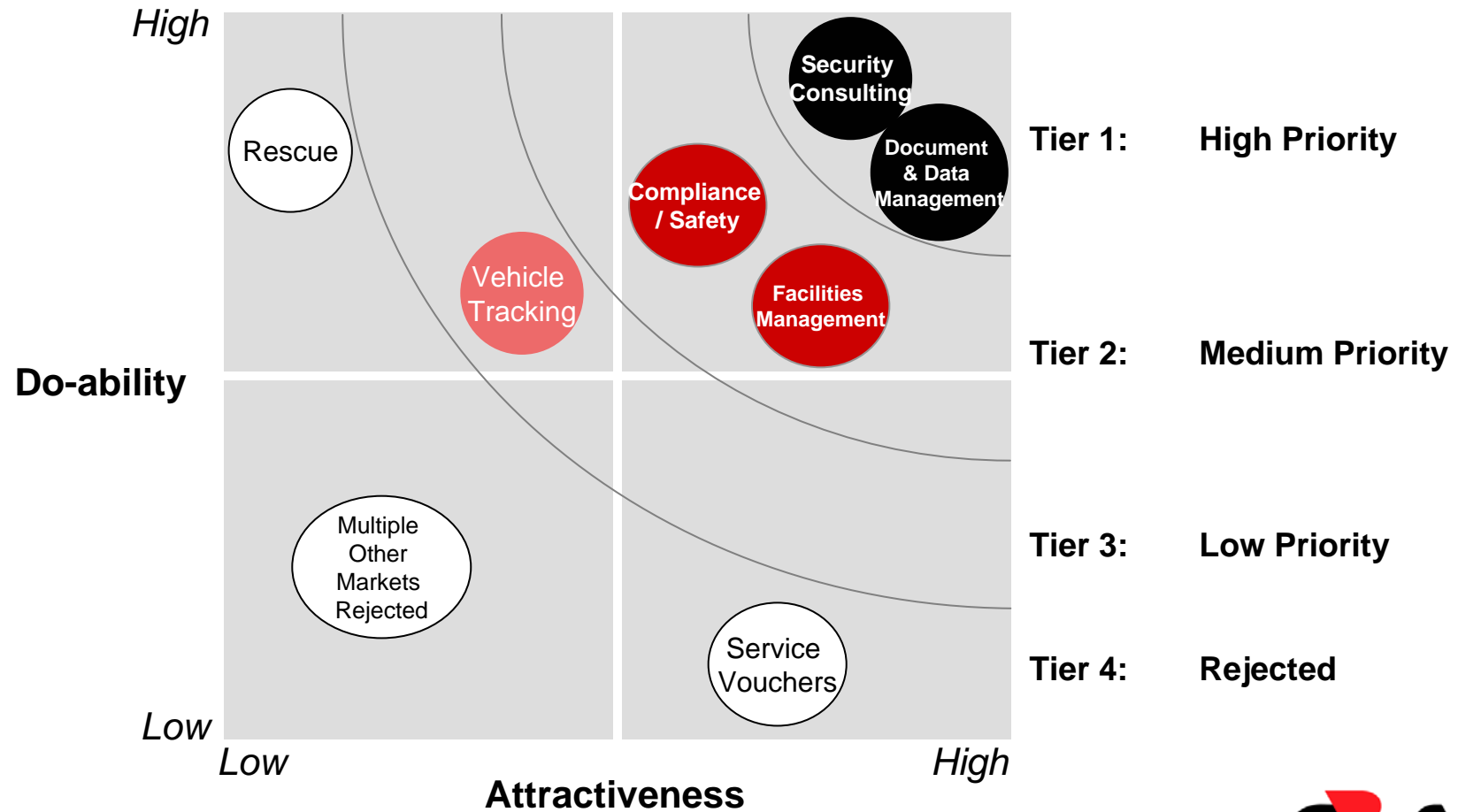
Filtering the Options



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Analysis of Options

Assessment of Service Opportunities Reviewed



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Focus Areas

Secure
Consulting

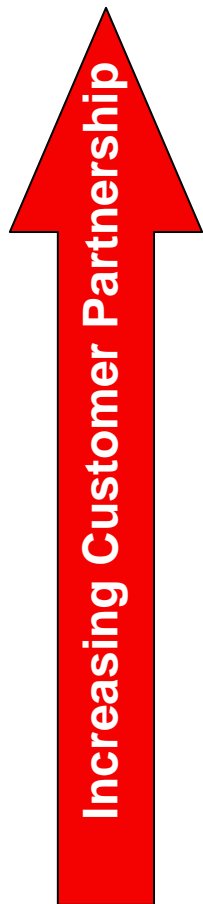
Secure
Facilities
Management

Document
& Data
Management

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Strategy for Accelerated Growth & Development

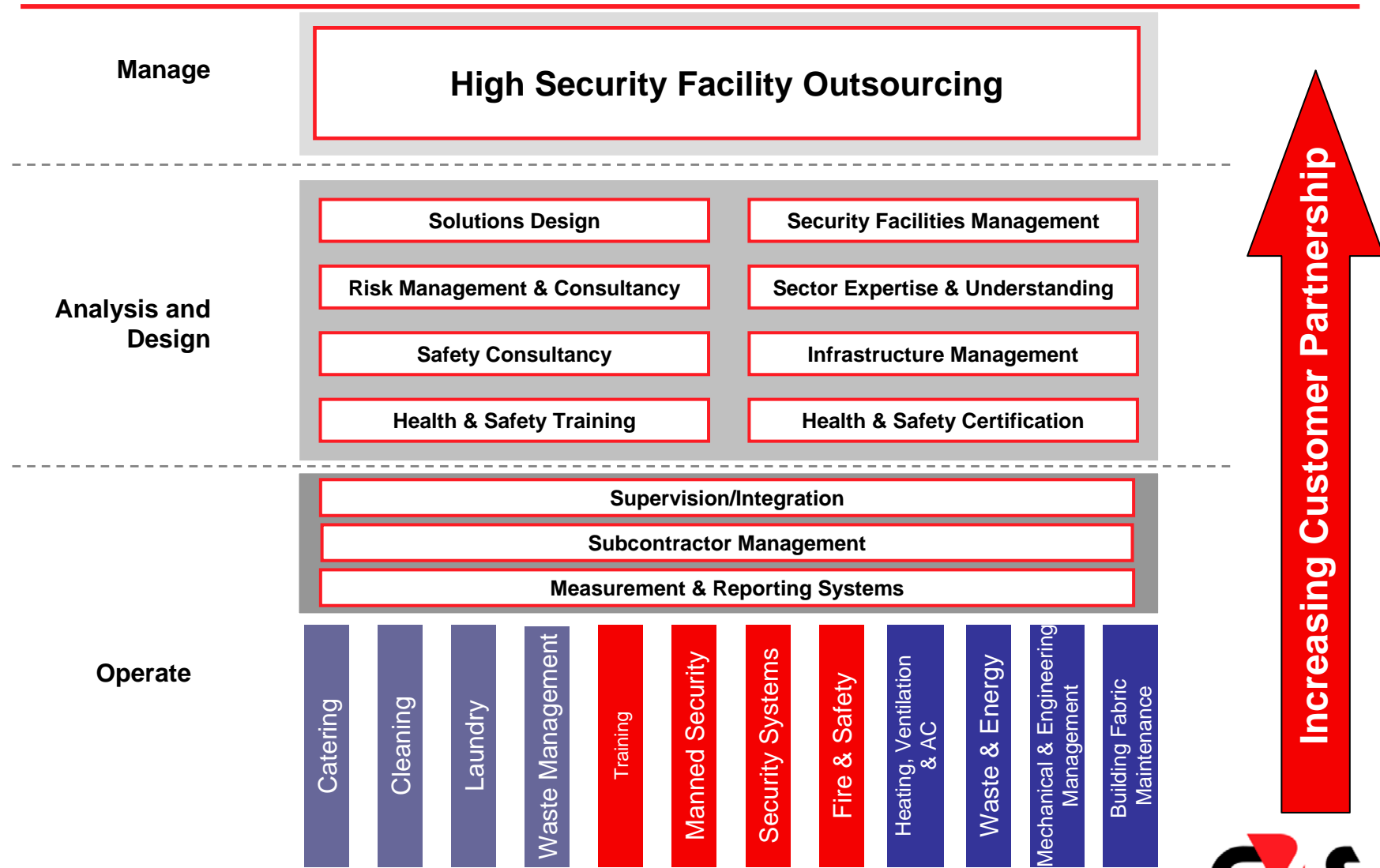


	Strategic Goals
Manage	Deliver fully outsourced solutions: <ul style="list-style-type: none">• Output based contracts• Ability to share in gains
Analysis & Design	Provide expertise: <ul style="list-style-type: none">• Market segmentation/specialisation• Risk assessment & consultancy• Solutions & bid 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	

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A Security Solutions Model

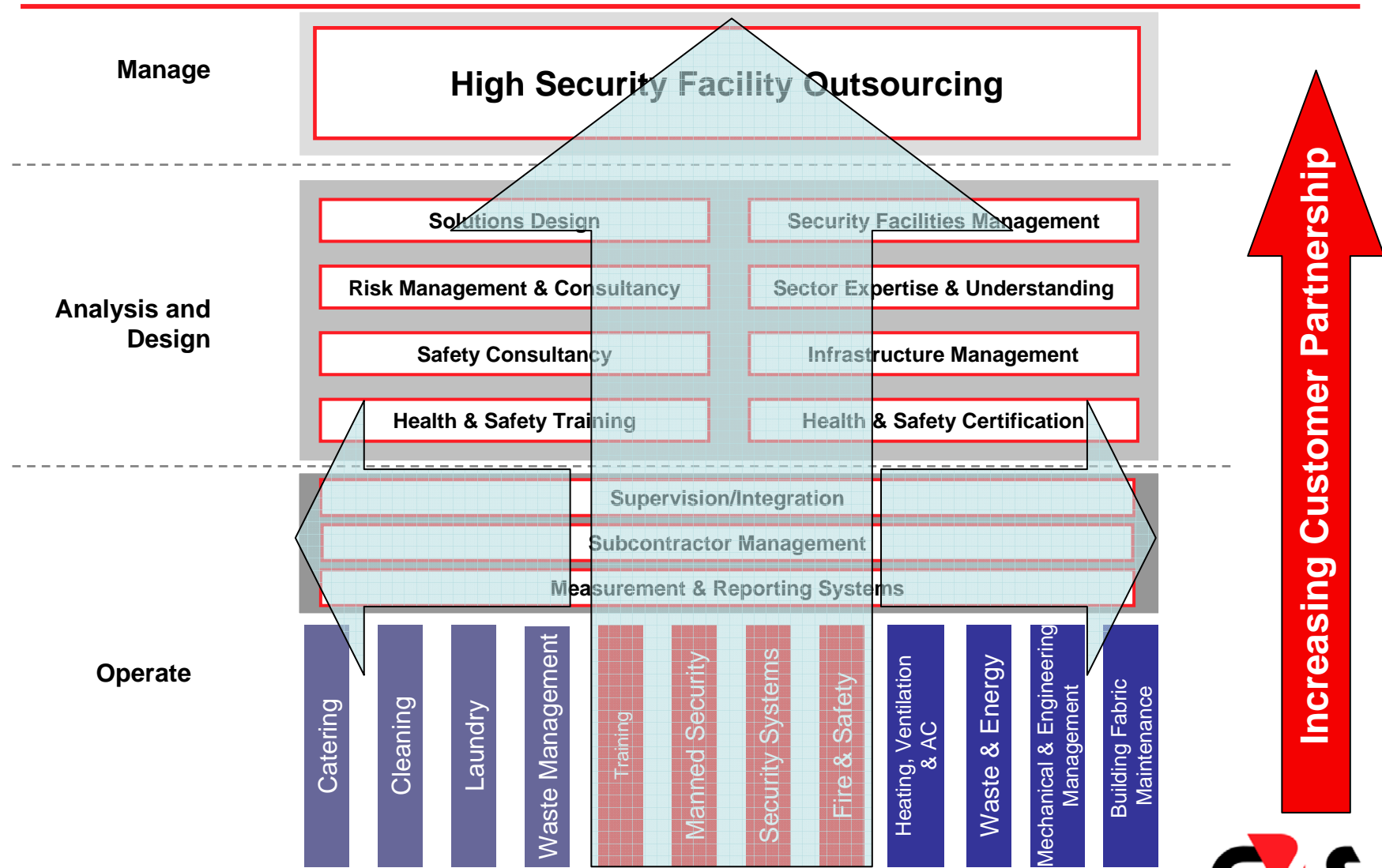
High Security Facility Outsourcing



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A Security Solutions Model

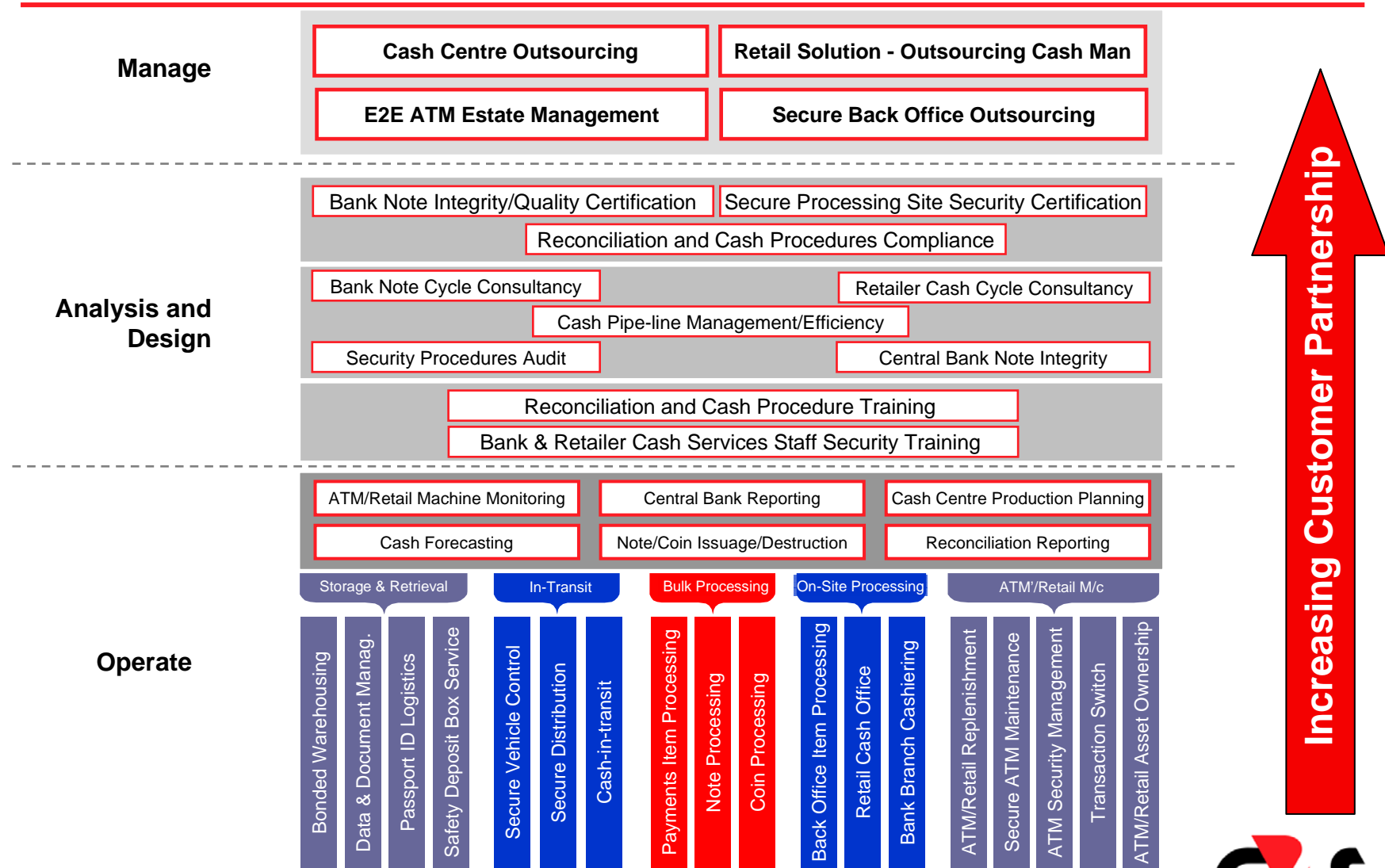
High Security Facility Outsourcing



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A Security Solutions Model

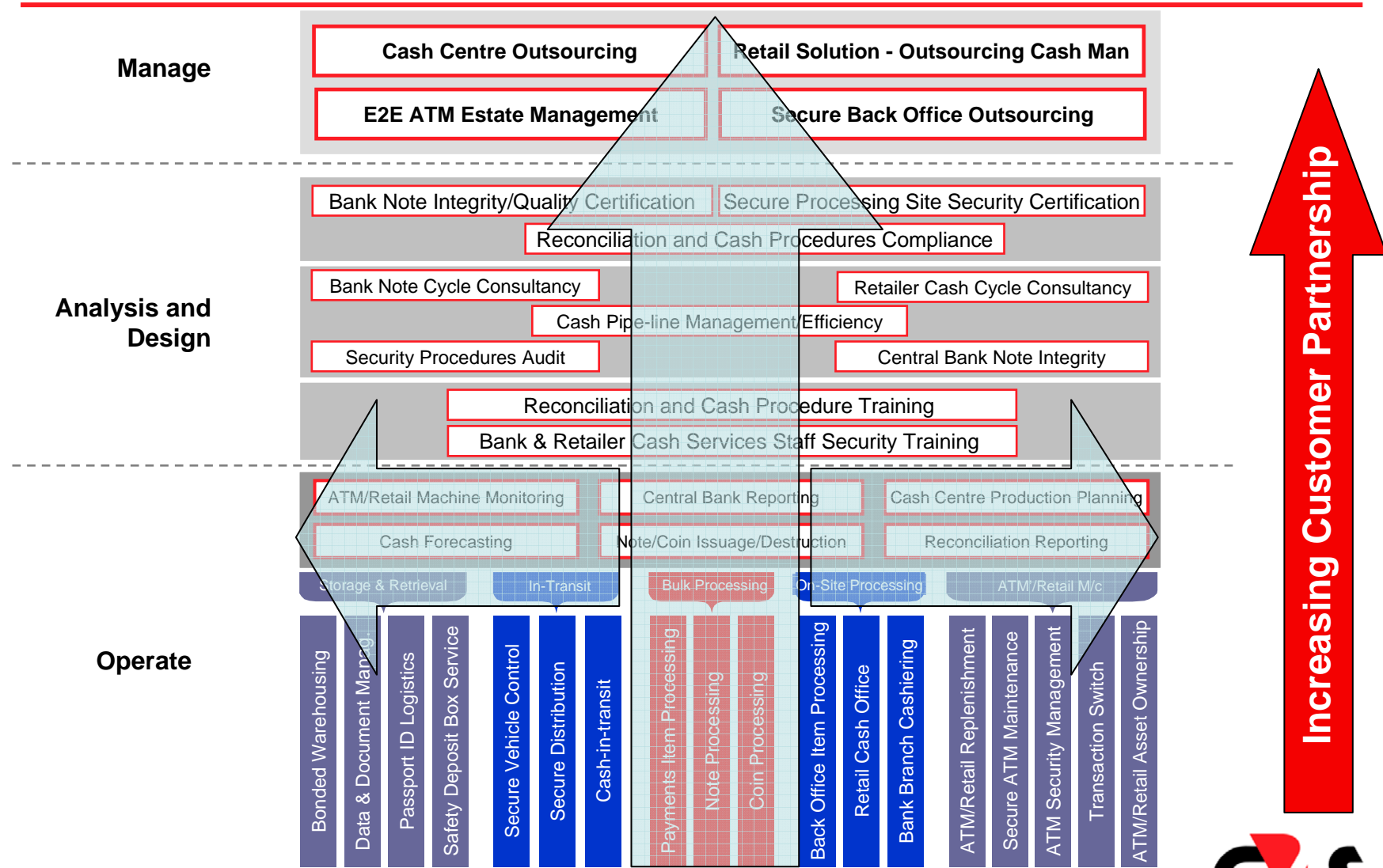
Cash Management



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A Security Solutions Model

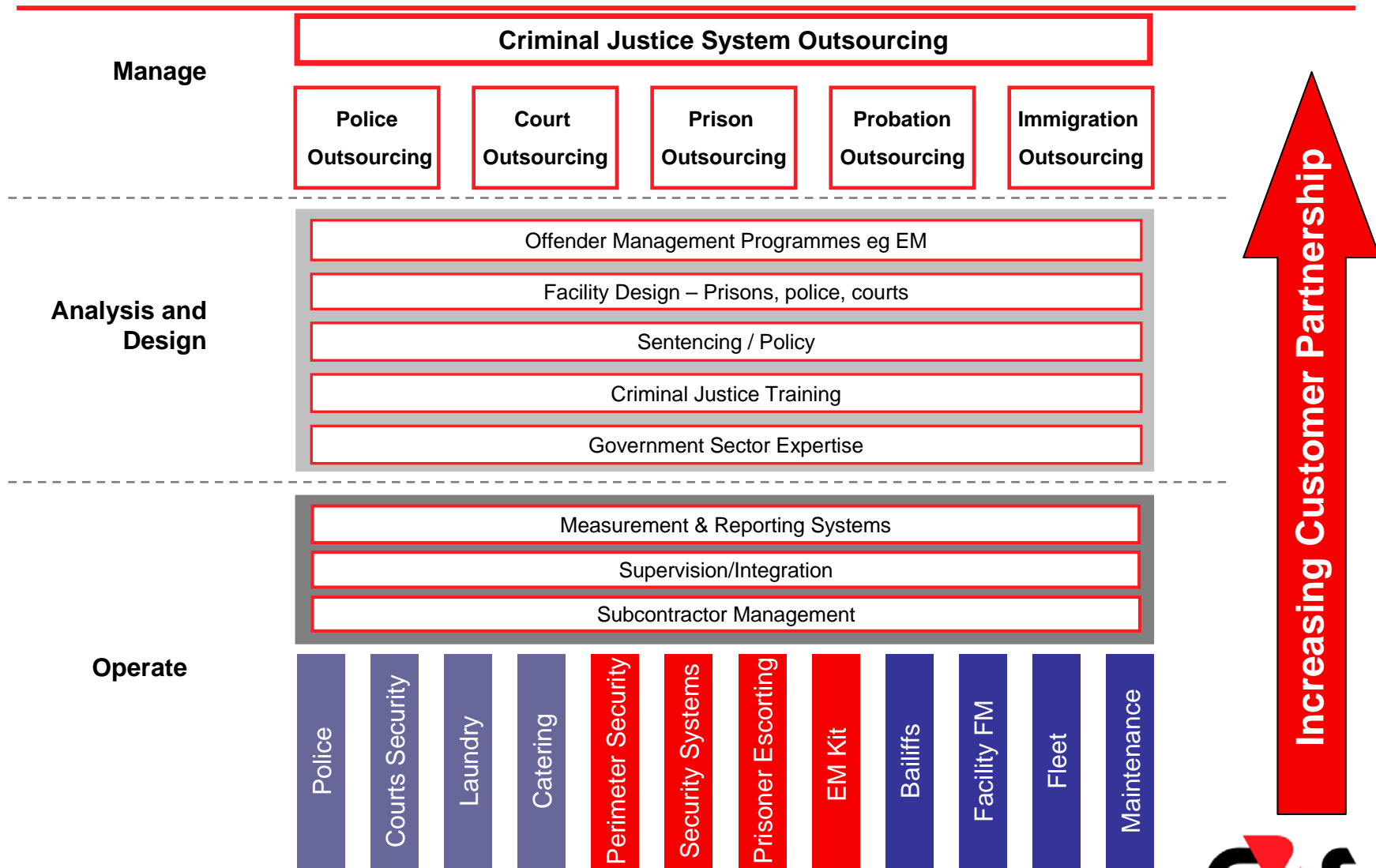
Cash Management



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A Security Solutions Model

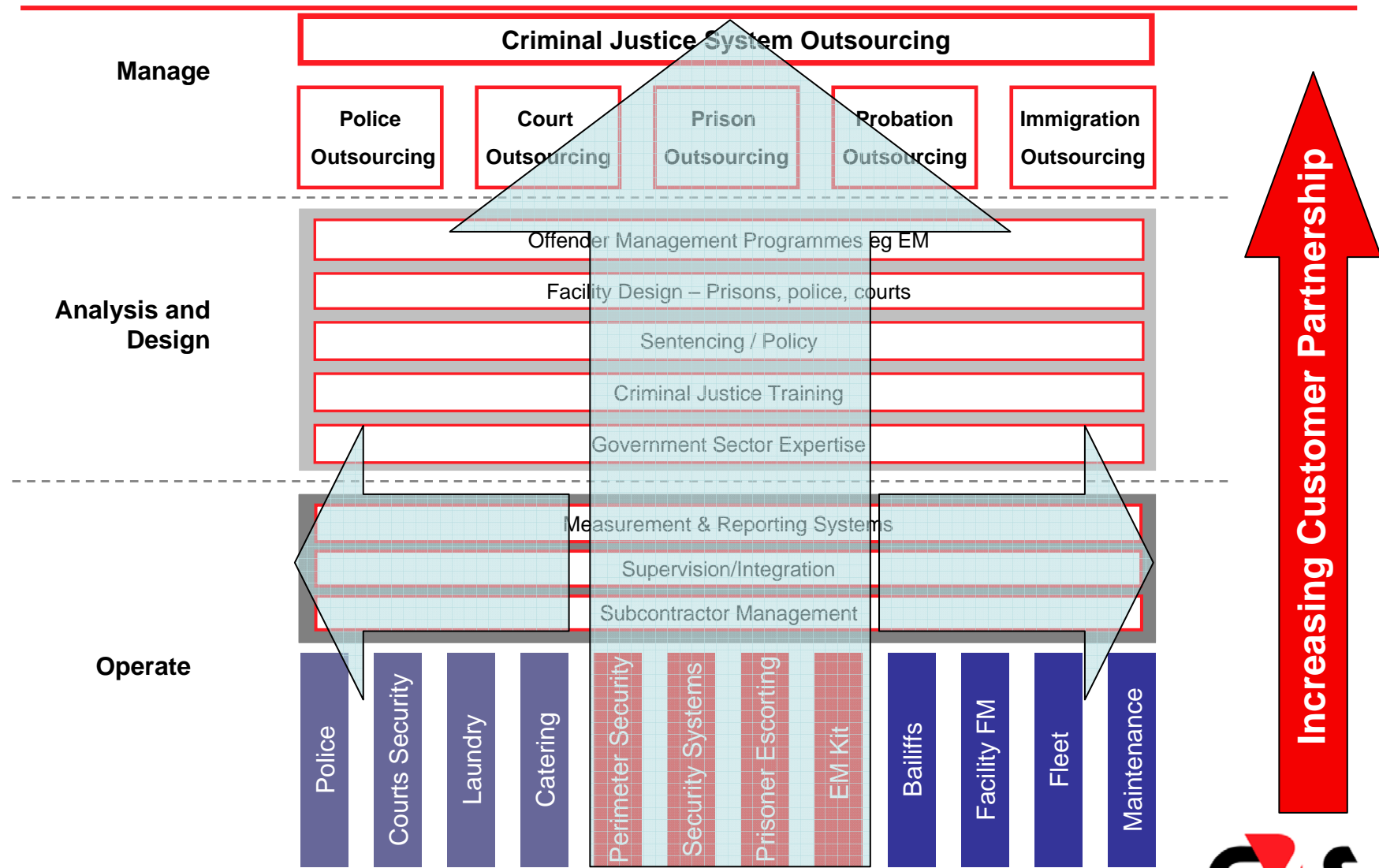
Criminal Justice System



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A Security Solutions Model

Criminal Justice System



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Security Solutions Definition

Key Output : What we are – what we are not

“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, infra-structure, 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 :-

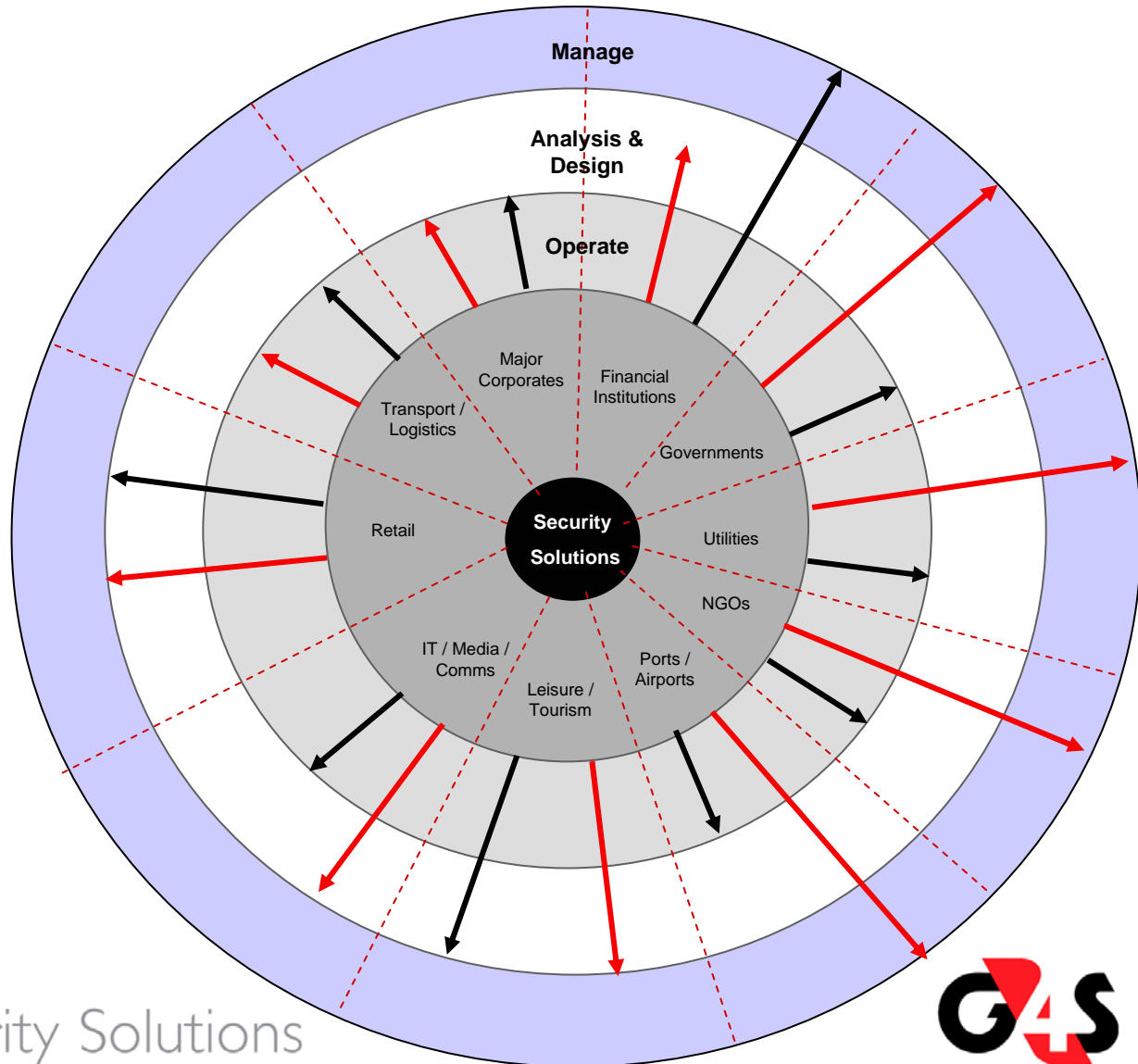
- Revenue Growth
- Cost Management
- Asset or Risk Management
- Customer Service (end customer)

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Security Solutions

General Market Opportunity

→ Secure Logistics
→ Secure Solutions

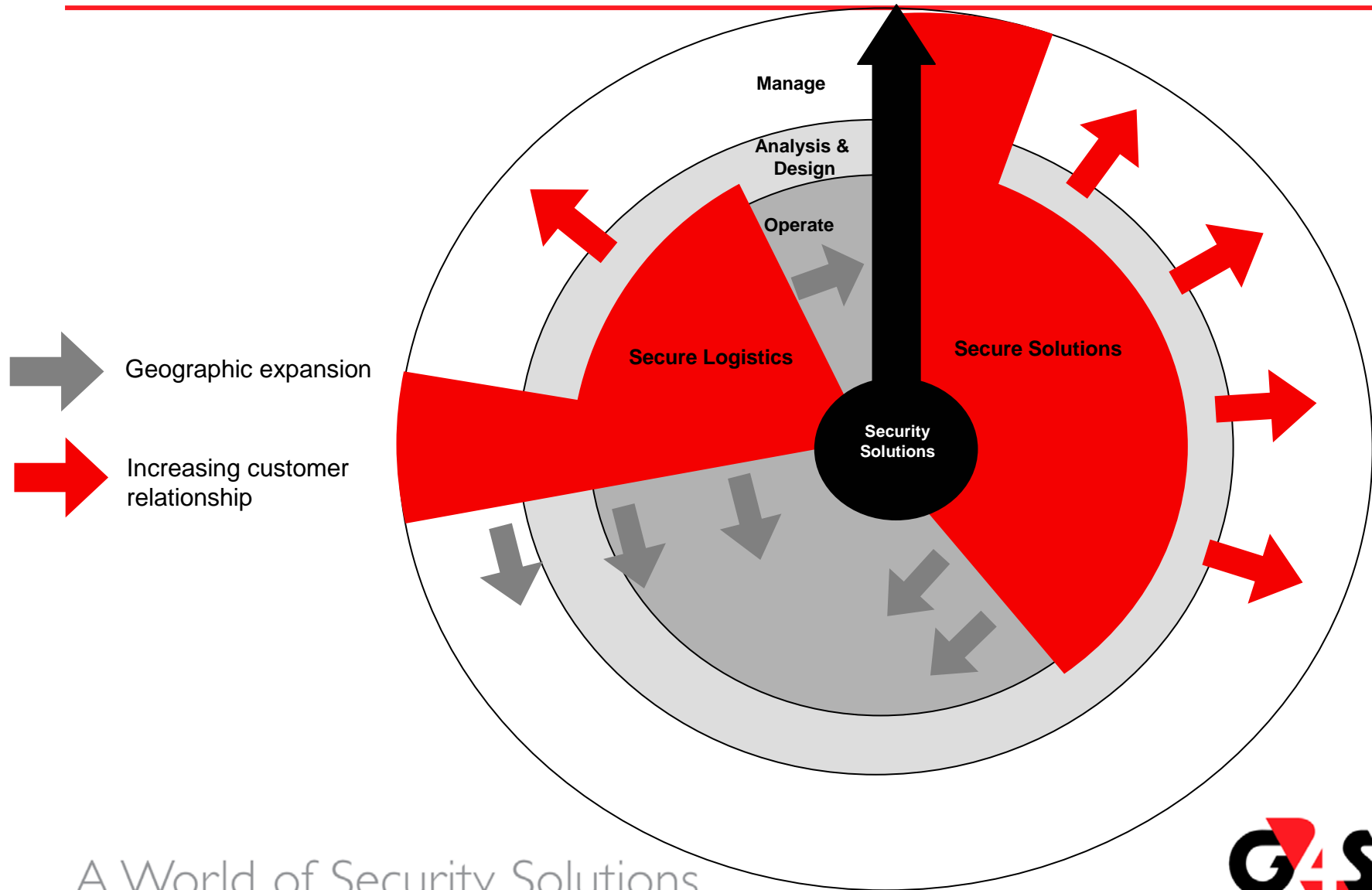


Note: New Markets opportunities could be greater due to increased geographic risk

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Developing from our core capabilities



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Strategy Implementation

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Country Selection Principles



Implementation	
4.	Country Strategy Implementation Plan <ul style="list-style-type: none"> ▪ Structure ▪ Acquisition of companies or individuals ▪ Monitoring and measurement
3.	Market Assessment <ul style="list-style-type: none"> ▪ Assessment of markets ▪ Target capability-building acquisitions ▪ In country resource versus consultants
2.	Strategy Alignment <ul style="list-style-type: none"> ▪ New country management may be required ▪ Group resource versus local resource
1.	Agree Target Countries <ul style="list-style-type: none"> ▪ Requires suitable market metrics – size, growth, competitors, etc ▪ Requires appropriate solid business platform ▪ Priorities are UK, USA, Benelux , Scandinavia ▪ All regions to select one country as a minimum

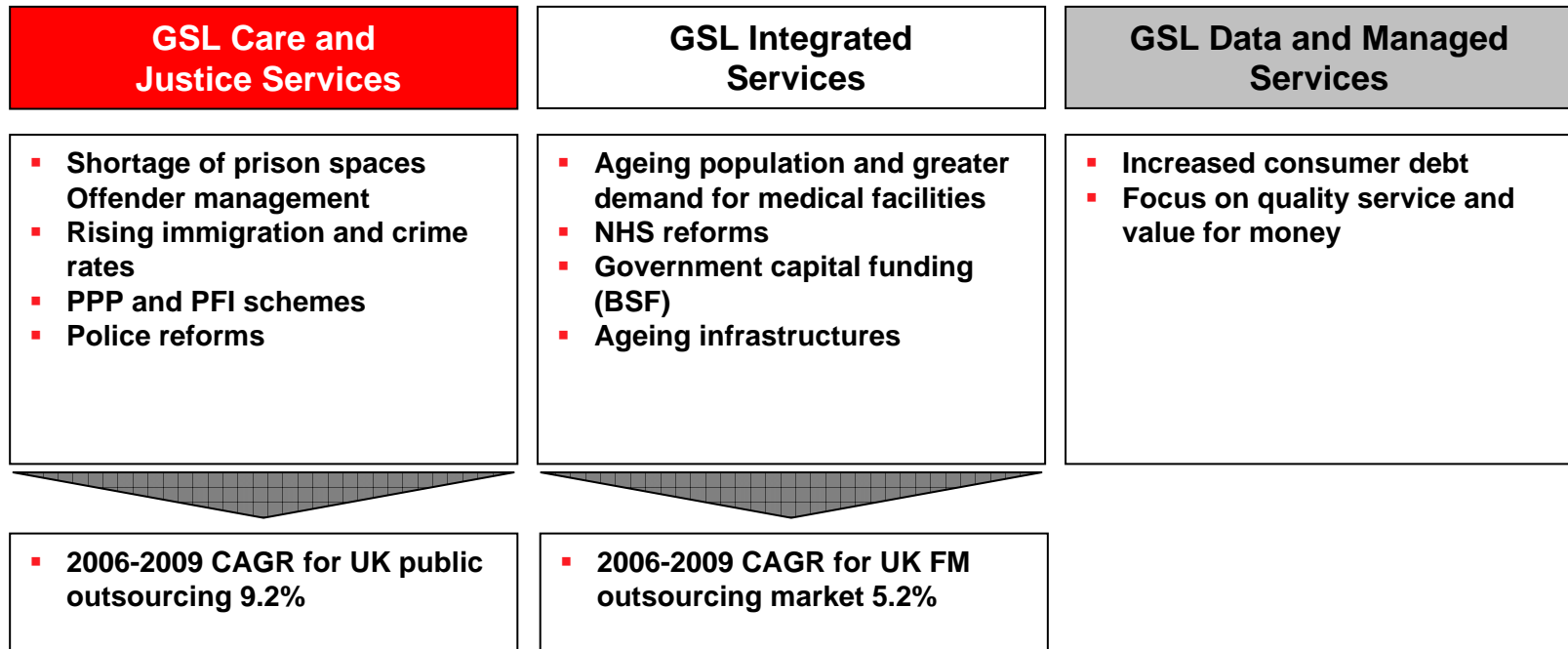
GSL acquisition

- Total consideration of £355 million paid in cash, effective 1 May 2008
- Previously owned by Group 4 Falck prior to merger – strong understanding of GSL's activities and strengths
- Acquisition provides additional expertise in key markets and geographies

Acquisition rationale

- Leading provider of outsourced care and justice services
- Long-term nature of GSL contracts will underpin future revenue and profit streams
- Opportunity to broaden secure outsourcing offering to our customers
- GSL provides additional scale to existing Justice Services activities
 - additional platform for international expansion
 - well placed to secure contract wins from the medium-term pipeline
- Potential to further develop relationships within the public sector
- Opportunity to secure a significant foothold within the secure outsourcing market

Strong fundamental growth drivers



Significant opportunities for the future

	GSL Care and Justice Services	GSL Integrated Services	GSL Data and Managed Services
Current portfolio	<ul style="list-style-type: none"> Offender management Immigration service Court services Police support services Children's services International 	<ul style="list-style-type: none"> Public sector accommodation Schools PFI Acute & hospitals LIFT Care & Justice Patient transport services Healthcare hotel services SPV management 	<ul style="list-style-type: none"> Meter reading Data collection, processing and aggregation Inspection Assessment Process management Training
Future opportunities	<ul style="list-style-type: none"> International markets Detention Training Centres Extension of police services Community sentences Secure mental health 	<ul style="list-style-type: none"> Helping to transition other countries Addressing the commercial market 	<ul style="list-style-type: none"> Vetting of employees Metering and meter fixing Debt management Automated Meter Reading Surveys and mystery shopper work Private sector assessment and inspection services

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Secure Logistics

Strategy Implementation

	UK	Hungary	Sweden	Belgium	Netherlands
Enhanced Strategy in Place	✓	✓	✓	✓	✓
Cash Centre Outsourcing	✓			✓	✓
End to End ATM Management	✓	✓	✓	✓	✓
Retail Solutions in Pilot	✓	✓	✓	✓	✓

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Q1 2008 IMS

- Continuing strong trading performance
- Overall organic growth 11%
 - 9% in developed markets
 - 17% in developing markets
- Security Services
 - Improved performances from Continental Europe and North America
 - Continued good progress elsewhere
- Cash Services
 - Excellent organic growth overall with strong performances across both developed and New Markets
- Overall margins up by 0.1%
 - Security Services margins broadly unchanged
 - Excellent performance in Cash Services Europe
- Share placing of 9.9% equity base

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From the world's largest security company to the global leader in security solutions

Repositioning the group	Sustainable growth (above market growth rates)	Improved quality of earnings
Increasing customer relationship	Competitive differentiation	Aligned with world class outsourcing providers
Seen as "critical" service	Appropriate market rating	Increased shareholder return

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G4S plc – 2008 Strategy

Nick Buckles

CEO

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